



This document sets out a **Strategic Plan for the City of Seat Pleasant for Fiscal Years 2017 - 2019**. It reviews strengths, weaknesses, opportunities and threats; presents the City's Mission and Vision Statements; and sets out the City's strategic priorities and goals along with implementation plans that will be monitored to ensure success. The plan was developed by the Mayor, City Council and Key City Employees, which together make up the City's Leadership Team.

Strengths, Weaknesses, Opportunities & Threats

This strategic plan considers the following key Strengths, Weaknesses, Opportunities and Threats for the City of Seat Pleasant:

Strengths:	Weaknesses:
<ul style="list-style-type: none"> ▶ We have a clear vision. ▶ Location. ▶ Committed governing body and loyal staff. ▶ Infrastructure. ▶ Strong credit. ▶ We work with local businesses. ▶ Smart City. ▶ Innovation Village. ▶ Transportation hub. ▶ Special Designations <ul style="list-style-type: none"> - HUB Zone - Revitalization Zone - Sustainable Community 	<ul style="list-style-type: none"> ▶ Providing community with information on government services on annual tax bill. ▶ Need to strengthen business codes and meet with businesses to present them. ▶ Duplication of commercial services due to lack of control over business development. ▶ Not enough communication to the diverse community. ▶ Resident apathy / non-participation. ▶ Apathetic voter participation. ▶ Negative media coverage / image. ▶ Need Emergency and Evacuation Plans.
Opportunities:	Threats:
<ul style="list-style-type: none"> ▶ Establish / re-establish partnerships with colleges and universities. ▶ Strengthen partnerships with nonprofit organizations (e.g., The Training Source and Seat Pleasant CDC). ▶ Continuous engagement with MNCPPC. ▶ Annexation to grow the City. ▶ Economic Development seeking investors for redevelopment. ▶ Strengthen relations with county and state elected officials. ▶ Increase lobbying / advocacy efforts. ▶ Land bank vacant properties. ▶ Cultural / Leisure Park. 	<ul style="list-style-type: none"> ▶ Resident displacement caused by gentrification. ▶ Crime on our borders. ▶ Negative news / media. ▶ County Council and State Delegation not engaged / invested. ▶ Insufficient numbers of quality health and food providers.

Mission Statement

The central purpose and role of the Leadership Team is to ensure that the City of Seat Pleasant is:

A Smart City of Excellence that offers services that are better, faster and personalized through engagement, educational and empowerment initiatives that enable all to live, thrive and grow progressively.

Vision

As the Mission is achieved, the Mayor, City Council and Key City Employees have the following Vision:

A Smart City of Excellence that is walkable, safe, healthy, sustainable, viable, responsive, and managed effectively based on decisions driven by data; a great place in which to learn, live, play, work and visit that offers residents and businesses growth and opportunity. It is a gateway city with a rich history, comprised of citizens and businesses that are educated, informed, engaged and invested in taking pride in our central destination in the region.

Key Strategic Priorities (2017-2019)

The following critical strategies will be pursued by the City of Seat Pleasant:

1. Increase economic development.
2. Create a Smart City.
3. Develop a stronger financial portfolio.
4. Improve neighborhood infrastructure.
5. Decrease all categories of crime.
6. Provide workforce training opportunities.
7. Expand health awareness and cultural and leisure activities.

Strategic Goals

The following strategic goals will be achieved by the City of Seat Pleasant over the next 12-24 months:

Strategy	SMART Strategic Goal
1. Increase economic development.	<p>1a – Enhance infrastructure to include an Intelligent Operations Center (IOC) by June 30, 2017.</p> <p>1b – Identify key areas for potential Annexation that will increase funds needed for Economic Development by June 30, 2019.</p> <p>1c – Improve investment portfolio by pursuing public and private sector funding for housing, commercial, educational and housing trust funds by June 30, 2019.</p>
2. Create a <i>Smart</i> City.	<p>2a – Improve citizen outreach and communication by September 30, 2017 to increase participation by 20%.</p> <p>2b – Implement a multi-lingual electronic newsletter by March 31, 2018.</p> <p>2c – Provide free WiFi to Seat Pleasant residents and businesses by June 30, 2019.</p> <p>2d – Create a MySeatPleasant app by September 30, 2017.</p> <p>2e – Ensure that public facilities and services comply with the Americans with Disabilities Act (ADA) by June 30, 2017.</p>
3. Develop a stronger financial portfolio.	<p>3a – Implement the NetSuite accounting system with Real Time Data by July 1, 2017.</p> <p>3b – Increase City revenues by \$600,000 through grants and other revenue sources by July 1, 2018.</p> <p>3c – Implement Phase 1 of Budgeting for Outcomes by July 1, 2017 resulting in reduction of time in the payment of accounts receivable and payable and auditing services.</p>
4. Improve neighborhood infrastructure.	<p>4a – Obtain LEED Certification for the Intelligent Operations Center and Public Works by December 31, 2019.</p>

