GREENVILLE CountyRec
PARKS • RECREATION • TOURISM

Greenville County Parks, Recreation, & Tourism

Strategic Plan 2019-2021

Sustain.

Assess.

Improve.

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Adopted: January 31, 2019

Joe Kernell, County Administrator

Letter from the Director

Dear Partners,

After a year of preparation – meetings, discussions, dreaming, and figuring – I am pleased to present this strategic plan for Greenville County Rec. Thank you for your examination of and thoughtful input on our future. For me the process itself was as valuable as the product. We learned from each other and about each other- strengthening our relationships as we deepened our professional knowledge. The depth of knowledge you possess is astounding- decades of experience, professional certifications and advanced degrees. That knowledge is complemented by an astounding depth of compassion for our community. The plan presented here was formulated with input from our staff, the community, stakeholders and County leadership.

This plan for the future is shaped by our history. As an organization we have experienced tremendous change over the last 5 years – we changed form of governance from an independent commission to a department of county government; we changed executive leadership from Gene to me - quite different and not in just height! As a community Greenville has experienced unprecedented population growth, and changing demographics. I am thankful for and respectful of the strong foundation on which we build. We look to the future with an enthusiastic commitment to providing excellent recreational opportunities for everyone.

We envision a thriving, vibrant, and diverse community with abundant opportunities to access quality recreation across Greenville County.

I know you are "all in"!

Chanell

Guiding Documents

Internal
County of Greenville, SC Budget Book FY18/19
Comprehensive Annual Financial Report for the County of Greenville, SC – 2017
Greenville County Parks, Recreation & Tourism Access Audit & Transition Plan - 2017
Greenville County Parks, Recreation & Tourism Accessibility Needs Assessment – 2017
Greenville County Parks, Recreation & Tourism County-wide Needs Assessment – 2015
Needs Assessment for Parks and Recreation Areas of Greenville County - 2002

External
Commission for Accreditation of Parks and Recreation Agencies National Standards – 5th Edition
2018 NRPA Agency Performance Review – Park and Recreation Agency Performance Benchmarks
2017 NRPA Agency Performance Report – Greenville County Parks, Recreation, & Tourism
Economic Impact of Local Parks: An Examination of the Economic Impacts of Operations and Capital Spending By Local Parks and Recreation Agencies on the United States Economy – NRPA 2018

Acknowledgements

Valued input for this plan comes from:
Greenville County Administration
Parks, Recreation, & Tourism Advisory Board
Managers & Staff

Context & Mission

The mission of Greenville Parks, Recreation, & Tourism is to enhance the quality of life in Greenville County through the provision of park facilities and recreation services that promote the health and well-being of our people, our community, our environment, and our economy.

Greenville County Parks, Recreation, & Tourism (Greenville County Rec) plans for the future through Strategic and Comprehensive Plans that review industry standards, analyze current trends, engage community feedback, and collect employee input to identify focus areas and strategic objectives to meet department goals.

The 2019-2021 Strategic Plan is built on guiding planning documents such as the 2015 County-wide Needs Assessment and the 2018 NRPA Agency Performance Review – Park and Recreation Agency Performance Benchmarks to outline a direction for decision making and resource allocation in the near term. After 12 months of strategic learning and evaluation, including a management staff retreat in February 2018, the following plan reflects current issues in parks and recreation service provision in Greenville County, South Carolina.

Existing Conditions

Park Infrastructure: Parks and facilities in Greenville County are diverse. As our park facilities age, investing in maintaining and sustaining our current infrastructure is as important as planning for growth. A county park is located within a 15-minute drive of every Greenville County resident; that's less than the average commute to work. The quality of parks must be considered and improved to be welcoming and well-used by the community that enhances Greenville County's quality of life.

Growth & Change: As recreational needs change and our population increases 2% per year, Greenville County Rec must consider expanding, repurposing, and improving facilities and programs to meet demand. Focusing on the most needed facilities and amenities in the right places is the most efficient way to allocate the department's limited resources.

Organization: Greenville County Rec employees 98 Full-Time Equivalent positions and uses nearly 12,000 volunteers annually to maintain parks, implement programs, and administer services across the County. Efficiency can be improved with strategic planning, technology, strategic communication, and by evaluating all aspects of operations.

