



THE TOWN OF
Batesburg-Leesville

*2017-2020
Strategic Plan*



STATE OF SOUTH CAROLINA)
)
COUNTIES OF LEXINGTON AND)
SALUDA)
)
TOWN OF BATESBURG-LEESVILLE)

RESOLUTION

A RESOLUTION ADOPTING THE STRATEGIC PLAN FOR THE TOWN OF
BATESBURG-LEESVILLE

WHEREAS, the Batesburg-Leesville Town Council is desirous of improving the quality of life of all citizens in the Town, and

WHEREAS, the Batesburg-Leesville Town Council wishes set goals which will benefit the Town and its citizens, and

WHEREAS, the Batesburg-Leesville Town Council recognizes the importance of developing a strategic plan for the future of the Town, and

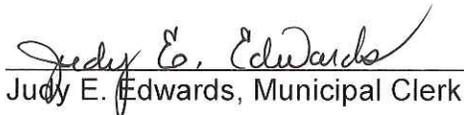
NOW, THEREFORE, IT IS RESOLVED by the Batesburg-Leesville Town Council that the attached Strategic Plan is adopted as Council's directives to staff as the plan to direct the growth of the town and protect the welfare of its citizens.

ADOPTED this the 18th day of Sept., 2017.



Marguerite J. Crapps, Mayor

ATTEST:



Judy E. Edwards, Municipal Clerk

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Acknowledgements

The Town of Batesburg- Leesville would like to thank the citizens and stakeholders who participated in the development of this plan by taking attending the public meetings, taking the survey, and communicating their comments and concerns. This plan is a reflection of our community's needs and priorities as collectively expressed by residents, staff, stakeholders, and Council.

Town Council

Marguerite J. "Rita" Crapps
At Large, Mayor

Rachel S. Taylor
Council District 1

Vacant
Council District 2

Stephen "Steve" Cain
Council District 3

Charles Simpkins
Council District 4

Bob Penick
Council District 5

Edward "Chip" Spradley
Council District 6

Marguerite "Meggie" Ricard
Council District 7

Vacant
Council District 8



What is Strategic Planning?

Strategic Planning is the process of building consensus around a singular vision for what an organization, business, or community wants to be in the future. A strategic plan then defines concrete steps that need to be taken in order for that vision to be achieved. We accomplish this by defining a well thought out set of strategic priorities or focus areas that are then supported by more specific goals, objectives, and tasks or action strategies.

For local governments this process is often viewed as a preventative or proactive measure designed to achieve efficiency and effectiveness in administration and delivery of municipal services. A successful strategic planning effort should bring together multiple internal and external stakeholders and examine opportunities for improving all areas for which a local government has a mandate and/or general responsibility. Developing an overarching strategy for addressing priority needs and concerns can also create opportunities for facilitating better interdepartmental and inter-organizational coordination.

