





City Council	<u>Table of Contents</u>
Rick Danner Mayor	
Jay Arrowood District 1	Why A Strategic Plan? 1
Wayne Griffin District 2	Components of a Strategic Plan 1
Kimberly Bookert District 3	Vision and Mission Statements 3
Lee Dumas District 4	2012 Council Planning Workshop 4
Wryley Bettis District 5	Strategic Initiatives 5
Judy Albert District 6	Efficient and Effective Public Services 6
Ed Driggers City Administrator	Responsible Growth Management and Development 9
	Economic Development 13
	Quality of Life 16
	Budget 19

Why a Strategic Plan?

This strategic plan serves as the City of Greer’s reference document in developing departmental work plans and as a means to measure progress and success toward council’s stated goals and objectives. It is also vital in assuring that doing what needs to be done to keep the city operating at only an acceptable standard does not become the status quo.

In order to ascend to the next level, we must constantly ask, “What are we doing to take that next step?” That answer may be “We issued 100 more business licenses this year than last.” Or, that answer may be “We kept a neighborhood from flooding during the last big rain because of our comprehensive storm water management plan.”

The day-to-day accomplishments are focused on effective and efficient service delivery while the broader accomplishments have a lasting impact on the community. To that end, we believe we have developed a strategic plan that will allow the city to do both. It is bold and definitive but, at the same time, flexible and realistic and will move the City of Greer from being good at what we do, to great in what we can accomplish.

Components of the Strategic Plan

Our **Vision Statement** reflects the city’s ideal state. This is an achievement the city will likely never attain as it is open to interpretation and a constant desire to always become better than what we are. Our **Mission statement** is an expansive means to achieve the city’s vision.

Through annual **Planning Retreats**, a review of the factors impacting the city’s ability to carry out its mission is conducted and the **Strategic Initiatives** necessary to carry it out are identified. **Goals and Tasks** are established as more specific means of achieving the Strategic Initiatives. They are supported by implementation strategies incorporated into departmental work plans to meet the **Performance Indicators** established to measure the progress of the Strategic Plan.

The **Develop** indicator signifies resources are being identified, strategies are being reviewed/selected, anticipated outcomes are being determined, and a plan for implementation is forthcoming. The task’s description and title could change based on the strategies used for implementation and new or additional tasks could be created. The Target Date is the anticipated time the task will enter the implementation phase.

The **Implement** indicator signifies the task and its strategies are currently being implemented. Resources have been assigned and the desired outcomes have been identified. The Target Date is the anticipated time the task will be completed.

The **Evaluate** indicator signifies the task has been completed and/or is undergoing evaluation. Results are compared with the outcomes previously identified and adjustments are made if necessary. The task will likely be removed from the Strategic Plan once the evaluation period is complete and the outcomes have been realized. New tasks could result to address next steps, expanded strategies, or as part of another task. The Target Date is the expected time the review period will end. Some evaluations are On-going.

All elements of the plan are ultimately tied to the city's ability to provide the necessary resources to accomplish them through a **Budget Nexus**. And finally, constant **Review and Update** must be made to monitor progress and provide updates on the implementation plan and establish contingency plans to address environmental changes.

Vision Statement

A strategic plan begins with and must always be consistent in its relation to the vision statement. This statement may reflect a certain standard of living, the pleasantness of the environments, or the general vibrancy of the community. At its heart, the vision statement reflects the collective understanding of the ideal situation toward which the council and city staff works to achieve. Because the vision reflects an ideal state it's unlikely it will ever be fully and definitively achieved. A vision that strives for Greer to be the "center of the universe" most likely will never be achieved, but at some point many may believe it to be so. Therefore the vision simply represents that perfect state of being toward which we always strive.

The City of Greer's vision is to deliver effective and efficient services to provide a quality of life that makes the City of Greer a great place to live, work and play.

Mission Statement

Mission statements define an organization's role in pursuing its vision. In a way, they define the organization's reason for being and often appear in charters or budget documents. They are more concise and direct than the vision serving as broad goals that explain the ways through which an organization will attempt to achieve its vision through values or actions. For the city, our mission is reflective of the values we hold for the effective and fiscally responsible provision of services that maintain a high standard of living for our community.

The City of Greer's mission is to:

Provide open and honest government representative of all its citizens;

Insure fiscal responsibility of the public's money through cost effective services;

Exercise environmentally sound and prudent management of growth and development to increase employment opportunity, provide available housing, offer abundant recreation, and preserve the historic charm of the city;

Promote artistic, athletic, academic, and social values through actions and words.

Annual Council Planning Retreat

City Council meets annually as part of their continuing commitment is to insure the current and future needs of the city's residents and visitors are met through directed, responsible, professional and proactive actions of city council and staff utilizing sound fiscal management policies. The goals and objectives discussed during the annual retreats are included under the city's ongoing initiatives within the Strategic Plan.

The 2013 retreat, held on February 28th, was facilitated by City Administrator Ed Driggers with Mayor Rick Danner, council members Jay Arrowood, Wayne Griffin, Kimberly Bookert, Lee Dumas, Wryley Bettis, and Judy Albert participating. Members of the city's administrative staff and department heads were also in attendance.

