



Where Georgia comes together.

City of Perry Strategic Plan



2023-2027

Prepared by Middle Georgia Regional Commission

March 2022

Adopted April 5, 2022

Background

The City of Perry’s first strategic plan was adopted in 2014 and amended in 2016. With the significant growth that has occurred in Perry, the completion of many key implementation activities, and several newly elected officials on City Council, the City of Perry launched a new Strategic Plan process in 2021. In 2021, the City of Perry was also engaged in the development of the 2023-2027 Comprehensive Plan. Although separate plan development processes were used, the results of both planning processes informed both plans.

Plan Development Process

The development of the Strategic Plan was led by the Mayor and Council and involved two one-day retreats with the Mayor, Council, and key personnel from the city and a series of departmental sessions. Key Personnel included the City Manager, Assistant City Manager, City Attorney, and City Planner.

During Retreat One the attendees discussed accomplishments since the 2016 Strategic Plan and reflected on some of the unexpected challenges that arose over the past five years. In addition, the retreat included a review of future challenges and opportunities that the City will need to navigate or address. Seven key Focus Areas were explored and defined to guide the new Strategic Plan. Retreat One ended with a draft vision statement to guide city leaders over the next five years.



For the departmental briefings, each department was charged with the responsibility of presenting information on how their department aligned with the vision set by the Mayor and Council during the initial retreat. These sessions provided input into the needs of each department over the next five years and identified potential implementation activities around the Focus Areas.



Retreat Two provided the Mayor, Council, and key personnel the opportunity to reflect on the departmental briefings, refine the vision statement for the City of Perry and explore key concepts, such as quality of life and accountability. The Mayor and Council also continued work defining and prioritizing the seven Focus Areas.

Vision Statement for the City of Perry

The vision statement captures the ideal experience that visitors and residents would have in Perry. The focus of the vision statement is the broader community of the City of Perry, rather than the City of Perry government. After reflection, the City of Perry affirmed its vision for the 2023-2027 Strategic Plan.

The City of Perry, Georgia is a vibrant and growing community that recognizes its foundations of Southern heritage and pride in tradition. Our thriving City embraces change and progress where economic, cultural, educational, and leisure opportunities make Perry a model community for all generations.

Mission Statement for the City of Perry

In contrast to the vision statement, the mission statement looks to the purpose of the City of Perry government. It is designed to guide decision-making in conjunction with the Focus Areas outlined in the Strategic Plan.

It is the mission of the City of Perry to foster a safe, economically, and socially diverse community, providing services through a cost-effective, environmentally balanced process that encourages and protects the City's character and high quality of life.

Focus Areas

For the 2023-2027 Strategic Plan, the City of Perry established seven Focus Areas to organize their priorities, goals, and strategies. The descriptions below represent the desired future state for the City, while the goals and strategies embody the actions the City of Perry will implement over the next five years. The purpose of the Focus Areas is to communicate the priorities for the City and to serve as a lens through which decisions are made by the Mayor and Council.

Quality of Life

In Perry, citizens and businesses receive reliable city services provided cost-effectively and efficiently. Citizens feel safe and live without fear. Perry is clean with aesthetically pleasing streetscapes, and there is no blight or litter. Perry offers a variety of special events,

entertainment, restaurant venues, and programs to meet the multi-generational needs and interests of a diverse population.

Quality of Life Goals

1. Eliminate blight throughout the city.
2. Continue focus on Neighborhood Revitalization.
3. Increase the supply of quality housing for all income levels.
4. Ensure positive aesthetics across the city are maintained and enhanced.
5. Expand connectivity through sidewalks and bike paths.
6. Enhance and improve existing leisure services facilities.
7. Establish a new destination park in the East Perry Service Area.
8. Continue the development of downtown.



