

STRATEGIC PLAN

2019/2020 Update



Quality Services

Quality Services focuses on the core governmental functions that the City of Easley provide. These include initiatives for fire, police, public works, parks, and administration; however, we don't just provide these basic services – we do so in a way that emphasizes efficiency, effectiveness, and affordability to our customers.

Quality Places

Quality Places focuses on developing and sustaining exceptional locations throughout our City. Places to work, live, and play add to the appeal of the City of Easley. This includes everything from business parks to sports tourism facilities.

Quality Community

Quality Community is about enhancing the overall quality of life for City of Easley residents through partnerships and collaboration. In our neighborhoods, the City seeks to support neighborhood associations with community building and provides assistance to homeowners in need. The City is intent on engaging citizens and building public trust.

QUALITY SERVICES

Develop attractive and safe neighborhoods

Objective: To ensure that current and future citizens have the ability to live in safe and attractive housing throughout the City by creating and enforcing pertinent codes, encouraging development of housing, and ensuring safe living conditions throughout the City.		
Task	Timeline & Budget/Notes	Responsible Department
Task 1: Prioritize blight removal areas	<ul style="list-style-type: none"> Educate City Council and residents on the process (condemnation vs. demolition) Develop a media strategy to promote prioritization 	<ul style="list-style-type: none"> Building and Codes Department Marketing/Communication
Task 2: Fund demolition of dilapidated housing	<ul style="list-style-type: none"> Continual advancement of funding opportunities within budget years 	<ul style="list-style-type: none"> City Council/Partnership with Pickens County
Task 3: Provide more owner-occupied, affordable housing development opportunities	<ul style="list-style-type: none"> Partner with developers and other organizations to develop affordable housing developments on City owned properties 	<ul style="list-style-type: none"> Mayor/Council Planning
Task 4: Assist in the formation and continuation of Neighborhood Watch Groups throughout the community to encourage community policing and involvement	<ul style="list-style-type: none"> Label streets clearly with cohesive signage (consider historic district or City-owned street signage) 	<ul style="list-style-type: none"> Police Fire

IN PROGRESS

- Trilside (3 Lots) Under Construction
- Demolition of dilapidated housing continues
- Downtown street signage installed

TO DO

- Educate on the process
- Prioritize

QUALITY SERVICES

Effective Planning/Zoning/Code enforcement to address blight and encourage smart growth

Objective: To ensure that growth throughout the City is done in a responsible manner that minimizes negative impacts to the public and by ensuring that citizens are protected from blights and unsafe conditions that are created by those that do not follow city codes.		
Task	Timeline & Budget/Notes	Responsible Department
Task 1: Review and update the City Code of Ordinances on a regular basis to address planning and zoning needs citywide and in the specific targeted areas	<ul style="list-style-type: none"> The Code of Ordinances should be reviewed annually by department heads Many planning ordinances are outdated 	<ul style="list-style-type: none"> Annual review of all ordinances by Department Head
Task 2: Coordinate amongst all necessary City and County departments to perform enforcement activities fairly and equally across the city to ensure conformance with City Code, and enforce compliance when necessary	<ul style="list-style-type: none"> Monthly email/listserve or a bi-monthly conference call to discuss all code enforcement issues 	<ul style="list-style-type: none"> Marketing/Communications Building and Codes Pickens County
Task 3: Implement an outreach education program to help citizens become better informed of the requirements/ zoning regulations of the city with periodic "Notes from the Planning Department" updates on the website, through social media, and in newsletters	<ul style="list-style-type: none"> Prepare summary reports/stats on enforcement activities and schedule work session with City Council to review the code enforcement process Educate council on the Easley Court System process 	<ul style="list-style-type: none"> Marketing/Communication Planning
Task 4: Complete a Uniform Development Ordinance to update planning regulations, forecast future growth, and establish policies concerning these projections	<ul style="list-style-type: none"> 12-18 Months Organize Code of Ordinances, Land Development Regulations, Design Guidelines, and any updates Public input meetings and educational outreach 	<ul style="list-style-type: none"> Planning Department Planning Commission City Council