During the workshop, staff and council began by receiving a preview of the city's annual report in the new digital format followed by an update on the city's financial transparency efforts and a discussion of planned strategies to market city events and activities. Council was provided an update on the Strategic Plan and an overview of comparative performance management options staff will begin developing. Presentations were given on the municipal data comparison, the road paving program and traffic calming practices. Staff provided council with a detailed financial review of the city's various operating funds and the status of the city's medical self-insurance program. Discussions were held on the trash service contract, recycling program, fleet management, risk management, the format of the monthly department reports. The meeting concluded in an open forum format with council discussing their priorities and goals in several areas including: annexation and infill development strategies, use of city web services, service delivery partnerships, wellness program initiatives, highway 29 street light improvements, sidewalk inventory and maintenance plans, and employee training programs.

The purpose of the planning retreat is to develop broad, constant, but defined Strategic Initiatives that allow for consistency in matching them with the city's mission and vision as established by council. In this process, each city department has flexibility to develop work programs with objectives that are measured through performance indicators as being developed, implemented, or evaluated within the timeframe and context established for each one. Council reviews the strategic initiatives annually to insure they are still relevant in accomplishing the city's mission and vision and to make modifications to department work programs and/or goal objectives as necessary.

The Strategic Initiatives

City council has established four Strategic Initiatives that act as guide posts in developing goals, objectives, and tasks that will work to accomplish the mission and achieve the vision established for the city.

Efficient and Effective Public Services

Council is committed to providing programs and services to the community in the most efficient and cost effective manner possible without sacrificing responsiveness and quality.

Responsible Growth Management and Development

Council is committed to maintaining and developing healthy communities and sustainable neighborhoods to foster economic and social stability, provide for the safety and welfare of residents, provide affordable housing, and insure access to employment, education, recreation and public services.

Economic Development

Council supports efforts to develop effective economic development strategies that will position the city to take advantage of current and future economic conditions by identifying key opportunities for recruitment of businesses, industries, and services that provide jobs and meet the needs of the community.

Quality of Life

Council recognizes that an enhanced quality of life is essential to attract visitors and residents to the city. To that end council supports programs, services and activities that enhance recreation facilities and amenities and provide the community with a sense of place that define Greer as a great place to live, work and play.

Efficient and Effective Public Services

Council is committed to providing programs and services to the community in the most efficient and cost effective manner possible without sacrificing responsiveness and quality.

Develop and implement sound management practices				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<p><u>Strategic Operations Review</u> All Departments, Council <i>Evaluate and make recommendations regarding services and operations to create efficiencies, eliminate waste and maximize productivity.</i></p>			◆	On-going
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <i>Provide council with professional and informed information regarding city services and programs.</i> <input checked="" type="checkbox"/> <i>Conducted a citizen survey to measure perception and demand for city services</i> <input checked="" type="checkbox"/> <i>Presented survey results to council for evaluation in developing new strategies</i> <input checked="" type="checkbox"/> <i>Conducted a Comprehensive Performance Management (CPM) survey to review internal operations</i> <input checked="" type="checkbox"/> <i>Conducted Community Policing Self-Assessment Tool in the Police Dept. in 2012 and 2013</i> <input checked="" type="checkbox"/> <i>Staff completed fleet audit and review, implemented new oversight strategies, and established ROI guideline for alternative fuel vehicle purchases</i> <input checked="" type="checkbox"/> <i>Purchased Hybrid Prius in January 2013 for use city fleet and evaluation of return on investment.</i> <input checked="" type="checkbox"/> <i>Purchased CNG F150 for Codes Enforcement.</i> <input type="checkbox"/> <i>Staff will evaluate alternative fuel vehicle data to make future recommendations to Council.</i> <input type="checkbox"/> <i>Continue to participate in the CPM and COPS programs in 2014.</i> <input type="checkbox"/> <i>Continue using survey results to improve city operations and service delivery</i> 				
<p><u>Financial Policies</u> Administration, Finance and Information Technology <i>Develop a comprehensive financial policy for consideration by council.</i></p>			◆	On-going
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <i>Reviewed strategies for implementing a fund balance policy.</i> <input checked="" type="checkbox"/> <i>Presented policy recommendations to council</i> <input checked="" type="checkbox"/> <i>Council approved policies.</i> <input type="checkbox"/> <i>Staff continues to evaluate and will make recommendations for any changes if necessary.</i> 				
<p><u>Community Survey</u> Administration <i>Develop a plan to conduct a community wide survey to assess resident satisfaction with community amenities and city services.</i></p>			◆	03/2015
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <i>Review options available to conduct a community survey</i> <input checked="" type="checkbox"/> <i>Present findings to council for consideration</i> <input checked="" type="checkbox"/> <i>Secure funding to carry out community survey</i> <input checked="" type="checkbox"/> <i>Conduct survey and compile results</i> <input checked="" type="checkbox"/> <i>Present survey findings to council</i> <input checked="" type="checkbox"/> <i>Police Dept. completed Community Policing Self-Assessment Tool survey.</i> <input type="checkbox"/> <i>Staff completed review of National Citizen Survey and established programs to address various service areas.</i> <input type="checkbox"/> <i>Staff is recommending a new survey period by FY2016.</i> 				

