This strategic plan features 5 themes, 14 goals, 83 objectives, and 41 initiatives.

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Every successful local government has three plans to help guide the organization. The first is the Emergency Operations Plan designed to guide the organization’s preparation, response and follow-up to any emergency event. The second is the Comprehensive Plan. This plan serves as a long-term visioning guide for the Town. Its purpose is to help the organization manage its physical assets, social and economic growth, development and re-development in our community. The plan is created and driven by elected officials, planners and the public. The final plan is the Strategic Plan.

This is a short-term plan that includes both the assessment of the organization and the development of specific goals and objectives that, once achieved, will better enable us to meet the immediate needs of both the community and the organization. The Town’s Strategic Plan is driven by the Town Administrator with the consent of Town Council.

The Town of Mount Pleasant 2016 – 2020 Strategic Plan is the Town’s second strategic plan. Building off the success achieved by the initial plan, this new strategic plan continues the trend of addressing challenges as a means to sustain the organization’s operations in the midst of an ever-changing environment.

The first strategic plan centered around the theme of self-reliance, which will continue to be incorporated in the next plan, as well as general themes regarding internal work efficiencies. The structure of the new plan consists of five general themes which, when taken together with their goals and objectives, guide the organization in its efforts to strengthen and reinforce the organization’s foundation, thus allowing greater integration with the community and ultimately fostering an environment where citizens work with their government to identify challenges, implement solutions, and create the vision for their future.

The next strategic plan will also include more performance metrics for specific goals and objectives. Departments will be required to report on their performance metrics annually, at a minimum. Finally, the new strategic plan also includes additional components such as a vision statement and core beliefs to further explain and guide the stated goals and objectives, thereby outlining the Town’s vision for its future.

In total, there are 5 themes, 14 goals, 83 objectives and 41 initiatives included in this strategic plan.
STRATEGIC PLANNING PROCESS

The Town of Mount Pleasant successfully completed its first Strategic Plan in 2015. The research process for the next Strategic Plan began in 2015 and included extensive data collection and S.W.O.T. (strengths, weaknesses, opportunities and threats) analysis. In preparation for this plan, the Town conducted an online Community Survey through the Joseph P. Riley Jr. Center for Livable Communities, an internal Employee Climate Survey and numerous brainstorming sessions with Town staff. Additionally, staff integrated data collected from various community outreach programs. After completing the data collection process and developing a draft outline for the plan, each Town department submitted recommendations for goals, objectives, strategies and performance metrics to be included in the new plan. The worksheets were reviewed and consolidated by the Town Administrator’s Office and ultimately developed into the Town of Mount Pleasant’s 2016-2020 Strategic Plan.

STRATEGIC PLAN PHILOSOPHY

Mission Statement
To deliver superior performance in a manner that is distinctive and impactful to each person served and that establishes a standard for quality that endures for generations.

Vision Statement
Establishing Mount Pleasant as the State’s leader in municipal government through the combined efforts of a dedicated elected body, highly skilled staff and engaged citizenry.

Core Values
- Service Above Self
- Integrity
- Respect
- Accountability
- Excellence
- Teamwork

Core Beliefs
- Belief in continuous improvement—that we will be better tomorrow than we are today.
- Belief that excellence is always to be our standard.
- Belief that public service, which is service above oneself, matters not just to the people we serve, but also to ourselves.
- Belief that all members of our staff, elected body and community are to be treated with the utmost respect as valued participants in the democratic process.
- Belief that our staff will demonstrate integrity in all our work and interactions with others so as to preserve and to demonstrate the value of public service.
- Belief that we will hold each member of our organization accountable to these core values and to the mission of the Town of Mount Pleasant.
- Belief that we will operate as a team, not just within our organization, but also with our citizens to achieve the goals of the Town of Mount Pleasant, and in doing so, acknowledging that there is no greater good than the good of the community.
Operational Excellence

- National Accreditations
- IT Improvements
- Operational Work Flow

Sustainability

- Organizational Sustainability
- Community Sustainability

Community Involvement

- Public Awareness Campaigns
- Open Data

Employee Investment

- Communication
- Employee Satisfaction
- Employee Development

Incident Management

- Incident Management
- Security Awareness
- Special Event Security
- Facility Security
Objective 1:
By the end of the plan, obtain accreditation from the Public Relations Society of America.

Objective 2:
Throughout the duration of this plan, maintain all existing accreditations and national designations.

Objective 3:
By the end of 2017, prepare and implement a plan to improve the Town’s ISO rating.

