

**TOWN OF PERRYVILLE**  
**Strategic Planning Update Retreat**  
**February 17, 2018**

**Mayor Eberhardt called the meeting to order at 9:00 a.m.**

**Meeting Summary and Draft Strategic Plan**

**Overview**

The Town of Perryville Mayor, Commissioners, and management staff met on February 17, 2018, to develop strategic goals to guide the town's work over the next two years. Outcomes for the retreat were:

- Updated goals to guide the town's work over the next two years
- Action steps to make progress on the goals
- An agreed-upon implementation strategy
- Commitment to work together to carry out the action plan
- Open lines of communication to support continued dialogue

This report highlights themes from the general group discussion. The draft strategic plan is attached to the report beginning on page 3.

**Perryville Today/In the Future**

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

<b><u>Today</u></b>	<b><u>10 Years from Today</u></b>
Quiet and peaceful	Growing
Safe	Quaint
Friendly	Thriving
Small	Booming
Mayberry	Building
Moving	Investing in self
Community-driven	Still small-town appeal
Bedroom community	

**Proudest Achievements over the Past Two Years**

- Completion of the new police department
- Completion of Lower Ferry Park improvements
- A new playground at the community park
- Improved operations in water and wastewater plants
- Overcoming obstacles to make significant progress on the strategic plan
- Improved communication channels with the public
- Maintaining the town's good reputation

- ENR compliance
- Infrastructure improvements

### **Implementation Agreements**

The group identified the following strategies to ensure sustained attention to the plan:

- Assign commissioners to serve as liaisons to town staff on each of the goals
- Provide quarterly reports on strategic plan progress at the town meeting
- Organize the staff report to the Mayor and Commissioners around the strategic goals to provide regular progress updates that the Mayor and Commissioners can use when meeting with town residents.
- Introduce the strategic plan to the residents at a special “State of the Town” meeting in March
- Consider creating poster boards and small cards with the goals and outcomes to keep the plan in front of staff and the public
- Communicate about the plan regularly

### **Next Steps**

It is recommended that the Mayor and Commissioners review the draft plan with the Town Administrator and senior staff and make any adjustments needed to ensure that the plan reflects desired directions over the next two years. When the plan is ready, a formal vote at a Board meeting is suggested to launch its implementation.

**TOWN OF PERRYVILLE**  
**2018-2020 Strategic Plan**

**Goal 1: Increase business**

**Overall Focus**

Pursue a proactive strategy to attract new businesses that will bring more people to town, fill empty store fronts, overcome obstacles to development, and provide a strong foundation for a growing and thriving Perryville.

**Outcomes**

- One new business downtown
- Two new businesses north of Route 40
- All current businesses retained
- Action plan on incentives for business development completed
- At least one new incentive implemented to support progress on business development

**Actions to achieve the outcomes**

1. Work with owners of vacant store fronts to develop plans and strategies for filling those buildings
2. Convene local business owners at least quarterly to create connections among business owners and with town leaders and to get input on how to ensure that Perryville is business friendly
3. Work with the Cecil County Chamber of Commerce and Perryville businesses to explore creation of a Perryville chamber of commerce
4. Identify and document obstacles to business development and begin to eliminate those obstacles
5. Explore incentives to jump-start business development in Perryville and identify the most promising and feasible options
6. Develop a new marketing/branding strategy to create a broader identity for Perryville in the region
7. Review and update the existing town video by adding narration by Mayor Eberhard and explore how this video can support marketing/branding efforts related to business development (Goal 1), residential development (Goal 2), and community identity (Goal 4)
8. Institute a recognition program for current businesses to thank them for their contributions to Perryville
9. Provide infrastructure improvements to support new businesses as needed, feasible, and affordable

**Goal 2: Increase residential development**

**Overall Focus**

Begin to grow Perryville's population to ensure a vibrant and thriving community while maintaining the quaint small-town feel.

### **Outcomes**

- One new residential development started from among plans already on the books
- At least one infill lot project started
- Action plan on incentives for residential development completed
- At least one new incentive implemented to support progress on residential development

### **Actions to achieve the outcomes**

1. Attend Builder Mart 2018 in Timonium in March to make contacts, build interest in Perryville, and gather information on incentives
2. Explore incentives to jump-start residential development in Perryville and identify the most promising and feasible options
3. Identify infrastructure improvements that would provide access to vacant lots to support new development and assess action options
4. Develop a marketing/branding strategy to support residential development including exploring how the updated town video (Goal 1) can be used to market Perryville to residential developers

## **Goal 3: Invest in town infrastructure**

### **Overall Focus**

Ensure sustained attention to maintaining and upgrading the town's infrastructure to meet resident's needs in a cost-effective way, provide a safe environment, and attract and support business and residential development