QUALITY SERVICES

Maintain a high level of municipal services

Objective: To ensure that citizens receive the highest level of services by ensuring proper staffing and equipment needs, making them aware of all City services, and by allowing citizens to help the city benchmark their service delivery.		
Task	Timeline & Budget/Notes	Responsible Department
Task 1: Maintain department committees involvement in meetings	<ul style="list-style-type: none"> Internal newsletters (quarterly) Work with Council to schedule department meetings as necessary 	<ul style="list-style-type: none"> Mayor/Council Administration Marketing/Communications
Task 2: Allow council to be open minded about new position to better implement their vision	<ul style="list-style-type: none"> Explore ways to communicate quality expectations to midlevel staff Comprehensive analysis and policy development of each department 	<ul style="list-style-type: none"> Mayor/Council Administration
Task 3: Increase the items that electronic payments can be made to the City	<ul style="list-style-type: none"> Explore single payment system for court, permitting, business license, building fees, recreation, etc. with new website development; in addition, explore similar electronic submission portal for building plans, zoning application, etc. 12-18 Months 	<ul style="list-style-type: none"> Administration Finance Building and Codes
Task 4: Explore ways to use mobile technology and social media to provide access to City staff and provide alternate ways to communicate concerns and service needs	<ul style="list-style-type: none"> Facebook Live with specific topic 360 degree photos Use more video with creative background Mobile app for trails, dining, etc. Mobile hours with Key Staff monthly or quarterly – Facebook Live questions for Departments Employee portal login; city server 	<ul style="list-style-type: none"> Marketing/Communications Parks and Recreation Administration
Task 5: Identify steps to educate Mayor/Council on municipal policy, operations, and principles	<ul style="list-style-type: none"> Invite MASC representative to make presentations, appropriate funding for new classes, etc. Ensure any new Council Members attend training related to Forms of Government, Municipal Finance, and Operations as developed by the MASC. 12-18 Months 	<ul style="list-style-type: none"> Mayor/Council Administration MASC

QUALITY SERVICES

Increase awareness of City services by new/updated modes of communication

Objective: To ensure communication channels between citizens and staff are established and maintained through using all available online and social media tools, direct mailing, and through investing the benefits of other media and marketing materials.

Task	Timeline & Budget/Notes	Responsible Department
Task 1: Publish Community Newsletter 2-3 times annually and send out fliers as necessary for important information and updates	<ul style="list-style-type: none"> Currently send out biannual Newsletters With new graphic, release newsletters with modern graphics/layout – consider digital interactive format 	<ul style="list-style-type: none"> Marketing/Communications
Task 2: Social Media and other sources to provide updates and notices of city activities and events	<ul style="list-style-type: none"> Use Facebook events, Snapchat, Twitter, Instagram, and other social media applications Flyers City mobile application Web driven data/usage 	<ul style="list-style-type: none"> Marketing/Communications
Task 3: Advertise City Services through marketing materials	<ul style="list-style-type: none"> Brochures Website and Social Media 	<ul style="list-style-type: none"> Marketing/Communications
Task 4: Use governmental channel reserved by providers and local radio stations to reach citizens and provide information related to services and City business	<ul style="list-style-type: none"> iHeart Media radio Potential for internal news TV Channel to play on loop at Rec Center, YMCA, City Hall, etc. Have public meetings on TV or Facebook Live 	<ul style="list-style-type: none"> Marketing/Communications

