

COUNCIL OF THE CITY OF SEAT PLEASANT, MARYLAND

RESOLUTION NO. R-12-16

Introduced By **City Council**
Date Introduced **May 7, 2012**
Date Adopted **MAY 7, 2012**
Date Effective **MAY 7, 2012**

A RESOLUTION

OF THE COUNCIL OF THE CITY OF SEAT PLEASANT, MARYLAND ADOPTING A STRATEGIC PLAN FOR THE CITY OF SEAT PLEASANT.

WHEREAS, the City of Seat Pleasant, Maryland is a city of vision, committed to reaching and providing the highest level of accountability and meritorious service; and

WHEREAS, the City of Seat Pleasant desires to promote itself locally, nationally and internationally as a municipality of exceptional beauty and quality devoted to providing collaborative leadership and quality services to stakeholders; and,

WHEREAS, the City of Seat Pleasant will endeavor to present an image of distinction in every venture pursued, whether large or small, to affirm its commitment to excellence; and

WHEREAS, the Mayor and City Council have a vision for the City of Seat Pleasant, that the City be walkable, safe, healthy, sustainable, viable, responsive, and managed responsibly; and a great place in which to live, play, work and visit that offers residents and businesses growth and opportunity; and

WHEREAS, to achieve its visions, the Mayor and the City Council established six Key Strategic Priorities for Fiscal Year 2012-2013, namely to manage City resources in an open, transparent and fiscally sound manner; to enhance the City's public safety to reduce crime and improve the perception of the community; to improve educational outcomes by partnering with local schools; to increase focus on economic development to attract and retain quality businesses and community organizations; to remain a sustainable *City of Excellence* and promote Seat Pleasant as a safe and green community; and to strengthen and improve community programs that will educate our citizens; and

WHEREAS, to achieve these Priorities the Mayor and City Council created goals and an implementation plan; and

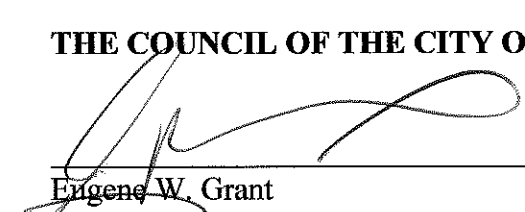
WHEREAS, the Vision for the City of Seat Pleasant, Key Strategic Priorities, the Goals and Implementation Plan, among other items, are incorporated in the Strategic Plan for the City of Seat Pleasant, which the Council desires to adopt.

NOW, THEREFORE, BE IT RESOLVED THAT, the Council of the City of Seat Pleasant hereby adopts the Strategic Plan for the City of Seat Pleasant which is attached hereto as Exhibit A and incorporated herein by reference.

BE IT FURTHER RESOLVED THAT, that this Resolution shall take effect immediately upon its adoption.

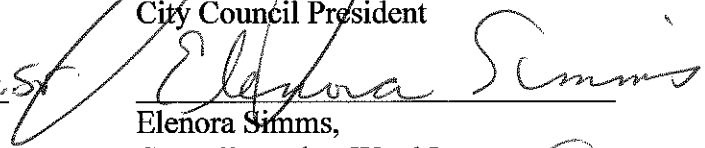
READ AND PASSED THIS 7TH **day of** MAY, 2012.

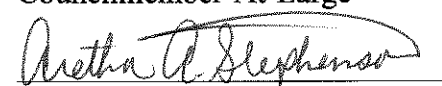
THE COUNCIL OF THE CITY OF SEAT PLEASANT

