

# THE VILLAGE OF PERRY, OHIO

## STRATEGIC PLAN

### 2016-2020

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# ***Introduction***

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We respectfully present the Strategic Plan for the Village of Perry, Ohio for the years 2016 through 2020, with a firm commitment to its goals and objectives.

The Village of Perry has taken the time to engage in a formalized strategic planning and goal setting process that will aid in decision-making. Strategic planning is a proactive approach to guiding the Village's future rather than making decisions issue by issue or by crisis management. The process that was conducted with Village officials, staff, community residents, and a business owner provided a setting to methodically and strategically determine a vision and path for the Village of Perry

This plan identifies our mission, vision, guiding principles, goals, and objectives for the Village of Perry for the benefit of its residents, staff, businesses, and community partners.

Our belief statement in preparing this strategic plan was to be committed to the safety of our citizens. We will incorporate a balance of country living and modern conveniences while maintaining the small town charm. We will be accountable to one another, transparent, and respectful as we strive to accomplish these goals.

## ***Strategic Planning Participants***

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The strategic plan was developed with the hard work and dedication of many individuals. The Strategic Planning Committee included Village of Perry Council Members, staff, residents and a business owner.

### *Council Members*

Phil Cassella  
Jim Gessic  
Mike Glover  
Josh Lagania  
Becky Shimko

### *Village Mayor*

Vicky Stevens

### *Fiscal Officer*

Joanne Clapp

### *Acting Chief of Police*

Mike Collins

### *Street Commissioner/Road Supervisor*

Charlie Mace

### *Business Owner*

Jeff Jenkins – Fidanza Performance

### *Residents*

Lee Glover  
Jean Schonauer

## ***Mission Statement***

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Our mission is to provide residents and the business community with quality municipal services in an efficient, courteous manner to enhance the quality of life, without losing the small town charm, through planning and visionary leadership.

## ***Vision Statement***

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The Village of Perry will be the most vibrant, welcoming, small-sized community in Northeast Ohio.

## ***Strategic Planning Process***

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The Strategic Plan is Council's leadership document for the Village. The purpose of the Strategic Plan is to provide overall direction and set strategic priorities to focus the Village's limited resources to best support the achievements of a community, and the provision of services, desired by the citizens of The Village of Perry. The Strategic Plan articulates the purpose of the Village (Mission Statement), is used to guide all actions and decisions, sets out the longer-term direction of the Village (Vision Statement), and identifies and prioritizes a limited number of strategic objectives and supporting measurements/indicators. The strategic goals and objectives are the core of the Strategic Plan as they identify the areas of Village operations to be the most important to focus on, in order to move the Village towards achievement of its longer-term Vision.

The Strategic Planning Committee met monthly, over a six month period of time, to develop the Village Strategic Plan. The process was designed to answer four key questions: (1) Where are we now? (2) Where are we going? (3) How will we get there? (4) What will we do?

The first step taken in the process was an assessment of the environment within which the Village operates. This was done by completing a SWOT (Strength, Weaknesses, Opportunities, Threats) analysis to examine the Villages internal strengths and weaknesses as well as external opportunities and threats. The Strategic Planning Committee utilized a variety of sources to gather information in the SWOT analysis. Information included the Village of Perry 2005 Comprehensive Plan, Economic Development Reports, staff and community surveys, community partner surveys, U.S. Census Data, Ohio Municipal League Data and Engineers Reports.

The second step in the Strategic Planning process was to determine the Village's strategic priorities. These included Governance and Municipal Services, Financial Sustainability, Economic Development, Community Enrichment, Infrastructure Maintenance, and Workforce Development. Strategic Goals and Objectives were then developed for all six priority categories.