Organizational Excellence

The City of Perry is recognized by external agencies for operational excellence, such as the Georgia Finance Officers Associations, Georgia Municipal Association, and Georgia Department of Community Affairs. The City of Perry attracts and retains staff who are professional, highly trained, and customer focused. The City's policies and ordinances are current and reflect the changing environment. Technology, including GIS, is used to enhance city operations and services. Goals and strategies to accomplish the City's desire for organizational excellence are below.

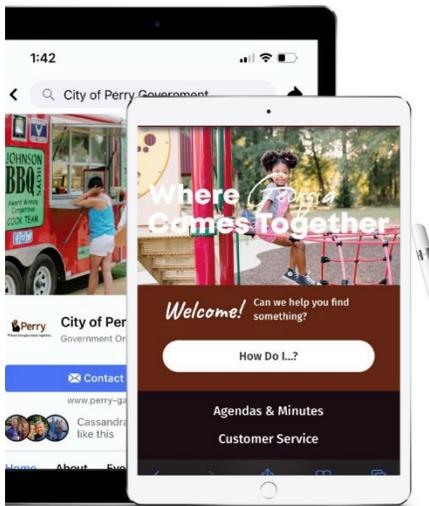


Organizational Excellence Goals

1. Attract, develop and retain high-quality personnel.
2. Maintain financial management and fiscal policy.
3. Seek external validation of organizational excellence.
4. Maintain appropriate public buildings to provide services.
5. Establish East Perry multi-function/multi-department campus.
6. Create robust relationships with various partner agencies.
7. Continue to build Perry brand.
8. Utilize technology to enhance operational effectiveness.
9. Regularly evaluate service levels and effectiveness of vendor relationships.
10. Maintain and expand GIS capabilities across the organization.
11. Ensure state of the art records management systems.

Community Engagement and Accountability

The City of Perry invites citizens to participate in governance through town hall meetings, citizen advisory groups related to specific issues, and regular city meetings. City staff and elected officials are visible at events. Public Safety interactions are positive and community focused. The City provides complete and accurate information for citizens on city operations and finances and is accessible to all. Volunteers who are appointed to Boards, Authorities, and Commissions by the City Council are active participants in their roles. Transparency is a priority in all communication.



Community Engagement and Accountability Goals

1. Enhance transparency and access to information
2. Utilize Citizen Advisory Boards to obtain input into public policy.
3. Provide access to information needed for a well-informed citizenry and candidates for elected office.

Growth and Sustainability

The City of Perry infrastructure is adequate and reliable for existing customers. The city's infrastructure has additional capacity to serve future citizens and businesses to the extent Perry intends to grow. In addition to water, sewer, and stormwater infrastructure, the City of Perry offers high-quality municipal services at reasonable costs. The process for receiving city services is well-known, easy to understand, and appropriate for a growing, modern city. Investment

decisions are made, in part, through an analysis of the costs and benefits. Ordinances and policies exist to protect the character of Perry.

Growth and Sustainability Goals

1. Review and amend Service Delivery Strategy to reflect the city's capacity to provide quality services.
2. Provide infrastructure to sustain growth.
3. Protect and grow tree canopy and encourage green space reservation.
4. Establish a Historic Preservation Commission.
5. Maintain MS4 permitting authority.
6. Promote livable, sustainable, and quality neighborhoods.
7. Ensure existing/established neighborhoods and commercial zones remain stable and that growth is equitable.
8. Maintain a high level of reliable, uninterrupted water, sewer, and gas service.
9. Complete critical transportation infrastructure projects.
10. Account for and adjust to changing workforce trends and patterns.



Economic Development

Perry is a place where business and commerce thrive. New and existing businesses are supported through city policies and ordinances. Perry has a mix of commercial, retail, and industrial establishments which provide high-quality employment opportunities for citizens and has a vibrant downtown.

Economic Development Goals

1. Support existing businesses.
2. Recruit new businesses to Perry.
3. Enhance partnership with the Development Authority of Houston County and Peach County Development Authority.
4. Attract technology firms to Perry.
5. Develop and implement small-area commercial and industrial redevelopment plans.

