

Ridgeway Strategic Plan Recommendations and Actions

Approved 9/13/06
 Revised 10/11/06, 11/14/07, 3/12/09,
 4/28/10, 10/14/10, 6/13/13, 5/8/14.

	Recommendation	Action	Responsibility/Resources	Budget	Timeline for Implementation
	Organization/Mayor-Council: Open the lines of communication between council members.	Mayor and council members talk regularly on the phone and via e-mail throughout the month.	Town Council Members	0	Years 2010-2014
	Organization/Mayor-Council: Understand Ridgeway's Form of Government which is the Council Form of Government.	Mayor and council members attend and graduate from the Municipal Elected Officials Institute. Use the Handbook for Elected Officials & Forms and Powers of Municipal Governments.	Town Council Members	Cost of Institute	Years 2010-2014
	Organization/Mayor-Council: Open dialogue with other local governments and attend the Intergovernmental Relations Quarterly Meetings.	Mayor to share Strategic Plan with local govts. Council members attend local government mtg. when available and interact in a positive manner.	Mayor and Town Council Members	0	Years 2010-2014
	Organization/Mayor-Council: Town needs to investigate securing assistance with oversight of daily activities.	Distribute specific duties to staff such as police chief or part-time clerks. Or hire a part-time assistant to write grants and oversee projects.	Mayor with support of Town Council	\$12 an hour	Years 2010-2014
	Organization/Mayor-Council: Mayor and Council to attend available professional development.	Attend and graduate from the Municipal Elected Officials Institute. Attend Hometown Legislative Action Day and the Annual Meeting.	Mayor and Town Council Members	Cost of Sessions	Years 2010-2014
	Organization/Mayor-Council: Network with other municipalities and make site visits to towns where they have achieved successful projects.	Schedule site visits with the Town of Saluda, and Cities of Lancaster, Orangeburg, Ridgeville, and Ridgesprings.	Mayor and Town Council Members	Travel Costs	Years 2010-2014
	Organization/Mayor-Council: Mayor and Town Council to approve strategic plan and show united leadership in executing it.	Unanimously approve the strategic plan and agree to implement it in a timely and successful manner.	Mayor and Town Council Members	0	Years 2010-2014

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9	Organization/Mayor-Council: Improve internal and external communication via technology	Mayor, Council, and Clerk explore greater usage of technology for communication and business purposes. Ex. Online credit payment, paperless meetings, security , weekly eblasts, upgrade website, social media.	Council and Clerk	budget	Years 2013-2014
10	Organization/Mayor-Council: Continue to re-evaluate the hours town hall is open.	Change Town Hall Hours to meet citizens' needs and requests. Secure an additional part-time person to work on Wednesdays. Use answering machine as a communication tool.	Mayor and Town Council Members	Staffing Time	Years 2007-2009 Completed
11	Organization/Mayor-Council: Establish regular active meetings of town committees with regular reporting to Town Council and citizens.	Utilize committees to plan and implement projects identified in strategic plan. Committees report to Town Council. Mayor to define purpose of committees.	Mayor, Town Council, Committees and Committee Chairs	0	Years 2010-2014
12	Organization/Mayor-Council: Write a policy for running effective meetings.	Adopt written policy. Use models from other towns. Use handbooks from MASC, Robert's Rules of Order.	Mayor and Town Council Members	0	Years 2010-2014
13	Organization/Mayor-Council: Ensure all planning officials and staff receive orientation and continuing education training.	Contact MASC.	Clerk to contact MASC and coordinate training for officials and staff. (ARB, PZC & Zoning Admin.)	0	Years 2010-2014 completed
14	Organization/Mayor-Council: Clerk to keep council informed of training, specific mandates, etc.	Establish a report from the clerk at monthly town council meetings.	Mayor, Town Council and Clerk	0	Years 2010-2014
15	Organization/Mayor-Council: Create a Personnel Handbook for the Town of Ridgeway per advisement of an attorney.	Create a personnel handbook for the town using MASC's model handbook as guide. Clerk to join Municipal Human Resources Association.	Mayor, Attorney, Clerk	\$1,500	Years 2010-2014 completed