Develop and implement sound management practices (continued)				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<p>Customer Service Program All Departments <i>Evaluate the customer service program to identify needs and make recommendations for expansion and additional training. The Community Survey will be part of the evaluation.</i></p>			◆	On-going
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Implemented a customer service training program for city staff. <input checked="" type="checkbox"/> Provide semi-annual customer service training to each city employee. <input checked="" type="checkbox"/> Continue to provide “Social Intelligence” training to develop better interpersonal skills for enforcement employees. <input checked="" type="checkbox"/> Established ongoing program to provide semi-annual customer service training for employees. <input type="checkbox"/> Develop focused training opportunities based on National Citizen and Comprehensive Performance Management surveys 				
<p>Codes Enforcement and Permitting Software Finance and IT, Building and Development Standards <i>Implement new software program to deliver more effective and efficient services</i></p>	◆			09/2014
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Develop codes and permitting IT solutions (CodeQA program) <input checked="" type="checkbox"/> Completed development and deployed pilot training program in office and field operations. <input checked="" type="checkbox"/> Refine product and deploy program for office use <input checked="" type="checkbox"/> Fully implement program for mobile use by inspectors in the field. <input type="checkbox"/> Staff is reviewing use of CodeQA program for additional operational efficiencies. <input type="checkbox"/> Staff is expanding use of WebQA for marketing community activities and business through LocalU <input type="checkbox"/> Staff has expanded use of WebQA for internal IT service needs. <input type="checkbox"/> Staff is developing WebQA for use by public for reporting service needs 				
<p>Grant Management All Departments <i>Continue to seek grant opportunities to assist is funding limited or one-time funding needs and programs.</i></p>		◆		On-going
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Research and pursue new grant opportunities. <input checked="" type="checkbox"/> Attain \$300,000 annually in grant funding (\$255k in PD, \$47K Parks & Rec, \$25K Administration) <input type="checkbox"/> Analyze ability to expand grant applications <input type="checkbox"/> Review options for centralizing grant management 				
<p>Alternative Service Delivery All Departments <i>Study and evaluate alternative service delivery and functions opportunities</i></p>			◆	On-going
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Staff continued to utilize the Community Service Workers program.(30 workers, 1,050 hours) and expanded to provide litter control services <input checked="" type="checkbox"/> Fire Dept. implemented changes to medical response calls to reduce duplication of services. <input checked="" type="checkbox"/> Completed review for use of a mobile operations center (no recommended actions at this time) <input type="checkbox"/> Staff is working on development of a service request app for mobile devices using WebQA. 				

Review and make recommendations for amending select ordinances and policies..				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
Wreckers Building & Dev. Standards, Finance & Information Technology, Police <i>Reviewing rotation process, vendor requirements, and fees</i>		◆	◆	03/2014
<input checked="" type="checkbox"/> <i>Review current policies and procedures and solicited feedback from service providers.</i> <input checked="" type="checkbox"/> <i>Review property standards and requirements for impound/storage lots</i> <input checked="" type="checkbox"/> <i>Staff drafted a revised ordinance and presented to council for their consideration</i> <input checked="" type="checkbox"/> <i>Council tabled the revised ordinance and asked staff to makes changes to practices and procedures.</i> <input type="checkbox"/> <i>Staff is currently evaluating changes to practices and procedures.</i>				
Traffic Calming Administration, Building and Development Standards <i>Develop a traffic calming policy for consideration by council.</i>			◆	On-going
<input checked="" type="checkbox"/> <i>Staff completed review and provided multiple reports to council of potential policy considerations.</i> <input checked="" type="checkbox"/> <i>Staff provided policy to council</i> <input checked="" type="checkbox"/> <i>Council adopted policy</i> <input type="checkbox"/> <i>Implementing and evaluate policy to provide recommendations for revision as needed.</i>				

City Facilities Planning and Management				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
Market City Venues Administration <i>Develop strategies to market they city's venues for sponsorship and naming rights opportunities.</i>		◆	◆	06/2014
<input checked="" type="checkbox"/> <i>Events staff participated in specialized training on improving sponsorship efforts.</i> <input checked="" type="checkbox"/> <i>Staff reviewed additional strategies to market city venues and attain sponsorships</i> <input checked="" type="checkbox"/> <i>Council included funding in the FY2014 budget for enhanced marketing efforts.</i> <input checked="" type="checkbox"/> <i>Staff developed and implemented expanded marketing of city events and activities in new media, radio, and print advertising.</i> <input checked="" type="checkbox"/> <i>Staff has designed and purchased collateral materials such as branded pencils, mobile device stands, and other items for the general promotion of the city.</i> <input type="checkbox"/> <i>Staff is evaluating ROI for expanded marketing strategies</i>				
Relocate J Verne Smith Center Administration <i>Review options for relocation of Greer Relief/J Verne Smith Center.</i>	◆			03/2015
<input type="checkbox"/> <i>Staff is reviewing resources and assets to determine task assignments and timetable for project.</i>				
Facilities Master Plan All Departments <i>Develop plans to conduct a facilities survey and needs assessment.</i>	◆			03/2015
<input checked="" type="checkbox"/> <i>Staff has completed inventory of facilities.</i> <input checked="" type="checkbox"/> <i>Staff is mapping growth patterns to evaluate locations of future service based facilities.</i> <input checked="" type="checkbox"/> <i>Staff is reviewing options for deploying a "mobile office" to provide city services to communities.</i> <input checked="" type="checkbox"/> <i>Staff continues to implement partnership opportunities for shared use facilities.</i> <input checked="" type="checkbox"/> <i>Recreation staff completed a proposed Trails Plan</i> <input type="checkbox"/> <i>Staff will provided input on the Greater Greer Community Master Plan for facility needs.</i>				

Responsible Growth Management and Development

Council is committed to maintaining and developing healthy communities and sustainable neighborhoods to foster economic and social stability, provide for the safety and welfare of residents, conduct effective infrastructure management, provide affordable housing, and insure access to employment, education, recreation and public services.