	<p>4b – Conduct study to identify cost effective strategies to provide trash services in-house with Smart City technology by June 30, 2018.</p> <p>4c – Increase alternative power sources (e.g., solar, wind, geo-thermal, micro-grid) by 5% by December 31, 2019.</p> <p>4d – Educate residents of Seat Pleasant and surrounding communities using Smart technologies by June 30, 2019.</p>
5. Decrease all categories of crime.	5a – Identify and decrease the largest three crime categories by 10% by March 31, 2019.
6. Provide workforce opportunities.	<p>6a – Identify and implement local training for citizens by July 1, 2018. [Trades, green jobs, Lincoln Institute, Mobile Joes, PGCC, hospitality, IT, analysts, etc.]</p> <p>6b – Establish and promote entrepreneurship education, including business competency and financial literacy by June 30, 2019.</p> <p>6c – Create a directory of employers and identify job creation opportunities that link with economic development and City initiatives (e.g., renovation of houses, seasonal and summer jobs, partnerships with developers and contractors) by June 30, 2019.</p>
7. Expand health awareness and cultural and leisure activities.	<p>7a – Promote and educate community and staff on alternative eating and physical activity through Ward meetings and community events by September 30, 2017.</p> <p>7b – Promote more leisure activities by increasing the Walk to Fitness to three times per year by June 30, 2019.</p> <p>7c – Plan and host cultural events by September 2018.</p>

Implementation Plan / Action Plan

The following plan will be implemented to ensure that Strategic Priorities are achieved:

Goal #	What	Who	Start	End	How
1a	Purchase and implement the Intelligent Operations Center.	Legislative and Executive Branches	October 2016	June 30, 2017	In accordance with City Ordinances and Resolutions.
1b	Engage residents	Public Engagement, Economic Development, Police Chief, Public Works	April 1, 2017	Ongoing	Meetings and Public Engagement activities.
	Meetings and presentations with community associations and civic groups	Council, Mayor and Key Staff	April 1, 2017	Ongoing	Charrettes
	Engage county government and legal bodies	Public Engagement with support from Economic Development	April 1, 2017	Ongoing	Meetings and presentations leading to plans of action.
	Ordinances	Mayor, Council, City Attorney and Staff	October 1, 2017	Ongoing	Determining the "right" laws to implement (ASK – actively seek knowledge).
1c	Investment meetings	Mayor and Staff (with Council input)	April 1, 2017	Ongoing	Active searching with clear end-goals.
	Meet with governing bodies	Mayor and Staff (with Council input)	April 1, 2017	Ongoing	Building and cultivating relationships.
	Brand and market the City	Mayor and Staff (with Council input)	April 1, 2017	Ongoing	Hosting various events for investors.
2a	Analyze past events for each department	Public Engagement	April 1, 2017	Ongoing	Reviewing event strategy and sign-in sheets for attendance measures
	Host Ward events	City Council, Council Clerk	April 1, 2017	Ongoing	Reviewing event strategy and sign-in sheets for attendance measures

2b	Translate current newsletter to bi-lingual (add 2 nd language)	Public Engagement	April 1, 2017	Ongoing	Using Google, MySeatPleasant app and IOC.
	Translate current newsletter to other languages	Public Engagement	July 1, 2018	Ongoing	Using Google, MySeatPleasant app and IOC.
2c	Secure free WiFi for residents and businesses	Economic Development	July 1, 2018	June 30, 2019	Through partnerships with IBM and PPP.
2d	Seek vendor to create MySeatPleasant app	Public Engagement, Mayor, Chief of Police	April 1, 2017	June 30, 2017	Reviewing proposals and engaging vendor to create the app.
	Complete and launch the MySeatPleasant app	Public Engagement (overseeing selected vendor)	July 1, 2017	September 30, 2017	Following proposed timeline and testing app before launching.
2e	Enhance communications for compliance with Americans with Disabilities Act	Elected Officials, Staff	July 1, 2018	June 30, 2019	Updating City website and telephone system, and having sign-language interpreters at public meetings (as requested).
3a	Secure Council approval for NetSuite funding	City Council	January 1, 2017	February 28, 2017	Council Budget Ordinance.
	Develop account modules (payables, receivables, general ledgers, fixed assets, etc.)	Treasurer (working with NetSuite vendor)	March 15, 2017	April 15, 2017	Using vendor developed modules.
	Convert data	Finance Staff (working with vendor)	April 16, 2017	May 31, 2017	Transferring data from current system to NetSuite.
	Pilot Test NetSuite	Finance Department (working with vendor and auditor)	May 1, 2017	May 30, 2017	Following a test plan to ensure success of conversion before going live.

