



This document sets out a **Strategic Plan for the City of Seat Pleasant for Fiscal Years 2020 - 2024**. It reviews strengths, weaknesses, opportunities and threats (SWOTs); presents the City's Mission, Vision and Core Values; 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 Executive Team, 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:

- ▶ We have a clear vision.
- ▶ Geographic location and close proximity to Washington, DC.
- ▶ Small size – testbed of innovation.
- ▶ Smart City / shared service hub (share information internally).
- ▶ Regional transportation hub.
- ▶ Master Plan, Strategic Plan and Strategic Plan Output Report
- ▶ Partnerships with nonprofit organizations and stakeholders. (i.e., The Training Source, faith-based organizations).
- ▶ Ongoing partnerships with local colleges and universities for working curricula.
- ▶ Increased community engagement, outreach events and activities.
- ▶ Special Designations - HUB Zone / Revitalization Zone / Sustainable Community/Enterprise Zone / Opportunity Zone/Focus Enterprise Zone
- ▶ Leisure Parks
- ▶ Financial Literacy Workshops/Estate Planning Session

Weaknesses:

- ▶ 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.
- ▶ Inability to attract and retain a talented workforce (compensation and wages).
- ▶ Lack of access to quality healthcare services.
- ▶ Exercise Emergency, Evacuation or Shelter in place Plans for Residents
- ▶ Limited Committed governing body

Opportunities:

- ▶ Branding as first “authentic” small Smart City.
- ▶ Develop more amenities for the City.
- ▶ Establish additional partnerships with in-state high schools, colleges, universities and trade/vocational schools and programs.
- ▶ Strengthen partnerships with nonprofit organizations
- ▶ Continuous engagement with MNCPPC.
- ▶ Annexation to grow the City.
- ▶ Economic Development seeking investors for redevelopment.
- ▶ Strengthen relations with state and county elected legislative officials.
- ▶ Increase lobbying / advocacy efforts.
- ▶ Land bank vacant properties.
- ▶ Cultural Activities/ Leisure Park.
- ▶ Healthcare Workshop

Threats:

- ▶ Resident displacement caused by gentrification.
- ▶ Limited involvement from State and County elected officials.
- ▶ Insufficient numbers of quality healthcare and food providers.
- ▶ Quality of schools.
- ▶ Limited access to job training
- ▶ High unemployment/underemployment rates
- ▶ Limited access to Drug Treatment/Alcohol Abuse programs
- ▶ Limited access to Mental Health Services
- ▶ Limited access to treatment of Sexually Transmitted Infections

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, sustainable and more personalized through engagement, education and empowerment initiatives that enable all to live, thrive and grow progressively.

Vision

As the Mission is achieved, the Leadership Team has the following Vision for the City of Seat Pleasant:

- A *Smart City of Excellence* that is managed effectively based on decisions driven by data; that offers residents and businesses growth and opportunity.
- A city with a rich history, comprised of constituents that are educated, informed, engaged and invested in taking pride as the world’s first “authentic” small Smart City.
- A global community that uses information technology and the Internet-of-Things that is an incubator for Arts, Culture and

Core Values

The Core Values of The City of Seat Pleasant are those values we hold that form the foundation on which we perform work and conduct ourselves. They are:

- **Integrity** in all that we do.
- **Open & Transparent** in our services.
- **Inclusive & Equitable** for all!

Key Strategic Priorities (2020-2024)

The following critical strategies will be pursued by the City of Seat Pleasant over the next 4 years:

1. Improve Financial Sustainability.
2. Expand Smart City Services that Lead to Inclusiveness and Constituent Engagement.
3. Develop Environmental and Sustainable Green Plan.
4. Attract, Support and Retain Anchor Institutions.
5. Enhance Smart Community Policing that Decreases all Crime Levels.
6. Develop and Promote Workforce Training Opportunities for Residents.
7. Promote Health Awareness and Access to Healthy Food Options and Cultural and Leisure Activities.