Objective 4:
By the end of 2019, obtain membership or accreditation for at least one individual unit of the Mount Pleasant Police Department.

Objective 5:
By 2020, obtain national accreditation from the National Recreation and Parks Association.

Objective 6:
By the end of the plan, obtain national accreditation from the American Public Works Association.

Objective 7:
Understanding that the focus of the National Civic League’s All America City Designation changes every year, the Town will annually review the selected focus and submit an application if it meets the qualifying criteria for that year.

Goal B:
Recognizing that Information Technology (IT) is an increasingly vital component of the Town’s operational capacity, the Town will strive to complete several major IT improvements throughout the duration of this plan, as well as continuing its efforts in researching and vetting emerging technologies. IT improvements consist of enhanced network speed and connectivity upgrades, as well as the addition of new software designed to further increase operational capacity and efficiency. Improvements also will include the research of cutting-edge technological advancements as a means to foster innovation in local government.

Objective 1:
By the end of 2016, the Town will hire an IT consultant to conduct a technology assessment. The consultant will provide the Town with recommendations for enhanced operations and these recommendations will be implemented at the direction of the Town Administrator.
**Goal C:**
Throughout the duration of this plan, the Town will assess operational work flows to determine if greater efficiency can be achieved. Organizational work flow is the process through which work is completed within the organization. It is impacted by the organization’s design and operational structure. Best practices dictate that work flows and organizational structures should be re-evaluated from time to time and changes made to boost operational efficiency and clarity of work.

**Objective 1:**
By the end of the plan, the Town will implement a formal data management policy, to include document management.

   Initiative 1.1: By the end of 2019, the Town will submit an updated archive policy to the State for approval.

**Objective 2:**
By the end of 2017, conduct an operations assessment.

   Initiative 2.1: By the end of 2017, each Department Manager will conduct a comprehensive review of their department’s organizational chart and position tasks to determine if any inefficiencies exist. The reviews will be presented to the Town Administrator during their annual work plan meetings.

   Initiative 2.2: By the end of 2018, the Town will conduct a comprehensive review of all software programs to determine that the programs meet the current and future needs of the departments, as well as if the programs integrate with other required applications.

   Initiative 2.3: By 2017, the Town will prepare and implement a strategy to maximize its GIS capabilities.

   Initiative 2.4: The Town’s Legal Department shall be tasked with updating Town ordinances and policy to reflect changes in operations.

   Initiative 2.5: The Town Administrator will review all assessments and recommendations presented by departments.

**Objective 3:**
The Town will update the Continuity of Operations Plans annually.
Goal A: Take necessary measures to ensure the long-term sustainability of the organization. Organizational sustainability is defined as the balance between the organization’s resources for operational capacity and the supply of needed resources. Organizational sustainability can be achieved when financial and operational demands remain less than the resources available.

Objective 1: Throughout the plan, pursue both new and retroactive grant opportunities to fund Town projects.

Objective 2: By 2019, review the hospitality tax collection process and explore the possibility of the Town assuming this responsibility using an online payment system.

Objective 3: By FY2017-2018 create a formal application process for donations to outside agencies during the annual budget.

Objective 4: By the end of 2019, establish a debt service fund.

Objective 5: Throughout the plan, expand the Town’s random audit program.

Objective 6: Perform a cost analysis of at least one program per year to ensure that costs are not exceeding revenues. Implement corrective action, if necessary, to ensure that programs are financially sustainable.

Objective 7: By the end of 2016, establish a policy that no future programs or services will be added without first identifying a revenue source.

Objective 8: Throughout the plan, maintain a sustainable healthcare benefit that is fair to both employees and taxpayers. Task staff with continuous monitoring of the healthcare model for employees, retirees and taxpayers, and to make adjustments when necessary in order to maintain a fair benefit.

Objective 9: Throughout the duration of this plan, continue to strengthen the Town’s operational capacity.

Objective 10: Under the direction of Town Council, establish a list of the core functions of government and implement policies and procedures designed to minimize the amount of non-core function work.

Objective 11: By the end of the plan, provide covered facilities for capital equipment in order to expand their lifecycle use.
Goal B: Take necessary measures to ensure the long-term sustainability of the community. Community sustainability is defined as the continued success of the community through smart growth, careful preparation for societal changes and strong commitment to public infrastructure.

Objective 1: Recognizing the ongoing demographic shift towards an older citizenry, the organization will research opportunities and make recommendations to enhance public services for seniors throughout the duration of this plan.

Objective 2: Continue to seek out a location for a second senior center and determine its feasibility.

Objective 3: By the end of 2018, review opportunities to encourage universal design in residential development.