Infrastructure and capital planning to address growth needs				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
Storm Water Enterprise Fund Administration, Council <i>Provide dedicated budget line-item from General Fund to support growing storm-water management needs</i>			◆	On-going
<input checked="" type="checkbox"/> Provided Council with complete review of Storm Water Fund. <input type="checkbox"/> Will continue to provide council with annual review.				
Infrastructure Planning All Departments <i>Develop strategy for a master plan to effectively manage improvements, growth issues, service provision, and public safety.</i>		◆		03/2015
<input checked="" type="checkbox"/> Staff completed citizen survey for parking availability and needs <input checked="" type="checkbox"/> Complete 2 street lighting surveys annually. <input checked="" type="checkbox"/> Completed wireless infrastructure expansions at Country Club Park, Century Park. <input checked="" type="checkbox"/> Staff is working with Greer Development Corporation on a GIS parking database. <input checked="" type="checkbox"/> Staff is coordinating with CPW for utility location data sharing GIS. <input checked="" type="checkbox"/> Staff continues to work on the current sidewalk inventory in the city and surrounding areas. <input checked="" type="checkbox"/> Council dedicated funding for future sidewalk and street lighting projects <input checked="" type="checkbox"/> Public Services staff completed sidewalk repairs and installation on Mayfield St, Randall St., Memorial Dr., and W. Poinsett St. <input type="checkbox"/> Develop strategies for landscaping master plan development <input type="checkbox"/> Staff is working on Community Master Plan to include long term infrastructure needs				
Storm-water System Inventory and Database All Departments <i>Complete a city-wide storm-water system inventory and survey</i>		◆		08/2014
<input checked="" type="checkbox"/> Establish Inventory Zones to complete mapping in a set process <input type="checkbox"/> Map and assess storm water infrastructure based on the established Inventory Zones <input type="checkbox"/> Identify and map contributory streams in each Inventory Zone				
Road Maintenance Building and Development Standards, Finance and IT <i>Maintain the citywide roads database to effectively manage the city's road maintenance program.</i>			◆	On-going
<input checked="" type="checkbox"/> Completed all 2013 Road Paving projects <input checked="" type="checkbox"/> Present recommended 2014 road paving list to council <input checked="" type="checkbox"/> Deliver selected road paving list to counties <input type="checkbox"/> Conduct road paving projects based on rating and priority <input type="checkbox"/> Complete recommended 2015 road paving projects				

Comprehensive Planning Strategies				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<u>Comprehensive Plan</u> Council, Administration, Building and Development Standards <i>Begin implementing strategies adopted in the 2010 Comprehensive Plan and prepare for the five year update</i>		◆		03/2015
<input checked="" type="checkbox"/> <i>Staff is currently updating plan with 2010 Census data</i> <input checked="" type="checkbox"/> <i>Complete Joint Coordination Element of the Future Land Use with Greenville County</i> <input checked="" type="checkbox"/> <i>Staff held preliminary meetings to establish a timeline for five-year update.</i> <input checked="" type="checkbox"/> <i>Budgeted 2 alternative fuel vehicles in FY2013 to work toward 2010 Comprehensive Plan goals</i> <input checked="" type="checkbox"/> <i>Staff is working on the Community Master Plan to coordinate data needed for five-year update.</i>				
<u>Downtown Development Plan</u> Administration, Building & Development Standards <i>Develop plan to address infrastructure, zoning, property use, parking etc. in the downtown area.</i>	◆	◆		03/2015
<input type="checkbox"/> <i>Staff is working with Partnership for Tomorrow on a Community Master Plan to include downtown development strategies.</i>				
<u>Land Development Regulations</u> Building & Development Standards, Fire, Police, Parks and Recreation <i>Complete revisions to the city's land development regulations.</i>		◆		09/2014
<input checked="" type="checkbox"/> <i>Established a review committee of staff, developers, realtors, and other related specialist.</i> <input checked="" type="checkbox"/> <i>Completed all scheduled meetings to review regulations and make recommended changes.</i> <input checked="" type="checkbox"/> <i>Completed Floodplain Management review</i> <input type="checkbox"/> <i>Staff is working on the Community Master Plan to attain input.</i> <input type="checkbox"/> <i>Staff is drafting the revised regulations to present for consideration by council.</i>				
<u>Sustainable Development and Strategies</u> Administration, Building and Development Standards <i>Develop strategies to incorporate environmentally friendly and low impact standards into development regulations</i>		◆		03/2015
<input checked="" type="checkbox"/> <i>Approved a Design Review District in Zoning Ordinance</i> <input checked="" type="checkbox"/> <i>Began review of internal operations to develop sustainable strategies, established "Green Team".</i> <input type="checkbox"/> <i>Land Use Regulations review in progress to identify sustainable communities opportunities</i>				
<u>Crime Prevention Through Environmental Design</u> Police, Building and Development Standards <i>Develop strategies to include Crime Prevention through Environmental Design Standards in property development and land use regulations.</i>		◆		On-going
<input checked="" type="checkbox"/> <i>Participate in training to develop working knowledge of CPTED principles and strategies.</i> <input checked="" type="checkbox"/> <i>Provide input to design review process for relevant development projects</i> <input checked="" type="checkbox"/> <i>Attends the Planning Advisory Committee as required.</i> <input type="checkbox"/> <i>Participate on the Land Development Regulations review committee.</i>				

