Strategic Plan

Greer
City of Greer, SC

City Council

Rick Danner
Mayor

Jay Arrowood
District 1

Wayne Griffin
District 2

Kimberly Bookert
District 3

Lee Dumas
District 4

Wryley Bettis
District 5

Judy Albert
District 6

Ed Driggers
City Administrator

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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 2012 retreat, held on February 23rd and 24th, was facilitated by City Administrator Ed Driggers with Mayor Rick Danner, council members Jay Arrowood, Wayne Griffin, 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 reviewing the current "state of the city" followed by a report on the progress of the Strategic Plan over the past year. This was followed by an opportunity to attend the Greater Greer Chamber of Commerce's Minority Business Open House event. A report on the results of the National Citizen Survey conducted the previous fall was given by staff from the National Research Center. After this presentation council was given a preview of the internal Comprehensive Performance Management survey staff would be undertaking later in the year. Reno Deaton from the Greer Development Corporation provided an economic forecast for the city as well. The following day council discussed developing and implementing a financial policy for the city; reviewed the FY2012 general and special fund budgets; and received a presentation from Glenn Pace on Form Based Code opportunities; and, discussed the upcoming council redistricting process and requirements. The meeting concluded with an open forum discussion that addressed several including: the Cannon Centre renovation project, sign ordinance update, public smoking policies, develop of a more comprehensive sustainability programs and initiatives, updating the wrecker service policies, updates on the status of development progress in various communities, and threats to business license revenue.

The purpose of all these efforts is to develop broad, constant, but defined Strategic Initiatives that allow for consistency in matching the within the plan 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. Every three years council will review the strategic initiatives 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.

Review and make recommendations for amending select ordinances..				
Tasks and Performance Indicators	**Develop**	**Implement**	**Evaluate**	**Target**
Wreckers **Building & Dev. Standards, Finance & Information Technology, Police** *Reviewing rotation process, vendor requirements, and fees*		◈		**03/2013**
☑ *Review current policies and procedures and solicited feedback from service providers.* ☑ *Review property standards and requirements for impound/storage lots* ☑ *Staff drafted a revised ordinance and presented to council for their consideration* ☐ *Council tabled on first reading and will communicate with staff recommended changes.*				
Alarms **Finance and Information Technology, Fire, Police** *Reviewing permitting fees and false alarm responses*		◈		**03/2013**
☑ *Staff has reviewed current policies and procedures to tighten enforcement and clarify fee policies for repetitive false alarms.* ☑ *Staff evaluated existing policies and determine a number of changes to be made* ☐ *Staff is drafting a revised ordinance and will present to council for their consideration.*				

City Facilities Planning and Management				
Tasks and Performance Indicators	**Develop**	**Implement**	**Evaluate**	**Target**
Market City Venues **Administration** *Develop strategies to market they city's venues for sponsorship and naming rights opportunities.*		◈		**06/2013**
☑ *Events staff participated in specialized training on improving sponsorship efforts.* ☐ *Staff is reviewing additional strategies to market city venues and attain sponsorships* ☐ *Strategies to be discusses/developed during council's 2013 retreat*				
Relocate J Verne Smith Center **Administration** *Review options for relocation of Greer Relief/J Verne Smith Center.*	◈			**07/2013**
☐ *Staff is reviewing resources and assets to determine task assignments and timetable for project.*				
Facilities Master Plan **All Departments** *Develop plans to conduct a facilities survey and needs assessment.*		◈		**03/2014**
☐ *Staff has started inventory and evaluation of facilities to determine current and future use/needs.* ☐ *Staff is working to identify potential locations for substation (fire, police, public services, etc.) needs in relation to growth patterns.* ☐ *Staff is reviewing options for deploying a "mobile office" to provide city services to communities* ☑ *Shared Use agreements with Pelham-Batesville Fiore Department was renewed*				