COMPLETED

- Newsletters
- Social media increase
- New website

QUALITY SERVICES

Encourage continuing education and training for employees

Objective: To ensure that City Council and Staff remain up-to-date on current laws, standard operating guidelines, and modern trends (operations, equipment, and technology); in order to ensure the highest level of service to citizens by properly trained and educated employees.		
Task	Timeline & Budget/Notes	Responsible Department
Task 1: Establish a tuition reimbursement program for employees that look to further their education in areas related to their employment with the City	<ul style="list-style-type: none"> Draft a tuition reimbursement plan to be reviewed and adopted by City Council 	<ul style="list-style-type: none"> Mayor/Council Administration
Task 2: Continue to fund and encourage specialized training for all employees in order to have a staff that is highly trained in the skills necessary to perform their duties for the City and to remain up-to-date on ever changing policies, laws, and standard practices.	<ul style="list-style-type: none"> Develop a communications plan and crisis/emergency plan Provide more training for the Court department Develop quarterly lunch and learns for internal development Yearly FOIA seminars for all Department Heads 	<ul style="list-style-type: none"> All City Departments City Council
Task 3: Establish an internal training program to introduce new employees to City policies, operations, and other departments throughout the City	<ul style="list-style-type: none"> New employees spend 1 hour in and touring each department Introduce at Council meeting Half-day orientation with HR 	<ul style="list-style-type: none"> Human Resources
Task 4: Offer Management training for current managers and for potential managers that would be identified through succession planning; as well as, internal peer groups to tackle manager's concerns and issues.	<ul style="list-style-type: none"> Identify boot camp module for training existing and future managers, leadership, and supervisory staff Identify mentor within an Upstate municipality to develop long-term relationship; meet annually 	<ul style="list-style-type: none"> Human Resources Administration Department Heads

QUALITY SERVICES

Implement equitable employee evaluation tool and provide feedback to employees

Objective: To ensure that City Employees are held to proper standards during their employment with the City, and to ensure that we establish plans to maximize their potential within their current position and future growth at the City.		
Task	Timeline & Budget/Notes	Responsible Department
Task 1: Use evaluations to review, update, and implement a Career Development Plan (CDP) for individual employees (Police and Fire) based on performance and departmental goals. Use the CDP to establish training guidelines for individuals	<ul style="list-style-type: none"> Police already does this; implement in other areas Externally promote employee recognition 	<ul style="list-style-type: none"> Human Resources Administration
Task 2: Establish and maintain an evaluation tool; including the review and ranking criteria. Use the evaluation tool to allow Supervisors, City Administrator, or a Review Committee to monitor trends in performance and employees	<ul style="list-style-type: none"> Create survey using survey monkey Use similar process for exit survey of employees that are terminated, leave, or retire 	<ul style="list-style-type: none"> Marketing/Communications Human Resources

QUALITY PLACES

Preserve qualities that make Easley an attractive place to live and work

Objective: Implement Smart Growth Principles		
Task	Timeline & Budget/Notes	Responsible Department
Task 1: Initiate 2018 Comprehensive Master Plan	<ul style="list-style-type: none"> Comprehensive Plan was completed in 1998 (20 years old); state law required a rewrite every 10 years 9-18 months 	<ul style="list-style-type: none"> Planning Planning Commission
Task 2: Complete a transportation master plan to decrease congestion and increase air quality	<ul style="list-style-type: none"> 9-18 Months Increased traffic congestion on Hwy 123 and other arterial and collector streets during peak times require a comprehensive look at transportation methods and alternatives 	<ul style="list-style-type: none"> Planning GPATS
Task 3: Revisit/review the Mass Transit Feasibility Study (2006)	<ul style="list-style-type: none"> 9-18 Months Review of annual ridership of CAT and GTA Transportation MP will likely recognize a deficiency in alternative transportation modes (bus, train, etc.) available in the City 	<ul style="list-style-type: none"> Planning GPATS GTA/CAT
Task 4: Develop a plan and related policies for future annexations	<ul style="list-style-type: none"> 6-12 Months Review incentives policies that encourage annexation Study potential for annexation of linear corridors 	<ul style="list-style-type: none"> Planning Easley Combined Utilities Planning Commission

IN PROGRESS

- Framework complete (underway Summer '19)
- Davis and Floyd researching grant funding for Hwy 123 congestion mitigation plan, transit feasibility, etc.
- ECU/City discussing opportunities for expansion

