

City of Mount Pleasant, Tennessee
2021 Strategic Plan
Presentation to City Commission

June 10, 2021



Municipal Technical Advisory Service
INSTITUTE *for* PUBLIC SERVICE

2021 Strategic Plan Presentation



- Mission Statement
- The “Past” – Where have we been?
- The “Present” – Where are we?
- The “Future” – Where are we going?



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City of Mount Pleasant, Tennessee 2021 Strategic Plan Work Session

Mission Statement

During the 2017 Strategic Planning Retreat the City Commission prepared the following mission statement for the municipal corporation:

In partnership with the community, the City of Mount Pleasant will deliver essential services to make our city a great place to live, work and play.



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City of Mount Pleasant, Tennessee 2021 Strategic Plan Work Session

The Past: Where have we been?



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Review of Goals and Objectives from 2017:

CITY OF MOUNT PLEASANT, TENNESSEE					
2017 Strategic Goals and Objectives - Implementation Status					
Goal - Protect Health Safety / Ensure the Delivery of Basic Services					
Key Area	Responsibility	Objective/Performance Standard	Target Date	Status	Comments
I. Administrative	A. Office of City Manager	1. Finalize grant/loan funding with USDA Rural Development for sewer plant improvement project.	June 30, 2017	Completed 2018	Very lengthy process
		2. Develop a supplemental financial plan to provide gap funding, as necessary, to fully fund the sewer plant improvement project.	June 30, 2017	Completed 2018	Very lengthy process
II. Facilities and Equipment	A. Office of City Manager	1. Award construction contract for the sewer plant improvement project.	March 30, 2018	Ongoing	Largest portion out for bid May 2021
	B. Department of Public Works	1. Complete the water distribution system zone metering project to focus and prioritize future water loss strategies.	June 30, 2017	Completed	Not functioning and calibrating meters
Transportation and Drainage	A. Sanitation and Street Department	1. Complete a pavement condition inventory and develop prioritized, street resurfacing plan, including milling.	June 30, 2017	Completed	This will need to be updated
Goal - Enhance City Attractiveness and Quality of Community Life					
Key Area	Responsibility	Objective/Performance Standard	Target Date	Status	Comments
I. Economic Development	A. Office of City Manager	1. Present a downtown improvement plan, including streetscape improvements.	June 30, 2017	Completed	Engineering will be submitted to TDOT in May 2021
		2. Secure grants or other funding to implement Phase 2 of the downtown improvement plan.	June 30, 2018	Completed	State Street Aid and bond financing
Goal - Maintain the Fiscal Integrity of the City					
Key Area	Responsibility	Objective/Performance Standard	Target Date	Status	Comments
I. Administrative	A. Office of City Manager	1. Secure CDBG grant funds to implement actions to reduce the amount of water loss in the water distribution system.	October 30, 2017	Complete	Used CDBG for sewer
	B. Public Works Department	1. For fiscal 2018, reduce the amount of water loss in the water distribution system by 10% over fiscal 2017 levels through leakage control and other active loss reduction strategies.		N/A Ongoing	Working to repair zone meters
	C. Sanitation & Street	1. Develop a preventive maintenance plan for vehicles and equipment.	March 30, 2018	Ongoing	Each department is responsible
	D. Finance Department	1. Establish a fixed asset reporting system and complete a city-wide physical inventory.	June 30, 2018	Ongoing	Fixed asset reporting complete. Need to secure funding for inventory software.
	E. Vice Mayor	1. Coordinate the completion of a performance appraisal of the city manager.	April 30, 2017	Completed	Annually
	F. Mayor	1. Coordinate the establishment of a record preservation plan for historical city documents and complete the first year of work.	June 30, 2018	Completed	All historical data scanned to the Cloud