The outcomes and strategic objectives detailed in this plan were carefully selected to keep the department focused on addressing the priorities identified in our year-long strategic learning process. Operating deliberately and strategically will help address the maintenance of our built assets and thoughtful provision of programming to build upon our excellent reputation in the community. Performance measures accompany each objective to advance our culture of accountability in accomplishing our goals. Performance measures are based on input, output, outcome, efficiency, or explanatory information.

Vision

We envision a thriving, vibrant, and diverse community with abundant opportunities to access quality recreation across Greenville County.

Guiding Principles

The following principles guide the actions and decisions of executive leadership and staff.

Essential Public Service:
Parks, natural areas, historic sites, and recreation services are essential elements in creating a livable, dynamic and economically vibrant region.

Youth get First Preference
Available resources will not meet all of the diverse park and recreation needs of the County and therefore on each issue we must ask, "Do children need priority related to the park and recreation resources and services?"

Connectivity of the Public's Resources
Striving for a system where parks, natural areas, and recreation facilities are connected by a countywide greenways and trails system in an ecologically healthy environment.

Accessible and Inclusive
All county residents have reasonable access to safe and functional parks and enjoyable leisure services.

Resource Stewardship
Provide stewardship for parks, historic sites, and natural areas so they are sustained for future generations.

Citizen Involvement
Citizen involvement is actively encouraged in the planning, development and programming of the Department's parks, natural areas, and recreation facilities.

Agency Interaction
Department staff interacts with public and non-profit agencies and private businesses to seek cooperation and partnerships to efficiently advance the Department's mission.

Future Resource Needs
The Department is planning, acquiring and protecting public parks and recreation resources for the current and anticipated future needs of the County.

Financial Sustainability
Every park and recreation facility is designed and programmed in a financially sustainable manner within its geographic, social and economic environment.

Excellence in Professionalism
We seek quality and excellence in our services and facilities and have a commitment to integrity and professionalism in all aspects of our operation.

Public Wellness
The Department places a priority on activities that encourage individual wellness.

Organizational Structure

Greenville County Rec is a department of Greenville County, South Carolina operating as a special revenue fund to provide parks and recreation services to county residents and its visitors. The department operates 50 parks on 2,000 acres, including 6 community centers, 3 waterparks, 3 dog parks, 6 historic sites, an ice rink, an aquatic center, a camp & retreat center and a growing 22-mile greenway system known as the GHS Swamp Rabbit Trail.

The department is organized into four divisions: Administration, Recreation, Parks, and Special Use. The leaderships consist of an Executive Director who reports to the County Administrator, and four Division Directors who report to the Executive Director.

FY 2019	Budget	%
P Tax (4.6 mils)	$ 10,402,297	58%
Fees and Charges	$ 5,487,919	31%
H Tax	$ 1,534,784	9%
Grants and Gifts	$ 405,000	2%
Total Revenue	**$17,830,000**	100%

Administration

The Administrative Division is the nervous system of the department that connects the divisions with each other, with other County departments, with the community, and with technology. Administration is responsible for Human Resources, Procurement, Finance, Budget, Information Technology, Marketing, Community Relations, and Legal matters. Keeping the department running smoothly, providing exceptional customer service, operating convenient online registration systems and sustainable budget development are crucial processes in the continued success of Greenville County Rec.

Recreation

The Recreation Division is the respiratory system of the department that keeps Greenville County kids and adults active, healthy, and entertained year round. Recreation is composed of Sports, Programs, Community Centers, and Therapeutic Recreation functions that offer summer camps, after school programs, and special events for diverse populations. Inclusion of and access by Underserved populations such as low-to-moderate income residents, senior citizens, and people with physical and mental disabilities are a priority for the Recreation Division that strives to provide high-quality programs and events for all.

Special Use

The Special Use Facilities Division is the muscular system of the department responsible for complex and exciting enterprise facilities such as the Pavilion Ice Rink, Greenville County Aquatic Complex, and Discovery Island Waterpark. Each facility is unique in its capacity for revenue generation, the special services it provides, and the operating challenges it meets. Ice rinks and aquatic facilities are special attractions for Greenville County residents as well as major leisure and sports tourism destinations hosting year round regional swim meets, cool summer entertainment, and the only public ice skating in the Upstate.