Develop and implement sound management practices				
Tasks and Performance Indicators	**Develop**	**Implement**	**Evaluate**	**Target**
Customer Service Program **All Departments** *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.*			◈	**09/2013**
☑ *Implemented a customer service training program for city staff.* ☑ *Provide semi-annual customer service training to each city employee.* ☑ *Provide "Social Intelligence" training to develop better interpersonal skills for enforcement employees.* ☑ *Established ongoing program to provide semi-annual customer service training for employees.* ☐ *Develop focused training opportunities based on National Citizen and Comprehensive Performance Management surveys*				
Codes Enforcement and Permitting Software **Finance and IT, Building and Development Standards** *Implement new software program to deliver more effective and efficient services*			◈	**12/2013**
☑ *Develop codes and permitting IT solutions (CodeQA program)* ☑ *Completed development and deployed pilot training program in office and field operations.* ☑ *Refine product and deploy program for office use* ☑ *Fully implement program for mobile use by inspectors in the field.* ☐ *Staff is reviewing use of CodeQA program for operational efficiencies.*				
Grant Management **All Departments** *Continue to seek grant opportunities to assist is funding limited or one-time funding needs and programs.*		◈		**03/2013**
☑ *Research and pursue new grant opportunities.* ☐ *Track grant receipt history to establish a target for annual grant applications and awarded funds.* ☐ *Analyze ability to expand grant applications* ☐ *Review options for centralizing grant management*				
Alternative Service Delivery **All Departments** *Study and evaluate alternative service delivery and functions opportunities*		◈		**07/2013**
☑ *Continue to effectively manage the Community Service Workers program.* ☑ *Fire Dept. implemented changes to medical response calls to reduce duplication of services.* ☐ *Review contracting opportunities with department heads.* ☐ *Review options for using a mobile office to deliver services remotely.* ☐ *Develop and present recommendations to Administration.* ☐ *Present recommendations for consideration by City Council.*				

Develop and implement sound management practices

Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
Strategic Operations Review **All Departments, Council** *Evaluate and make recommendations regarding services and operations to create efficiencies, eliminate waste and maximize productivity.*			◈	**08/2013**

☑ *Provide council with professional and informed information regarding city services and programs.*
☑ *Conducted a citizen survey to measure perception and demand for city services*
☑ *Presented survey results to council for evalaution in developing new strategies*
☑ *Conducted a Comprehensive Performance Management (CPM) survey to review internal operations*
☑ *Conducted Community Policing Self-Assessment Tool in the Police Dept.*
☑ *Police Dept. completed Community Policing Self-Assessment (COPS) survey in 2012.*
☐ *Continue to participate in the CPM and COPS programs in 2013.*
☐ *Currently reviewing survey results to determine next steps for improving city operations*

| **Financial Policies**
Administration, Finance and Information Technology
Develop a comprehensive financial policy for consideration by council. | | | ◈ | **07/2013** |

☑ *Reviewed strategies for implementing a fund balance policy.*
☑ *Presented policy recommendations to council*
☑ *Council approved policies.*
☐ *Staff is currently evaluating and will make recommendations for any changes if necessary.*

| **Community Survey**
Administration
Develop a plan to conduct a community wide survey to assess resident satisfaction with community amenities and city services. | | | ◈ | **03/2013** |

☑ *Review options available to conduct a community survey*
☑ *Present findings to council for consideration*
☑ *Secure funding to carry out community survey*
☑ *Conduct survey and compile results*
☑ *Present survey findings to council*
☑ *Police Dept. completed Community Policing Self-Assessment Tool survey.*
☐ *Staff is reviewing findings from NCS and CPM 101 surveys for recommended next steps for responsive and proactive delivery of city services.*

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** *Provide dedicated budget line-item from General Fund to support growing storm-water management needs*	◈			**07/2013**
☐ *Implement funding when available per council direction*				
Infrastructure Master Plan **All Departments** *Develop strategy for a master plan to effectively manage improvements, growth issues, service provision, and public safety.*		◈		**06/2014**
☑ *Staff completed citizen survey for parking availability and needs* ☑ *Continue to complete at least 2 street lighting surveys annually to address public safety needs (Victor Community and Trade Street- 2012)* ☑ *Wireless Data infrastructure expansions at Country Club Park, Century Park) and continued analysis of city wide deployment needs.* ☐ *Staff has developed a plan to coordinate with Greer Development Corporation to generate GIS database of parking availability and accessibility* ☐ *Staff developed plan to coordinate with CPW for GIS data sharing of utility (sewer, water, gas, electric, street lighting, etc.) and storm water infrastructure* ☐ *Staff has begun process to update the current sidewalk inventory in the city and surrounding areas.* ☐ *Develop strategies for landscaping master plan development* ☐ *Complete master plan to address long term infrastructure needs*				
Storm-water System Inventory and Database **All Departments** *Complete a city-wide storm-water system inventory and survey*		◈		**01/2014**
☑ *Establish Inventory Zones to complete mapping in a set process* ☐ *Map and assess storm water infrastructure based on the established Inventory Zones* ☐ *Identify and map contributory streams in each Inventory Zone*				
Road Maintenance **Building and Development Standards, Finance and IT** *Maintain the citywide roads database to effectively manage the city's road maintenance program.*			◈	**On-going**
☑ *Completed all 2012 Road Paving projects* ☑ *Present recommended 2013 road paving list to council* ☑ *Deliver selected road paving list to counties* ☐ *Conduct road paving projects based on rating and priority* ☐ *Complete recommended 2013 road paving projects*				