Revitalization of distressed communities and properties				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<u>Rental Property Standards</u> Building and Development Standards <i>Complete rental property standards and regulatory review</i>	◇			09/2014
<input checked="" type="checkbox"/> <i>Review current standards and policies.</i> <input type="checkbox"/> <i>Draft revised ordinance to address needs and present for consideration by council.</i>				
<u>Needmore Community Redevelopment Plan</u> Administration, Building and Development Standards <i>Phase I - Infrastructure Improvement on Tremont and Canteen</i>		◇		09/2014
<input checked="" type="checkbox"/> <i>Staff assists GCRA in keeping Needmore residents apprised of progress on the project</i> <input checked="" type="checkbox"/> <i>Staff worked with GCRA to complete the engineering survey and design for the Phase 1 projects.</i> <input checked="" type="checkbox"/> <i>Secured funding needed to complete all Phase 1 projects</i> <input checked="" type="checkbox"/> <i>Complete Paving of Canteen and Tremont streets</i> <input checked="" type="checkbox"/> <i>Complete Phase 1 construction projects</i> <input type="checkbox"/> <i>Staff is working with GCRA to develop Phase 2 projects</i> <input type="checkbox"/> <i>Complete site plan for area around the community center</i>				
<u>Victor Mill Redevelopment</u> Administration, Building and Development Standards <i>Develop strategy for redevelopment of the mill site and revitalization of the surrounding community.</i>	◇			03/2016
<input checked="" type="checkbox"/> <i>Work with Spartanburg County to remove the structure from the Victor Mill site</i> <input checked="" type="checkbox"/> <i>Meet frequently with the Victor Community residents to provide updates on the clean up</i> <input checked="" type="checkbox"/> <i>Complete required EPA ground sample testing</i> <input type="checkbox"/> <i>Staff continues to communicate with Spartanburg County on the desire to complete the redevelopment of site and revitalization of the surrounding community.</i>				
<u>Neighborhood Redevelopment Strategies</u> Administration, Building and Development Standards <i>Develop plan to create a resource guide for property redevelopment, community space, branding, mixed use, safety, compatibility</i>	◇			03/2016
<input type="checkbox"/> <i>Staff is reviewing resources and assets to determine task assignments and timetable for project.</i> <input type="checkbox"/> <i>Staff will work on the Community master Plan to provide direction on this objective.</i>				
<u>Housing Needs Assessment</u> Administration, Building and Development Standards <i>Develop strategy to conduct a survey and needs assessment of housing needs within the city.</i>	◇			03/2015
<input checked="" type="checkbox"/> <i>Met with Greer Housing Authority and Tom Faulkner to discuss housing inventory project</i> <input type="checkbox"/> <i>Staff is working to include a housing inventory/survey as part of the research for the Community Master Plan.</i>				

Develop and implement strategies for infill annexation				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<u>City Boundary Map</u> Building and Development Standards <i>Complete a city boundary map</i>		◆		07/2014
<input checked="" type="checkbox"/> <i>Staff has inventoried all properties in the city</i> <input checked="" type="checkbox"/> <i>Complete re-districting under reapportionment requirements</i> <input type="checkbox"/> <i>Resolve outstanding conflicts and complete boundary map and present to council for consideration.</i>				
<u>Benefits of Annexation Program</u> All departments <i>Develop a strategy to promote and communicate the benefits of being in the city with affected parcels</i>	◆			06/2014
<input type="checkbox"/> <i>Staff is reviewing resources and assets to determine task assignments and timetable for project.</i> <input type="checkbox"/> <i>Assess partnership opportunities</i> <input type="checkbox"/> <i>Design and develop promotional materials for distribution</i>				

Economic Development

Council supports efforts to develop effective economic development strategies that will position the city to take advantage of current and future economic conditions by identifying key opportunities for recruitment of businesses, industries, and services that provide jobs and meet the needs of the community.

Development of the Central Business District				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<u>Recruit a Downtown Retail Anchor</u> Administration, Council <i>Work with economic development partners to develop and implement strategies that will bring a retail anchor to the central business district.</i>			◆	On-going
<input type="checkbox"/> <i>Work with GDC to locate a signature retail development within the central business district.</i>				
<u>Review of Historical Overlay District</u> Building and Development Standards <i>Develop plan to review Historical Overlay District to include additional qualifying properties.</i>	◆			03/2015
<input type="checkbox"/> <i>Staff is reviewing resources and assets to determine task assignments and timetable for projects.</i> <input type="checkbox"/> <i>Staff is working to review and evaluate any needed updates as part of the Community Master Plan.</i>				
<u>Historical Properties Incentives Program</u> Building and Development Standards <i>Develop program to assist qualifying historical properties in attaining grant funds that provide incentives for re-development and maintenance efforts.</i>			◆	On-going
<input checked="" type="checkbox"/> <i>Partner with GCRA in the Façade Improvement Program for the downtown central business district</i> <input checked="" type="checkbox"/> <i>Passed ordinance providing special tax assessments for rehabilitated historical properties</i> <input checked="" type="checkbox"/> <i>Awarded \$10,000 for historic property improvements during 2013 (Approved 2 projects)</i> <input type="checkbox"/> <i>Budget \$20,000 for historic property improvements during GCRA's 2014 program year</i> <input type="checkbox"/> <i>Award 4 projects in 2014 program year (3 project under review for approval)</i>				
<u>Landscaping Maintenance Program</u> All Departments <i>Implement an enhanced program to provide intensive maintenance and upkeep of downtown landscaping and appearance.</i>			◆	03/2015
<input checked="" type="checkbox"/> <i>Draft plan for landscape maintenance in the central business district</i> <input checked="" type="checkbox"/> <i>GSA to begin contracting service for landscaping maintenance</i> <input type="checkbox"/> <i>Evaluating initial plans put into place and make changes as necessary</i> <input type="checkbox"/> <i>Staff will work to include landscaping planning as part of Central Business District review element in the Community Master Plan</i>				

