

TOWN OF PERRYVILLE

Strategic Planning Retreat

February 27, 2016

Meeting Summary and Draft Goals

Overview

The Town of Perryville Mayor and Commissioners and management staff met on February 27, 2016, to develop strategic goals to guide the town's work for the next two years. Outcomes for the retreat were:

- A strategic view/perspective on Perryville's future
- Agreed-upon goals to move toward that future
- One-year action steps to make progress on the goals
- Shared commitment to/enthusiasm about carrying out the work plan

The meeting was built, in part, around the book *Good to Great and the Social Sectors* by Jim Collins which was used to guide the group's thinking on how it wanted to shape Perryville's future. The agenda for the meeting and list of retreat participants are included as *Attachments 1 and 2*.

This report summarizes outcomes from the retreat divided into two parts:

- Part I summarizes themes and ideas from the general group discussions about Perryville's strengths, threats, and future
- Part II summarizes the agreed-upon goals and outcomes. Actions/tactics are provided from some of the goals based on the discussion with consultant input.

Part I: Themes and Ideas from General Group Discussion

The group identified the following passions, strengths, threats, and proudest achievements:

Passions

- Providing quality service to the people of Perryville
- Instilling a sense of community pride among residents
- Creating an environment where families thrive
- Rebuilding the old downtown to provide a gathering place for residents including building a new town hall/community center
- Attracting more community businesses to enhance the town's economy including but not limited to a movie theater
- Ensuring the safety and security of people in our town
 - Provide good infrastructure (good water, good sidewalks etc...)
- Providing parks for community enjoyment
- Retaining and attracting great town employees to deliver quality services over time

Strengths

- Transportation assets/infrastructure including transit, train station, waterways, highways
- The Town's willingness to invest in itself

- Ability to deliver quality services while maintaining low taxes and low water/sewer rates
- Parks/waterfront/natural environment for great living
- Committed Town staff who are customer service oriented
- IKEA warehouse and Hollywood Casino – Perryville which provide economic benefits
- A safe community
- A strong, well-staffed police department
- All three levels of schools and a great library within town boundaries
- Good medical facilities nearby
- Relatively new water and sewer plants
- Diverse faith community/variety of churches within the Town

Threats

- Location of Route 40 which splits the town
- Potential negative impact of business growth on neighborhoods
- Competition from other towns for business and economic growth
- Tolls on the only two roads from Baltimore into Perryville which is an impediment to business growth
- Need for investment in state highways to support business/economic growth in Perryville
- What would happen if IKEA and the Casino go away?

Proudest Achievements

- Getting Lower Ferry Park improvements under construction
- Updating the town website and Facebook presence to improve community communications
- Refilling key positions with competent people quickly to maintain high-quality services despite turnover
- Making progress toward construction of a new police department
- Being designated as a Sustainable Community and a Maryland Main Street community
- Awarding a major contract for road/street improvements
- Opening a new playground at the Perryville Community Park

Perryville Today/In the Future

Participants used the following words/phrases to describe Perryville today and 10 years from now:

<u>Today</u>	<u>10 Years from Today</u>
Great possibilities	A place to live and thrive
A bit run down	Quaint
Emerging	Vibrant
Great small community	Struggling to remain a small community
Progressing	Established
Outdoorsy	Thriving
A livable community	Enduring community
Promising but unfinished	Promise fulfilled
Progress through hard work	Potential
Ever changing	Viable
Up and coming	Great
Small town	Thriving

These ideas may provide a useful framework for continued strategic thinking and discussion about actions to make Perryville a great place to live, work, and do business.