Comprehensive Planning Strategies				
Tasks and Performance Indicators	**Develop**	**Implement**	**Evaluate**	**Target**
Comprehensive Plan **Council, Administration, Building and Development Standards** *Begin implementing strategies adopted in the 2010 Comprehensive Plan and prepare for the five year update*		◈		**09/2013**
☑ *Staff is currently updating plan with 2010 Census data* ☐ *Complete Joint Coordination Element of the Future Land Use with Greenville County* ☐ *Hold preliminary meetings to establish a timeline for 5 year update.*				
Downtown Development Plan **Administration, Building & Development Standards** *Develop plan to address infrastructure, zoning, property use, parking etc. in the downtown area.*	◈	◈		**12/2013**
☐ *Staff is working with Partnership for Tomorrow on a Community Master Plan to include downtown development strategies.*				
Land Development Regulations **Building & Development Standards, Fire, Police, Parks and Recreation** *Complete revisions to the city's land development regulations.*		◈		**05/2013**
☑ *Established a review committee of staff, developers, realtors, and other related specialist.* ☑ *Completed all scheduled meetings to review regulations and make recommended changes.* ☑ *Completed Floodplain Management review* ☐ *Draft revised regulations and present for consideration by council.*				
Sustainable Development and Strategies **Administration, Building and Development Standards** *Develop strategies to incorporate environmentally friendly and low impact standards into development regulations*		◈		**03/2014**
☑ *Approved a Design Review District in Zoning Ordinance* ☑ *Began review of internal operations to develop sustainable strategies, established "Green Team".* ☑ *Budgeted 2 alternative fuel vehicles in FY2013 to work toward 2010 Comprehensive Plan goals* ☑ *Purchased Hybrid Prius in January 2013 for use city fleet and evaluation of return on investment.* ☐ *Land Use Regulations review in progress to identify sustainable communities opportunities*				
Crime Prevention Through Environmental Design **Police, Building and Development Standards** *Develop strategies to include Crime Prevention through Environmental Design Standards in property development and land use regulations.*		◈		**05/2013**
☑ *Participate in training to develop working knowledge of CPTED principles and strategies.* ☑ *Provide input to design review process for relevant development projects* ☑ *Attends the Planning Advisory Committee as required.* ☐ *Participate on the Land Development Regulations review committee.*				

Revitalization of distressed communities and properties

Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
Rental Property Standards **Building and Development Standards** *Complete rental property standards and regulatory review*		◈		**03/2013**
☑ *Review current standards and policies.* ☐ *Draft revised ordinance to address needs and present for consideration by council.*				
Needmore Community Redevelopment Plan **Administration, Building and Development Standards** *Phase I - Infrastructure Improvement on Tremont and Canteen*		◈		**09/2013**
☑ *Staff assists GCRA in keeping Needmore residents apprised of progress on the project* ☑ *Staff worked with GCRA to complete the engineering survey and design for the Phase 1 projects.* ☑ *Secured funding needed to complete all Phase 1 projects* ☑ *Complete Paving of Canteen and Tremont streets* ☑ *Complete Phase 1 construction projects*				
Victor Mill Redevelopment **Administration, Building and Development Standards** *Develop strategy for redevelopment of the mill site and revitalization of the surrounding community.*		◈		**09/2013**
☑ *Work with Spartanburg County to remove the structure from the Victor Mill site* ☑ *Meet frequently with the Victor Community residents to provide updates on the clean up* ☑ *Complete required EPA ground sample testing* ☐ *Staff is working with Spartanburg County to develop strategies for redevelopment of site and revitalization of the surrounding community.*				
Neighborhood Redevelopment Strategies **Administration, Building and Development Standards** *Develop plan to create a resource guide for property redevelopment, community space, branding, mixed use, safety, compatibility*	◈			**03/2014**
☐ *Staff is reviewing resources and assets to determine task assignments and timetable for project.*				
Housing Needs Assessment **Administration, Building and Development Standards** *Develop strategy to conduct a survey and needs assessment of housing needs within the city.*	◈			**03/2014**
☐ *Staff is reviewing resources and assets to determine task assignments and timetable for project.* ☑ *Met with Greer Housing Authority and Tom Faulkner to discuss housing inventory project*				