Parks

The Parks Division is the skeletal system of the department that plans, develops, and maintains physical park properties, structures, and trails around the County. It includes regional maintenance crews, a park planner, and construction management team. Planning consists of research and design, community engagement, and best management practices to provide exceptional service coverage. Development functions include construction and rehabilitation of new and existing park assets and infrastructure. Maintenance is tasked with day-to-day upkeep of park properties, buildings, amenities, and events.

Strategic Learning / Strategic Planning Timeline

November 2017	Kickoff
December 2017	Readiness Assessment
January 2018	Strategic Learning Process Begins
	Weekly Research / Trends / Budget Assessments
February 2018	Strategic Planning Retreat
	County Leadership & Advisory Board Interviews
	Employee Survey & Analysis
March 2018	Strategic Digestion
April 2018	Themes / Focus Areas / Outcomes / Strategic Objectives
May – October 2018	Document Development
November 2018	Review & Feedback
January 2019	Final Document & Adoption
May 2019	Budget Approval
July 2019	Implementation – Review / Revise / Utilize in FY20/21 Budget
July 2020 – June 2021	Begin Evaluation & Update

Greenville County operates on a biennium budget cycle approved by County Council. The 2018-2019 budget cycle began on July 1st, 2017 and ends on June 30th, 2019. The goal of this plan is to determine resource allocation priorities and operations strategies for the 2020-2021 budget cycle which begins July 1, 2019.

The 2019-2021 Strategic Plan was informed by and works in concert with with the Park & Recreation System Master Plan and the Capital Improvement Plan.

Guide to Strategic Plan 2019 – 2021

The plan is organized under 3 Themes and categorized by 12 Focus Areas:

Sustain & Enhance Quality Built Assets

Assess Equitable Recreation

Improve Operational Effectiveness

The intent of the Strategic Plan is to outline key priorities to direct decision making and resource allocation. Each ***Focus Area*** includes ***Outcomes*** that are followed by ***Strategic Objectives*** to achieve incremental improvement in the organizational, programmatic, and physical delivery of parks and recreation services in Greenville County.

Sustain & Enhance Quality Built Assets

- Public Safety
- Quality Built Assets
- Accessibility
- Connectivity

Assess Equitable Recreation

- Inclusion
- Social Equity
- Evaluation
- Collaboration

Improve Operational Effectiveness

- Comprehensive Planning
- Communication
- Technology
- Training

Excellence through National Accreditation

Greenville County Rec is accredited by the Commission of Accredited Parks and Recreation Agencies. This means the department operates under national standards for best practices in the field of public parks and recreation services.

The **Strategic Plan's focus areas** were derived from the department's strategic learning process and incorporated into national standards you will see referenced throughout the plan. The focus areas are geared to support the priorities set by Greenville County Council in 2017 to provide exceptional service to Greenville County citizens.

Outcomes & Strategic Objectives

Sustain & Enhance Quality Built Assets

Focus Area: Public Safety

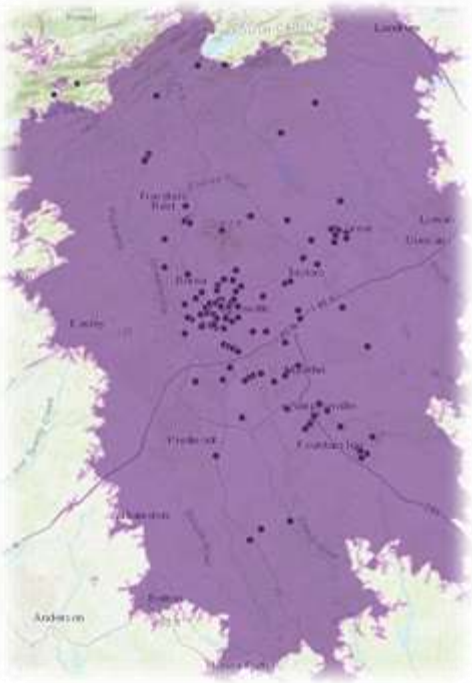
Outcome – Pass a Parks and Recreation Park Rules Ordinance

Strategic Objective

Develop a park rules ordinance enforceable by the Greenville County Sheriff's Office for park patron protection.

Safety of the citizens and visitors of Greenville County is priority number one. Enforcement of rules, regulations, and laws is paramount to providing safe, welcoming, and enjoyable public facilities. Challenges over jurisdiction and ability to enforce certain state and county laws and ordinances periodically emerge. Standardizing specific park rules into a Parks and Recreation Park Rules ordinance codifies the management of behavior and ability of the Sheriff's Office to enforce rules for public safety.