	Train staff on NetSuite	Treasurer & Finance Staff (overseeing vendor training)	June 1, 2017	June 15, 2017	Vendor will train department.
	Go Live with full-system implementation	Finance Department	June 15, 2017	July 1, 2017	Conducting City financial operations using NetSuite.
3b	Research and pursue grant funding	Department Leaders (using grant writer)	July 1, 2017	June 30, 2018	Identifying potential grants for each department.
	Implement Special Assessments in Districts	Mayor, City Council, City Administrator, Finance Committee	July 1, 2017	January 1, 2018	Establishing and implementing commercial and residential assessments.
3c	Define <i>Budgeting For Outcomes</i> strategic goals	Mayor, City Council	January 1, 2017	February 1, 2017	By securing City Council approval.
	Prepare and submit departmental offers	Department Heads	February 23, 2017	March 13, 2017	In accordance with standard submission requirements.
	Prepare budget	Mayor, Treasurer, City Administrator	March 15, 2017	April 1, 2017	In accordance with budget preparation procedures.
	Budget Hearing for City Council to vote for approval and adoption	City Council	April 2, 2017	May 27, 2017	In accordance with budget approval procedures.
4a	Apply for LEED Certification	Economic Development	April 1, 2017	April 1, 2018	By following the established application process and scheduling meetings as needed to complete the process.
4b	Implement in-house trash service	Public Works, Finance, City Council	July 1, 2017	June 30, 2019	Preparing and submitting report with recommendation to Council for approval.

4c	Implement an alternative power source (e.g., solar, wind, geothermal, micro-grid, etc.)	Public Works, Finance	July 1, 2017	Ongoing	By identifying and researching energy sources.
4d	Educate residents on Smart Technology	Public Engagement	July 1, 2017	Ongoing	Utilizing Charrettes, public sessions and MySeatPleasant app.
5a	Identify the three largest categories of crime in the City	Chief of Police	April 1, 2017	June 30, 2017	Reviewing crime stats and preparing a report on findings.
	Increase officer patrol and presence in response to the three largest categories of crime.	Chief of Police	July 1, 2017	Ongoing	Utilizing community policing methods and Smart technology.
6a	Identify and implement local training (University of Maryland, PGCC, The Training Source)	City Administrator and Staff	April 1, 2017	Ongoing	By engaging training providers.
	Create <i>Smart Jobs</i> in the City (i.e., titles)	Human Resources, Economic Development	April 1, 2017	Ongoing	By using training, grants and partnerships.
6b	Establish and promote entrepreneurship opportunities	Staff, Mayor	July 1, 2017	June 30, 2019	Creating programs and engaging participants.
	Offer financial literacy and business competency training	Staff, Mayor	July 1, 2017	Ongoing	Creating programs and schedules.
	Promote vocational classes	Staff, Mayor	July 1, 2017	Ongoing	In partnerships with schools (Central and Fairmount Heights High Schools).

6c	Identify renovation projects	Economic Development	April 1, 2017	Ongoing	Establishing agreements to hire 8% qualified local residents (20743).
	Create seasonal and summer job opportunities	Human Resources and Public Engagement	July 1, 2017	Ongoing	Needs assessments with goal of hiring residents in each department.
	Establish partnerships with developers and contractors	Economic Development, City Administrator	In Progress	Ongoing	Meeting with potential partners.
7a	Market the Healthy Living program	Public Engagement (Grant Writer), City Council, Mayor	May 1, 2017	Ongoing	Using website, social media, Ward meetings, flyers, and community policing.
	Disseminate relevant literature	Mayor, Council, Public Works, Staff	May 1, 2017	Ongoing	Distribution of flyers and brochures.
7b	Promote physical fitness	Public Engagement (with UMD Health Partnership)	July 1, 2017	Ongoing	By working with Public Works and the Police Department to map a route and ensure citizen safety.
	Implement additional Walk-a-Thon and Informational Forums to educate the community	Staff, City Council	May 1, 2017	Ongoing	By establishing partnership with medical professional(s).
7c	Plan and promote cultural events	All Departments	June 1, 2017	September 1, 2018	By establishing partnerships, planning, advertising, and marketing events.

Monitoring the Plan

To ensure successful outcomes, this plan will be monitored by the City Administrator monthly and reviewed with the Mayor and City Council at the first City Council Meeting of each quarter.