



# STRATEGIC PLAN

**2021-2025**

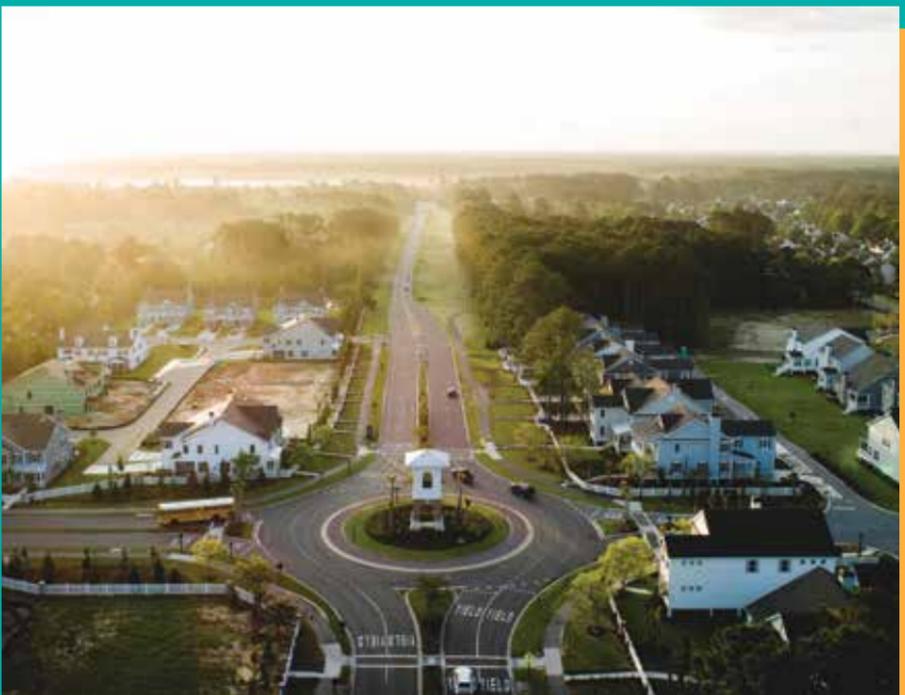
*GOALS AND OBJECTIVES*

# 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.



# 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.