Performance Measurement: December 31st, 2021



DRIVE TIME TO PARKS
GREENVILLE COUNTY IS WELL COVERED WITH PUBLIC PARK SPACE. THE AVERAGE COMMUTE TO WORK IS 20 MINUTES. THIS MAP SHOWS 20 MINUTE DRIVE TIMES AROUND ALL PARKS IN THE COUNTY. EVEN IN RURAL AREAS, YOU CAN GET TO A PARK FASTER THAN YOU CAN GET TO WORK

Outcome – Address preventative maintenance to extend life of facilities and ensure safety

Strategic Objective

Differentiate between preventative and deferred maintenance and direct resources according to safety priorities.

Quality built assets must be maintained over their useful lifetime. To ensure safety and extend the lifetime of parks and recreation facilities, resources must be directed toward preventative maintenance of facilities and grounds. Differentiating between deferred maintenance and preventative maintenance in capital improvement plans will help prioritize funding decisions in keeping facilities safe and welcoming.

Performance Measurement: May 30th, 2021

Focus Area: Quality Built Assets

Outcome – Master planning for all facilities

Strategic Objective

Create Master Plans for park properties

Using national trends and local needs assessments, park master plans should be development to guide future park investment. These plans will optimally utilize park land for needed recreation opportunities in each area, such as adding natural surface trail systems in currently unused, wooded sections of a park or repurposing underutilized space.

THE FIRST COUNTY PARK WAS PURCHASED 50 YEARS AGO IN 1969, STILL KNOWN TODAY AS WESTSIDE PARK. THE LAST PROPERTY GREENVILLE COUNTY PURCHASED FOR PARK DEVELOPMENT WAS CEDAR FALLS PARK IN 2009.

Performance Measurement: December 31st, 2021

Update the Parks & Recreation System Master Plan

Building upon current strategic planning, the Parks, Recreation, & Tourism Parks & Recreation System Master Plan will be updated to look toward 2030 and 2040 recreation opportunities. Including a detailed and scheduled Capital Improvement Plan, the System Master Plan will address needs for future parkland acquisition, new park development, current park expansion, and facility use and repurposing. The department will also play an active role in updating the 10 year Greenville County Comprehensive Plan in 2019 and 2020.

Performance Measurement – Revised plans to be developed following the adoptions of the 2040 Comprehensive Plan. December 31st, 2021

Outcome – Close Gap in Funding / Address deferred maintenance

Strategic Objectives

Identify scenarios to close gap in development and maintenance of park infrastructure

A special revenue fund means the department keeps the revenues it earns including property taxes and self-generated fees. It also means spending is limited to maintaining a balanced budget based on these revenues. To address a growing backlog of deferred maintenance, accessibility mandates, and potential new projects, a strategy must be developed to pay for long term capital projects. The Leadership Team will work with County Administration on all potential options moving forward to align master planning with bond/debt management.

Performance Measurement: December 31st, 2021

Craft a prioritization framework for capital improvement expenditure decision making

The capital improvement list for the park system is long and getting longer. Limited resources are available to address deferred maintenance needs so there should be an explanation to which projects get funded in a given budget cycle. Applying the priorities outlined in this plan and the goals of the department should guide spending on capital projects. A framework for making decisions should include public safety concerns, revenue generation or savings, need for repair, public demand, and other planning determinants.

Performance Measurement: December 31st, 2019

Outcome – Improve quality of outdoor and indoor recreation facilities

Strategic Objectives

Update and operationalize a Maintenance Management Plan

With special events, inclement weather, and unanticipated emergencies competing for maintenance attention, having a Maintenance Management Plan is an important base for keeping park and facility operations attractive and functional. Defining specific maintenance and beautification tasks and keeping a schedule of activities will help staff keep track of responsibilities and accomplishments when other activities take precedence.

Performance Measurement: December 31st, 2018 - **COMPLETE**

Develop Park Design Standards

Greenville County parks should be safe, consistent, inviting, and attractive. While each park is unique, a standard level of quality, look, and feel is expected. Developing Park Design Standards will set a dependable built environment and architectural style that accounts for safety, accessibility, inclusivity, and functionality. Principles from Crime Prevention through Environmental Design (CPTED) and Universal Accessibility (UA) will be incorporated to create these standards while adhering to conservative budgetary resources and sustainable designs.