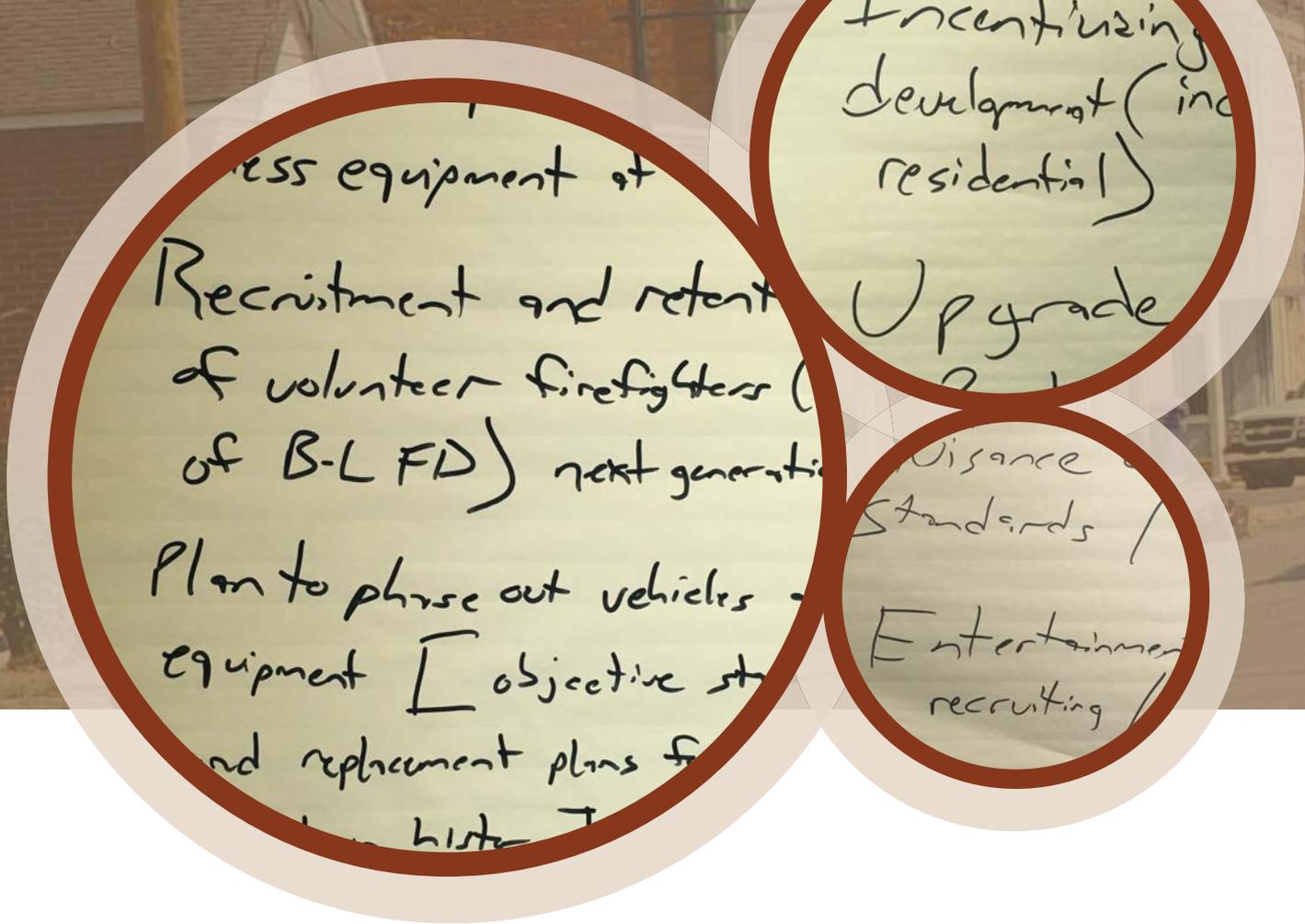


What are the benefits to strategic planning?

There are many reasons why a city or town decides to develop a strategic plan. A few important benefits to investing financial and human resources into a strategic planning process include:

- Development of a common vision and agreed upon set of goals
- Development of a realistic, workable framework for achieving those goals
- Development of a robust and comprehensive management tool
- Government of accountability and transparency
- Enhanced efficiency, effectiveness, and decision making
- Strengthened community capacity
- Participation from residents and stakeholders
- Responsiveness to citizen needs

Most important, a municipal strategic plan helps a community to define who they are, who they serve, what services they provide, and how they can best provide those services in the short term and into the future.



The Strategic Planning Process

A municipal strategic plan is typically developed through an agreed upon planning process that begins with identifying community needs and priorities, incorporates citizen and stakeholder input, defines a set of broad based strategic priorities, identifies goals and objectives, and outlines a task oriented work program. The process then concludes by adopting a monitoring and maintenance program that ensures continued relevance and applicability.

Town Council Priorities

The first step in the Batesburg-Leesville strategic planning process was to facilitate a town council strategic planning work session. At this meeting each individual council member was asked to identify what they view to be the most important community needs. This information was recorded on flip charts and posted on the wall of the council chambers. A summary of council priorities, by category, is provided on the following page.

In addition to these needs and concerns, Council also identified a number of other lower priority issues/needs including but not limited to: entertainment options, façade grants, walkability, neighborhood revitalization, emergency management planning, marketing and branding, public Wi Fi, updating town ordinances, code enforcement, growth management, infrastructure improvements, outreach and communications, and expansion of medical services.

Council Priorities

- Incentivize Economic Development (Industry, Business, Residential)
- Improve Water and Sewer System/Services
- Improve Connections Between Downtown Districts
- Sponsor Youth Activities
- Financial Stability, Sustainability, and New Revenue Sources
- Analyze and Evaluate Staffing and Capital Needs
- Address Current and Future Traffic Issues
- Property Maintenance, Appearance, and Nuisance Code Enforcement
- Develop a Capital Improvement Plan
- Improve Overall Customer Service and Town/Community Relations
- Develop Partnerships to Promote Economic Development
- Improve Town Parks
- Workforce Development/Job Skills Training (e.g., Public Safety)
- More Family Oriented Events
- Downtown Revitalization
- Growth and Annexation Strategy

Town Staff Engagement

After council provided their input, the town department heads also held a work session to identify their needs and priorities. The department heads expressed many of the same general concerns but also provided more detailed project, program, and policy recommendations on how to address some of the priority needs. A summary of these recommendations are provided below.