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16	<u>Organization/Mayor-Council:</u> Review all Town Ordinances for revisions and additions.	Council will review, amend, and create ordinances.	Town Council, Clerk		Years 2013-2014
17	<u>Organization/Mayor-Council:</u> Generate various crisis plans to ensure the safety and health of citizens.	Write a crisis plan for areas of concern.	Mayor, Utility Director, Clerk		Years 2013-2014
18	Organization/Mayor-Council: Review financial report at each town council meeting.	Report financial status of the town at each council meeting.	Mayor, Clerk		Years 2010-2014
19	Organization/Mayor-Council: Establish opportunities for citizens to have input into town government.	Create Mayor/Council listening sessions for the public, Hearings Inf. Meetings	Mayor, Council	0	Years 2010-2014
20	Organization/Mayor-Council: Investigate expansion of town limits.	Survey town residents and outside community for interest regarding expansion of town limits.	Mayor, Council, Clerk	TBD	Years 2010-2014
21	<u>Services/Water & Sewer/Mayor-Council:</u> Evaluate the town's current water & sewer infrastructure.	Hire engineering firm to continue to evaluate systems and make recommendations on capacity, expansion and current contract with Winnsboro.	Clerk to advertise RFP/Q Immediately: Georgianna with HPG.	\$5-10,000	Years 2010-2014
22	Services/Water & Sewer/Mayor-Council: Implement recommendations by engineering firm of the Town's Water Extension Plan.	Hire engineer to oversee and implement new water/sewer plan.	Mayor, Town Council & Engineer pending	TBD	Years 2010-2014

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23	Services/Water & Sewer/Mayor-Council: Explore opportunities with Fairfield County and Winnsboro.	Mayor to open dialogue with Fairfield County about Hwy 34 Project and with Winnsboro regarding water projects.	Mayor, Winnsboro Water Board, Fairfield County Water Superintendent and Administrator	0	Years 2010-2014
24	Services/Public Safety/Mayor-Council-Police Chief: Continue to ensure safety and economic feasibility.	Continue to monitor usage and effectiveness of two part-time officers per budget expense.		0	Years 2010-2014
25	Services/Public Safety/Police Department: Find funding to hire second police officer when and if growth demands the position.	Continue to seek funding source for additional officers.	Mayor, Council, Police Officers		Years 2010-2014
26	Services/Public Safety/Police Department: Create equipment lease/roll out plan for police department.	Determine how and when police equipment and vehicles should be maintained, purchased and sold. See models from other towns.	Police Officer and Council	0	Years 2010-2014
27	Services/Public Safety/Police Department: Explore parking alternatives in downtown.	Determine if back lots are available and well-lit for merchants to park behind. Define a parking area for merchants.	Police Officer and Council	0	Years 2010-2014
28	Services/Public Safety/Police Department: Explore cross-training area EMS & Firefighters and create pool of immediate community service officers.	Research issue with Town of Orangeburg which has cross-trained their staff.	Police Dept, Fire Dept, Council	0	Years 2010-2014
29	Services/Public Safety/Public Relations: Promote crime free city.	Work with the Public Relations Committee to promote this statistic on Web, in print and TV media forums.	Police Officer & Public Relations Committee	0	Years 2010-2014