Objective 4: By 2017, develop a webpage on the Town’s main website which provides a list of service offerings for seniors provided by state and county agencies.

Objective 5: Throughout the duration of this plan, continue efforts to promote Growth Management.

Objective 6: By the end of 2018, require development plans to include the installation of root barriers for trees planted in the right-of-ways.

Objective 7: By the end of 2019, update regulations regarding construction in flood zones.

Objective 8: In addition to local efforts, pursue a multimodal and collaborative approach to addressing traffic congestion in our area throughout the duration of the plan.

  - Initiative 8.1: Follow-up with Charleston County School District regarding school routes and times.
  - Initiative 8.2: Follow-up with major employers about carpooling and work times.
  - Initiative 8.3: Review the seasonal flow of traffic between the Town and the islands.
  - Initiative 8.4: Deploy transportation system technology to enhance network capacity and safety.
  - Initiative 8.5: Increase safety and accessibility for bike and pedestrian facilities.
  - Initiative 8.6: Improve bike and pedestrian access to existing Town facilities.
  - Initiative 8.7: Promote public transportation initiatives.
  - Initiative 8.8: Promote both traditional travel demand management and active transportation demand management strategies to reduce traffic congestion.
  - Initiative 8.9: Develop policies and programs that increase lifecycle and decrease maintenance costs of transportation infrastructure.
  - Initiative 8.10: Review feasibility for a public transit ferry system.
  - Initiative 8.11: Pursue organizational measures to reduce traffic such as: increasing the vehicle pool size, purchasing CARTA passes for employees, geographically scheduling recreation programs, and utilizing flex schedules/telework opportunities.

Objective 9: Throughout the duration of the plan, continue the Town’s focus and progress towards infrastructure investment.

Objective 10: By the end of 2019, develop a more comprehensive and scheduled infrastructure inspection program.

Objective 11: By the end of 2019, provide better guidelines for infrastructure installation that addresses accessibility and long-term maintenance/replacement issues.

Objective 12: By FY2017, explore the need to update the Town’s Transportation Master Plan.

Objective 13: Throughout the duration of the plan, conduct regular reviews of major Planning documents and propose appropriate updates to Town Council for consideration.

Objective 14: Throughout the duration of the plan, continue to foster an economic environment that is vibrant, favorable to job creation, and that promotes the general prosperity of the community.

  - Initiative 14.1: Update and merge the Town’s Economic Development and Business Development Strategies to create one comprehensive plan that better coordinates shared resources and related efforts.
Goal A:
Seize every opportunity to promote transparency and civic participation through the use of public awareness campaigns. Public awareness campaigns are coordinated plans to share important and relevant information about town happenings, events, data and more to all community members. The Town will expand public awareness campaigns as a means to share information and affect change through informed decision making on a variety of topics.

Objective 1:
By the end of the plan, launch a series of major public awareness campaigns on critical topics.

  Initiative 1.1: Launch campaign about when to call 911.
  Initiative 1.2: Launch a campaign to further explain how the public approval process works.
  Initiative 1.3: Launch a campaign about the cost of services in order to foster informed consumerism.

Objective 2:
Throughout the plan, implement the objectives of the Government Outreach Strategy.

Goal B:
The Town will create and publish an open data platform as a means to share even more information and to demonstrate accountability and transparency to our citizens. Open data is the publication of relevant data such as workload measure, outputs, and demographics on a public forum.

Objective 1:
By the end of 2016, procure and launch an open data platform.
Goal A:

Strengthen internal communication as a means to share information more quickly and efficiently throughout the organization. Strong internal communication is defined as regular and frequent information sharing across all levels of the organization, as well as consistent interdepartmental collaboration. Good communication is demonstrated through a focus on strong relationships and a value on employee feedback.

Objective 1:
By the end of the plan, create a minimum of two additional avenues to share information across departments and throughout all levels of the organization. All new communication mechanisms will be measured for their effectiveness.

Objective 2:
By the end of 2017, create and implement an internal communications plan. The plan will also include performance metrics, which will be reviewed annually, at a minimum.

Objective 3:
By the end of 2016, establish an Employee Portal to house all important news, contact information, calendars, and forms.

Objective 4:
Upon final approval of this plan, all departments will hold staff meetings quarterly, at a minimum, to discuss departmental and organizational goals, projects, challenges, and opportunities. The Town Administrator will attend at least one departmental meeting per year to share relevant information about the organization.

Objective 5:
By the end of 2016, explore opportunities to use technology to communicate with all employees. A report on the findings and recommendations will be presented to the Town Administrator for consideration.