- Public sector workforce development
- Fleet and asset management plan
- Equipment training program
- Capital Improvement program
- Ordinance awareness and enforcement
- Revenue/funding sources
- Customer-Citizen Service/Communication
- Workforce management system
- Interdepartmental coordination
- Information technology needs
- Water and wastewater system improvements
- Playground equipment upgrades
- Rental facility upgrades
- Historic preservation
- Housing
- Community gateways/wayfinding/signage
- Traffic congestion/road maintenance
- Family oriented activities

Citizens and Stakeholder Participation

In addition to soliciting input from town council and staff, a number of strategies were used to obtain citizen and stakeholder participation in the planning process. Three community meetings were held, two at town hall, and one at a local church, where residents were encouraged to openly provide input on what they felt were the town's most pressing and urgent needs. Much of the input received was consistent with the concerns expressed by town council and staff. Some of the most frequently cited needs are shown below.

To ensure a broad base of public participation, the strategic planning process also included a public survey that was available online and at various places in town, and was translated in Spanish to encourage participation from the local Hispanic population. The survey and public meetings were advertised in the newspaper, on the town website, at local businesses establishments, and through a utility bill insert.

“Batesburg-
Leesville is a great
place to live so lets
be proud of our
town and make it
better
for all”

- Resident,
Public Forum

Citizen Priorities

- Job Opportunities
- Youth Activities
- Family Restaurants
- Entertainment Options
- Retail Shopping
- Public Transportation
- Road and Intersection Improvements
- Stormwater Drainage
- More/Better Sidewalks
- Abandoned/dilapidated houses
- Healthcare and emergency medical services
- Litter Control
- Senior Transportation
- Communication and outreach
- Beautification
- Utility Improvements and Billing
- Lighting
- Visitor Amenities



Strategic Themes

After identifying community needs and engaging with stakeholders and the public, the next step in the planning process is to define a set of broad based strategic themes or priorities that define what the local government aspires to be. Based on the priorities, needs, and concerns voiced by council, staff and the public, three overarching focus areas were identified.

These include: government, economy, and community. These interrelated focus areas provide the foundation for the strategic plan and set the vision for the future. All of the goals and objectives identified in the plan work towards addressing one or more of these three strategic themes.



Annual Action Plan

Each year, in preparation for the budget, Town leaders and staff will develop an Annual Action Plan to specifically target goals and objectives from the Strategic Plan to be accomplished. The Annual Action Plan will be the guiding document to ensure staff and Town Council are striving to meet the goals, maximizing the utility of resources, and ensuring accountability.

Community

Enhance the quality of life for all town residents by strengthening our neighborhoods, revitalizing our business districts, preserving and promoting our historic and cultural resources, and creating new opportunities for recreational and social activity.