6. Pursue state and federal programs/resources as necessary.
7. Explore the creation of a competitive sports complex.
8. Assess East and South Perry development relating to commercial nodes and work towards complimentary commercial development.



Equity and Diversity

Perry has a rich culture and recognizes and celebrates diversity through the services that are provided. Barriers to involvement have been eliminated. Minority and women-owned business development is encouraged and facilitated through city policies and ordinances.

Equity and Diversity Goals

1. Offer programs and services in a variety of languages and interests.
2. Avail city services to all citizens and businesses.
3. Celebrate diversity in special events, marketing, and promotional efforts.
4. Boards, Authorities, Commission, and City Staff appointments will reflect the diversity of Perry.
5. Ensure that City Staff and elected officials are trained in diversity, equity, and inclusion.

Public Safety

Safety and security for residents and visitors are a priority. Prompt, professional services are provided through fire, police, and emergency services.

Perry embraces the use of technology to assist with public safety while balancing privacy concerns.



Public Safety Goals

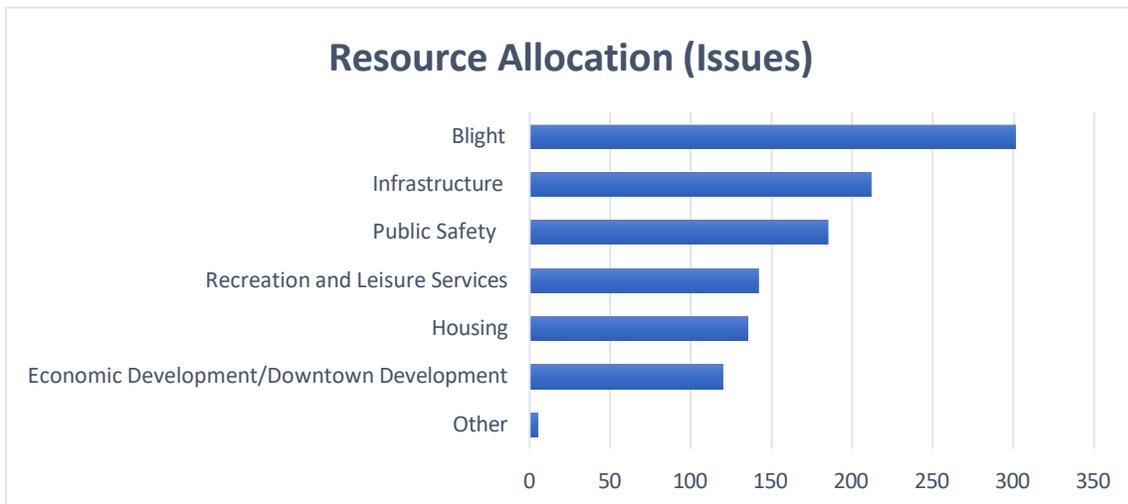
1. Provide consistent, prompt police response.
2. Expand Community Policing Program.
3. Provide consistent, prompt fire response
4. Provide a safe environment for city special events.
5. Insulate and protect the community from negative external factors and impacts.
6. Identify and adjust as necessary for changes in service demands.
7. Renew and strengthen partnerships with other agencies.
8. Adjust staffing levels as service demands indicate.
9. Strengthen community engagement opportunities for police and fire.

Resource Allocation



Realizing the natural constraints of time and revenue, the City completed an exercise to understand and further define priorities during the second retreat. It is important to note that this ranking should not be interpreted as the 7th ranked area (Community Engagement and Accountability) is not important and therefore should not be a Focus Area for the Strategic Plan. Rather, when a decision has to be made on resource allocation, other items such as Public Safety and Growth and Sustainability may be prioritized over Community Engagement and Accountability. After reflection, the Mayor and Council concluded that all seven Focus Areas are relevant and appropriate.