The third step in the process was to develop measurements/indicators which act as the actions to be taken to answer the questions "how will we get there?" and "what will we do?" The final step in the process is to identify initial time frames in which to complete each measurement/indicator

## GOVERNANCE AND MUNICIPAL SERVICES

STRATEGIC GOAL	OBJECTIVES	MEASUREMENTS/INDICATORS	INITIATION DATE
<p>The Village will maintain a high level of municipal services providing for the preservation of peace and the health, safety, and welfare of the public</p>	<p>1. Develop a knowledgeable and involved management team</p>	<ul style="list-style-type: none"> <li>a. Establish a Governance Committee</li> <li>b. Develop and implement Village Council rules and regulations</li> <li>c. Identify opportunities for training and seminars for all management team members</li> <li>d. Develop effective sub committees</li> </ul>	<p>April, 2016</p>
	<p>2. Ensure that the Operational Policies and Procedures are current, comprehensive and effective</p>	<ul style="list-style-type: none"> <li>a. The management team will review and update all operational policies and procedures on a regular basis</li> <li>b. Ensure that there is employee involvement</li> </ul>	<p>June, 2016</p>
	<p>3. The Police Department will effectively provide for the peace, safety, health and welfare of the public</p>	<ul style="list-style-type: none"> <li>a. Evaluate and determine the necessary staffing levels required to accomplish the goals of the Police Dept.</li> <li>b. Ensure that all personnel have successfully completed all trainings and certifications</li> <li>c. Develop a community policing program including wellness checks, business checks, neighborhood checks, and resident and community education</li> <li>d. Ensure that our emergency response systems are effective and that our response times meet or exceed recommended response times</li> <li>e. Maintain effective and efficient K-9 and SRO services</li> <li>f. Provide quality equipment and supplies necessary for the Police Department to perform their job duties safely and effectively (i.e. vests, weapons, ammunition, vehicles, etc.)</li> </ul>	<p>January, 2017</p>

# GOVERNANCE AND MUNICIPAL SERVICES

STRATEGIC GOAL	OBJECTIVES	MEASUREMENTS/INDICATORS	INITIATION DATE
<p>The Village will maintain a high level of municipal services providing for the preservation of peace and the health, safety, and welfare of the public</p>	<p>4. The Road Department will effectively provide for the safety and welfare of the public</p>	<ul style="list-style-type: none"> <li>a. Evaluate and determine the necessary staffing levels required to accomplish the goals of the Road Dept.</li> <li>b. Ensure that all personnel have successfully completed all trainings and certifications</li> <li>c. Ensure that our emergency response systems are effective and that our response times meet or exceed recommended response times</li> <li>d. Maintain an effective system for coordination of services with the Police Department</li> <li>e. Provide quality equipment and supplies necessary for the Road Department to perform their job duties safely and effectively</li> </ul>	<p>July, 2017</p>
	<p>5. Provide highly effective support services to the Village of Perry</p>	<ul style="list-style-type: none"> <li>a. Provide the necessary qualified staff required to meet the needs of the Mayor’s Court, Zoning and Planning</li> <li>b. Continue to work closely and effectively with the Joint Fire District, Joint Recreation Board, JEDD, Income Tax Board and the Lake County Health District</li> </ul>	<p>January, 2017</p>
	<p>6. Enhance resident and community communications</p>	<ul style="list-style-type: none"> <li>a. Create a Communications Committee to develop a comprehensive communications program for the Village of Perry</li> <li>b. Develop a maintainable website that provides the residents and community with current and accurate information</li> <li>c. Explore other social media opportunities for reaching the resident and community (i.e. Facebook, Twitter, etc.)</li> <li>d. Develop a “Welcome to The Village of Perry” packet to be distributed to all new residents and businesses</li> <li>e. Develop a newsletter, bulletin boards and signage to provide the resident and community with current and accurate information</li> </ul>	<p>June, 2016</p>

## FINANCIAL SUSTAINABILITY

STRATEGIC GOAL	OBJECTIVES	MEASUREMENTS/INDICATORS	INITIATION DATE
<p>The Village will maintain responsible fiscal policies that ensure a healthy balance between resources and needs</p>	<p>1. Ensure that the Village of Perry is positioned to be financially stable over a long period of time</p>	<ul style="list-style-type: none"> <li>a. Develop a revenue and expenditure forecast for the next five years</li> <li>b. Maintain historical financial data to be used in the development of future five year financial plans</li> <li>c. Develop an equipment replacement schedule for each department</li> <li>d. Develop reserve account projections for capital projects and capital equipment</li> </ul>	<p style="text-align: center;">September, 2016</p>
	<p>2. Ensure that the Village of Perry has the necessary systems in place to safeguard all financial assets</p>	<ul style="list-style-type: none"> <li>a. Maintain a Finance Committee that is qualified and focused on the financial health of the Village</li> <li>b. Develop comprehensive financial policies and procedures</li> <li>c. Ensure that there are checks and balances in place for every aspect of the financial systems including separation of duties among financial and management personnel</li> <li>d. Publish financial data to promote financial transparency</li> <li>e. The Village will join the State Treasurer’s Office online checkbook program</li> </ul>	<p style="text-align: center;">April, 2016</p>
	<p>3. Work toward annual increases in revenue</p>	<ul style="list-style-type: none"> <li>a. Develop new funding streams through grants, economic development, property development and loans, and donations</li> <li>b. Evaluate current funding streams (i.e. permit fees, court fees) to determine if they need to be increased</li> <li>c. Monitor the tax collection process provided by RITA to ensure that all possible efforts are made to collect due to the Village of Perry</li> </ul>	<p style="text-align: center;">September. 2017</p>