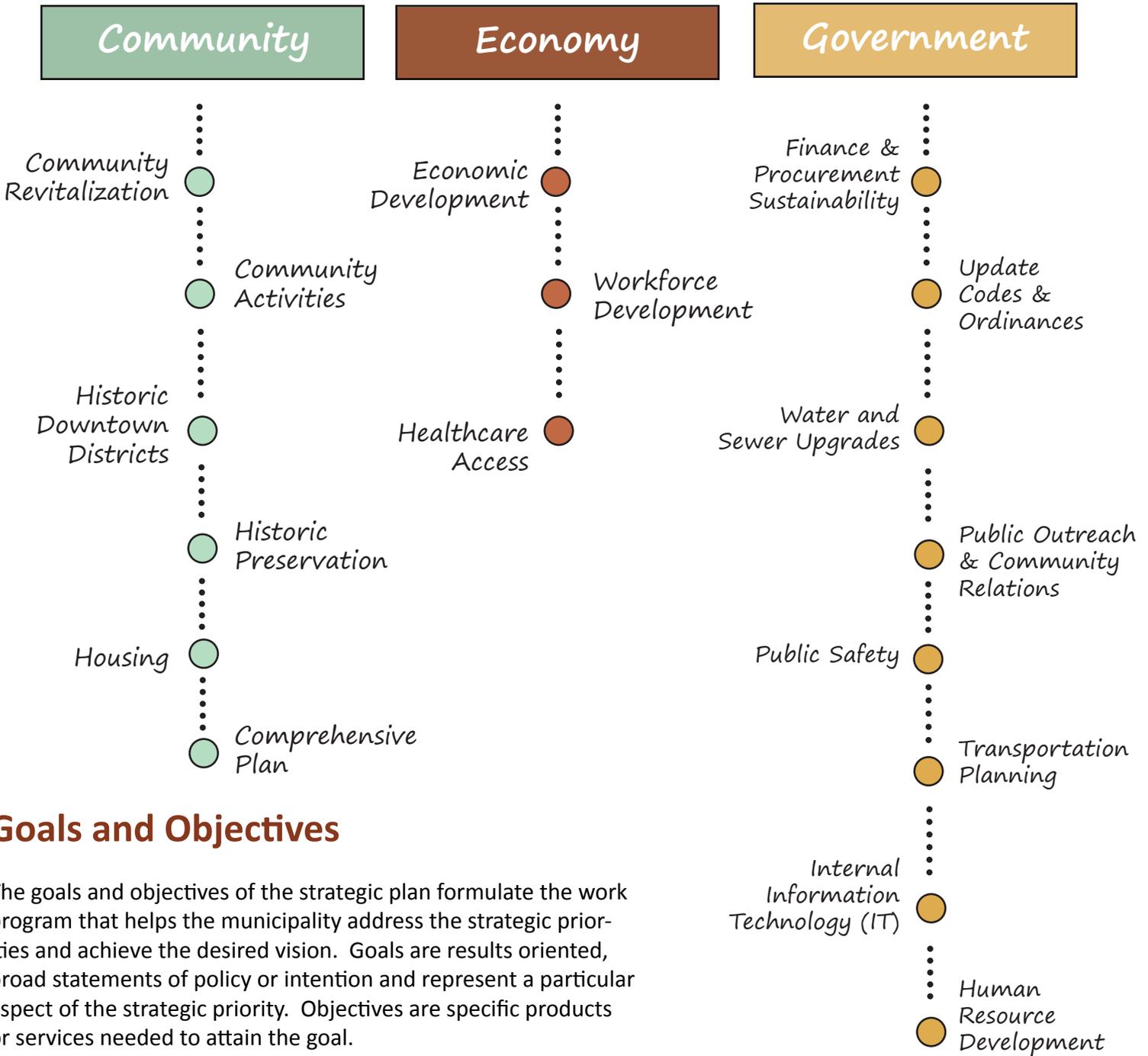
Economy

Strengthen and diversify the local economy by supporting local and regional workforce development and business growth opportunities.

Government

Increase government efficiency and effectiveness by providing high quality services, state of the art facilities, and long-term financial sustainability.

THEMES AND GOALS



Goals and Objectives

The goals and objectives of the strategic plan formulate the work program that helps the municipality address the strategic priorities and achieve the desired vision. Goals are results oriented, broad statements of policy or intention and represent a particular aspect of the strategic priority. Objectives are specific products or services needed to attain the goal.

Monitoring and Maintenance

To ensure the strategic plan represents an ongoing process that is timely, relevant, and adaptable to changing circumstances, it should be revisited annually and become a routine component of the municipal budgeting process. Reviewing and updating this document should provide the basis for the council's annual work session and retreat.

Timeline

Each objective has a timeline projection to illustrate the time range needed to complete the specific task. Objective timelines are defined as follows:
 Short-term - 0-1 year to complete
 Mid-term - 2-3 years to complete
 Long-term - 3-5+ years to complete



Theme One Community

Goal: Housing

Evaluate community housing needs to improve and maintain high quality housing and neighborhoods.

Objectives:

1. Evaluate opportunities for strengthening building, safety, and nuisance code enforcement strategies. (short-term)
2. Evaluate the feasibility of strengthening rental property standards and establishing a landlord registration program. (mid-term)
3. Explore opportunities to leverage intergovernmental funding for minor home repair programs. (mid-term)

Goal: Historic Downtown Districts

Develop a plan to create beautiful, economically stable and socially vibrant historic downtown business districts in both Batesburg and Leesville.

Objectives:

1. Identify all downtown business, cultural and recreational assets that can be leveraged or serve as



catalysts for further economic development. (short-term)

2. Working with community organizations and businesses build a distinct vision for each downtown district. (short-term)
3. Leverage public/private partnerships and funding to enhance the beauty and vitality of the historic districts. (mid-term)

Goal: Historic Preservation

Develop a town-wide strategy to protect and preserve the unique historic and cultural resources of the community.