Development of the Central Business District (continued)				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<p><u>Events Impact Study</u> Parks and Recreation <i>Develop a plan to conduct a study on the impact of festivals and events in the downtown area.</i></p>		◆		09/2015
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <i>Staff is working with GDC and the Chamber to collect data for city events and festivals (3 year collection period to establish trend)</i> <input type="checkbox"/> <i>Assess data and develop report</i> <input type="checkbox"/> <i>Develop strategies based on review of collected data</i> 				
<p><u>Pedestrian Accessibility and Safety Study</u> All Departments <i>Develop strategies to conduct a pedestrian and parking accessibility and safety study within the downtown area and city thoroughfares.</i></p>		◆		01/2016
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <i>Held Transit Oriented Development workshop for planners, community and stakeholders</i> <input checked="" type="checkbox"/> <i>Received \$20,000 grant to extend outreach of efforts and further study needs</i> <input checked="" type="checkbox"/> <i>Reviewing report from Strategic Economics group on next steps</i> <input checked="" type="checkbox"/> <i>Developed agreement with Upstate Forever to coordinate next steps Smart Growth efforts.</i> <input checked="" type="checkbox"/> <i>Met with area stakeholders to work on pedestrian and bike connectivity/safety planning strategies for major thoroughfares</i> <input checked="" type="checkbox"/> <i>Coordinated with GPATS and SPATS to amend the Transportation Infrastructure Plan to take advantage of SCDOT funding for a signalization study and improvements on HWY 29</i> <input checked="" type="checkbox"/> <i>Council dedicated funding for future sidewalk and street lighting projects</i> <input type="checkbox"/> <i>Staff is working on gathering data for the sidewalk inventory.</i> <input type="checkbox"/> <i>Tour similar communities for next step strategies</i> 				
Support initiatives that will attract business development				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<p><u>Economic Development Incentives</u> All Departments <i>Develop strategies with economic development partners to provide economic development, reinvestment, and revitalization. Incentives.</i></p>		◆		07/2014
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <i>Complete requirements for Certified Local Government status</i> <input checked="" type="checkbox"/> <i>Partner with GCRA for the Façade Improvement program in the central business district.</i> <input checked="" type="checkbox"/> <i>Established declining business license fee rate structure for high volume manufacturing</i> <input type="checkbox"/> <i>Staff is working with GCRA to market and promote the Economic Development Revolving Loan Fund</i> <input type="checkbox"/> <i>Staff is reviewing options for new services directed at small, local businesses.</i> <input type="checkbox"/> <i>Partner with Greer Development Corporation to develop additional business incentive opportunities</i> 				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<p><u>Economic Development Needs Assessment</u> Administration <i>Collaborate with our economic development partners to assess economic development needs.</i></p>		◆		03/2015
<ul style="list-style-type: none"> <input type="checkbox"/> <i>Staff has begun working with the Partnership for Tomorrow on the Community Master Plan which will address key economic development needs</i> 				

Support initiatives that will attract business development (continued)				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<p><u>Tax Increment Financing Districts Review</u> Administration, Council <i>Identify qualifying projects that contribute to economic development and address blight within and around existing TIF Project Areas.</i></p>			◆	09/2014
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <i>Complete review of all TIF districts</i> <input checked="" type="checkbox"/> <i>Identify and recommend to council potential projects for use of remaining TIF funds.</i> <input checked="" type="checkbox"/> <i>Completed plan recommendation for Hampton Rd. TIF (Dunbar Center playground, McKown Center)</i> <input checked="" type="checkbox"/> <i>Completed plan recommendations for Chick Springs Rd. TIF (Suber Rd. Soccer Complex, Town Center Dr., Piedmont Plaza)</i> <input checked="" type="checkbox"/> <i>Established HWY 101 Improvement Fund to complete final projects for Brookshire Rd TIF.</i> <input checked="" type="checkbox"/> <i>Established HWY 29 Fund to finalize projects in the Hampton Rd. and Chick Springs TIF areas.</i> <input checked="" type="checkbox"/> <i>Notified all taxing districts of expiration of all TIF districts collections.</i> 				
<p><u>Tourism Development</u> Administration, Parks and Recreation <i>Develop strategies to promote tourism opportunities.</i></p>		◆		03/2015
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <i>Establish a Tourism Development Committee with GDC, the Greater Greer Chamber of Commerce, and the History Museum.</i> <input checked="" type="checkbox"/> <i>Establish a Tourism Development Plan</i> <input checked="" type="checkbox"/> <i>Hold quarterly Tourism Roundtable discussion session with relevant entities</i> <input checked="" type="checkbox"/> <i>Review grant opportunities to fund tourism development projects</i> <input checked="" type="checkbox"/> <i>Develop Greer Tourism website</i> <input type="checkbox"/> <i>Implement additional strategies identified in the Tourism Development Plan</i> <input type="checkbox"/> <i>Staff is working on the Communities Master Plan to refine tourism opportunities and marketing.</i> 				
<p><u>Legal Support Services</u> Police <i>Conduct regular training for business related legal issues such as counterfeiting check forgery, shop lifting, and site safety.</i></p>			◆	On-going
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <i>Staff has completed planned project strategies and conducting regular sessions</i> <input checked="" type="checkbox"/> <i>Hold at least two sessions per year</i> <input checked="" type="checkbox"/> <i>Held class in partnership with U.S. Attorney Office on the Bank Security Act in July</i> <input checked="" type="checkbox"/> <i>The Police Dept. provided numerous businesses with CPTED advisories during 2013.</i> <input checked="" type="checkbox"/> <i>Held class for establishments selling alcohol in 3rd quarter 2012</i> <input checked="" type="checkbox"/> <i>Held class for landlords on eviction issues in 3rd quarter 2012</i> <input type="checkbox"/> <i>Staff is reviewing program and making changes as necessary</i> 				
<p><u>Property Development Database</u> Building and Development Standards <i>Develop strategies to expand and maintain a property inventory and database to track current use, zoning classification, deficiencies, and gauge their potential as candidates for redevelopment.</i></p>	◆			06/2014
<ul style="list-style-type: none"> <input type="checkbox"/> <i>Staff is reviewing resources and assets to determine task assignments and timetable for project.</i> <input type="checkbox"/> <i>Complete city boundary map to establish an accurate baseline of city property</i> 				