**FINANCIAL SUSTAINABILITY**

<b>STRATEGIC GOAL</b>	<b>OBJECTIVES</b>	<b>MEASUREMENTS/INDICATORS</b>	<b>INITIATION DATE</b>
<p>The Village will maintain responsible fiscal policies that ensure a healthy balance between resources and needs</p>	<p>4. Make every effort to contain costs</p>	<ul style="list-style-type: none"><li>a. Evaluate the potential for shared purchasing of services and supplies with other community members</li><li>b. Evaluate the potential for employee benefits to be provided at a reduced cost through a consortium</li><li>c. Complete an employee benefits cost analysis</li><li>d. Complete and employee wage analysis to determine if wages are competitive with the current market</li></ul>	<p>August, 2016</p>

## ECONOMIC DEVELOPMENT

STRATEGIC GOAL	OBJECTIVES	MEASUREMENTS/INDICATORS	INITIATION DATE
<p>The Village will undertake strategic property development and re-development, considering the needs of current businesses while working to attract new businesses</p>	<p>1. Develop a comprehensive economic development plan</p>	<ul style="list-style-type: none"> <li>a. Create an Economic Development Committee to explore the role of the PEDC</li> <li>b. Identify Village objectives for future housing, business, and industrial development</li> <li>c. Identify and inventory areas/properties that can be developed</li> <li>d. Expand upon current PEDC involvement or seek out new Economic Development Facilitators</li> </ul>	<p>March, 2017</p>
	<p>2. Promote the Village of Perry as a business center</p>	<ul style="list-style-type: none"> <li>a. Identify specific types of business development through community surveys</li> <li>b. Create a data base with current business contact information</li> <li>c. Sponsor business roundtables with current business owners</li> <li>d. Develop promotional materials</li> </ul>	<p>December, 2016</p>
	<p>3. Encourage current and future businesses to be successful as a result of their relationship with the Village of Perry</p>	<ul style="list-style-type: none"> <li>a. Develop a positive working relationship with each business</li> <li>b. Develop a positive relationship with the Port Authority</li> <li>c. Identify other funding opportunities for start-up businesses</li> <li>d. Evaluate the potential benefits to current and future businesses (i.e. proximity to Village services, tax abatements, etc.)</li> </ul>	<p>March, 2017</p>

## COMMUNITY ENRICHMENT

STRATEGIC GOAL	OBJECTIVES	MEASUREMENTS/INDICATORS	INITIATION DATE
<p>The Village will become a desirable destination for entertainment, arts, and culture</p>	<p>1. Provide and/or sponsor opportunities for diverse community activities and events</p>	<ul style="list-style-type: none"> <li>a. Establish a Community Enrichment Committee</li> <li>b. Prepare and distribute community surveys to determine community preferences</li> <li>c. Determine both available and future facilities needs</li> <li>d. Develop a volunteer pool</li> <li>e. Work collaboratively with the Joint Recreation Board</li> <li>f. Determine financial, materials, and supplies needs</li> </ul>	<p>January, 2017</p>
	<p>2. Provide community enrichment opportunities through development of co-operative relationships with current and future businesses</p>	<ul style="list-style-type: none"> <li>a. Establish an Economic Development Committee</li> <li>b. Connect with local food and entertainment businesses</li> <li>c. Co-ordinate activities and events with community partners</li> </ul>	<p>April, 2017</p>
	<p>3. Effectively promote all community activities and events</p>	<ul style="list-style-type: none"> <li>a. Develop comprehensive advertising campaigns including social media</li> <li>b. Develop a calendar of events</li> <li>c. Develop a volunteer pool</li> <li>d. Identify funding streams and potential donors</li> </ul>	<p>July, 2016</p>