Objectives:

1. Evaluate options for developing and promoting preservation and rehabilitation incentives for historical properties. (mid-term)
2. Identify and maintain a list of endangered historic commercial and residential properties in order to develop targeted preservation and rehabilitation efforts. (mid-term)
3. Leverage public/private partnerships and funding resources to produce community information related to historic facilities for local interests and marketing opportunities. (long-term)

Goal: Community Activities

Work with community partners to promote, coordinate, and/or sponsor a diverse range of high quality recreational and social activities.

Objectives:

1. Host community-wide events and identify opportunities to develop new family oriented, youth, and senior activities. (short-term)
2. Develop a community-wide plan to market and promote events and activities. (mid-term)
3. Leverage resources to enhance cultural art activities and events. (mid-term)
4. Work with partners to ensure geographic diversity in town sponsored or hosted events. (short-term)
5. Develop a community facility master plan to identify priorities for maintaining and updating facilities and equipment to adequately host high quality events and activities. (mid-term)

Goal: Community Revitalization

Develop and maintain a community revitalization strategy to enhance aesthetic appeal and accessibility throughout the Town.

Objectives:

1. Develop a bike, pedestrian, and greenway connectivity plan for the two historic business districts and surrounding neighborhoods. (mid-term)
2. Identify opportunities to implement beautification, streetscaping, wayfinding, other projects in the downtown areas and primary town gateways. (short-term)
3. Evaluate options for funding a façade improvement grant program. (short-term)
4. Increase accessibility opportunities through the expansion, repair and replacement of sidewalks. (mid-term)