Initiative 5.1: Specific opportunities to explore include, but are not limited to: providing computer access for all employees, utilizing an intranet site, mobile device management and an employee mobile app.

Objective 6:
By the end of 2016, create a formal Employee Relations Committee to research and make recommendations to Town leadership regarding employee matters. The committee also will be charged with leading various assigned initiatives. The creation of the committee shall include a policy outlining the authority, responsibilities and organization of the committee.

Objective 7:
Throughout the duration of the plan, work teams will be created and used as a means to promote interdepartmental collaboration.

Objective 8:
By 2018, research the need to implement an internal messaging system as a means to decrease daily emails and to share information throughout the organization quickly.

Objective 9:
By the end of 2016, launch a mechanism that allows employees to submit suggestions both online and by hard copy format directly to the Town Administrator.

Objective 10:
Throughout the course of the plan, the Town Administrator will conduct Employee Climate Surveys as necessary in order to collect feedback from staff.
**Goal B:**

Further employee satisfaction levels throughout the duration of the plan. Employee satisfaction is defined as the fulfillment employees receive through their daily work at the Town. Fulfillment is furthered through the provision of competitive salaries and benefits, earned recognition, team building events, and a focus on the recruitment and retention of top talent.

**Objective 1:**
By the end of 2018, the Human Resources Division will have created and distributed a formal policy regarding flextime and teleworking to all departments.

**Objective 2:**
By the end of 2016, the Town will conduct a Wage and Compensation Study to ensure that it is offering competitive pay and benefits to its employees. A summary of the study results will be shared with employees and any recommendations resulting from the study shall be presented to Town Council for consideration.

**Objective 3:**
By the end of 2017, research the possibility and desire to switch to a Cafeteria Plan for Town-provided benefits. The results of this research shall be provided to the Town Administrator.

**Objective 4:**
By the end of 2017, research the possibility of using 4 levels of coverage for the health insurance plan. The results of this research shall be provided to the Town Administrator.

**Objective 5:**
By the end of 2016, the Employee Wellness Program shall be revamped and promoted to all Town employees.

**Objective 6:**
By the end of 2019, the Town shall research the possibility of re-instituting an Employee Purchasing Program allowing staff the ability to purchase decommissioned items from the Town.

**Objective 7:**
Throughout the duration of this plan, the Town will seek to increase the use of interns and contract employees where appropriate.

  Initiative 7.1: Department Managers shall submit a list of projects suitable for interns and contract employees on an annual basis to the Town Administrator during their Q1 Work Plan meetings.

**Objective 8:**
By the end of 2017, the new Employee Relations Committee shall create and launch an employee recognition program.

**Objective 9:**
By the end of this plan, the Human Resources Division shall create and launch some means of recognizing important life events for employees.

  Initiative 9.1: The Employee Relations Committee is to provide feedback on this initiative.

**Objective 10:**
Throughout the duration of this plan, the Town, through the Employee Relations Committee, will host quarterly events to allow for internal networking and team-building opportunities.

  Initiative 10.1: Throughout the duration of the plan, the Town, through the Employee Relations Committee, will organize various activities such as internal contests and volunteer opportunities.

**Objective 11:**
By the end of the plan, the Town will produce a new general recruitment video highlighting the benefits of working for the Town.

**Objective 12:**
By the end of 2016, revise exit interview documents to capture important feedback as to why employees leave the Town. The Human Resources Division will track the data on a quarterly basis, at a minimum, to identify trends and develop mechanisms to address those trends. The results will be provided to the Town Administrator.

**Objective 13:**
By the end of 2016, launch a LinkedIn account to recruit top talent to the organization and to promote the value of public service to others.
**Objective 1:**
By the end of 2017, create and launch a formal employee training program.

- Initiative 1.1: Funds to hire professional speakers will be included in each annual budget.
- Initiative 1.2: In designing the program, additional elements to be explored include: multi-tiered program with basic to advanced level courses, cross-departmental training, and a combination of both “best practices” and “institutional knowledge” sessions.

**Objective 2:**
By the end of the plan, upload a series of “How to” instructional videos to the Town’s employee portal.

**Objective 3:**
By the end of the plan, reinstate the “Lunch and Learn” program for lifestyle topics.

**Objective 4:**
By 2019, require all employees to complete annual security awareness training.

**Objective 5:**
By the end of the plan, enhance the departmental onboarding process to improve organizational awareness and ensure that all necessary resources are available to new employees immediately upon hire.

