

Spartanburg County, SC



Strategic Plan September 2014 - 2016

Developed in consultation with

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Executive Summary

This document provides an overview of the Spartanburg County Council's 2014 – 2016 strategic planning process and is designed to build on the County's past accomplishments and lessons learned to leverage future opportunities.

Facilitated by The Weathers Group, key components of the planning process included gathering input from key internal and external stakeholders, benchmarking successful planning efforts of other counties, and convening a full-day Council retreat. This plan is not meant to be static, and its written goals and objectives will continue to be updated and modified based upon the changing landscape of Spartanburg County, needs of its citizens, both corporate and individual, input received from stakeholders as action steps are implemented, and specific data collected to evaluate the effectiveness of implementation.

In this plan, the terms “we”, “us”, and “our” refers to the Council, Executive Management, and Staff of Spartanburg County collectively, unless otherwise noted.

About Spartanburg County

Date Formed:	1785
Land Area (square miles):	811
Form of Government:	Council-Administrator
Council Members:	7
Method of Election:	Single Member/ Chair at-Large
Term Length:	4 years
Council of Government:	Appalachian



Formed in 1785 as part of the Ninety Six District, Spartanburg County and its county seat were named for the Spartan Regiment, a local militia unit that fought in the Revolutionary War. As of the 2010 census, the population was 284,307 with 97,735 households, and 69,294 families residing in the County. The median income per household was \$37,579, and the median income per family was \$45,349. A relatively diverse County, Spartanburg is served by seven school districts, has 14 municipalities and 23 unincorporated communities.

Strategic Advantages

This Strategic Plan will guide us in our decision making of allocating human and capital resources to achieve the identified goals and objectives best suited for the citizens of the County. It will encourage collaborations, partnerships and creativity among County leadership, partners, stakeholders, municipalities and citizens. Finally, in plotting our direction for the future, it will serve as a road map to keep us on course.

Vision

Spartanburg County's vision is to be a preferred destination for individuals, families and business to live, learn, play and invest.

Our envisioned future is a Spartanburg County that serves as a destination for individuals, families to live, students to learn, tourist to visit and businesses to invest. When people want quality they will think about Spartanburg County, they will come to Spartanburg County - A vibrant community with a Revolutionary history and a dynamic future. We see a thriving, unified, and productive Spartanburg County – A place to enjoy the good life with unfettered opportunity – A place to call home.

Mission

Spartanburg County provides a foundation for a superior quality of life for residents, unlimited opportunities for business, and an exceptional learning environment for education through purposeful planning, investment, and use of resources.

The accomplishment of this mission will require deliberate coordination, cooperation, and communication among a diverse group of stakeholders throughout the County. There is an abundance of diversity in Spartanburg County - People, Places, Resources and Perspectives – that enrich us all. We will embrace this opportunity by being the catalyst that bridges the gap between our diverse stakeholders. We will lead the way in forging cross-sector partnerships that create a quality environment where businesses, individuals, and families can prosper. We strive to provide businesses, individuals, and families the opportunity to grow and prosper thru the purposeful investment in education, infrastructure, and recreation.

Values

Inclusion

We will embrace the diversity of people, places, resources, and perspectives throughout the County by seeking and considering the input and interests of our stakeholders in our decision-making. This culture of inclusion will increase trust with stakeholders, strengthen relationships, and improve our decision-making.

Accountability

We are accountable to the citizens of Spartanburg County. As stewards of the public's resources, we acknowledge the public is counting on us – We must set and exceed expectations that ensure our intentions, words, and deeds are beyond reproach. We answer to each other, we answer to the citizens, and we answer to every person that lives, works, visits, and plays in Spartanburg County.

Collaboration

In today's complex environment, no one sector or entity can work without the support of others. We will seek, establish and leverage cross-sector partnerships with community-based organizations, educational institutions, businesses, and other governmental entities to collectively build a better Spartanburg County.

Communication

We will strive to effectively communicate in a purposeful and concise fashion. We will share information in an appropriate and timely manner with our stakeholders.