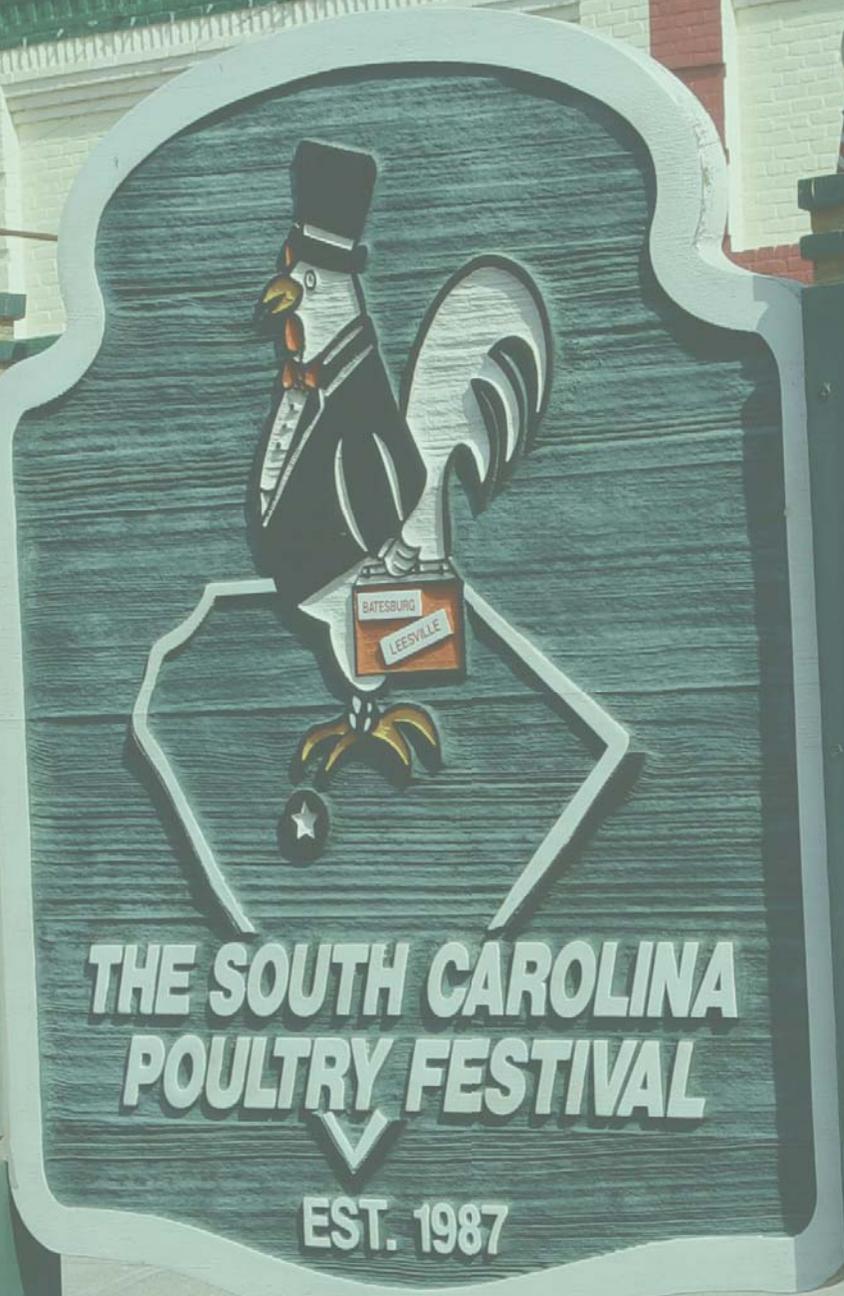
Goal: Comprehensive Plan

Update the Comprehensive Plan to reflect the Town's strategic priorities and provide high quality planning services that support short and long range community and economic development goals.

Objectives:

1. Integrate the goals and objectives defined in the strategic plan into the Comprehensive Plan. (short-term)
2. Develop a priority annexation and growth management strategy that can be incorporated into the population and land use elements of the Plan. (mid-term)
3. Review and update Zoning Ordinance to reflect recent changes and anticipated development. (mid-term)

Theme One
Community



NEXT FESTIVAL
MAY 14, 2005



Theme Two
Economy

Goal: Economic Development

Create opportunities for economic growth in the community by supporting existing businesses and recruiting new businesses.

Objectives:

1. Develop an economic development plan that encourages local enterprise growth and development by identifying specific market gaps, niches, and competitive advantages. (mid-term)
2. Encourage growth and development by working with public and private partners to identify assets and leverage resources for recruiting potential businesses and industries. (mid-term)
3. Create economic development incentive packages designed to recruit targeted retail, commercial, and industrial businesses. (mid-term)
4. Develop a comprehensive branding and marketing strategy for use in retaining existing businesses and recruiting targeted commercial and industrial businesses. (mid-term)



Goal: Workforce Development

Leverage partnerships to promote and support workforce development initiatives for both public and private sector employers.

Objective:

Partner with workforce development organizations, Midlands Technical College, and Lexington School District 3 to promote and support hard and soft skills training for job seekers and existing employees. (mid-term)

Goal: Healthcare Access

Leverage partnerships with healthcare providers to promote and support access to quality care services and health initiatives.

Objective:

1. Promote public welfare by increasing access to quality healthcare services. (long-term)
2. Work with Lexington Medical Center, businesses and industries to create and promote occupational safety and health services at LMC Batesburg-Leesville. (long-term)



Theme Three Government

Goal: Internal Information Technology (IT)

Evaluate and expand IT systems to provide, improve, and maintain a high level of government service to the community.

Objectives:

1. Implement workflow management system to increase operational efficiency. (short-term)
2. Develop and maintain an information technology capital improvement plan to meet departmental needs as technology and security demands evolve. (mid-term)

Goal: Human Resource Development

Expand human resource capabilities to meet departmental staffing needs and maintain a positive working environment.

Objectives:

1. Establish a Town workforce recruitment and retention strategy. (mid-term)
2. Conduct a salary and benefit comparison study to determine appropriate compensation packages to minimize turnover and increase retention. (mid-term)
3. Assess departmental staffing needs and the ability to cross train staff to fulfill workforce needs. (short-term)



Goal: Public Outreach and Community Relations

Expand public outreach efforts to improve and promote positive community relations.

Objectives:

1. Develop a comprehensive communication strategy to evaluate and expand Town communication assets used for public outreach. (mid-term)
2. Evaluate the feasibility of establishing a multi-departmental community action task force to coordinate education, outreach, enforcement, and response initiatives. (short-term)
3. Improve customer service and responsiveness through structured staff training initiatives in order to deliver high quality customer service to the public. (mid-term)
4. Enhance community awareness and understanding of public facilities and services. (short-term)
5. Provide assistance to elected officials to support community meetings and information sessions. (short-term)
6. Ensure staff and/or Council participation at all relevant community and civic organization meetings. (short-term)



Theme Three Government

Goal: Update Codes and Ordinances

Evaluate and update Town Codes and Ordinances to ensure their relevance and adherence to the latest norms, best practices, and county, state, and federal regulations.

