STRATEGIC PLAN
2021-2025
GOALS AND OBJECTIVES
I. PROTECT NEIGHBORHOODS AND COMMUNITY SYSTEMS

A. Explore opportunities to incorporate infrastructure protection in policies, plans, and building guidelines to reduce exposure and strengthen man-made and natural systems that protect and connect community assets or provide critical services.
   i. Review all capital projects and seek new ones that maximize multipurpose infrastructure.
   ii. Evaluate aging infrastructure’s vulnerability and identify mitigation projects to reduce risk.
   iii. Develop risk informed design standards and updated codes, establish resilient development practices, and redirect development from vulnerable areas.
   iv. Incorporate resilience planning in redevelopment projects; establish redevelopment guidelines that provide resources, tools, and incentives.

B. Concentrate on neighborhood livability projects, as outlined in the Comprehensive Plan and facilitated through the newly formed Neighborhoods Division of the Planning, Land Use and Neighborhoods Department.
   i. Proceed with implementation of the Shem Creek Area Management Plan to preserve and protect the Town’s iconic landmark.
   ii. Undertake a joint study with Charleston County to create a special area management plan for the future of the Cultural Core.

C. Prioritize the completion of Mount Pleasant Way and other transportation alternative initiatives to improve mobility throughout the community.

D. Update the Government Outreach Strategy to determine better ways of soliciting input from the public, developing accurate expectations, and initiating proactive communications throughout the community.
   i. Establish a “whole of community” engagement approach that solicits cross-sector collaboration among community leaders, government agencies, citizens, critical infrastructure partners, non-profit organizations, and private sector industries to proactively strengthen community systems and address social, economic, and environmental challenges.
   ii. Create a list of critical partnerships and a regular meeting schedule to stay updated with each partner.

E. Expand upon the Town’s vision statement and integrate this vision into daily operations.

F. Update the Town’s business strategy.
   i. Continue to study the changes in business development in a post-COVID-19 world and develop strategies to address the changing needs of our business community.
   ii. Encourage a balance between local economic drivers and true economic development opportunities.
   iii. Examine the zoning code and determine where flexibility can be achieved.

G. Develop ordinances that promote environmentally friendly building practices for both Town projects and private projects.
   i. Review daily workflows and convert them to digital processes as much as possible.
II. STRENGTHEN OPERATIONAL CAPACITY

A. Conduct class and compensation studies every four years to ensure that salaries and benefits remain competitive.

B. Develop a comprehensive recruitment and retention program designed to address the following items:
   i. Incentive program for employees with needed skillsets, certifications, or specialized knowledge.
   ii. Career progression and opportunities for high performing employees.
   iii. Department-specific recruitment strategies designed to recruit top talent both locally and beyond.

C. Continue to seek out employee training programs designed to inform staff, raise awareness, and address issues and emerging workforce trends.

D. Build the public safety training facility by the end of the plan.

E. Establish and implement an IT Strategic plan.
   i. Include a cybersecurity strategy that includes risk assessment, mitigation, response, and recovery plans.
   ii. Complete a thorough assessment of technical capabilities and future needs.
   iii. Implementation and full functionality of critical software programs (CityWorks, Oracle, HRIS, etc.) to strengthen operations and expand capacity.

F. Task departments with creating succession plans for their employees.

G. Develop a management training program to train new/upcoming leaders in the organization.

H. Provide additional tools to employees to combat increasing mental health concerns.

I. Conduct an employee safety audit.

J. Train department managers how to successfully lead multigenerational workforces.
III. REFINE & EXPAND OPERATIONAL CAPABILITIES

A. Review critical functions for opportunities to work based on function, rather than by department.
B. Establish a Continuity of Operations Plan that strengthens the organization’s capacity to absorb major hazard impacts regardless of scope or length and continue to conduct critical functions of local government.
C. Develop a plan to expand GIS capabilities to all departments.
D. Determine a strategy for A/V management as these needs become increasingly more critical for daily operations.
E. Develop policies that mitigate against known hazards; land use, response plans, financial plans, etc.
F. Explore opportunities for expanded interactions among public and private sectors to leverage the expertise and efficiency of the private sector.
G. Develop a town-wide resiliency strategy.
H. Task departments to continuously search for and implement process improvements, particularly in critical workflows.
I. Implement an organization-wide data management strategy to track, store, share, and better utilize data and documents.
   i. Assist departments in better capturing, organizing and tracking data to determine trends.
J. Task departments to enhance internal support functions and cross-departmental collaboration.
K. Study opportunities to recoup money where demands of service are higher.

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
We are the place our citizens want to be- a community that thinks big and feels small; an accepting, unique, livable, and vibrant town that is one Mount Pleasant.

Core Values
Teamwork, Accountability, Excellence, Integrity, Service Above Self, Respect.