Servant Leadership

We seek first to serve. As servant leaders we will foster an environment that places the best interest of the public first, as demonstrated by our mission-driven decision-making. Servant leadership demands that we set aside personal differences and focus on what's best for those we serve.

Continuous Improvement

Continuous Improvement means we will align our decisions, services, and policies with the vision, mission, and values of this plan. This is a path that we walk together toward a common goal. Opinions may differ, approaches may vary and we may not always agree, but we have a collective commitment, even in difficult times to remain true to the mission, keep our eyes on the vision, and make values-based decisions to meet the goals and objectives in this plan.

Assumptions

During the planning process Council acknowledged, documented, and at times, verified the underlying assumptions that this plan is built upon. Assumptions are always at the foundation of any strategic plan, though they are often omitted or neglected.

We Assume:

1. Previous successes and challenges across the County, both good and bad, have taught us lessons that will contribute to our improved performance.
2. An increase in community awareness will strengthen trust, understanding and accountability between our stakeholders and us.
3. We will work together for the greater good.
4. The majority of Spartanburg County's community-based organizations, educational institutions, businesses, and other governmental entities will welcome mutually beneficial partnerships.
5. This plan will be executed.

Critical Success Factors

We will:

1. Remain fully active and intently engaged in executing the plan.
2. Respect and include the opinions, ideas and input of each other.
3. Not act independently or make decisions for personal gain or agenda.
4. As a team, stand behind decisions that are made.
5. Focus on and stay faithful to the mission, vision and values.
6. Consider the impact of our decisions on all Spartanburg County citizens.
7. Foster an environment that gives rise to trust; ensuring that our credibility driven by our competency and character continues to foster the community's confidence in our capabilities;
8. Use this strategic plan as a road map to help govern and manage all we do.
9. Create Operational Plans, at the department level, for the seamless communication and execution this Strategic Plan.
10. Establish clear roles, responsibilities, and expectations to ensure accountability in execution.

Goals & Objectives

Goal 1: Create Sustainable Economic Development that Benefits the Businesses and Citizens of Spartanburg County
Objective 1.1: Strengthen business retention, recruitment, and expansion.
Objective 1.2: Establish and implement a land use planning process and policy framework.
Objective 1.3: Support education and training efforts that improve workforce readiness.
Objective 1.4: Encourage and support entrepreneurship initiatives.
Objective 1.5: Develop an effective and efficient infrastructure plan.

Goal 2: Capitalize on Natural Resources and Tourism Opportunities
Objective 2.1: Strengthen policies related to accessing natural resources and promoting tourism.
Objective 2.2: Develop a comprehensive tourism plan that is inclusive of the diverse interests in the County and integrates the opportunities provided via our natural resources.
Objective 2.3: Clearly define and promote the current and projected economic impact of natural resources and tourism.

Goal 3: Remain Prudent Stewards of Financial Resources in the Provision of Quality Public Services

Objective 3.1:

Budget and allocate resources in the public’s best interest.

Objective 3.2:

Reduce and eliminate the inefficient use of financial and other resources without compromising quality of services.

Objective 3.3:

Identify and leverage opportunities to diversify funding.

Objective 3.4:

Identify, prioritize, and address needs for service improvement.

Objective 3.5:

Recognize high-performing staff members, who contribute to quality services, at Council meetings.

Goal 4: Commit to the Implementation of this Plan and Realization of this Inclusive Vision.

Objective 4.1:

Develop operational plans that detail action items, success indicators, timelines, and responsible parties for the objectives in this plan.

Objective 4.2:

Identify objectives with budget implications and allocate resources, accordingly.

Objective 4.3:

Convene an annual retreat of County Council to foster cooperation, communication, and review and revise this plan accordingly.

Objective 4.4:

Utilize the Vision, Mission, and Values to consistently brand the County’s message at Council and Departmental levels.

Objective 4.5:

Utilize the Vision, Mission, and Values to guide decision-making and policy-making at Council and Departmental levels.