Strategic Goals

The following strategic goals will be achieved by the City of Seat Pleasant over the next 4 years to ensure the attainment of the seven strategic priorities:

Strategic Priority	SMART Strategic Goal
1. Improve Financial Sustainability.	<p>1a – Complete Budgeting for Outcomes training by February 1, 2020.</p> <p>1b – Train staff on NetSuite by March 1, 2020 with semi-annual refresher training thereafter.</p> <p>1c – Increase City revenue by 3% beginning July 1, 2020.</p> <p>1d – Conduct semi-annual internal audits beginning January 31, 2020.</p>

<p>2. Expand Smart City Services that Lead to Inclusiveness and Constituent Engagement.</p>	<p>2a – Increase awareness and use of Smart technology by 25% through resident and stakeholder engagement by September 30, 2022.</p> <p>2b – Implement multi-lingual services (i.e., electronic newsletter, sign-language, website, street signages, social media, City Charter and Code) by January 31, 2021.</p> <p>2c – Provide free WiFi to Seat Pleasant residents and businesses by April 30, 2022.</p> <p>2d – Increase use of the MySeatPleasant app by 30% by September 30, 2020.</p> <p>2e – Ensure that public facilities and services comply with the Americans with Disabilities Act (ADA) by Spring 2020.</p>
<p>3. Develop Environmental and Sustainable Green Plan.</p>	<p>3a – Develop and adopt an Environmental and Sustainable Green Plan by October 31, 2022.</p> <p>3b Develop process for recruiting members for the ESG Board by August 31, 2020</p> <p>3c Appoint/Approve ESG Board by November 30, 2020.</p> <p>3d The ESG Board will Develop purpose, goals and objectives by May 1, 2021.</p> <p>3e Develop and adopt the policies for the Environmental and Sustainable Green Plan by May 30, 2021</p> <p>3f Advertise and select firm to facilitate community charrette meetings by September 30, 2021</p> <p>3g Obtain stakeholders in-put on the Environmental and Sustainable Green Plan by February 28, 2022.</p> <p>3h Review and include stakeholders in-put into the Environmental and Sustainable Green Plan by May 31, 2022</p> <p>3i Present draft Environmental and Sustainable Green Plan to the City Council by June 30, 2022.</p> <p>3j Prepare and present final Environmental and Sustainable Green Plan to the City</p>

	<p>Council for approval by September 30, 2022.</p> <p>3k City Council to prepare Resolution to adopt the Environmental and Sustainable Green Plan for the City of Seat Pleasant by October 31, 2022.</p>
4. Attract, Support and Retain Anchor Institutions.	<p>4a – Advocate to the County Council to adopt the City of Seat Pleasant Master Plan by December 31, 2021.</p> <p>4b – Councilmanic Committees introduce the definition of Anchor Institutions and pass legislation to support permit processes at the County level that are specific for businesses consistent with Seat Pleasant's Vision by October 2020 with annual updates.</p> <p>4b – Continue to attract and support desired businesses through initiatives with the Chamber of Commerce and the County (on-going) no later than December 31, 2021.</p> <p>4c – Recruit and Retain businesses by creating tax incentives at the City level, grant opportunities and City designations (HUB Zone, Revitalization Zone, Sustainable Community, Focus Enterprise Zone and Opportunity Zone) (on-going) no later than December 31, 2021.</p>
5. Enhance Smart Community Policing that Decreases all Crime Levels.	<p>5a – Improve Smart policing protocol efficiency by 30% by June 30, 2022.</p> <p>5b – Reduce all categories of crime by 40% by June 30, 2024.</p>
6. Develop and Promote Workforce Training Opportunities for Residents.	<p>6a – Identify and/or implement local training opportunities for constituents, resulting in five (5) new or enhanced workforce training opportunities by June 30, 2024.</p> <p>6b – Identify, establish and promote entrepreneurship education and events to develop business competency and financial literacy by June 30, 2024.</p> <p>6c – Create and promote electronic directory of employers and identify job creation opportunities that link with economic development and City initiatives by June 30, 2024.</p>
7. Promote Health Awareness and Access to Healthy Food Options and	7a – Promote Health awareness through educational workshops and social

