



Strategic Plan 2023-2024

LIBERTY

South Carolina

City of Liberty, South Carolina Strategic Plan 2023-2024 | October 2023



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A Message from Mayor Woods

Dear Liberty Community,

It's hard to believe that it's already been a year and a half since we adopted our city's first strategic plan, but here we are, excited to present an updated plan.

You may remember, in our 2022 Strategic Plan, there were achievement time frames ranging from short-term (12 - 18 months), mid-term (18 months - 3 years), and long-term (3 - 5 years).

Consequently, as you look through the 2023-2024 City of Liberty Strategic Plan, you will see that there are goals and strategies carried over from our 2022 plan. Time frames will have changed to reflect the carry-over, as well. Other goals and strategies have been added or amended as council saw the need to address changing circumstances and interests within the public.

I can confidently say, enacting that first strategic plan has proven to be an effective tool that is successfully guiding us to attaining our goals. We all continue to work diligently toward fulfilling our vision that was inspired, in part, by the people of Liberty's input.

Thank you to our council and staff for all your efforts in keeping the city functioning efficiently. Thank you to our citizens and community members who take the time to encourage us and volunteer to help make a positive difference in the City of Liberty. This spirit exemplifies that great things happen when we work in unity. Let's keep the momentum going!

For the love of Liberty,

**Erica Romo Woods
Mayor of Liberty**



Community-Based Plan

The purpose of strategic planning is to establish a consensus around a unified vision for the future development of a community or organization. In the case of a local government, such as Liberty, the process is designed to achieve effective and efficient administration and the delivery of municipal services, all in alignment with one shared vision.

A successful strategic planning process involves gathering input from various internal and external stakeholders to assess improvement opportunities across all areas of responsibility for a municipality. Most importantly, a municipal strategic plan helps a community define its identity, its target audience, the services it offers, and the optimal means of delivering those services.

In 2020, the City of Liberty developed the 'Liberty Master Plan,' which incorporated input from citizens to provide the city with a general road map for potential areas of focus in future efforts. The city initiated the development of this community-based plan through a series of community meetings, discussions with department heads and elected officials, and a SWOT analysis. While they collected a plethora of ideas, concerns, and goals, several major areas of focus emerged. These included:

- Infrastructure/Facilities
- Review/Protect Historic Properties
- Arts/Recreation
- Walkways/Pathways
- Downtown/Economic Development
- Events/Tourism

Once the themes became evident, the next step in the planning process was to develop several broad categories aimed at achieving the strategies. Four focus areas emerged, including **Resilient Infrastructure, Economic Development, Dynamic Community, and Efficient & Effective Government**. The City Council met in 2023 to review and select the final strategies and time frames. These time frames include short-term (12-18 months), mid-term (18 months – 3 years), long-term (3-5 years) and ongoing.

The City of Liberty is committed to implementing the strategic plan and incorporating community input into shaping future plans. The city believes that using partnerships and collaborations is essential to achieving future success in this endeavor. With this in mind, the 2023/2024 Strategic plan is considered a 'living document' that must be regularly updated and modified to address changing circumstances, budget limitations, and shifting community priorities. The mayor and council are dedicated to conducting an annual review of the strategic plan and making changes to align it with the shared vision of the community.



Vision Statement

Our mission/vision is to create a vibrant, inclusive, and sustainable community where every resident thrives.

We are committed to providing efficient, transparent, and accountable governance that enhances the quality of life for all. Through collaboration, innovation and responsible stewardship we strive to build a municipality that offers exceptional public services, fosters responsible economic growth, preserves our natural environment, and celebrates our diverse culture and heritage.

We are dedicated to fostering a sense of belonging, safety, and well-being, ensuring that Liberty, South Carolina is a place we are all proud to call home

Focus Areas

The City of Liberty is focused on building and maintaining Resilient Infrastructure, promoting growth and prosperity through Economic Development, and ensuring a diverse Dynamic Community, all using Efficient and Effective Government.