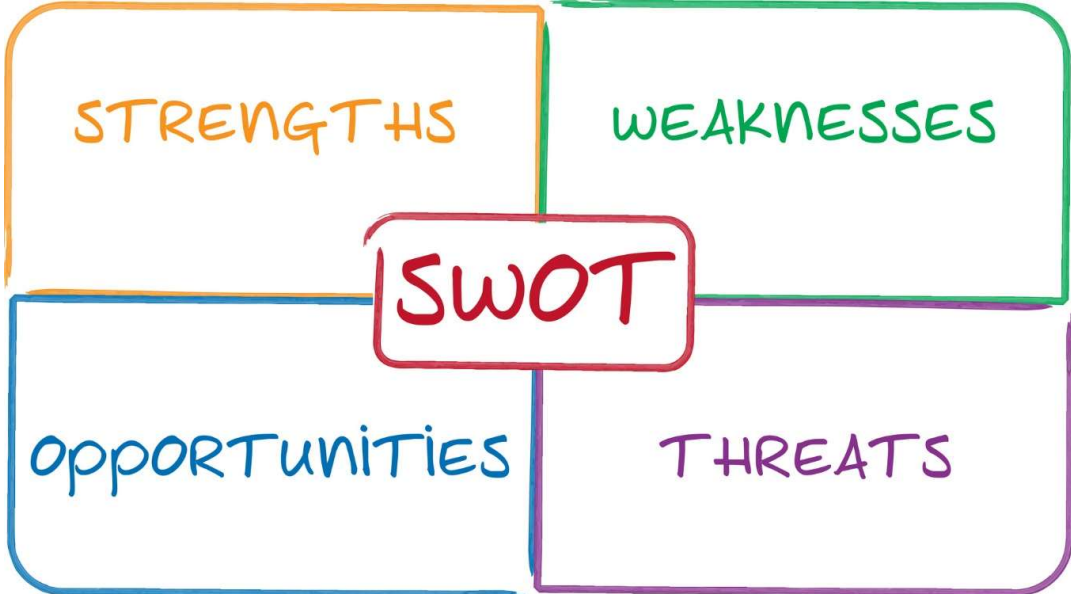
Highlights from 2017 Strategic Plan

- The vast majority of objectives and initiatives have been completed!
- Significant progress has been made in completing improvements to the sewer treatment facility.
- Progress continues to be made in reducing water loss in the City's water distribution system.
- The establishment of a preventive maintenance program for vehicles and the creation of a fixed asset inventory program will carry forward to the 2021 Strategic plan.



“SWOT” Analysis

What are our:



City of Mount Pleasant, Tennessee

2017 SWOT Analysis

Strengths:

- Growing industrial base
- Skilled workforce
- Mt. Pleasant schools
- Public Transportation System
- Growing, positive reputation of city government
- Community center
- Small town livability
- TCAT
- Public-private partnership for downtown revitalization
- Affordability of homes
- Strong volunteer base
- Regional location
- Diversity of population
- Wealth of history
- Higher education opportunities in the region
- Maury County Airport
- Grant competitiveness
- Good city services
- Access to healthcare services
- Lifeflight medical air transport
- Safe community
- Buildable, residential lots

Weaknesses:

- Lack of retail opportunities
- Reputation
- Municipal debt levels
- Municipal infrastructure
- Community resistance to change
- Lack of skilled workforce / workforce development
- Low median family income
- High sanitary sewer rates
- Sewer system
- Water loss
- Limited tax base
- City staffing needs
- Social media

Opportunities:

- Cherry Glen and other industrial sites
- Schools / higher education
- Maury County Airport
- Downtown revitalization
- Promotion as retirement community
- Promotion of the "way of life"
- History and cultural heritage tourism
- Improved communications with the public
- Grants
- Potential for real estate development

Threats:

- Economic downturn
- EPA/TDEC sewer enforcement actions
- Loss of general sessions court from downtown
- Reputation of the city
- Public service
- Natural disasters



City of Mount Pleasant, Tennessee

2021 SWOT Analysis

Strengths:

- Good people - City staff
- Leadership - staff and elected officials
- City management
- Track record of meeting goals
- Communication
- Managing impacts of COVID and pandemic
- Partnerships with business and industry
- Local schools
- Desirable place to live, work and play
- Closeness of community
- Opportunities that are coming
- Industrial Park - attracting business investment
- Reputation for "Honoring our Word"

Weaknesses:

- Not getting sufficient recognition of quality of local schools
- Lack of funding
- Aging public infrastructure
- Not enough retail business (closures)
- Need more restaurants
- Broadband internet services
- Community does not understand
- Tax base - rate and valuation
- Perceptions
- Sewer system
- Utility rates
- Need capital improvement plan

Opportunities:

- Industrial Park - Cherry Glen
- Schools
- Public Safety
- Transportation
- Grants
- TCAT
- History (Museum, Black History - churches)
- Airport
- Railroad
- Utility Operations
- Columbia State
- Promoting community - "Good News" stories
- Tourism
- Poised for Growth

Threats:

- Perceptions
- COVID / Pandemic
- Social Media
- Insufficient Broadband and inability to expand services
- Workforce
- Natural disasters (flooding)
- Stormwater management
- Public infrastructure
- Growth
 - Being prepared
 - Planned growth
 - Balanced growth
 - Demand for services



City of Mount Pleasant, Tennessee 2021 Strategic Plan Work Session

The Present: Where are we?