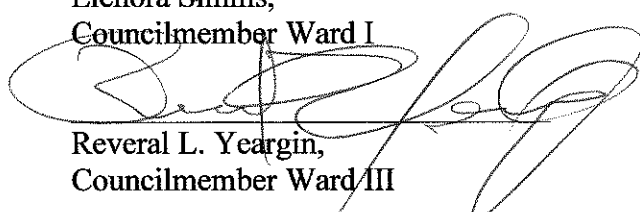

Eugene W. Grant
Mayor


Kelly Porter
City Council President

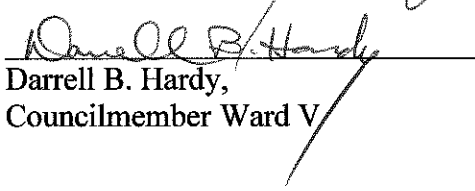

Johnie L. Higgs, Sr.
Councilmember-At-Large


Elenora Simms,
Councilmember Ward I


Aretha A. Stephenson,
Councilmember Ward II

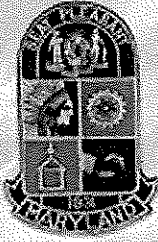

Reveral L. Yeargin,
Councilmember Ward III


Gerald R. Raynor, Sr.,
Councilmember Ward IV


Darrell B. Hardy,
Councilmember Ward V

Attest:


Dashaun N. Lanham
City Clerk



City of Seat Pleasant Maryland

This document sets out a strategic plan for the City of Seat Pleasant. It reviews strengths, weaknesses, opportunities and threats; presents a series of statements relating to the City's Mission and Vision; and sets out its proposed strategic priorities and goals.

Strengths, Weaknesses, Opportunities & Threats

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

Strengths:

- ▶ Good rapport with elected officials.
- ▶ Committed governing body and loyal staff.
- ▶ We support our schools and fire department.
- ▶ Citizens volunteer to help.
- ▶ We work with local churches and businesses.
- ▶ Our budget has a surplus.
- ▶ We have a rich history.
- ▶ We have a Mayor with a strong voice and regional presence.

Weaknesses:

- ▶ Economic development strategy and follow-through.
- ▶ Inadequate public works facilities.
- ▶ Lack of resources for infrastructure improvements (for city operations and public areas).
- ▶ Inability to offer higher salaries.
- ▶ Personnel training.
- ▶ Lack of resident participation in programs.

Opportunities:

- ▶ University of Maryland partnership.
- ▶ Community Development Center partnership.
- ▶ Work with nonprofit organizations.
- ▶ Access to transportation, highways and mass transit.
- ▶ Martin Luther King Highway redevelopment.
- ▶ Metro Blue Line Corridor development.
- ▶ Location!
- ▶ Developable land.
- ▶ Cross-border work with DC Police.

Threats:

- ▶ Increased traffic.
- ▶ Limited retail choices – money leaves the community.
- ▶ Lack of quality merchants.
- ▶ Vacant properties.
- ▶ Foreclosures and decreased property values.
- ▶ Possibility of fire department moving.
- ▶ Health issues.
- ▶ Staff turnover.
- ▶ Use of technology in operations.
- ▶ Tax burden.

Mission Statement

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

A *City of Excellence* providing collaborative leadership and quality services to stakeholders to maintain the moral integrity, health and well-being of our community, enabling all to live, thrive and grow progressively.

Vision

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

A *City of Excellence* that is walkable, safe, healthy, sustainable, viable, responsive, and managed responsibly; and a great place in which to live, play, work and visit that offers residents and businesses growth and opportunity. It is a gateway city with a rich history, and citizens and businesses that take pride in our central destination in the region.

Key Strategic Priorities (2012-2013)

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

1. Manage City resources in an open, transparent and fiscally sound manner.
2. Enhance our public safety to reduce crime and improve the perception of the community.
3. Improve educational outcomes by partnering with local schools.
4. Increase focus on economic development to attract and retain quality business and community organizations.
5. Remain a sustainable *City of Excellence* and promote Seat Pleasant as a safe and green community.
6. Strengthen and improve community programs that will educate our citizens.