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30	<u>Services/Public Safety/Police Chief/Public Relations:</u> Promote community policing program.	Use print & TV forums, Town Notes to promote community policing program. Use door hangers to notify merchants that buildings are checked. Institute neighborhood watch program.	Police Chief & Public Relations Committee	Cost of promotional items.	Years 2010-2014
31	<u>Services/Public Safety/Police Chief/Public Relations:</u> Seek active positive promotion strategies regarding the town.	Work with Public Relations Committee and discuss issue with other like-size towns.	Police Officer, MASC Main Street SC Manager, Public Relations Committee	0	Years 2010-2014
32	<u>Services/Public Safety/Police Department:</u> Re-line & repaint parking and handicapped parking spaces for downtown.	Schedule SCDOT/Town Maintenance to re-line parking spaces in all areas needed.	Police Officer, SCDOT, Town Maintenance Worker	0	Years 2010-2014
33	<u>Services/Architectural Review Board:</u> Create design standards for the downtown to include buildings, signs, etc.	ARB to write design standards using models from Main Street SC towns.	ARB to write design standards using models from Main Street SC towns.	0	Years 2010-2014
34	<u>Services/Police Department:</u> Revisit abandoned houses/lots and overgrown lot ordinance. Support Abandoned Dilapidated Legislation at county and MASC level.	Strengthen ordinance and enforce it. Work with county to clean up entranceways into Ridgeway and enforce clean up outside of town.	Mayor, Town Council, Police Officer & County Codes Enforcement Officer.	0	Years 2010-2014 Resolution 2013
35	<u>Services/Economic Development:</u> Create and support Merchants or Business Association.	Create association to work on downtown revitalization and business issues. Mayor to appoint business leader to mobilize effort.	Mayor, merchants, business leaders	0	Years 2010-2014
36	<u>Services/Architectural Review Board:</u> Create directional signs, banners, etc.	Direct Merchants/Business Association to work with agencies to create directional signs on the interstate. Sponsor banner program.	Association, agencies, business sponsors	0	Years 2010-2014

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37	Services/Economic Development: Complete a market analysis for Ridgeway.	Hire firm to evaluate customer base, business leakages, new businesses that will thrive in Ridgeway, and locate possible buildings for rent for new businesses.	Economic Development Committee, Merchants Association, Mayor & Town Council.	\$500-2000	Years 2010-2014
38	Services/Architectural Review Board: Revitalize downtown appearance with additional lighting, flags, etc.	Review standards for downtown physical structures. Meet with appropriate agencies.	Mayor, Council, Architectural Review Board, Economic Development.	TBD	Years 2010-2014
39	Services/Economic Development: Implement recommendations from Market Analysis.	Charge merchants association and economic development committee with implementing recommendations with assistance from DDA.	Economic Development Committee, Merchants Association, Mayor & Town Council	TBD	Years 2010-2014
40	Services/Economic Development: Establish connection with Fairfield Chamber and County Economic Development Director.	Meet with chamber and economic developer to recruit the right business and industry to Ridgeway.	Mayor and Economic Development Committee	0	Years 2010-2014
41	Services/Economic Development: Create promotions for current businesses to recruit untapped customer base.	Work with chamber to promote downtown businesses via regional effort with county, Winnsboro and Blythewood. (billboard on I-77)	Fairfield County Chamber, Economic Development Committee, Business Association	TBD	Years 2010-2014
42	<u>Services/Historical/Cultural</u> : Review former auditorium and school site to determine future use.	Consult with town committees and council to develop a plan. Erect a historical marker to signify the site of the former Ridgeway school and auditorium.	Historical/Cultural Committee, Town Council, Recreation Committee, Economic Development Committee.	Apply for grant funding.	Years 2010-2014
43	<u>Services/Historical/Cultural</u> : Create 501c3 to organize arts, theater and musical events at the former school/auditorium site.	Work with reps from Fairfield Arts Council, Fairfield Chamber, etc.	Historical/Cultural Committee/ Economic Development Committee	Member fees/Ind. Donation	Years 2010-2014