Develop and implement strategies for infill annexation

Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
City Boundary Map **Building and Development Standards** *Complete a city boundary map*		◈		**08/2013**

☑ *Staff has inventoried all properties in the city*
☑ *Complete re-districting under reapportionment requirements*
☐ *Resolve outstanding conflicts and complete boundary map and present to council for consideration.*

Benefits of Annexation Program **All departments** *Develop a strategy to promote and communicate the benefits of being in the city with affected parcels*	◈			**08/2013**

☐ *Staff is reviewing resources and assets to determine task assignments and timetable for project.*
☐ *Assess partnership opportunities*
☐ *Design and develop promotional materials for distribution*

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**
Recruit a Downtown Retail Anchor **Administration, Council** *Work with economic development partners to develop and implement strategies that will bring a retail anchor to the central business district.*			◈	**On-going**
☐ *Work with GDC to locate a signature retail development within the central business district.*				
Certified Local Government Program **Building and Development Standards** *Attain Certified Local Government designation to open grant opportunities for properties within the Historical Overlay District.*			◈	**03/2013**
☑ *Appoint a Board of Architectural Review* ☑ *Complete requirements to attain CLG status* ☑ *Work with partners to attain Historic Certification status for the old Post Office building* ☑ *Complete state required planning training for BAR members* ☐ *Evalaute grant opportunities under the CLG program*				
Review of Historical Overlay District **Building and Development Standards** *Develop plan to review Historical Overlay District to include additional qualifying properties.*	◈			**03/2014**
☐ *Staff is reviewing resources and assets to determine task assignments and timetable for projects.*				
Historical Properties Incentives Program **Building and Development Standards** *Develop program to assist qualifying historical properties in attaining grant funds that provide incentives for re-development and maintenance efforts.*			◈	**On-going**
☑ *Partner with GCRA in the Façade Improvement Program for the downtown central business district* ☑ *Passed ordinance providing special tax assessments for rehabilitated historical properties* ☑ *Provided $15,000 for historic property improvements during GCRA's 2011 program year.* ☐ *Budgeted additional $20,000 for historic property improvements during GCRA's 2012 program year* ☐ *Award 4 projects in 2012 program year (1 project to date)*				
Landscaping Maintenance Program **All Departments** *Implement an enhanced program to provide intensive maintenance and upkeep of downtown landscaping and appearance.*			◈	**03/2013**
☑ *Draft plan for landscape maintenance in the central business district* ☑ *GSA to begin contracting service for landscaping maintenance* ☐ *Evaluating initial plans put into place and make changes as necessary*				

Development of the Central Business District (continued)

Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
Events Impact Study **Parks and Recreation** *Develop a plan to conduct a study on the impact of festivals and events in the downtown area.*		◈		**07/2013**
☑ *Begin collecting data for city events and festivals* ☐ *Assess data and develop report* ☐ *Develop strategies based on review of collected data*				
Pedestrian Accessibility and Safety Study **All Departments** *Develop strategies to conduct a pedestrian and parking accessibility and safety study within the downtown area and city thoroughfares.*		◈		**06/2013**
☑ *Held Transit Oriented Development workshop for planners, community and stakeholders* ☑ *Received $20,000 grant to extend outreach of efforts and further study needs* ☑ *Reviewing report from Strategic Economics group on next steps* ☑ *Developed agreement with Upstate Forever to coordinate next steps Smart Growth efforts.* ☐ *Tour similar communities for next step strategies* ☐ *Develop long term development plan*				

Support initiatives that will attract business development

Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
Economic Development Incentives **All Departments** *Develop strategies with economic development partners to provide economic development, reinvestment, and revitalization. Incentives.*		◈		**07/2013**
☑ *Complete requirements for Certified Local Government status* ☑ *Partner with GCRA for the Façade Improvement program in the central business district.* ☑ *Established declining business license fee rate structure for high volume manufacturing* ☐ *Partner with Greer Development Corporation to develop additional business incentive opportunities*				

Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
Economic Development Needs Assessment **Administration** *Collaborate with our economic development partners to assess economic development needs.*		◈		**03/2014**
☐ *Staff has begun working with the Partnership for Tomorrow on the Communities Master Plan which will address key economic development needs*				
Property Development Database **Building and Development Standards** *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.*	◈			**03/2013**
☐ *Staff is reviewing resources and assets to determine task assignments and timetable for project.* ☐ *Complete city boundary map to establish an accurate baseline of city property*				

Support initiatives that will attract business development (continued)				
Tasks and Performance Indicators	**Develop**	**Implement**	**Evaluate**	**Target**
Tax Increment Financing Districts Review **Administration, Council** *Identify qualifying projects that contribute to economic development and address blight within and around existing TIF Project Areas.*		◈		**06/2013**

- ☑ *Complete review of all TIF districts*
- ☑ *Identify and recommend to council potential projects for use of remaining TIF funds.*
- ☑ *Completed plan recommendation for Hampton Rd. TIF (Dunbar Center playground, McKown Center)*
- ☑ *Completed plan recommendations for Chick Springs Rd. TIF (Suber Rd. Soccer Complex, Town Center Dr., Piedmont Plaza)*
- ☑ *Established HWY 101 Improvement Fund to complete final projects for Brookshire Rd TIF.*
- ☐ *Notify taxing districts of expiration of all TIF districts.*

Tourism Development **Administration, Parks and Recreation** *Develop strategies to promote tourism opportunities.*		◈		**02/2013**

- ☑ *Establish a Tourism Development Committee with GDC, the Greater Greer Chamber of Commerce, and the History Museum.*
- ☑ *Establish a Tourism Development Plan*
- ☑ *Hold quarterly Tourism Roundtable discussion session with relevant entities*
- ☑ *Review grant opportunities to fund tourism development projects*
- ☑ *Develop Greer Tourism website*
- ☐ *Implement additional strategies identified in the Tourism Development Plan*

Legal Support Services **Police** *Conduct regular training for business related legal issues such as counterfeiting check forgery, shop lifting, and site safety.*			◈	**On-going**

- ☑ *Staff has completed planned project strategies and conducting regular sessions*
- ☑ *Hold at least two sessions per year*
- ☑ *Held class in partnership with U.S. Attorney Office on the Bank Security Act in July*
- ☑ *The Police Dept. provided numerous businesses with CPTED advisories during 2012.*
- ☑ *Held class for establishments selling alcohol in 3rd quarter 2012*
- ☑ *Held class for landlords on eviction issues in 3rd quarter 2012*
- ☐ *Staff is reviewing program and making changes as necessary*

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**
Community Outreach and Events **All Departments** *Participate in community events to promote community connectivity, facilitate community problem solving, and provide residents with information about city services.*		◈		**Ongoing**

- ☑ *Hold a minimum of 4 community celebration days annually*
- ☑ *Numerous City Events throughout 2012*
- ☑ *Using mobile sign to promote city events and activities along major routes around the city.*
- ☑ *Participated in National Night Out (Needmore, Oakland Place Apts. Reserve at Riverside)*
- ☐ *Reviewing options for a "Mobile City Hall" to provide services in communities*
- ☐ *Create events directed specifically at outlying communities.*
- ☐ *Develop strategies to provide community "centers" (parks, facilities, etc.) in non-core communities.*

Connecting Communities Feasibility Study **All Departments** *Develop strategies to conduct a feasibility study for connecting communities through pedestrian access, biking, mass transit, etc.*		◈		**12/2014**

- ☑ *Held TOD workshop to gain better understanding of needs for connecting communities to multi-modal transit options*
- ☑ *Received grant to help develop next steps*
- ☑ *Work with Upstate Forever and Ten at the Top to develop long term strategies.*
- ☐ *Coordinate with Walk-able communities and Health Lifestyles actions in Recreation Master Plan*

Community Relations and Public Safety Services **Courts, Fire, Police** *Evaluate community policing services and make recommendations for enhancing, expanding and/or adding programs.*		◈		**On-going**

- ☑ *Continued Park Bike Patrol in park and downtown during the summer months*
- ☑ *Hold two Citizen Police Academy program annually (Adult and Youth CSI classes held, Citizens Police Academy held September 2012)*
- ☑ *Carried out numerous training sessions with the Simulated Impaired Driving Experience (SIDNE)*
- ☑ *Conducted five Alive at 25 classes in August and September 2012*
- ☑ *Established Crime Free Housing Program*
- ☑ *Police Dept. held Community Watch sessions for Blue Ridge Plantation and Riverdale communities.*
- ☑ *Police Dept. Staff met with merchants about improving downtown events operations.*
- ☑ *Hold at least two Operation Medicine Cabinet programs annually (October 2012.)*
- ☑ *Provided Meth awareness presentation to parents at Riverside High School*