Cultural and Leisure Activities.	<p>engagement campaigns by June 30, 2024</p> <p>7b – Increase access to healthy food options by March 31, 2020. Provide transportation to residents through shared ride services to grocery stores. Increase access to Farmers Market and Urban Farmers.</p> <p>7c – Plan cultural and leisure events by June 30, 2020.</p>
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Implementation Plan / Action Plan

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

Goal #	What	Who	Start	End	How
1a	BFO Training	Fabian/Resource X; COO, department executives, admins, and Mayor, City Council	01/02/2020	02/01/2020	Schedule training for Department Executives and elected officials.
1b	NetSuite Training	NetSuite Training Staff to include COO, FA, City Clerk, DPW, ED, Mayor's EA, Police Department.	01/02/2020	03/01/2020	Dept Weekly Training
1c	Increase revenue 3%	COO, Grants Mgr. Fin. Adv, ED/NCC, PE, City Clerk, Mayor, City Council	07/01/2020	06/30/2022	Grants, Annexation, Decrease Vacant Prop. Fostering revenue generating P3's. Improve Inter-Departmental Communications regarding revenues.
1d	Internal Audits	All Departments	01/31/2020	06/30/2022	Quarterly Review of financial Assets; review of inventory and ensure departments' adherence to financial procedures in the accounting manual

2a	Increase awareness and use of Smart technology.	All Departments	January 31, 2020	September 30, 2022	Increase engagement through various platforms (i.e., Digital platforms, word of mouth, meetings, events, etc.)
2b	Implement multi-lingual services	P.E., DPW, SPPD, E.D., City Clerk, Admins	January 31, 2020	June 30, 2024	Translating various platforms (i.e., Hire translators, translating digital platforms).
2c	Provide free Wi-Fi	Mayor, P.E., E.D.	January 1, 2020	June 30, 2022	Through P3's partnership
2d	Increase use of City app	All Departments	January 1, 2020	June 30, 2024	Social media, fliers, website, ward meetings, council meetings, etc.
2e	Facilities and Services are ADA Compliant	E.D., P.E., DPW, etc.	January 1, 2020	April 30, 2021	Update facilities for ADA compliance, ADA paid services (i.e. sign language and brail services)
3a	Initiate the forming of the ESG	Economic Development	March 1, 2020	November 30, 2020	Ed department is responsible for development and City Council will adopt ESG Resolution.
3b	Recruit membership	Mayor, Economic Development, Public Engagement	February 1, 2020	August 31, 2020	Advertise through City Newsletter, social media, flyers, etc.
3c	Appoint/Approve nominees	City Council/Mayor	September 7, 2020	November 30, 2020	Mayor will submit names for nominees and City Council to approve by Resolution.
3e	Develop purpose, goals and objectives	ESG Committee	February 1, 2021	May 1, 2021	Formal ESG Committee meetings.
3f	Facilitate charrettes and development	ESG Committee, Public Engagement, Economic Development, Public Works	July 1, 2021	September 30, 2021	Identifying and selecting a consulting firm to manage and to hold the charrette.
3g	Gather stakeholder input	ESG Committee / Consultant	October 1, 2021	February 28, 2022	Holding a series of public

					meetings.
3h	Include stakeholder input	ESG Committee / Consultant	March 1, 2022	May 31, 2022	Consultant will revise the plan.
3i	Present new draft plan to the City Council	ESG Committee / Consultant, Economic Department	June 1, 2022	June 30, 2022	ESG Committee / Consultant present plan at Council Meeting
3j	Present revised ESG Plan	ESG Committee / Consultant	July 1, 2022	September 30, 2022	City Council / ESG Committee / Consultant present plan at Public Hearings.
3k	Adopt ESG Plan	City Council	October 1, 2022	November 30, 2022	City Council to adopt Resolution to approve plan.
4a	Advocate for the County Council to adopt the COSP Master Plan	ED Department, Mayor, City Council	November 1, 2020	December 31, 2021	Schedule meetings and presentations with County Council members to request support
4b	Attract, retain and support desired businesses	ED Department, Mayor	January 6, 2020	June 30, 2024	Increase positive relationships with businesses. Host workshops to educate businesses, on incentives and advantages, and relay the county and state benefits to business
4c	Recruit and retain businesses by creating tax incentives at the City level	ED Department, Mayor, City Council, Finance, City Clerk	July 1, 2020	June 30, 2024	City Council will create and adopt legislation offering additional city-based incentives above and beyond state designation
5a	Improve Smart policing protocol efficiency by 30%	Police Department, City Council, Chief Operating Officer	July 1, 2020	June 30, 2022	Regular review and revision of General orders Creation of Digital General Orders and Policy Manuals. Streamline administrative standardized forms and processes.