Department Priorities



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City of Mount Pleasant, Tennessee
2021 Strategic Plan - Department Priorities

Department	Priority	Project Name	Project Type	Implementation Year	Useful Life	Total Project Capital Cost	Operating Budget Impact (Annualized)	Recurring or One-Time Budget Impact	Notes
IT									
	1	Replace Local Govt Server	Equipment (Small)	2022	6 Yrs	\$ 16,500		Recurring	Replace 2015 server and software for secure system
	1	Battery Backup (UPS)	Equipment (Small)	2022	5 Yrs	\$ 5,000		Recurring	Power source during outages
	2	Desktop computer replacement	Equipment (Small)	2022	4 Yrs	\$ 10,000		Recurring	Replace computers in Admin, Police and Fire
	3	Fiber Interconnection	Building/Facility	2024	25 Yrs	\$ 10,000		One-time	Fiber installation within City Hall and other bldgs
	3	Desktop computer replacement	Equipment (Small)	2022	4 Yrs	\$ 16,500		Recurring	Replace computers in DPW, Police, Water and Fire
	4	Desktop computer replacement	Equipment (Small)	2023	4 Yrs	\$ 10,500		Recurring	Replace computers in Finance, HR, and Police
	5	Desktop computer replacement	Equipment (Small)	2024	4 Yrs	\$ 10,500		Recurring	Replace computers in Admin, IT, DPW and Fire
		SUBTOTAL				\$ 79,000	\$ -		
Finance & Admin									
	1	Replace windows in City Hall	Building/Facility	2022	30 Yrs	\$ 15,000		One-time	Replace windows in City Hall; upgrade clerk windows
	2	Courtroom Upgrades	Building/Facility	2023	30 Yrs	\$ 32,000	\$ 3,000	One-time	Replace paneling, sheetrock, replace flooring/ceiling, furnishings (\$3K)
		SUBTOTAL				\$ 47,000	\$ 3,000		
Fire									
	1	SAFER Hiring Grant	Program	2025	3 yr grant	\$ -	\$ 180,000	Recurring	1-3 Yrs - 100% Grant funded (\$540K); 4th yr - 100% City funded
	2	Safety Equipment	Equipment (Small)	2017	10 Yrs	\$ 65,000		Recurring	\$6,500 annually in operating budget for equipment replacement
	3	Extraction Equipment	Equipment (Small)	2022	10 Yrs	\$ 3,500		One-Time	Tips and cutter blades
	4	Gas Monitor	Equipment (Small)	2022	5 Yrs	\$ 2,000		One-Time	Monitoring equipment for hazardous atmospheres
	5	Fire Hose and Appliances	Equipment (Small)	2022	20 Yrs	\$ 43,000		Recurring	\$8,600 annually in operating budget for 5 years for 1,000 ft of 3-inch hose and adaptors
	6	Hydrant Installation Program	Program	2020	Ongoing	\$ 150,000		Recurring	Cost split 50/50 with Water Department; \$15K annually for 10 yr period
	7	Fire Alarm System (City Hall)	Building/Facility	2022	20 Yrs	\$ 12,000		One-Time	Fire alarm/pull stations for City Hall
	8	Staff Vehicle	Equipment (Large)	2023	10 Yrs	\$ 40,000		One-Time	10-yr replacement of existing vehicle (2013)
	9	Staff Vehicle	Equipment (Large)	2024	10 Yrs	\$ 40,000		One-Time	10-yr replacement of existing vehicle (2012)
	10	SCBA	Equipment (Small)	2027	10 Yrs	\$ 125,000		One-Time	Replace airpaks per NFPA 1582 standards
	11	Staff Vehicle	Equipment (Large)	2030	10 Yrs	\$ 50,000		One-Time	10-yr replacement of existing codes truck
	12	Staff Vehicle	Equipment (Large)	2030	10 Yrs	\$ 50,000		One-Time	10-yr replacement of codes truck/fire (#3)
	13	Engine 1	Equipment (Large)	2032	20 Yrs	\$ 500,000		One-Time	20-yr replacement of fire truck per NFPA
	14	Permit Technician	Program	2025			\$ 65,000	Recurring	Hire codes permit technician
		SUBTOTAL				\$ 1,080,500	\$ 245,000		
Police									
	1	Police Office Security Upgrades	Building/Facility	2022	25 Yrs	\$ 5,000		One-time	Facility security upgrades as part of accreditation
	1	Dispatch Computer Upgrade/Replace	Equipment (Small)	2022	5 Yrs	\$ 5,000		Recurring	Purchase computer tower and related equipment
	2	Lieutenant/Detective Position	Program	2022			\$ 43,000	Recurring	Hire one Patrol officer and promotion in criminal investigations
	2	Police Office Enhancements	Building/Facility	2022	10 Yrs	\$ 6,500		One-time	Flooring replacement and other related repairs
	2	Dispatch Facility Upgrade	Building/Facility	2023	10 Yrs	\$ 5,000		One-time	Flooring replacement and other related repairs
	4	Basic Crime Scene Response Kits	Equipment (Small)	2022	3 Yrs	\$ 2,500		Recurring	Purchase crime scene response kits for patrol
	5	Vehicle equipment replacement	Equipment (Large)	Ongoing	5 Year		\$ 40,000	Recurring	Continuing program since 2015-16; current 7 leased vehicles; transition to purchase (\$320K)
	6	Evidence Clerk (New Position)	Program	2023			\$ 53,000	Recurring	Hire Evidence Clerk to process/manage evidence
		SUBTOTAL				\$ 24,000	\$ 136,000		