Effectively promote services and expand our presence throughout the community.				
Tasks and Performance Indicators	**Develop**	**Implement**	**Evaluate**	**Target**
Multiuse Substation **All Departments** *Develop strategies to construct a multiuse fire substation.*	◈			**03/2013**
☐ **Staff is reviewing resources and assets to determine task assignments and timetable for projects.** ☐ **Have begun reviewing options for implementing a "Mobile City Hall"**				
Gateway Features **Administration, Building and Development Standards, Council** *Develop strategies to design and construct gateway features at major entryways into the city.*		◈		**12/2013**
☑ **Staff is working with the Partnership for Tomorrow to establish design and construction strategies.** ☑ **Review potential funding sources for gateway projects.** ☐ **Identify and prioritize potential gateway locations along major thoroughfares and entry points into and around the city.** ☐ **Finalize project plan.** ☐ **Install at least one gateway sign by 2013.**				
Website and PEG Channel Enhancements **All Departments** *Implement enhancements to the website and PEG channel to expand distribution of information about city events, activities and services.*			◈	**On-going**
☑ **Deploy distribution of video media regarding city events and activities** ☑ **Implement dedicated web destination for information about the City Events Center.** ☑ **Transition online service requests module to WebQA system** ☑ **Expand and update city contact directory** ☑ **Deploy Financial Dashboard on the web site for public transparency** ☑ **Complete web site re-design** ☑ **Provide PEG channel on U-Verse** ☑ **Began providing video replay of council meetings** ☐ **Begin live broadcast of council meetings over PEG channel and website.** ☐ **Evaluate and make recommendations for future enhancements**				
Effective Communication Tools **All Departments** *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.*		◈		**03/2013**
☑ **Deploy use of Facebook, Twitter, etc.** ☑ **Expand use of E-trak to include subscriber service information distribution.** ☑ **Began providing on-demand replay of council meetings on from the city's website** ☑ **Created video about Meth Labs for that was distributed on the website and PEG channel** ☐ **Secure dedicated media distribution services (stop using YouTube)** ☐ **Expand information about council members and districts** ☐ **Expand opportunities to provide for more community interaction** ☐ **Provide more information about other services, events, and programs within the city provided by other organizations.**				

Expand programs to provide for the health safety and welfare of our communities

Tasks and Performance Indicators	Develop	Implement	Evaluate	Target
Recycling Program **Council, Administration, Public Services** *Collect and evaluate data on regarding use of the Recycling Center.*			◈	**03/2013**

   ☑ *Expanded services provided during Amnesty Day to include E-waste and document shredding.*
   ☐ *Continue to collect data on impact of the opening of the recycling center and options for expansion.*
   ☐ *Complete analysis of National Citizen and Comprehensive Performance Management surveys to determine needs regarding recycling program*

Walk-able Communities and Healthy Lifestyles **Parks and Recreation** *Develop strategies to promote healthy lifestyles through bicycling and walking, expanded city park trails and pathways, and blue-ways.*		◈		**7/2014**

   ☑ *Held TOD workshop to gain better understanding of needs for connecting communities to multi-modal transit options*
   ☑ *Received grant to help develop next steps*
   ☐ *Work with Upstate Forever and Ten at the Top to develop long term strategies.*
   ☐ *Coordinate with Connecting Communities Feasibility Study actions.*

Expansion of City Security Network **Finance and Information Technology** *Develop strategies to expand the city's camera and alarm security to all city parks and facilities.*		◈		**06/2013**

   ☑ *Develop strategies for implementation*
   ☑ *Upgrade city park and public facilities with intrusion detection systems, panic alert capabilities, video surveillance systems, etc. (City Stadium, Stevens Field work underway, Cannon Centre completed)*

Public Art Plan **Administration, Parks & Recreation** *Assess the need for a public art plan.*		◈		**06/2014**

   ☑ *Council budgeted $10,000 to give Greer Cultural Arts Center for Public Art project in conjunction with Cannon Centre.*
   ☐ *Staff will work with GCAC to provide 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, 2013.