Performance Measurement: December 31st, 2021

Focus Area: Accessibility

The Americans with Disabilities Act of 1990 mandates public parks and recreation facilities be accessible. Greenville County Rec's ADA Transition Plan outlines a phased approach to compliance. Total Cost = $5.8 million

Outcome – Non-Capital ADA upgrades and adjustments are complete across the park system by 2021.

Strategic Objective

Allocate staff schedule to accomplish non-cost and low-cost accessibility upgrades to parks and facilities.

Items in the ADA Transition Plan identified as "staff time" and low-cost upgrades or retrofits such as appropriate signage and fixture adjustments will be completed first to accomplish transition tasks without dedicated funding. Parks Development staff will identify, itemize, and allocate work orders for maintenance managers to assign, complete, and report work finished. This objective will show considerable progress toward achieving accessibility and dedication to serving all park patrons in a resourceful manner.

Performance Measurement: December 31st, 2021

Outcome – New or renovated construction projects will be reviewed for accessibility and budgeted accordingly.

Strategic Objectives

Identify staff to train in ADA coordination, document review, and construction management.

Park staff must be knowledgeable in accessible design and construction to hold designers and contractors accountable in meeting accessibility standards. This task was formerly assumed by department administrators the duty of architects, engineers, and contractors. While this remains their responsibility, it is often underperformed in practice and more oversight is required to complete projects in a timely manner and fully accessible.

Performance Measurement: December 31st, 2020

Ensure architectural and engineering plans, as well as on-site construction, is completed to ADA specifications.

All projects will be planned, designed, and implemented to meet federal ADA requirements and reach universal accessibility when feasible. Careful project management is crucial to the acceptable implementation of accessible infrastructure and achieving accessibility across the park system. Projects with significant ADA improvements will be a priority.

Performance Measurement: December 31st, 2019

Outcome – Incorporate accessibility into the long term Capital Improvement Plan and make funding accessibility related projects a priority.

Strategic Objective

Add accessibility line items into Capital Improvement Plan to reinforce the need for accessible amenities and promote awareness of this categorical shortfall.

Accessibility improvements to capital infrastructure like parking lots, restrooms, playgrounds, walking paths, and other recreational facilities are costly and in-depth projects that require complete reconstruction or renovation. In order to make progress in achieving accessibility for all park users, ADA improvements must be highlighted and all new facility costs will be accurately reflected in the CIP budget.

Performance Measurement: December 31st, 2020

The GHS Swamp Rabbit Trail sees over 500,000 users each year. Twenty-five percent of those users are tourists, boosting our economy by $6.7 million. Dozens of businesses have opened, employing hundreds of workers in Greenville County.

Focus Area: Connectivity

Outcome: Open 5 miles of new GHS Swamp Rabbit Trail South by 2021

Strategic Objective

Work with property owners, contractors, and project managers to complete extension.

The next anticipated GHS Swamp Rabbit Trail extension will connect Cleveland Park in downtown Greenville through the growing Verdae developments to the CUICAR near Mauldin. Not only will the project connect thousands of people and visitors to the growing trail network but it will reduce traffic congestion and position the trail to expand through the Golden Strip.

Performance Measurement: December 31st, 2021

Outcome: Identify future of greenway system in Greenville County

Strategic Objective *Update the Greenways Master Plan to reflect new directions and strategies*

The Greenways Master Plan completed in 2007 identified corridors such as rivers, railroads, and utility easements for potential trail development. Now that the GHS Swamp Rabbit Trail has proven to be an economic driver, an alternative transportation route, and an extremely popular recreational facility, it is time to reevaluate the plan. Trail expansion and new greenways have high demand to connect to city centers, businesses, and dense residential developments. This update will inform planners, administrators, developers, and citizens on the future of greenways in Greenville County. Performance Measurement: December 31st, 2021

Assess Equitable Recreation

Focus Area: Evaluation

Outcome: Systematic quality control across all functions of service.

Strategic Objective

Develop an evaluation task force to organize quality control standards across divisions, programs, and facilities.

The department's parks, programs, and services are very diverse and require a range of methods to properly evaluate their effectiveness. Instead of creating a one-size fits all approach, the task force will determine the appropriate way to evaluate each service and a system to track progress.