**Objective 6:**
By 2019, develop and implement an internal mentoring program.

**Objective 7:**
On an annual basis, provide scholarships for non-management level employees to attend outside training opportunities.

**Objective 8:**
By 2019, develop a formal Code of Ethics and require all employees to complete an annual ethics training event.

**Objective 9:**
By 2017, re-design the annual performance review process. The new process shall be outlined to all employees and all supervisors shall undergo training as to how to provide beneficial performance reviews.

**Objective 10:**
By the end of 2019, create a formal workforce development plan.
Goal A:
Incident management is the Town’s protocol for identifying, preventing and responding to all major emergencies including natural disasters, terrorist attacks, active shooter scenarios, and other emergency events. This protocol will be followed for all major events. The Town’s incident management protocol includes formal adoption of the ICS/NIMS model, regular training events, and periodic assessments of needed resources.

Objective 1: By 2017, conduct an assessment to determine whether an Emergency Manager is needed to oversee the Town’s incident response.

Objective 2: Throughout the duration of this plan, the Town will adhere to the ICS/NIMS model for all major events such as the Cooper River Bridge Run, the Christmas Light Parade and the Blessing of the Fleet & Seafood Festival.

  Initiative 2.1: An official list of major events requiring the use of the ICS/NIMS model will be developed by staff and reviewed annually.
  Initiative 2.2: By 2017, a list will be developed that outlines all employees and the specific FEMA courses each should complete in preparation for their participation in the Town’s incident response efforts.

Objective 3: By 2018, develop a formal emergency operations plan in accordance with ICS/NIMS and with input from all departments.

  Initiative 3.1: By the end of 2017, research the need to require employee participation in a program such as the Red Cross Safe and Well Program.
  Initiative 3.2: Throughout the duration of the plan, encourage all employees to either become certified or to renew their certifications for First Aid, CPR and AED training.
  Initiative 3.3: By the end of 2017, assess all critical facilities and develop detailed security plans for each facility.
  Initiative 3.4: By the end of 2017, develop a list of prioritized and critical intersection signalizations.

Objective 4: By the end of 2018, develop a Standard Operating Procedure for the Municipal Emergency Operations Center.

Objective 5: On an annual basis, at a minimum, the Town will conduct an organization-wide training event involving additional agencies as appropriate.
Goal B:
The organization will hold security awareness training as a top priority for the duration of the plan, understanding that the Town, like all organizations, faces an ever-increasing amount of cyber security threats. Cyber security is the protection of the Town’s network and electronic data from cyber-attacks such as hacking or phishing. Cyber-attacks can be avoided through proper training and preparation. The Town will provide the necessary training to decrease the likelihood of a cyber security attack on the Town’s servers.

Objective 1:
By 2018, establish a Breach Plan to present and/or respond to a breach of personally identifiable information.

Objective 2:
By 2018, develop a list of action items to reduce security threat.

  Initiative 2.1: Reduce the Town’s email footprint.
  Initiative 2.2: Require security awareness training for all employees on a bi-annual basis.
  Initiative 2.3: Establish a policy prohibiting the use of personal email for Town business.

Goal C:
Security measures at special events are outlined through the use of the ICS/NIMS structure and are designed to prevent and coordinate response to any threat that may occur during special events in Mount Pleasant. Town staff will alleviate the risk of security threats during special events by decreasing the number of annual events, hosting annual training exercises, and streamlining the event approval process.

Objective 1:
By the end of the plan, decrease the number of non-budgeted special events requiring staff support.

  Initiative 1.1: Require a special event form for each event not approved by Town Council during the annual budget process.

Objective 2:
Conduct an annual training exercise to practice using the NIMS/ICS system for a disaster occurring during a special event.
Goal D:

Ensure the safety of our citizens and staff by adopting stronger security measures at all major Town facilities. Security in the new Town Hall includes physical security measures such as a metal detector and bag scanner, as well as procedural measures such as safety drills, evacuation plans, and risk training. The new Town Hall will be designed with the utmost attention to safety and security measures through the use of technology, response protocol and security awareness training. The structure itself promotes security as a Class IV Essential Facility.

Objective 1:
By 2018, develop detailed security plans and a risk management strategy.

- Initiative 1.1: Require all employees to wear Town-issued identification badges.
- Initiative 1.2: Research the need to install panic buttons in various locations of the new Town Hall as well as other major Town facilities.
- Initiative 1.3: Research the need to use a separate server for the Police Department in the new Town Hall.
- Initiative 1.4: Maintain a separate Wi-Fi for public access in the new Town Hall and other major Town facilities.

Objective 2:
Annually, host at least one emergency training drill for employees.