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44	Services/Economic Development: Create CDC with revolving loan fund for business incentives.	Appoint Community Development Corporation to establish funding for business start-up costs, façade renovations, etc.	Economic Business Committee, Banks, Mayor & Town Council, COG, etc.	0	Years 2010-2014
45	Services/Economic Development: Repair damaged bridge and sidewalks in the city limits.	Assess damages and seek grants or funds to repair sidewalks.	Mayor, Council, Maintenance, Economic Development, SCDOT, COG	Grant or General Budget	Years 2010-2014
46	Services/Economic Development: Investigate paving dirt streets in town, ex. Broad Street Extension.	Meet with SCDOT/County to get cost estimate.	Mayor, Council, Maintenance, Economic Development, SCDOT	Grant or General Budget	Years 2010-2014
47	Economic Development/Historical Cultural: Renovate the upstairs at the Century House.	Meet with committees and seek grant funding.	Mayor, Council, COG	Grant	Years 2010-2014 completed
48	Services/Economic Development: Town Council members to attend Fairfield Rotary Club and community meetings to meet business community.	Join and attend Rotary Club Meetings.	Mayor & Town Council	Cost to join	Years 2010-2014
49	<u>Services/Historical/Cultural/Planning Zoning Commission/Architectural Review Board</u> : Create Historic Preservation Plan.	Develop a historical preservation plan for the community. Work with state preservation office.	Historic/Cultural Committee, Mayor and Council, SC Office of Historic Preservation, Architectural Review Board, Planning and Zoning Commission	0	Years 2010-2014
50	Services/Historical/Cultural/Planning Zoning Commission/Architectural Review Board: Investigate the creation of a museum to portray the history of Ridgeway.	Committee to secure a person, funds, and certification for the museum.	Historic/Cultural Committee	0	Years 2010-2014 created

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51	Services/Historical/Cultural: Create walking historic tour to include historic churches and cemetery tours.	Committee to work w/ churches to provide historic walking tour of cemetaries, churches, buildings and other historic places. Markers added.	Historic/Cultural Committee, Mayor and Council, SC Office of Historic Preservation/Grants Office	Historic grants	Years 2010-2014
52	Services/Historical/Cultural: Create an oral history of Ridgeway and teach history to students/partner with local schools.	Work w/ library & schools to build historical section for students, teachers, etc. Community leaders partner with schools to teach history lesson and write an oral history of the town.	Schools, Historic/Cultural Committee, Library, Students, Mayor	0	Years 2010-2014
53	Services/Community Action: Support and lobby for K-8 school in Ridgeway.	Work with superintendent and school board to support and development new school.	Community Action Committee, Town Council, School Superintendent, Board of Trustees	0	Years 2010-2014
54	Services/Public Relations Committee: Continue the community Reading Program "Ridgeway Reads".	Work with Fairfield County Library Association for continued support of a community reading program in which all residents read a book once a year.	Public Relations Committee	Cost for Books	Years 2010-2014
55	Service/Community Action Committee: Develop community garden.	Work with community to grow a community garden.	Community Action Committee	0	Years 2010-2014
56	Historical/Cultural: Expand Arts on the Ridge Festival.	Secure more artists and variety for future festivals.	Historical/Cultural, Council, Fairfield County Arts Association	General Budget and grants.	Years 2010-2014
57	Services/Community Action: Identify potential revenue for the Town.	Research accommodations tax, hospitality tax and LOST available to the Town of Ridgeway. (Central Alliance Funding)	Economic Developement Committee, Mayor	0	Years 2010-2014

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58	Services/Community Action: Identify housing opportunities for teachers, industry recruits, and other Ridgeway newcomers.	Work with realtors, schools and industry to identify and create housing.	Community Action Committee, Schools, Realtors, Chamber	0	Years 2010-2014
59	Services/Community Action: Encourage churches to participate in the ministerial association.	Work with churches to begin regular meetings with ministers.	Community Action Committee, Churches	0	Years 2010-2014
60	Services/Community Action: Improve town's relationship with the local Council of Governments.	Report to council on the COG's technical assistance initiatives, grants writing capabilities and overall services to the town.	Community Action Committee, COG	0	Years 2010-2014
61	<u>Services/Recreation</u> : Develop a recreation plan to offer additional youth programs.	Evaluate ball field. Identify programs offered through Fairfield Recreation Dept. that can be offered at Montessori or current ball field.	Fairfield Recreation Dept., Recreation Committee	0	Years 2010-2014
62	Services/Special Projects: Provide health screening through local hospitals and clinics.	Work with Fairfield Memorial and other clinics to offer health screening clinics once a quarter.	Fairfield Memorial Hospital, Community Action Committee	0	Years 2010-2014
63	Services/Community Action: Investigate ways to assist needy families in the community.	Hold food drives and sidewalk sales to benefit the needy.	Community Action Committee, Businesses	0	Years 2010-2014
64	<u>Services/Public Relations</u> : Develop PR strategies to promote a positive reputation of the town.	Work with Fairfield Chamber to promote positive image. Establish Town "brand" and "motto." Update website regularly.	Public Relations Committee, Fairfield County Chamber, Business Association, Media	0	Years 2010-2014 motto