Quality of Life

Council recognizes that an enhanced quality of life is essential to attract visitors and residents to the city. To that end council supports programs, services and activities that enhance recreation facilities and amenities, promote safety and connectivity, and provide the community with a sense of place that define Greer as a great place to live, work and play.

Expand community outreach programs and services				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<p><u>Community Outreach and Events</u> All Departments <i>Participate in community events to promote community connectivity, facilitate community problem solving, and provide residents with information about city services.</i></p>		◆		Ongoing
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <i>Hold a minimum of 4 community celebration days annually</i> <input checked="" type="checkbox"/> <i>Numerous City Events throughout 2012</i> <input checked="" type="checkbox"/> <i>Using mobile sign to promote city events and activities along major routes around the city.</i> <input checked="" type="checkbox"/> <i>Continue to participated in National Night Out events</i> <input checked="" type="checkbox"/> <i>Completed “Mobile City Hall” review (no recommended action)</i> <input checked="" type="checkbox"/> <i>Continued to provide support for the Friends of Lake Robinson event</i> <input type="checkbox"/> <i>Create events directed specifically at outlying communities.</i> <input type="checkbox"/> <i>Develop strategies to provide community “centers” (parks, facilities, etc.) in non-core communities.</i> 				
<p><u>Connecting Communities Feasibility Study</u> All Departments <i>Develop strategies to conduct a feasibility study for connecting communities through pedestrian access, biking, mass transit, etc.</i></p>		◆		03/2015
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <i>Held TOD workshop to gain better understanding of needs for connecting communities to multi-modal transit options</i> <input checked="" type="checkbox"/> <i>Received grant to help develop next steps</i> <input checked="" type="checkbox"/> <i>Work with Upstate Forever and Ten at the Top to develop long term strategies.</i> <input type="checkbox"/> <i>Coordinate with Walk-able communities and Health Lifestyles actions in Recreation Master Plan</i> <input type="checkbox"/> <i>Staff is working on the Community Master Plan to include connectivity strategies</i> 				
<p><u>Community Relations and Public Safety Services</u> Courts, Fire, Police <i>Evaluate community policing services and make recommendations for enhancing, expanding and/or adding programs.</i></p>		◆		On-going
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> <i>Continued Park Bike Patrol in park and downtown during the summer months</i> <input checked="" type="checkbox"/> <i>Hold two Citizen Police Academy programs annually (Fall 2013, Winter 2014)</i> <input checked="" type="checkbox"/> <i>Continue training sessions with the Simulated Impaired Driving Experience (SIDNE)</i> <input checked="" type="checkbox"/> <i>Continue to support Crime Free Housing Program</i> <input checked="" type="checkbox"/> <i>Establish two new Community Watch programs annually (Mt. Vernon, Starcrest, O’neal Village)</i> <input checked="" type="checkbox"/> <i>Support 2 National Night Programs annually (Oakwood, Needmore)</i> <input checked="" type="checkbox"/> <i>Police Dept. Staff met with merchants about improving downtown events operations.</i> <input checked="" type="checkbox"/> <i>Hold two remote Operation Medicine Cabinet (aka Take it Back) programs annually</i> <input checked="" type="checkbox"/> <i>Expanded Take it Back to provide fixed drop off location at Police Dept. HQ.</i> <input type="checkbox"/> <i>Re-establish the Directed Patrol Unit</i> 				

Effectively promote services and expand our presence throughout the community.

Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<p>Multiuse Substation All Departments <i>Develop strategies to construct a multiuse fire substation.</i></p> <ul style="list-style-type: none"> <input type="checkbox"/> Staff is reviewing resources and assets to determine task assignments and timetable for projects. <input checked="" type="checkbox"/> Completed review for implementing a “Mobile City Hall” (no recommended action) <input type="checkbox"/> Staff is working on the Community Master Plan and will use results from growth analysis to help determine needs in this regard 	◇			03/2015
<p>Gateway Features Administration, Building and Development Standards, Council <i>Develop strategies to design and construct gateway features at major entryways into the city.</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Staff is working with the Partnership for Tomorrow to establish design and construction strategies. <input checked="" type="checkbox"/> Review potential funding sources for gateway projects. <input checked="" type="checkbox"/> Funding has been identified for HWY 101 and HWT 29 projects (TIF, UPWP grant) <input checked="" type="checkbox"/> Hwy 101/14/I-85 interchanges and the HWY 29 corridor have been identified as city entryways. <input type="checkbox"/> Staff is evaluating costs and potential locations for gateway project within the entryway areas <input type="checkbox"/> Staff is working on the Community Master Plan to assess public perception on entryway and gateway projects <input type="checkbox"/> Install at least one gateway sign in 3 years. 		◇		12/2016
<p>Website and PEG Channel Enhancements All Departments <i>Implement enhancements to the website and PEG channel to expand distribution of information about city events, activities and services.</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Deployed distribution of video media regarding city events and activities <input checked="" type="checkbox"/> Implement dedicated web destination for information about the City Events Center. <input checked="" type="checkbox"/> Transition online service requests module to WebQA system <input checked="" type="checkbox"/> Expand and update city contact directory <input checked="" type="checkbox"/> Deploy Financial Dashboard on the web site for public transparency <input checked="" type="checkbox"/> Completed web site re-design and deployed PEG channel on U-Verse <input checked="" type="checkbox"/> Began providing online and PEG channel video replay of council meetings <input type="checkbox"/> Begin live broadcast of council meetings over PEG channel and website. <input type="checkbox"/> Evaluate and make recommendations for future enhancements 			◇	On-going
<p>Effective Communication Tools All Departments <i>Develop strategies to effectively use List serves, subscriber email, social networks, E-trak, website, cable channel, kiosks, etc. to provide targeted and general information about city services and events.</i></p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Deploy use of Facebook, Twitter, etc. <input checked="" type="checkbox"/> Expand use of E-trak to include subscriber service information distribution. <input checked="" type="checkbox"/> Began providing on-demand replay of council meetings on from the city’s website <input checked="" type="checkbox"/> Created video about Meth Labs for that was distributed on the website and PEG channel <input type="checkbox"/> Secure dedicated media distribution services (stop using YouTube) <input type="checkbox"/> Expand information about council members and districts <input type="checkbox"/> Staff is working on LocalU app to provide for more community interaction and information about services, events, and programs available to residents by other organizations. 			◇	Ongoing

Expand programs to provide for the health safety and welfare of our communities				
Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
<u>Recycling Program</u> Council, Administration, Public Services <i>Collect and evaluate data on regarding use of the Recycling Center.</i>			◆	Ongoing
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Expanded services provided during Amnesty Day to include E-waste and document shredding. <input checked="" type="checkbox"/> Implemented daily collection of E-waste at Recycling Center <input checked="" type="checkbox"/> Expanded the Take-it-Back program by providing a fixed drop-off location for over-the-counter medications. <input checked="" type="checkbox"/> Curbside Recycling participation has increased over 36% since 2011 with a 10% decrease in household garbage collection from the previous 3 years. <input type="checkbox"/> Continue to collect data on impact of the opening of the recycling center and options for expansion. <input type="checkbox"/> Evaluate efforts, gathering input on use of recycling efforts and make recommendations to council on changes to program. 				
<u>Walk-able Communities and Healthy Lifestyles</u> Parks and Recreation <i>Develop strategies to promote healthy lifestyles through bicycling and walking, expanded city park trails and pathways, and blue-ways.</i>		◆		03/2015
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Held TOD workshop to gain better understanding of needs for connecting communities to multi-modal transit options <input checked="" type="checkbox"/> Received grant to help develop next steps <input type="checkbox"/> Staff is working with Upstate Forever and Ten at the Top to develop long term strategies. <input type="checkbox"/> Staff has had preliminary discussion about with Greenville County Recreation about potential blueway and greenway trails projects. <input type="checkbox"/> Coordinate with Connecting Communities Feasibility Study actions. <input type="checkbox"/> Staff is working on the Community Master Plan to assess needs identified by the process. 				
<u>Expansion of City Security Network</u> Finance and Information Technology <i>Develop strategies to expand the city's camera and alarm security to all city parks and facilities.</i>		◆		12/2016
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Develop strategies for implementation <input checked="" type="checkbox"/> Completed security upgrades at Country Club Rd. Park, Century Park, City Park, and Cannon Centre <input type="checkbox"/> Staff is working on numerous security upgrades at city park and public facilities with intrusion detection systems, panic alert capabilities, video surveillance systems, etc. at City Stadium, Stevens Field, Suber Rd. 				
<u>Public Art Plan</u> Administration, Parks & Recreation <i>Assess the need for a public art plan.</i>		◆		Ongoing
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Council budgeted \$10,000 to give Greer Cultural Arts Center for Public Art project in conjunction with Cannon Centre. <input checked="" type="checkbox"/> Public art display erected at Cannon Centre <input type="checkbox"/> Staff will work with GCAC to provide additional opportunities for public art pieces 				

Annual Budget

A Strategic Plan is tied to the priorities set through the budget document. Resource allocation is an integral part of determining what can and cannot be accomplished in carrying out the tasks identified within each goal and objective of the plan. With proper funding provided for staffing and services work on the plan can continue within the time frames as established by council and staff. Unexpected budget shortfalls or underestimated resource requirements usually lead to modifications or adjustments to the plan where appropriate.

Although the plan is influenced by multiple budget cycles the current fiscal year's budget is provided as a reference to the current financial priorities set by council which include those that have an impact on implementation of the Strategic Plan.

The current annual budget document is for Fiscal Year ending June 30, 2014.