### **Outcomes**

- Continued progress on eliminating all sidewalk hazards
- Completed smart meter installation plan
- Action initiated on replacing aging underground infrastructure
- Progress on water-service priorities
- Plans in place for future use of current town hall building and development of Ice House Park

### **Actions to achieve the outcomes**

1. Continue to maintain sidewalks, curbs, and roadways (including trip-hazard removal)
2. Explore feasibility and financing of smart meters for the town
3. Review, update, and expand the existing plan to replace aging underground infrastructure focusing on water, sewer, and stormwater
4. Actively pursue grant funding to support replacement of aging underground infrastructure
5. Initiate action on the underground infrastructure plan based on age, condition of infrastructure, and available funding
6. Identify a funding source to provide water to Station 16 and establish an agreement for maintenance

7. Work with the VA to create a plan for a permanent interconnection of water with the VA Hospital
8. Develop a plan for use of the current town hall when the new municipal complex is completed
9. Explore use of solar energy in public buildings
10. Establish a plan for development of Ice House Park

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

**Overall Focus**

Broaden resident connections to the community and the town government to strengthen Perryville’s identity and reputation as a great place to live and to create meaningful opportunities for resident involvement

**Outcomes**

- Increased attendance at monthly town meetings
- More effective use of social media to connect residents and their government
- A more focused community activity committee built around specific programs/events
- At least one new community event/meeting to engage residents

**Actions to achieve the outcomes**

1. Hold a “state of the town” community meeting to report on accomplishments over the past two years and introduce the new strategic plan goals
2. Invite people to serve on a new community activity committee with a specific project focus
3. Provide options/activities for children during community meetings so that child care isn’t an obstacle to participation
4. Revive the Community Voice Survey on the website beginning with asking the three community values questions
5. Develop information resources/materials for the Mayor to use when meeting with elementary school children
6. Explore how to use the updated town video (see Goal 1) to support creating a strong sense of community
7. Leverage required public meetings for stormwater permitting to engage residents on this specific issue while also sharing information on the strategic plan/other community priorities and activities
8. Regularly put information/flyers about community events and activities at the Perryville Branch Library

**Goal 5: Maintain and enhance public safety**

**Overall Focus**

Ensure that Perryville continues to be a safe place to live, work, attend school, and do business and that the town is well prepared to respond to emerging public safety issues

## **Outcomes**

- Reduced speeding throughout the town
- Sustained police-community communications
- An enhanced police-school partnership to ensure safety of students in all Perryville schools
- At least one vacant building demolished
- Increased awareness of water safety

## **Actions to achieve the outcomes**

1. Continue to implement and update the community policing plan
2. Explore local strategies and implement appropriate actions to deal with the opioid crisis as it affects Perryville
3. Implement strategic actions to reduce speeding including improved signage, increased patrols in speed zones, and use of two radar units in speed zones
4. Approach the state about reducing speed limits on roads where schools are located
5. Conduct a community-wide water safety and swimming program
6. Reach out to administrators in Perryville schools to identify joint actions to enhance student safety, prevent incidents, and ensure local preparedness to respond to school emergencies
7. Continue skill training for police personnel to respond to public safety emergencies
8. Seek alternative funding sources to continue to support the Police Department Outreach Program including creating a non-profit entity to maximize grant opportunities

## **Goal 6: Maintain a strong human and financial infrastructure**

### **Overall Focus**

Continue to focus on recruitment and retention of competent staff and on responsible financial management to carry out the strategic goals and provide high-quality municipal services.

## **Outcomes**

- Stable, committed, competent town staff
- Increased staff involvement in professional organizations
- Sustained investment in staff training and education
- A consistently up-to-date personnel manual
- Continued attention to fiscal stability with particular focus on new sources of revenue
- An increase in the percentage of water and sewer bills paid on time

## **Actions to achieve the outcomes**

1. Revisit the recommendations of the salary study and its impact on staffing and on the budget
2. Continue to identify and publicize non-financial benefits of working in Perryville to strengthen the town's recruitment and retention efforts
3. Continue to establish finance procedures for all revenue and spending activities
4. Explore establishment of non-profit structures to provide access to new sources of revenue for specific programs
5. Explore the financial benefits of using cash-back credit cards to make municipal purchases

6. Initiate a mid-year budget review session with the Mayor and Commissioners
7. Assess fees and processes related to late payment of water and sewer bills including increasing the late fee and the shut-off fee and looking into the feasibility of sending a copy of the bill to renters to increase on-time payments

Commissioner Ashby made a motion to adjourn into Closed Session at 2:22 p.m. according to General Provisions Article §3-305(b)(1) To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or any other personnel matter that affects one or more specific individuals. Commissioner Reich seconded the motion. All were in favor and motion carried.

The Board returned to open session at 2:32 p.m. Commissioner Ashby made a motion to adjourn the meeting. Commissioner Reich seconded the motion. All were in favor and motion carried.