Department	Priority	Project Name	Project Type	Implementation Year	Useful Life	Total Project Capital Cost	Operating Budget Impact (Annualized)	Recurring or One-Time Budget Impact	Notes
Parks & Recreation									
	1	Program Coordinator	Program	2023			\$ 45,000	Recurring	Hire full time Program Coordinator to assist programs
	2	Parks and Recreation Maintenance	Program	2024			\$ 39,000	Recurring	Hire full time Maintenance Worker for parks/facilities
	3	Maintenance Equipment	Equipment (Small)	2022	5 Yrs	\$ 5,000		One-time	Purchase maintenance equipment for 45ac of parks
	4	Parking Pads	Building/Facility	2024-2031	30 Yrs	\$ 180,000		One-time	Phased parking pad construction (1 lot every 2 yrs)
	5	Restrooms - Arrow Mines/Hay Long Wall	Building/Facility	2025-2027	30 Yrs	\$ 50,000		One-time	Build restrooms at Arrow Mines (2025) and Hay Long Wall (2027)
	6	Playground equipment - Multiple Parks	Building/Facility	2023-2025	20 Yrs	\$ 120,000		One-time	Playgrounds for Gardenia, Haylong/Wall and Arrowmines (\$40K ea)
	7	Basketball Court - Gardenia Park	Building/Facility	2024	25 Yrs	\$ 20,000		One-time	Build basketball court at Gardenia Park
	8	Pavillion - Gardenia Park	Building/Facility	2025	30 Yrs	\$ 25,000		One-time	Build ADA accessible pavillion at Gardenia Park
	9	Walking Trail - Hay Long/Wall Park	Building/Facility	2030	30 Yrs	\$ 50,000		One-time	Build walking trail around and through Hay Long/Wall Park
	10	Senior Program	Program	2024			\$ 25,000	Recurring	Provide relevant and accessible senior citizens program in cooperation with county services
	11	Health & Wellness Program	Program	2023			\$ 5,000	Recurring	Provide High- and Low-impact aerobic exercise programming
	12	Upgrade Parks & Recreation Vehicle	Equipment (Large)	2025	15 Yrs	\$ 40,000		One-time	Replace existing Parks & Recreation vehicle (2008)
	13	Replace/Upgrade Lighting at Comm Ctr	Building/Facility	2023	30 Yrs	\$ 10,000		One-time	Upgrade/replace community center lighting with LED fixtures
	14	Replace/Upgrade Comm Ctr Doors	Building/Facility	2024	25 Yrs	\$ 8,200		One-time	Replace/upgrade metal exterior doors at Community Center
		SUBTOTAL				\$ 508,200	\$ 114,000		
ADA Compliance									
	1	ADA Compliance	Building/Facility	2022	30 Yrs	\$ 15,000		One-time	Fire Alarm system install at City Hall that is ADA compliant
	2	ADA Compliance	Building/Facility	2022	30 Yrs	\$ 5,200		One-time	Front entrance doors to City Hall/Police Dept that are ADA compliant
	3	ADA Compliance	Building/Facility	2022	30 Yrs	\$ 25,000		One-time	Renovate restrooms at City Hall to be ADA compliant
		SUBTOTAL				\$ 45,200	\$ -		
Sanitation & Street									
	1	Building Improvement	Building/Facility	2022	25 Yrs	\$ 8,000	\$ 2,000	One-time	Replace/paint siding; interior flooring; painting; furnishings (\$2K)
	2	Vehicle Replacement	Equipment (Large)	2022	10 Yrs	\$ 32,000		One-time	Replace 2003 Ford Pickup Truck
	3	Fiat Bed Dump Truck	Equipment (Large)	2022	20 Yrs	\$ 70,000		One-time	Replace 1993 3/4 ton truck with Dump Bed Truck
	4	Vehicle Replacement	Equipment (Small)	2024	10 Yrs	\$ 40,000		One-time	Replace Department Head staff vehicle
	5	Commercial Lawn Mower	Equipment (Small)	2025	5 Yrs	\$ 24,000		One-time	Replace two (2) 2020 John Deer Commercial mower (\$12K/mower)
		SUBTOTAL				\$ 174,000	\$ 2,000		
Gas									
	1	Gas Line Extension	Utility	2022	50 Yrs	\$ 550,000		One-time	Extend high-pressure line from Tile Plant to Mt Pleasant Transfer
	1	Replace Mini-X Trailer	Equipment (Small)	2022	10 Yrs	\$ 10,000		One-time	Replace existing 15-yr old trailer
	1	Replace Mini-X	Equipment (Large)	2022	10 Yrs	\$ 37,000		One-time	Replace existing 15-yr old Mini-X (previously purchased used)
	1	Vehicle Replacement	Equipment (Large)	2023	10 Years	\$ 112,000		One-time	Replace existing utility trucks
	2	Large Dump Truck	Equipment (Large)	2023	10 Yrs	\$ 80,000	\$ 3,000	One-time	Purchase Dump Truck with min. 6-ton capacity
	3	Backhoe	Equipment (Large)	2025	10 Yrs	\$ 85,000		One-time	Replace Extendahoe 4 wheel drive
	5	Air Compressor	Equipment (Small)	2023	20 Yrs	\$ 30,000		One-time	Replace Compressor equipment including head and air lines
	6	Replace Boring Equipment	Equipment (Small)	2023	20 Yrs	\$ 30,000		One-time	Replace boring equipment including head and high pressure lines
		SUBTOTAL				\$ 934,000	\$ 3,000		