Objectives:

1. Review and update Town Codes and Ordinances to timely address needs and concerns. (short-term)
2. Research and implement best practices to eliminate duplication, waste, or unnecessary burdens on the public or Town. (mid-term)

Goal: Finance and Procurement Sustainability

Provide, improve, and maintain high quality financial and procurement planning and management practices to ensure the efficient and effective allocation of municipal resources.

Objectives:

1. Research and implement policies to maintain long term financial stability of the Town. (mid-term)
2. Research and identify opportunities for new revenue sources to improve and expand services. (short-term)
3. Research and implement a Capital Improvement Plan (CIP) to maximize the allocation of financial and human resources by investing in infrastructure improvements, equipment, and departmental needs. (mid-term)
4. Review and update procurement policies and procedures to streamline purchasing, eliminate waste, implement financial controls, and ensure consistency with local, state, and federal procurement standards. (short-term)
5. Evaluate a comprehensive inventory management system for the storage and utilization of common supplies and equipment. (mid-term)



Goal: Water and Waste Water System Upgrades

Continue to make targeted investments in personnel, equipment, and infrastructure to maximize the utility and life of existing water and sewer systems.

Objectives:

1. Ensure the long term availability of potable water for the Town. (long-term)
2. Evaluate the feasibility of implementing an automated water meter reading system. (short-term)
3. Implement programs and develop tools to review and evaluate system capabilities and vitality. (mid-term)
4. Develop a comprehensive plan to address aging and critical needs of all water and sewer related facilities and infrastructure. (short-term)

Goal: Transportation Planning

Improve the Town's transportation system by coordinating with partners to address needs as growth continues to occur.

Objectives:

1. Develop a GIS based inventory and condition assessment of all roads, intersections, and sidewalks within the Town. (mid-term)
2. Determine the feasibility and impact of new traffic routes, lights, and other options to maximize traffic flow, decrease congestion, and improve overall traffic conditions. (mid-term)
3. Review and update the Batesburg-Leesville/Columbia Transit Feasibility Study. (long-term)
4. Support and promote community and regional transportation initiatives to aid those in need and seniors. (mid-term)
5. Support and promote initiatives to expand non-traditional or alternative transportation systems. (long-term)

Goal: Public Safety

Improve the Town's public safety services through targeted investments in personnel, equipment, and infrastructure.

Objectives:

1. Evaluate and implement community policing services and strategies. (short-term)
2. Identify and implement best practices to improve service quality and delivery. (short-term)
3. Utilize technology (ie. body cameras, e-tickets, etc.) to increase operational efficiency and effectiveness. (short-term)
4. Ensure equipment is maintained and updated to meet national and state standards. (mid-term)
5. Maintain the best possible ISO rating for the Town. (long-term)

Summary of Goals

Short-term Goals

Housing

- Evaluate opportunities for strengthening building, safety, and nuisance code enforcement strategies.

Historic Downtown Districts

- Identify all downtown business, cultural and recreational assets that can be leveraged or serve as catalysts for further economic development.
- Working with community organizations and businesses build a distinct vision for each downtown district.

Community Activities

- Host community-wide events and identify opportunities to develop new family oriented, youth, and senior activities.
- Work with partners to ensure geographic diversity in town sponsored or hosted events.

Community Revitalization

- Identify opportunities to implement beautification, streetscaping, wayfinding, other projects in the downtown areas and primary town gateways.
- Evaluate options for funding a façade improvement grant program.

Comprehensive Plan

- Integrate the goals and objectives defined in the strategic plan into the Comprehensive Plan.

Internal Information Technology

- Implement workflow management system to increase operational efficiency.

Human Resources Development

- Assess departmental staffing needs and the ability to cross train staff to fulfill workforce needs.

Outreach and Community Relations

- Evaluate the feasibility of establishing a multi-departmental community action task force to coordinate education, outreach, enforcement, and response initiatives.
- Enhance community awareness and understanding of public facilities and services.
- Provide assistance to elected officials to support community meetings and information sessions.
- Ensure staff and/or Council participation at all relevant community and civic organization meetings.

Update Codes and Ordinances

- Review and update Town Codes and Ordinances to timely address needs and concerns.

Finance and Procurement Sustainability

- Research and identify opportunities for new revenue sources to improve and expand services.
- Review and update procurement policies and procedures to streamline purchasing, eliminate waste, implement financial controls, and ensure consistency with local, state, and federal procurement standards.



Water and Wastewater System Upgrades

- Evaluate the feasibility of implementing an automated water meter reading system.
- Develop a comprehensive plan to address aging and critical needs of all water and sewer related facilities and infrastructure.