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65	<u>Services/Recreation</u> : Investigate the creation of a children's park.	Meet with Recreation Committee of Fairfield County.	Recreation Committee, Fairfield Recreation Department.	Grant	Years 2010-2014
66	<u>Services/Recreation</u> : Explore the creation of a designated space in town to welcome weekend bicyclists with restroom & water facilities.	Create an area that provides water, parking, and restrooms for bicyclists.	Recreation Committee	Grant	Years 2010-2014
67	<u>Services/Public Relations</u> : Upgrade Web site.	Work with Town IT agency to expand Web site. Use expertise from the Fairfield County Chamber, MASC and model towns.	Fairfield County Chamber, MASC, IT agency, Public Relations Committee.	Cost of Upgrade	Years 2010-2014
68	<u>Services/Public Relations</u> : Develop strong relationship with area media and Fairfield Chamber of Commerce.	Visit area media and explain strategic plan. Invite them to functions of the towns, Write news releases about the good news. Furnish information for Chamber calendar. Promote Ridgeway events on local merchant's websites.	Media, Public Relations Committee	0	Years 2010-2014
69	<u>Services/Public Relations</u> : Create PR internships for students.	Create two internships for students to write articles about the good news that happens in the community. Submit work to newspapers, school newsletters, use in Town Notes, on Web site, etc.	Mayor, Public Relations Committee	0	Years 2010-2014
70	<u>Services/Public Relations</u> : Create Community Recognition Program.	Recognize teachers, business leaders and citizens throughout the year for their outstanding work. Continue to recognize Citizen of the Year, Entrepreneur of the Year and Artists.	Public Relations Committee	TBD	Years 2010-2014
71	<u>Services/Special Projects</u> : Create promotional campaign for current and future festivals.	Work with Parks, Recreation & Tourism to develop promotional campaign. Continue sponsoring Pig on the Ridge, Arts on the Ridge and Christmas Parade.	Public Relations Committee, Fairfield County Chamber, Business Association, Media, Parks, Rec & Tourism	TBD	Years 2010-2014

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72	<u>Services/Public Relations</u> : Create a welcome package for Ridgeway newcomers.	Work with Fairfield Chamber to tailor welcome wagon program to Ridgeway.	Fairfield Chamber, Public Relations Committee.	0	Years 2010-2014
73	<u>Services/Public Relations</u> : Create promotion for town sponsored or hosted events in Ridgeway.	Identify audience and use different PR outlets to promote upcoming events.	Public Relations Committee	TBD	Years 2010-2014
74	<u>Services/Public Relations</u> : Develop a "Green" campaign for the town.	Meet with government agencies about promoting the green environment.	Public Relations, Government Agencies	TBD	Years 2010-2014
75	<u>Services/Public Relations</u> : Promote events in Ridgeway	Post weekly/monthly update of the events in Ridgeway. Update each Friday or Monday with events. Investigate the use of eblasts for email addresses of citizens.	Public Relations, Merchants and citizens furnish information.	budget	Years 2013-2014
76	<u>Services/Community Action</u> : Initiate a community service week for the Town of Ridgeway.	Engage the Ridgeway Community in a service week whereby citizens clean up the town, administer to the needs of others, volunteer to work with already existing community service programs etc.	Community Actions Committee, Council, school students, and the greater community	budget	Years 2013-2014