QUALITY PLACES

Preserve qualities that make Easley an attractive place to play

Objective: To explore trends in recreation programs and ensure that our services are reflective of changes in those trends through implementation and evaluating our Parks Master Plan, recreational offerings, and reviewing the balance of tournaments/recreational offerings and passive/active recreational facilities.		
Task	Timeline & Budget/Notes	Responsible Department
Task 1: Have Parks and Recreation staff continue to attend trainings, and survey the community to follow trends within recreation and athletics; empower employees to bring new recreation trends to Department Heads	<ul style="list-style-type: none"> Identify national trends in tournament and other recreation methods Identify 1-2 conferences (local, regional or national) and allow key staff to attend Meet with 1-2 Upstate municipality recreation departments to share ideas on regional trends, funding, etc. 	<ul style="list-style-type: none"> Parks and Recreation Mayor/Council
Task 2: Meet with the Parks and Recreation Committee regularly to update them on trends, and make recommendations for adjusting the City to meet these demands	<ul style="list-style-type: none"> Review the Parks and Recreation Master Plan to review impact on FY Budget. Review the current recreation versus tournament usage annually 	<ul style="list-style-type: none"> Parks and Recreation Mayor/Council
Task 3: Complete an economic impact analysis of tournaments and explore foundation naming rights	<ul style="list-style-type: none"> Do an analysis on usage of all fields to determine recreation/tournament usage annually. 	<ul style="list-style-type: none"> Parks and Recreation Planning
Task 4: Continue meeting with community partners to seek ways to partner on recreation and cultural activities	<ul style="list-style-type: none"> Look to establish a community arts and cultural committee to oversee cultural events and facilities throughout the City. 	<ul style="list-style-type: none"> Parks and Recreation

COMPLETED

- Conferences attended and national trends identified
- Parks MP implementation underway
- Recreation vs tournament usage completed
- Partnership with community

QUALITY PLACES

Make Downtown Easley a destination

Objective: To establish a sense of place within Downtown Easley through encouraging economic development, creating community spaces, beautifying city spaces, and other means.		
Task	Timeline & Budget/Notes	Responsible Department
Task 1: Incorporate more green spaces	<ul style="list-style-type: none"> Develop green space master plan for the TIF district Market the new 'Trains on Main' 	<ul style="list-style-type: none"> Planning Marketing/Communications
Task 2: Feasibility study of connecting 'across the tracks;' overpass vs. underpass	<ul style="list-style-type: none"> Develop internal committee to complete 9-12 month analysis of connectivity alternates 	<ul style="list-style-type: none"> Planning Public Works
Task 3: Develop and implement branding	<ul style="list-style-type: none"> Currently underway with Arnett & Muldrow 	<ul style="list-style-type: none"> Planning Marketing/Communications
Task 4: Implement vehicular and pedestrian wayfinding signage	<ul style="list-style-type: none"> Develop wayfinding master plan with short-long term implementation goals (monument signage at gateways into City, Downtown, pedestrian, etc.) 	<ul style="list-style-type: none"> Planning
Task 5: Fund and implement façade grant program	<ul style="list-style-type: none"> Pilot façade grant program implemented for FY18/19 Develop funding strategy for long term investment into facades throughout the City of Easley 	<ul style="list-style-type: none"> Mayor/Council
Task 6: Develop a Downtown Master Plan and fund improvements (trash cans, bike racks, landscaping, signage, etc.)	<ul style="list-style-type: none"> Develop strategy for public/private partnership development of retail/residential economic development Development a Downtown Master Plan; priority improvements of trash cans, landscape, etc. funded by 2018 TIF 	<ul style="list-style-type: none"> Planning
Task 7: Install a public Wi-Fi system throughout the Downtown, Parks, and other Public spaces that would be a benefit to the community	<ul style="list-style-type: none"> Continue expanding the City's Wifi system to include all parks and public spaces 	<ul style="list-style-type: none"> Police Administration Contracted IT

COMPLETED

- City Green under construction
- Branding completed
- Wayfinding out for bid 3/1; existing signage cleaned up
- Façade program funding
- TIF improvements (banners, site furnishings, etc.)
- UGA Department of Urban Design Master Plan underway

NOT COMPLETED

- Feasibility study of underpass vs. overpass (feasibility study \$60k+)
- Wi-Fi expansion

QUALITY PLACES

Support area merchants and Chamber of Commerce

Objective: To work with merchant association to establish and implement priorities, market the City as a whole with a focus on the Downtown, and ensure that the business community has a voice in the future plans of the City.