					<p>Maintain digital Internal Affairs management software system.</p> <p>Implementation of digital application for background system.</p> <p>Implement notification of SPPD incidents thru My Seat Pleasant App.</p>
5b	Reduce all categories of crime by 40%	All Departments	July 1, 2020	June 30, 2024	<p>Recommend progressive laws that deter crime and decrease all categories of crime.</p> <p>Increase community policing officers building upon the community trust and decreasing quality of life crimes.</p> <p>Create mentorship programs for youth engagement and at-risk youth.</p> <p>Create youth diversion programs to reduce recidivism of youth offenders.</p> <p>24-hour full-service policing institution that provides proactive practices, engaging multiple models of policing (community</p>

					<p>policing, intelligence-based policing, smart policing).</p> <p>Community education through interactive workshops, and outreach initiatives while inhibiting opportunities of crime.</p> <p>Creation of community action team/engagement team encompassing multiple stakeholders.</p>
6a	Create partnerships with local/state/federal agencies and business	HR/DPE/DED	January 1, 2021	June 30, 2024	<p>HR/DPE will create/build relationships with agencies and businesses to develop training programs.</p> <p>Training Source, MD State Apprenticeship and Training Program, County Workforce Board, Department of Unemployment Services, Local colleges and universities, State Social Services to see what benefits they can offer the City in relation to training/cert/job opportunities for residents.</p>
6b	Establish connections with non-profit organizations to host informational sessions with citizens (First	HR/DPE/DED	January 1, 2021	June 30, 2024	Implement more programs similar to those we are already doing (Ex: Small Minority Business)

	Time Home Buyer, Financial Literacy, Business Development programs)				
6c	Inquire about all job openings /trainings opportunities within the City	HR/DPE/DED	January 1, 2021	June 30, 2024	Contact all business to see what openings are within the City
	Prepare and Create Directory of Employers	DPE	February 1, 2021	June 30, 2024	Create electronic directory with data/information received from businesses
	Post electronic Directory of employers	DPE	March 1, 2021	June 30, 2024	Post electronic directory on social media websites, city webpage, newsletters and flyers to post in council meetings and city events to inform residents
	Link all business openings to My Seat Pleasant App.	DPE	April 1, 2021	June 30, 2024	Post all openings to the My Seat Pleasant app allowing job ads to become more PERSONALIZED to the citizens.
7a	Promote Health awareness through educational workshops and social engagement campaigns.	Economic Development, Public Engagement and Police Department	February 1, 2020	June 30, 2024	Campaign Partnership, anchor institution, hospital, universities and non-profits.
7b	Increase access to healthy food options.	Economic Development, Public Engagement	January 1, 2020	May 31, 2020	Provide transportation to residents to grocery stores. Increase access to Farmers Market. Implement a Ride Share program.
	Implement Urban Farming Program	Economic Development,	March 1, 2020	June 30, 2024	Economic Development to

	and Farmers Market in Seat Pleasant	Public Engagement			seek partnerships with farmers to assist with the development of urban farming program and farmers market. Public Engagement to promote farmers market through citizen engagement, flyers and Social Media.
7c	Plan and Promote Cultural Events	All Departments lead by Public Engagement	January 1, 2020	June 30, 2024	Plan activities that are inclusive for all residents by celebrating and implementing culturally specific events.

Monitoring the Plan

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