Resilient Infrastructure

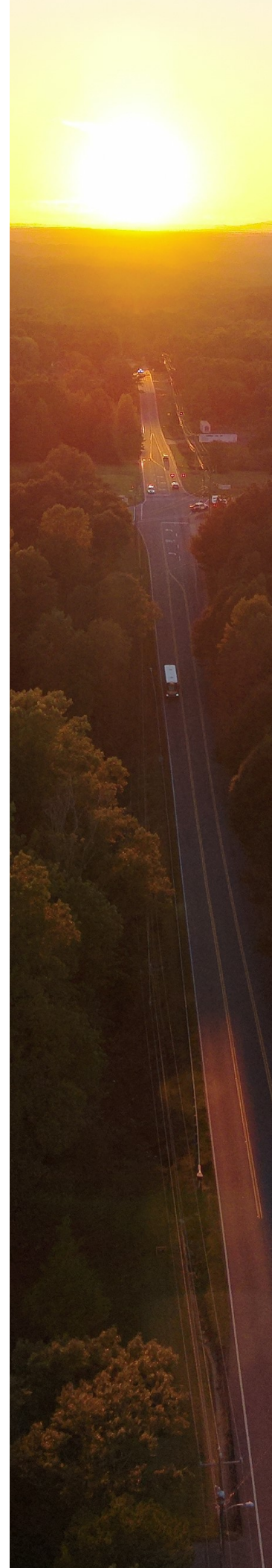
The City of Liberty is committed to providing a top-quality water and sewer system to the citizens, businesses, and visitors to Liberty. This includes ensuring access to safe drinking water at affordable rates and incorporating business-type activities to make strategic growth-focused investments.

| Goals | Strategies | Timeframe |
|---|--|------------|
| Enhance Trust and Reliability | Provide tools for customers to better understand utility usage. | Short-Term |
| | Develop programs to assist low to moderate-income households with utility bills. | Mid-Term |
| Maintain and Repair Aging Infrastructure | Develop a long-term utility replacement strategy. | Long-Term |
| | Conduct a study regarding underground power for Historic business District. | Mid-Term |
| | Conduct a wastewater inflow and infiltration study. | Long-Term |
| | Ensure an adequate and reliable network of fire hydrants. | Long-Term |
| | Identify reliable Internet solutions for potential broadband projects. | Short-Term |
| Build and Save for the Future | Continue building and maintaining a dedicated reserve fund. | Short-Term |
| | Study current & future capacity rates. | Long-Term |

Economic Development

The City of Liberty is committed to providing opportunities for local business development, retention of employment opportunities and prosperity, and the enhancement of the quality of life for all citizens. With this, the City of Liberty finds it essential to ensure a fair, equitable, and diverse economy that capitalizes on the historic downtown, tourism, and local 'shops.'

| Goals | Strategy | Timeframe |
|-------------------------------------|---|------------|
| Revitalize Historic Downtown | Implement way-finding strategy for Historic Downtown | Mid-Term |
| | Develop streetscaping design to include a monument welcome sign. | Long-Term |
| | Support businesses through regular engagement and communication | Short-Term |
| | Locate building to be used for economic development office/ welcome center. | Mid-Term |
| | Research options regarding dilapidated buildings. | Short-Term |
| | Complete study of the best use of Rec football field. | Short-Term |
| | Research possibilities for Starlin Park courtyard. | Short-Term |



| Goals | Strategies | Timeframe |
|---|---|------------|
| Boost Commercial and Industrial Growth | Implement a retail strategy to attract and retain retail and service-oriented businesses. | Mid-Term |
| | Evaluate and update economic development incentives to encourage growth. | Mid-Term |
| Promote Local and Regional Tourism | Develop and implement a marketing strategy to encourage local and regional tourism. | Short-Term |
| | Conduct tourism spaces utilizing the Historic Downtown. | Mid-Term |
| | Enhance and market sports and recreation facilities to advance regional sports tourism. | Mid-Term |
| | Cultivate cultural tourism by focusing on local arts opportunities and development. | Mid-Term |
| | Develop and implement a comprehensive civic and way-finding signage program. | Short-Term |