Public Safety

- Evaluate and implement community policing services and strategies.
- Identify and implement best practices to improve service quality and delivery.
- Utilize technology (ie. body cameras, e-tickets, etc.) to increase operational efficiency and effectiveness.

Mid-term Goals

Housing

- Evaluate the feasibility of strengthening rental property standards and establishing a landlord registration program.
- Explore opportunities to leverage intergovernmental funding for minor home repair programs.

Historic Downtown Districts

- Leverage public/private partnerships and funding to enhance the beauty and vitality of the historic districts.

Historic Preservation

- Evaluate options for developing and promoting preservation and rehabilitation incentives for historical properties.
- Identify and maintain a list of endangered historic commercial and residential properties in order to develop targeted preservation and rehabilitation efforts.

Community Activities

- Develop a community-wide plan to market and promote events and activities.
- Leverage resources to enhance cultural art activities and events.
- Develop a community facility master plan to identify priorities for maintaining and updating facilities and equipment to adequately host high quality events and activities.

Community Revitalization

- Develop a bike, pedestrian, and greenway connectivity plan for the two historic business districts and surrounding neighborhoods.
- Increase accessibility opportunities through the expansion, repair and replacement of sidewalks.

Comprehensive Plan

- Develop a priority annexation and growth management strategy that can be incorporated into the population and land use elements of the Plan.
- Review and update Zoning Ordinance to reflect recent changes and anticipated development.

Summary of Goals

Mid-term Goals (Cont.)

Economic Development

- Develop an economic development plan that encourages local enterprise growth and development by identifying specific market gaps, niches, and competitive advantages.
- Encourage growth and development by working with public and private partners to identify assets and leverage resources for recruiting potential businesses and industries.
- Create economic development incentive packages designed to recruit targeted retail, commercial, and industrial businesses.
- Develop a comprehensive branding and marketing strategy for use in retaining existing businesses and recruiting targeted commercial and industrial businesses.

Workforce Development

- Partner with workforce development organizations, Midlands Technical College, and Lexington School District 3 to promote and support hard and soft skills training for job seekers and existing employees.

Internal Information Technology

- Develop and maintain an information technology capital improvement plan to meet departmental needs as technology and security demands evolve.

Human Resource Development

- Establish a Town workforce recruitment and retention strategy.
- Conduct a salary and benefit comparison study to determine appropriate compensation packages to minimize turnover and increase retention.

Outreach and Community Relations

- Develop a comprehensive communication strategy to evaluate and expand Town communication assets used for public outreach.
- Improve customer service and responsiveness through structured staff training initiatives in order to deliver high quality customer service to the public.

Update Codes and Ordinances

- Research and implement best practices to eliminate duplication, waste, or unnecessary burdens on the public or Town.

Finance and Procurement Sustainability

- Research and implement policies to maintain long term financial stability of the Town.
- Research and implement a Capital Improvement Plan (CIP) to maximize the allocation of financial and human resources by investing in infrastructure improvements, equipment, and departmental needs.
- Evaluate a comprehensive inventory management system for the storage and utilization of common supplies and equipment.

Water and Wastewater System Upgrades

- Implement programs and develop tools to review and evaluate system capabilities and vitality.



Transportation Planning

- Develop a GIS based inventory and condition assessment of all roads, intersections, and sidewalks within the Town.
- Determine the feasibility and impact of new traffic routes, lights, and other options to maximize traffic flow, decrease congestion, and improve overall traffic conditions.
- Support and promote community and regional transportation initiatives to aid those in need and seniors.

Public Safety

- Ensure equipment is maintained and updated to meet national and state standards.

Long-term Goals

Historic Preservation

- Leverage public/private partnerships and funding resources to produce community information related to historic facilities for local interests and marketing opportunities.

Healthcare Access

- Promote public welfare by increasing access to quality healthcare services.
- Work with Lexington Medical Center, businesses and industries to create and promote occupational safety and health services at LMC Batesburg-Leesville.

Water and Wastewater System Upgrades

- Ensure the long-term availability of potable water for the Town.

Transportation Planning

- Review and update the Batesburg-Leesville/Columbia Transit Feasibility Study.
- Support and promote initiatives to expand non-traditional or alternative transportation systems.

Public Safety

- Maintain the best possible ISO rating for the Town.

THE TOWN OF
Batesburg-Leesville

2017-2020

Strategic Plan

Town of Batesburg-Leesville

P.O. Box 2329

Batesburg-Leesville, SC 29070

www.batesburg-leesville.org