Performance Measurement: December 31st, 2020

Outcome: Continuously adapt to marketplace

Strategic Objective

Utilize evaluation tools and planning assessments to provide the right services at the right price, in the right place.

Building upon quality control of current services, looking to the future to keep up with various needs and changing landscapes will optimize resource allocation. The inter-disciplinary nature of parks and recreation means many services can be provided and the community has come to expect responsiveness. Developing a strategy to prioritize needs and allocate limited resources in an equitable and demand based manner will help the department adapt to new and changing services.

Performance Measurement: December 31st, 2021

Focus Area: Social Equity

Outcome: Community resources in the right places

Strategic Objective

Evaluate opportunities and hold requests for new or expanded facilities and programs to a consistent, equitable, and fiscally responsible model of demonstrated benefit.

As a regional provider of recreation services across 800

square miles of Greenville County, facilities and programs need to be provided in optimal locations to serve the most, and most in need, residents. Due diligence and responsible planning is required to meet demonstrated needs and perceived desires for recreation facilities and programs before substantial resources are committed. Responsible use of tax-payer dollars necessitates consolidating and optimally performing parks and recreation services in the right places.

In 2018, Greenville County Rec utilized 11,872 volunteers to maintain grounds, coach sports, tutor children, and run special events to stretch our dollar and engage our community.

Performance Measurement: December 31st, 2021

Outcome: Action Plan to serve new communities

Strategic Objective

Evaluate underserved communities and create a prioritized action plan and the budget needed to provide new services.

Recognizing the need to serve new, particularly at-risk populations is a persistent responsibility in a changing population. Communities with limited income, disabilities, and transportation deficiencies will benefit greatly from increased access to parks and recreation. Evaluating opportunities within the scope of services Greenville County provides can help decision-makers adequate appropriate resources in an equitable, responsible, and well informed manner.

Performance Measurement: December 31st, 2021

Focus Area: Inclusion

Outcome: Insure all people have access to programs

Strategic Objective

Assess current conditions of inclusive programming and identify action plan.

Greenville County has always fostered an inclusive approach to providing recreation to the community. Recent community assessments have supported this notion and identified measures to take that can improve communication about services and offer more programs to target populations where demand is demonstrated. Moving forward, Greenville County Rec will identify action steps to accomplish training, communication, and planning objectives to ensure inclusivity is ever-improving.

Performance Measurement: December 31st, 2021

Strategic Objective

Serve more persons with disabilities by expanding Camp Spearhead and related programs

One of Greenville County Rec's most popular and impactful recreation programs is Camp Spearhead, a summer camp and weekend activity program for individuals of all ages. Investment in the Pleasant Ridge Camp & Retreat Center and cultivating incredible employees has created immense demand for the program. Insuring all people have access to recreation programs means addressing capacity issues and quality control as well. Greenville County Rec leadership and Therapeutics division will put together a plan to improve and expand successful programs like Camp Spearhead to meet growing demand.

Performance Measurement: December 31st, 2021

Focus Area: Collaboration

Outcome: Expand public recreation opportunities outside of county parks

Strategic Objective

Collaborate with Greenville County Schools to implement Open Community Use policies.

Open Community Use is the term used for schools allowing public use of their outdoor recreation facilities during out of school time. Schools are publically funded and conveniently located across the county with playgrounds, walking trails, athletic fields, and basketball and tennis courts. Utilizing these amenities on evenings, weekends, and during the summer could provide community members of all ages increased recreational opportunity, increasing open space, encouraging physical activity, maximizing public resources, and improving community relations.

Performance Measurement: December 31st, 2021

Improve Organizational Effectiveness

Focus Area: Comprehensive Planning

Outcome: Operationalize long-range plans for capital, administrative & equipment investments.

Strategic Objective

Develop investment and replacement schedules for capital improvements such as maintenance and office facilities, information technology, vehicles, and other administrative functions.

The department manages and maintains support infrastructure well beyond parks and recreation facilities. It is important to include these investments in the overall function of the organization to provide uninterrupted and efficient services. These plans must be included in the overall capital improvement plan and be allocated sufficient resources to operate.

Performance Measurement: December 31st, 2021

Focus Area: Communication

Outcome: Continue to maintain excellent customer service reputation within the community.