Department	Priority	Project Name	Project Type	Implementation Year	Useful Life	Total Project Capital Cost	Operating Budget Impact (Annualized)	Recurring or One-Time Budget Impact	Notes
Sewer									
	1	Purchase Vac Truck	Equipment (Large)	2022	15 Yrs	\$ 200,000	\$ 2,000	One-time	Purchase Vac-Truck w/ 1500 gallon tank w/ vacuum
	1	Manhole Rehab Program	Program	2022	40 Yrs		\$ 30,000	Recurring	Repair/Replace manholes to reduce Sewer I&I
	1	Vehicle Replacement	Equipment (Large)	2022	10 Years	\$ 112,000		One-time	Replace existing utility trucks
	2	Sewer Camera System	Equipment (Small)	2022	15 Yrs	\$ 10,000		One-time	Purchase camera system to identify problems in sewer system
	2	Sewer Camera Computer	Equipment (Small)	2022	5 Yrs	\$ 5,000	\$ 500	One-time	Purchase computer to support camera system
	3	Rehab/Replace Sewer Infrastructure	Program	2022	40 Yrs		\$ 400,000	Recurring	Rehab and Repair/Replace Sewer system
		SUBTOTAL				\$ 327,000	\$ 432,500		
Water									
	1	Spring Rehab Program	Utilities	2022	50 Yrs	\$ 600,000		One-time	Rehab all four springs including fencing
	1	Purchase Vac Truck	Equipment (Large)	2022	15 Yrs	\$ 200,000	\$ 2,000	One-time	Purchase Vac-Truck w/ 1500 gallon tank w/ vacuum
	1	Test Well	Utilities	2022	50 Yrs	\$ 35,000		One-time	Drill a test well at Carpenter Springs for additional water source
	1	Vehicle Replacement	Equipment (Large)	2022	10 Years	\$ 157,500		One-time	Replace existing utility trucks
	3	Second Feed to Cherry Glen	Utilities	2023	50 Yrs	\$ 200,000		One-time	Provide a second water line to this area
	4	Water Line Upgrade on Hwy 166	Utilities	2022	50 Yrs	\$ 400,000		One-time	Upgrade current 2-inch line to 6-inch or more for future growth
	5	Upgrade Sheep Neck Pump Station	Utilities	2024	50 Yrs	\$ 50,000		One-time	Upgrade pump station for Sheep Neck; existing at max capacity
	6	Hydrant Installation Program	Program	2020	Ongoing	\$ 150,000		Recurring	Cost split 50/50 with Fire Department; \$15K annually for 10 Year period
		SUBTOTAL				\$ 1,792,500	\$ 2,000		
		TOTAL				\$ 5,011,400	\$ 937,500		