Task	Timeline & Budget/Notes	Responsible Department
Task 1: Partner with Easley Downtown Business Association on marketing and planning	<ul style="list-style-type: none">Assist merchants in developing marketing planIncorporate EDDBA into festivals, events, funding, etc.	<ul style="list-style-type: none">Marketing/CommunicationsPlanning
Task 2: Provide funding for Christmas decorations and work with the Chamber of Commerce in coordinating seasonal events.	<ul style="list-style-type: none">Coordinate quarterly with Chamber on event scheduleRequest funding for Christmas Tree Lighting and other Holiday events	<ul style="list-style-type: none">Marketing/Communications

COMPLETED

- Partnerships with EDDBA and EDC

IN PROGRESS

- On-going coordination with Chamber on all events

QUALITY COMMUNITY

Increase walkability and bikeability throughout the City

Objective: To encourage an active and healthy community while also ensuring that citizens and visitors can safely navigate the City's parks, trails, and downtown for work, tourism, and exercise.		
Task	Timeline & Budget/Notes	Responsible Department
Task 1: Revisit and review the Brushy Creek Greenway Master Plan (2012)	<ul style="list-style-type: none"> Fall 2018-Spring 2019 	<ul style="list-style-type: none"> Planning Parks and Recreation
Task 2: Revisit and review the Bicycle and Pedestrian Master Plan (2011)	<ul style="list-style-type: none"> Fall 2018-Spring 2019 	<ul style="list-style-type: none"> Planning Parks and Recreation
Task 3: Construct natural surface walking trails at Nalley Brown Nature Park	<ul style="list-style-type: none"> \$200,000 Phase One Fall 2018 	<ul style="list-style-type: none"> Planning Parks and Recreation
Task 4: Maintain and market the Doodle Trail	<ul style="list-style-type: none"> Develop 'How To' videos and rules of the trail Drone footage of trail Implement wayfinding signage Continue to extend Doodle Trail Develop downtown Doodle Trail map with businesses; interactive map on website Develop and implement Doodle Trail section on City's website 	<ul style="list-style-type: none"> Marketing/Communications Parks and Recreation
Task 5: Create maps of trails, parks, bike paths, and sidewalks throughout the City to be used for marketing, information, and to be pushed out to citizens	<ul style="list-style-type: none"> Fall 2018 	<ul style="list-style-type: none"> Planning Marketing/Communications Parks and Recreation

IN PROGRESS

- Doodle Trail map
- Wayfinding signage
- Nalley Brown under construction

TO DO

- Brushy Creek Greenway master plan/reroute
- Bicycle/Pedestrian plan update

QUALITY COMMUNITY

Increase public involvement with the government and community

Objective: To provide a greater voice for the residents by providing them opportunity to participate in the governing and decision-making process, ensuring diversity on committees, and through ensuring they are informed of city operations and activities.		
Task	Timeline & Budget/Notes	Responsible Department
Task 1: Implement a monthly workshop before council meetings – utilize work sessions to discuss, communicate, and collaborate on policies, pending ordinances, actions of council, and to monitor the progress of the Strategic Plan	<ul style="list-style-type: none"> On-Going 	<ul style="list-style-type: none"> Administration Mayor/Council
Task 2: Develop a unified social media strategy and communications plan (internal and external)	<ul style="list-style-type: none"> Show benefits of living inside the City of Easley Develop a Social Media plan for City employees by July 1 Implement Social Media overwatch approval system by 12/31 (monitor grammar, spelling, etc.) Hootsuite: \$99/mo SproutSocial: \$99/mo 	<ul style="list-style-type: none"> Marketing/Communications
Task 3: Update the City website to make accessing documents, staff, and services easier	<ul style="list-style-type: none"> Continue to update and implement changes to City website Consider development and roll-out of new website with new Branding Strategy 	<ul style="list-style-type: none"> Administration Marketing/Communications Contracted IT