Strategic Objective (external)

Build upon Community Relations and Marketing Plans to identify holes in communication.

With no shortage of leisure opportunities in Greenville and the tidal wave of media avenues in our society, reaching our current and potential park patrons is an ongoing challenge. Updating our Community Relations Plan based on current statistics and best practices will solidify our reputation in the community, bring more people to our parks, and increase revenue at our programs and facilities. Evaluating where we are losing customers will help address these concerns.

Performance Measurement: December 31st, 2019

Outcome: Improved internal horizontal and vertical communication.

Strategic Objective (horizontal)

Improve upon workplace morale with targeted efforts to foster effective communication between divisions in the department.

Horizontal or intra-departmental communication is Greenville County Rec staff working together across divisions to accomplish multi-disciplinary tasks effectively. Open, honest, and informed communication can improve working relationships that result in best customer service. We believe the more information our staff has about the decision making process allows employees to understand the intent of policy and work cooperatively toward a mutual goal.

Performance Measurement: December 31st, 2019

Strategic Objective (vertical)

Working with the Assistant County Administrator for Strategic Advancement, relationships across departments will be fostered to educate each other on each's responsibilities and further blend operations under the organizational umbrella of Greenville County.

Vertical or inter-departmental communication is the department of Parks, Recreation, & Tourism working concurrently and collaboratively with other departments that make up Greenville County. As one part of a whole, the more Rec staff interacts with and understands the functions and duties of other departments, the more efficient each department will operate.

Performance Measurement: December 31st, 2019

Focus Area: Technology

Outcome: Current and efficient facility technology at all sites.

Strategic Objective

Develop a 3-5 year Capital Improvement Plan for traditional technology upgrades to all facilities.

Administrative technology is vital to the modern workplace and is ever-changing. Laptops, smartphones, and tablets use Wi-Fi, email and transaction software to keep the parks and recreation department moving. Hard line internet and telephone services continue to be upgraded to serve employees and the general public Ever-improving technology means the department must prepare for upgrade and re-installation costs to maintain a balanced budget. The Leadership team will work with Information Services to understand coming changes and upgrades and plan accordingly.

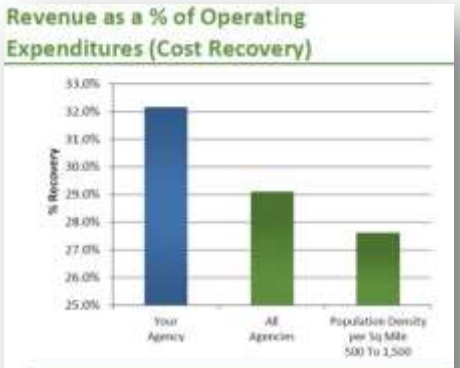
Performance Measurement: December 31st, 2021

Outcome: Improve efficiency and effectiveness in park service, operations, and safety at net cost savings.

Strategic Objective

Investigate and implement cost-saving technological advances that will save time or money while providing improved services, operations, or security.

Investing in technology keeps facilities on the cutting edge to provide exceptional service. Making transactions faster, making facilities



	Your Agency	All Agencies	Population Density per Sq Mile 500 To 1,500
Lower Quartile		14.0%	14.0%
Median	32.1%	29.1%	27.6%
Upper Quartile		49.6%	43.0%

safer, and making parks connected will improve organizational effectiveness. Advances in technology will help promote other objectives like communication and public safety through implementation of Wi-Fi enabled services, electronic security gates, video surveillance and other possible tech options.

Performance Measurement: December 31st, 2019

Focus Area: Training

Outcome: All levels of staff are highly trained to perform their duties and seek professional development opportunities for improvement.

Strategic Objective

Evaluate in-service training opportunities to standardize staff training and increase professional development opportunities

A highly trained workforce provides the department with safe and secure facilities, an excellent customer service reputation, and an increased bottom line. Training also leads to interest in professional development opportunities such as certifications, conferences, and education that boosts morale and elevates departmental resources.

Performance Measurement: December 31st, 2019

Greenville County Parks, Recreation, & Tourism utilizes the 2019-2021 Strategic Plan to guide decision making, priorities, and operations. Working toward the outcomes outlined in this plan is a team effort – shared among department leadership, managers, and front-line staff to achieve the strategic objectives herein. All progress shall be documented and available for review and update.

December 2018