## INFRASTRUCTURE MAINTENANCE

STRATEGIC GOAL	OBJECTIVES	MEASUREMENTS/INDICATORS	INITIATION DATE
<p>The Village will build and maintain our facilities, roads, and parks necessitated by the growth and development of the Village</p>	<p>1. Provide safe, quality roads throughout the Village</p>	<p>a. Develop a five year plan for paving and road repair                      b. Coordinate efforts with other entities, County Commissioners and Engineers                      c. Identify sources for funding and acquire funds necessary for completing projects</p>	<p>July, 2017</p>
	<p>2. Provide the community with adequate storm water control to ensure a safe and clean environment in all conditions</p>	<p>a. Evaluate and identify storm water project needs                      b. Develop a storm water projects schedule to ensure that needed projects are prioritized                      c. Work with Storm Water Management to ensure that needed projects are completed                      d. Maintain a system for ensuring that all project reimbursements are received</p>	<p>Annually</p>
	<p>3. Enhance the beautification and quality of our parks and other Village properties</p>	<p>a. Evaluate needed park and property enhancements                      b. identify streetscaping projects                      c. Identify funding opportunities for specific projects</p>	<p>April, 2017</p>
	<p>4. Ensure that the Village maintains quality facilities and equipment to meet the ever changing needs of the Village</p>	<p>a. Evaluate all facility needs, both current and future, based on current and future growth                      b. Develop an equipment replacement schedule to ensure that all equipment is necessary and of the highest quality                      c. ensure that the operational budget includes funds to cover the cost of all equipment on the replacement schedule</p>	<p>September, 2016</p>
	<p>5. Develop a plan for future infrastructure improvements</p>	<p>a. Identify areas and/or properties that would be appropriate for future development                      b. Determine current infrastructure needs                      c. Qualify/quantify properties for the best future purpose                      d. Determine the future financial sustainability of future improvements</p>	<p>April, 2017</p>

## WORKFORCE DEVELOPMENT

STRATEGIC GOAL	OBJECTIVES	MEASUREMENTS/INDICATORS	INITIATION DATE
<p>The Village will provide resources to cultivate and empower the Village staff</p>	<p>1. Provide an environment that allows all staff to perform well</p>	<ul style="list-style-type: none"> <li>a. Complete annual performance reviews and Professional Development Plans for all staff</li> <li>b. Develop systems for enabling open, positive communications between all staff</li> <li>c. Develop comprehensive personnel policies and procedures</li> </ul>	<p>March, 2016</p>
	<p>2. Maintain pay and benefits at levels that remain competitive in the marketplace</p>	<ul style="list-style-type: none"> <li>a. Implement recommendations from wage and benefits comparability studies</li> <li>b. Complete local community wage surveys every 3 years</li> <li>c. Review current employee wage and benefits package to determine if each is appropriate and meets the needs of the staff without negatively impacting the budget</li> </ul>	<p>September, 2016</p>
	<p>3. Provide appropriate education to all staff</p>	<ul style="list-style-type: none"> <li>a. Develop orientations plans for new employees</li> <li>b. Develop a mentoring program for newly hired staff</li> <li>c. Provide staff with a minimum of 1 training/seminar opportunity per year</li> </ul>	<p>June, 2016</p>
	<p>4. Maintain a wellness program and crisis support network</p>	<ul style="list-style-type: none"> <li>a. Work with health insurance provider to improve risk groups (i.e. smoking cessation, weight loss)</li> <li>b. Conduct risk assessment by analyzing reported work related accidents and injuries</li> <li>c. Establish a system for providing resources to staff during times of crisis</li> </ul>	<p>September, 2016</p>

## ***Next Steps***

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As a working document, the Mission, Vision, Values, Strategic Goals, Objectives and Measurement/Indicators contained in the Strategic Plan will be reviewed by Council and other committees of the Village on a quarterly basis. Prior to the financial planning for the upcoming year, a comprehensive annual review of the Strategic Plan and all of its components will be completed. The Strategic Plan will either be confirmed or amended by Council.