COMPLETED

- Council workshop
- Social media plan
- New website and branding strategy

QUALITY COMMUNITY

Increase economic development; Provide an avenue for private industry job creation

Objective: To provide a platform for a healthy economy and to create an inviting community for new businesses and industries through partnerships, supporting new and existing business, and through analyzing economic trends and changes.		
Task	Timeline & Budget/Notes	Responsible Department
Task 1: Partner with State, County, Regional, Business/ Industry to encourage economic development and growth in and around the City of Easley	<ul style="list-style-type: none"> Meet with Pickens County to establish network opportunities, show properties, etc. 	<ul style="list-style-type: none"> Administration Mayor/Council
Task 2: Work with Easley Combined Utilities, and other providers as needed, to coordinate a plan for growth and to ensure there is adequate planning and capacity for growth	<ul style="list-style-type: none"> Work with ECU to incorporate their planned growth and line installation into our Strategic Plan and growth modeling 	<ul style="list-style-type: none"> Administration Mayor/Council Planning
Task 3: Partner with Ten at the Top and the Upstate Alliance to ensure coordinated growth, economic development partnerships, regional strength	<ul style="list-style-type: none"> \$2,500 annually for Upstate Alliance \$1,500 annually for Ten at the Top 	<ul style="list-style-type: none"> Administration Mayor/Council Planning
Task 4: Partner with Pickens County to support Allied Pickens	<ul style="list-style-type: none"> Provide \$7,500 to assist in their membership in the Upstate Alliance 	<ul style="list-style-type: none"> Administration Mayor/Council
Task 5: Work with County partners to perform an inventory of building and property that are suitable for development or placement	<ul style="list-style-type: none"> Perform inventory of vacant buildings in TIF district by July 2018 Perform inventory of vacant commercial properties with City by January 2019 	<ul style="list-style-type: none"> Administration Mayor/Council Planning Building Official
Task 6: Develop priorities and short/long-term strategies for City-owned property	<ul style="list-style-type: none"> Prioritize investments based on Long-Term Master Planning (Parks/ Recreation, TIF, Downtown, Comprehensive, etc.) 	<ul style="list-style-type: none"> Administration Mayor/Council Planning
Task 7: Develop and adopt an Economic Development Incentive Program for the Downtown TIF area	<ul style="list-style-type: none"> Draft and adopt by Fall 2018. 	<ul style="list-style-type: none"> Administration Mayor/Council Planning

COMPLETED

- TATT/Upstate Alliance Partnership
- Allied Pickens Partnership
- Economic development ordinance adopted/implemented

IN PROGRESS

- Partner with ECU and County to market property and future growth
- Inventory of vacant building and properties (EDBA)
- Prioritization of investments

QUALITY COMMUNITY

Retention of Easley residents after High School/College

Objective: To create a community and atmosphere that encourages residents to either stay in Easley or return to Easley.		
Task	Timeline & Budget/Notes	Responsible Department
Task 1: Establish a committee of Council, community members, and staff to establish ways to improve the cultural offerings throughout the City, and make recommendations to Council	<ul style="list-style-type: none">▪ Create committee to meet beginning in 2019	<ul style="list-style-type: none">▪ Mayor/Council
Task 2: Identify cultural and arts projects that could be implemented, and set funds aside to encourage activity	<ul style="list-style-type: none">▪ Set funding aside from the TIF Funds to implement no later than beginning of 2019	<ul style="list-style-type: none">▪ Administration▪ Planning