16-Apr-21



Highlights of Department Priorities

- Departments identified priorities totaling \$5.01M in future potential capital expenditures over the 10-year planning period.
- Capital expenditures had a corresponding \$937.5K in recurring operating expenditures.
- During the initial three-year planning horizon, capital expenditures totaled approximately \$3.6M with over \$2.6M requested for consideration in FY2021-22.
- Utility infrastructure projects were the most significant capital expenditures along with the long-term purchase of fire apparatus.



City of Mount Pleasant, Tennessee
Strategic Plan Work Session
2021

The Future: Where are we going?



Goal Setting Criteria:

- √ Goals should relate to the mission as expressed in the mission statement.
- √ Goals can relate to the key issues you identified earlier in the SWOT analysis.
- √ Build on a strength.
- √ Minimize a weakness.
- √ Identify what to do with opportunities.
- √ Goals can be “dreams” too.
- √ Focus on what is to be accomplished, rather than how.
- √ Stretch and challenge the City, yet should be attainable.



SETTING GOALS

S	Specific	Precise, well-defined, clear
M	Measurable	Define how progress will be measured
A	Achievable	Attainable and not impossible to achieve
R	Realistic	Within reach, realistic and relevant to mission statement
T	Time-Based	Set a realistic and clearly defined end-date for prioritization



The following Goals were reaffirmed during the 2021 Strategic Plan Work Session:

1. Protect Health and Safety and ensure delivery of basic services.
2. Enhance City attractiveness and the quality of community life.
3. Maintain the fiscal integrity of the City.



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Setting Priorities:

During the 2021 Strategic Plan Work Session the City Commission identified the following priorities:

1. Completion of Sewer System Improvements
2. Reduce water loss in City's water distribution system
3. Completion of Downtown Revitalization Project
4. Development of Stormwater Management Program
5. Development of Pavement Management Program
6. Retail and Industrial Development - Recruitment and Retention



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Framework for Setting Objectives:

Objectives have been organized into six (6) functional areas to correlate with organizational structure, the city's annual fiscal budget, and the city's long-term capital improvement planning:

- Community Services
- Parks and Recreation
- Economic & Community Development
- Public Safety
- Finance & Administration
- Utilities



**CITY OF MOUNT PLEASANT, TENNESSEE
2021 Strategic Plan**

Finance and Administration

Responsibility (Finance & Administration unless otherwise noted)	Objectives	Target Date
	Support employee professional development (education, certificates)	Ongoing
	Prepare, adopt and administer a balanced annual fiscal budget	Ongoing
	Complete necessary IT equipment and software upgrades including cybersecurity measures to protect City systems	June 30, 2022
	Develop and complete city-wide fixed asset inventory control program	June 30, 2023
	Improve customer experience including billing procedures and communications for utility customers	June 30, 2023
	Design and construct building improvement projects at City Hall	June 30, 2025
	Develop and complete city-wide Equipment Replacement Program	June 30, 2022
	Complete ADA compliance improvements in all city facilities	June 30, 2025

Public Safety (Police and Fire)

Responsibility (Public Safety unless otherwise noted)	Objectives	Target Date
Fire Department	Complete construction of new Fire Station	June 30, 2022
Police Department	Develop and implement Police Department Reserve Program	June 30, 2022
Police Department	Complete Police Department Accreditation	June 30, 2024
Police Department	Expand and support Community-oriented Police programs to improve community outreach and public engagement	Ongoing
Police/Fire Departments	Improve City communication system (towers, frequencies, dispatch, etc.)	June 30, 2031
Police/Fire Departments	Upgrade first-responder equipment to meet local, state and national standards	Ongoing
Shared responsibility with Utilities	Develop, fund and implement city-wide fire hydrant maintenance program (10-year cycle)	Ongoing