Part II: Draft Goals and Outcomes

Goal 1: Increase business

Outcomes

- One new business downtown
- One new business north of Route 40
- All current businesses retained

Actions to achieve the outcomes

1. Focus on filling vacant store fronts
2. Explore business development opportunities in the Casino area
3. Focus on Woodlands development
4. Provide infrastructure improvements to support new businesses
5. Develop Perryville business marketing plan

Goal 2: Invest in downtown revitalization

Outcomes

- Rodgers Tavern [Museum], Lower Ferry Park, new Police Department, and Elm Street Streetscape projects completed
- Measureable progress on Municipal Complex and Otsego Street reconstruction projects

Actions to achieve the outcomes – more are To Be Determined (TBD)

1. Provide infrastructure improvements to support completion of four projects
- 2.
- 3.
- 4.
- 5.

Goal 3: Invest in town infrastructure

Outcomes

- All sidewalk hazards eliminated
- Belt press installed and in use in the wastewater treatment plant
- A completed plan for installing streetlights where needed
- 50 percent reduction of inflow and infiltration

Actions to achieve outcomes - TBD

- 1.
- 2.
- 3.

Goal 4: Cultivate a strong sense of community and increase citizen involvement

Outcomes

- A 50 percent Increase in Board member applications
- A 100 percent increase in the number of residents on the community activity committee
- One new community event to reach a new/different community audience

Actions to achieve the outcomes

1. Explore developing a Perryville branding plan to build community identity
2. Consider periodic community meetings to engage citizens in new ways
3. Implement quarterly online community newsletter
4. Design/carry out new community event

Goal 5: Maintain and enhance public safety

Outcomes

- Reduced crime reflected in police department statistics
- Updated emergency plan in place
- Additional fire department volunteers
- One vacant building demolished

Actions to achieve the outcomes - TBD

- 1.
- 2.
- 3.
- 4.
- 5.

Goal 6: Maintain a strong human and financial infrastructure to carry out the goals and continue to provide quality services

Outcomes

- Stable, committed, competent town staff
- Increased staff involvement in professional organizations
- Updated personnel manual
- Continued attention to fiscal viability

Actions to achieve the outcomes

1. Provide funds to support staff involvement in professional organizations
2. Explore holding periodic well designed staff/Board meetings to increase awareness of and staff engagement in the strategic plan
3. Explore pay for performance as an incentive for employees
4. Set up finance procedures for projects including grants

Next Steps

Next steps to complete development of the strategic plan are:

- Review/refine the draft goals and outcomes
- Develop actions/tactics to make progress on the goals and achieve the identified outcomes over the next two years
- Develop an implementation plan to ensure continued attention to and regular updating on the plan

Town of Perryville
Strategic Planning Retreat
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Working Agenda
All times are approximate

9:30 a.m. - 9:40 a.m.	Welcome Mayor James Eberhardt
9:40 a.m. - 10:00 a.m.	Meeting and Process Overview <ul style="list-style-type: none">• Session outcomes• Process guidelines/facilitator's role• Agenda review
10:00 a.m. - 11:15 a.m.	Thinking Strategically <ul style="list-style-type: none">• About strategic planning• <i>Good to Great</i> as a strategic planning tool• Pre-session survey feedback• Strengths, threats, aspirations• Lessons/actions for Perryville
11:15 a.m. - 12:15 pm.	Developing Strategic Goals <ul style="list-style-type: none">• Biggest challenges facing Perryville• Review of current goals• Brainstorming on goals to move the community forward• Summary and agreements
12:15 p.m. - 1:00 p.m.	<i>Lunch</i>
1:00 p.m. - 1:10 p.m.	Morning Recap/Goal Summary
1:10 p.m. - 2:30 p.m.	Developing the 2016 Work Plan <ul style="list-style-type: none">• Group discussion• Action agreements
2:30 p.m. - 3:00 p.m.	Implementation Strategy/Next Steps <ul style="list-style-type: none">• Staying focused on the plan• Review of remaining issues• Closing remarks
3:00 p.m.	Adjourn

Retreat Participants

Elected Officials

Mayor James L. Eberhardt
Commissioner Alan Fox
Commissioner Michelle Linkey
Commissioner Ray Ryan

Staff

Aaron Ashford, DPW Superintendent
Denise Breder, Town Administrator
Harvey Cage, Parks Maintenance Supervisor
Rachel Deaner, Finance Director
Cathy McCardell, Assistance Town Administrator
Allen Miller, Chief of Police
Ralph Ryan, Engineer
Mary Ann Skilling, Planning Director
George Smith, Water and Wastewater Superintendent
Amy Yackanech, Administrative Supervisor