Dynamic Community

The City of Liberty is committed to building and maintaining a Dynamic Community that is inclusive, attractive, family-oriented and strives for a high quality of life for all residents.

| Goals | Strategies | Timeframe |
|---|--|------------|
| Cultivate Community Development and Engagement | Develop a strategy and implementation of a City Municipal Complex. | Mid-Term |
| | Develop a strategy for the redevelopment of the Rosewood Center. | Short-Term |
| | Ensure controlled, planned growth using innovated land-use practices. | Mid-Term |
| Enhance Transportation | Work with local and regional partners to investigate potential public transportation opportunities. | Mid-Term |
| | Work with local and regional partners to address traffic and road maintenance issues. | Short-Term |
| Event Goals | Promote and execute events that promote growth and new business in Downtown Liberty | Short-Term |
| | Create a series of events that either involves the families of Liberty, promotes local night life, and/or showcases local business | Mid-Term |
| | Promote and execute events that attract visitors from across the State and Nation. | Long-Term |

| Goals | Strategies | Timeframe |
|---|--|------------|
| <p align="center">Expand Recreation and Health Opportunities</p> | Conduct a Bicycle and pedestrian study | Mid-Term |
| | Conduct a Master parks study to implement community- recommended improvements to recreational parks and facilities | Short-Term |
| | Evaluate the need for additional public facilities, including a community pool and/or splash park. | Mid-Term |
| | Expand recreational program offerings to include non-sport activities, STEAM opportunities, and cultural activities. | Short-Term |
| | Make strategic investments in recreational facilities and parks. | Mid-Term |
| | Develop activities to promote active year-round lifestyles for youths and adults. | Mid-Term |
| | Recruit local and regional healthcare partners to open additional healthcare service distribution points. | Short-Term |
| | Promote public welfare by increasing access to quality healthcare services. | Mid-Term |





Efficient and Effective Government

It is imperative that the City of Liberty's Efficient and Effective Government deliver community-focused services and build trust and transparency between City government and residents.

| Goals | Strategies | Timeframe |
|--------------------------|---|------------|
| Enhance Service Delivery | Examine the need for additional regulation related to property maintenance and appearance. | Short-Term |
| | Renew commitment to community policing strategies to maintain good community relations throughout the city. | Short-Term |





| Goals | Strategies | Timeframe |
|--|---|------------|
| Ensure Fiscally Responsible and Sustainable City Finances | Evaluate potential impact fee for growth and new development. | Short-Term |
| | Develop and implement a Facility Maintenance Plan to improve and extend the service life of existing buildings. | Mid-Term |
| Enhance Staffing Recruitment and Retention | Develop and implement recruitment and retention strategy that focus on hard-to-fill positions, increasing diversity, and succession planning. | Short-Term |
| | Offer competitive compensation and benefits to attract and retain top talent. | Short-Term |
| | Ensure adequate staffing levels across the organization, focusing on career and talent specialization. | Mid-Term |
| | Develop and conduct an annual evaluation process. | Short-Term |

Special Thanks

Mayor and Council

Erica Romo Woods - Mayor

Robbie Shoenleben - Ward 1 council member, Mayor Pro-Term

Lavant Padgett - Ward 2 council member

Daniel Graybeal - Ward 3 council member

Jeff Massie - Ward 4 council member

Zachary Arms - At large Council member

Rhonda Whitaker - At large Council member

Bailee Locke - Clerk to Council

City Staff

Philip Trotter - City Administrator

Adam Gilstrap - Police Chief

Joshua Black - Parks & Recreation

Director Tim Moore - Public Works
Director

Kaitlyn Sizemore - Community Outreach
Manager

Dana Chastain - Utilities Manager

Bailee Locke - Human Resource Director

Greg Chapman - Community Services
Manager

& all city employees