Parks and Recreation		
Responsibility (Parks & Recreation unless otherwise noted)	Objectives	Target Date
	Hire Program Coordinator to expand program offerings	June 30, 2023
	Develop comprehensive parks maintenance program for all City parks and facilities (staffing, equipment, resource scheduling, etc.)	June 30, 2024
	Expand city-wide recreation programs including partnerships, youth programs, and transportation services to enhance access to programs	Ongoing
	Design, fund and construct park facility improvements:	
	Parking facility enhancements at City parks and facilities	June 30, 2030
	Basketball Courts (Gardenia Clarke)	June 30, 2025
	Playground facilities (All Parks)	June 30, 2025
	Restroom facilities (Arrow Mines and Hay Long/Wall)	June 30, 2027
	Walking Trails (Hay Long/Wall)	July 1, 2026
	Community Center	July 1, 2023

Utilities (Water, Sewer, Gas)		
Responsibility (Utilities unless otherwise noted)	Objectives	Target Date
	Complete upgrades to Streets and Sanitation Facility	June 30, 2022
	Design and Construct Water Loop at Industrial Park	June 30, 2023
	Locate new water source(s) to expand City water supply	June 30, 2023
	Complete Sheep Neck Lift Station	June 30, 2023
	Complete sewer plant upgrades	June 30, 2024
	Complete utility asset mapping in City GIS	June 30, 2024
	Complete decommissioning of Spray Fields	June 30, 2025
	Complete design and construction of 166-N Water Line Extension	June 30, 2025
	Construct High-Pressure Gas Line to support industry south of tile plant	June 30, 2026
	Complete rehabilitation of City water springs	June 30, 2027
	Invest sufficient capital resources to support I&I Program to reduce sewer inflow and infiltration in City sewer system	Ongoing
	Reduce water loss in water distribution system by 10% through leakage control and other water loss reduction strategies	Ongoing
Shared responsibility with Fire Department	Develop, fund and implement city-wide fire hydrant maintenance program (10-year cycle)	Ongoing



Community Services (Streets, Sanitation, Stormwater)		
Responsibility (Community Services unless otherwise noted)	Objectives	Target Date
	Complete city-wide automated solid waste collection	June 30, 2022
City Manager	Analyze and implement best practices for administration, organizational structure, function and management of future Public Works	June 30, 2022
	Develop a city-wide Stormwater Management Program	June 30, 2023
	Develop a city-wide Pavement Management Program	June 30, 2023
	Improve city-wide bulky waste collection program (communication, scheduling, resource allocation, etc.)	Ongoing
	Develop city-wide preventive maintenance plan for vehicles and equipment	Ongoing

Economic and Community Development		
Responsibility	Objectives	Target Date
City Manager	Identify and promote residential development opportunities	June 30, 2022
City Manager	Review and enhance/upgrade development regulations, policies and practices	June 30, 2022
City Manager	Attract and retain retail development	Ongoing
City Manager	Attract and retain industrial development	Ongoing
City Manager	Complete downtown revitalization project with minimal disruption to downtown businesses	June 30, 2023
City Manager	Develop and expand community partnerships including public schools	Ongoing
City Manager	Expand vocational training opportunities including municipal services	Ongoing
City Manager	Prepare and implement Downtown Parking Plan to be completed in conjunction with downtown revitalization project	June 30, 2023



Conclusions and Next Steps:

- The Strategic Plan provides a clear and formalized statement of direction for the City.
- The goals and objectives provide a measurable means for evaluating progress and attainment as well as accountability for completion by City departments and staff.
- The 2021 Strategic Plan should be adopted by the City Commission as part of the City's annual budget and capital improvement plan process.
- The Strategic Plan should be evaluated on an annual basis as part of the annual budget and capital improvement plan process.
- At the end of three years, the City Commission should undertake an overall update to the Strategic Plan to review the City's mission statement, core goals, and objectives to ensure alignment with the desired direction for the City.



Thank You!



Mission Statement

In partnership with the community, the City of Mount Pleasant will deliver essential services to make our city a great place to live, work and play.



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