Strategic Goals

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

Strategy	SMART Strategic Goal
1. Manage City resources in an open, transparent and fiscally sound manner.	1a – Add audio recordings of City Council Meetings to City of Seat Pleasant website by July 2012. 1b – Publish budget schedule and documents on City of Seat Pleasant website by April 2012.
2. Enhance our public safety to reduce crime and improve the perception of the community.	2a – Sponsor at least five residents to participate in and complete National Crime Prevention Expert Certification by November 2012. 2b – Apply for recertification as an official

	Neighborhood Watch community by August 2012. 2c – Develop a plan to implement Community Policing through foot patrol and bicycles by June 2012.
3. Improve educational outcomes by partnering with local schools.	3a – Formalize and document a formal partnership to support our local schools by June 2012. 3b – Implement monthly messaging to promote volunteering in the local schools by May 2012.
4. Increase focus on economic development to attract and retain quality business and community organizations.	4a – Research and pursue funding to acquire and demolish designated buildings by June 2013.
5. Remain a sustainable City of Excellence and promote Seat Pleasant as a safe and green community.	5a – Use designated funds to renovate City Hall with green technology (LED lighting) by May 31, 2012.
6. Strengthen and improve community programs that will educate our citizens.	6a – Increase number of community forums starting April 2012 with learning their interests and needs.

Implementation Plan / Action Plan

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

Goal #	What	Who	Start	End	How
1a	Add audio recordings of City Council Meetings to City of Seat Pleasant website.	City Administrator	March 2012	June 2012	According to web management protocol.
1b	Publish budget schedule and documents on City of Seat Pleasant website.	City Administrator	March 2012	April 2012	According to web management protocol.
2a	Recruit residents to complete certification.	City Council Members	April 2012	August 31, 2012	Citizen Meetings, phone calls, newsletter, etc.

	Register participants.	City Administrator	September 1, 2012	September 15, 2012	Using CSAFE or other identified funds and Seat Pleasant finance procedures.
	Complete certification training program.	Selected residents	November 2012	November 2012	Attending scheduled training program.
2b	Research recertification process.	Pam Boone	April 1, 2012	May 31, 2012	Telephone and Internet contact with National Crime Prevention Council.
	Prepare and implement plan for recertification.	Pam Boone	June 1, 2012	July 1, 2012	Submitting plan to City Administrator for Council review.
	Submit recertification package.	Pam Boone	August 1, 2012	August 31, 2012	Per instructions from National Crime Prevention Council.
2c	Prepare a plan to implement Community Policing through foot patrol and bicycles by June 2012.	Chief of Police	April 1, 2012	June 30, 2012	By submitting report with implementation schedule to City Administrator for Council review.
3a	Prepare Resolution to formalize partnership with local schools.	City Council	July 1, 2012	July 31, 2012	In collaboration with school principals and key officials.
3b	Develop school volunteer messaging plan and schedule.	Community Services and school principals.	March 1, 2012	May 1, 2012	In collaboration with schools, with report submitted to the City Administrator for Council review.
4a	Research potential funding sources.	Economic Development Coordinator and Grant Writer	March 1, 2012	Ongoing	Reviewing federal, state, county and private funding sources.
	Prepare and submit quality funding proposals.	Grant Writer	March 1, 2012	Ongoing	According to funder instructions.
5a	Select vendor to	City Council	March 6,	March 6,	By voting on

	install lights.		2012	2012	recommendation presented by City Administrator.
	Execute contract.	City Administrator and Vendor	March 6, 2012	March 15, 2012	In accordance with City of Seat Pleasant procurement procedure.
	Replace lighting.	Vendor	March 15, 2012	May 15, 2012	Per contract agreement.
6a	Design questionnaire or tool to assess citizen needs.	City Administrator and Community Services	March 1, 2012	May 31, 2012	By reviewing sample questionnaires and designing one to capture resident needs.
	Develop and implement meeting schedule for interest assessments.	Community Services and Council Member Stephenson	April 1, 2012	May 31, 2012	Announce meetings on marquee, in newsletter, via flyers, etc.
	Present key areas of citizen interest for FY-13 community forum planning.	Community Services	April 1, 2012	June 15, 2012	By compiling and documenting results from interest assessment meetings.

Monitoring the Plan

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