In addition to ranking the Focus Areas, the City completed an exercise to understand priorities and how decisions may be made around specific issues. The issues were identified through the discussions at Retreat One and Retreat Two. The issues do not encompass every aspect of local government operations, they do, however, represent some of the most pressing issues facing the City in the years ahead. As with the ranking of the Focus Areas, the exercise was intended to prioritize how City Council would invest its resources.



Implementation Activities

To accomplish the City’s Vision and Mission, specific strategies are planned for implementation in fiscal years 2023 through 2027. Upon adoption of the Strategic Plan by City Council, implementation and accountability measures will be developed as appropriate by senior management and the department heads. These measures will enable the Mayor and Council to establish priorities and monitor progress periodically. To monitor implementation progress, a dashboard will be developed. The goals and strategies are included as Appendix A.

Annually, the Mayor and Council will hold a one-day session to review the Strategic Plan and make adjustments as needed based on budgetary constraints and/or environmental changes.

Appendix A

Implementation Activities

City of Perry
 Strategic Plan Fiscal Years 2023-2027
 Changes to Goals / Strategies since March 22, 2022 Work Session

Focus Area: Quality of Life

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)
7	Establish a new destination park in the East Perry Service Area	
7.a.	Establish advisory board to assess and advise on project feasibility and parameters.	City Manager

Focus Area: Organizational Excellence

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)
2	Maintain financial management and fiscal policy	
2.d.	Develop and maintain five-year projections for major operating funds	Finance
3	Seek external validation of organizational excellence	
3.e.	Obtain GFOA Distinguished Budget Presentation Award.	Finance
4	Maintain appropriate public buildings to provide services	
4.c.	Regularly assess facility operations and uses and adjust accordingly.	City Manager
11	Ensure state of the art records management systems	
11.a.	Update Records Management Policy.	Administration/Clerk

Focus Area: Community Engagement and Accountability

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)
3	Provide access to information needed for a well-informed citizenry and candidates for elected office.	
3.d.	Continually assess City's social media trends and needs	Communication

Focus Area: Growth and Sustainability

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)
2	Provide infrastructure to sustain growth	
2.b.	Establish East Perry and South Perry sewer basins.	Public Works
2.d.	Old Courthouse renovation.	City Manager
2.e.	City Hall renovation into Police Headquarters.	City Manager
2.f.	Public Safety Building renovation into Fire Headquarters.	City Manager
2.g.	Develop new administration building.	City Manager
2.h.	Construct new elevated water tank West of I75	Public Works

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9	Complete critical transportation infrastructure projects.		
	9.a.	Langston Road Extension	Public Works
	9.b.	St. Patrick's Drive Extension	Public Works
	9.c.	Kings Chapel Road Widening	Public Works
	9.d.	Gurr Road Widening	Public Works
10	Account for and adjust to changing workforce trends and patterns		

Focus Area: Economic Development

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)	
2	Recruit new businesses to Perry		
	2.c.	Continue supporting entrepreneurs and create an ecosystem where entrepreneurs can thrive.	Economic Development
3	Enhance partnership with the Development Authority of Houston County and Peach County Development Authority.		
7	Explore the creation of a competitive sports complex		
	7.a.	Establish advisory board to assess and advise on project feasibility and parameters.	City Manager
8	Assess East and South Perry development relating to commercial nodes and work towards complimentary commercial development.		

Focus Area: Equity and Diversity

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)	
1	Offer programs and services in a variety of languages and interests		
	1.c.	Cultivate relationship with the Latino Chamber of Commerce in working towards Latino business development.	Economic Development
2	Avail city services to all citizens and businesses.		
	2.c.	Establish Perry Youth Advisory Council	City Manager
	2.d.	Establish Perry Senior Council	City Manager
4	Boards, Authorities, Commission and City Staff appointments will reflect the diversity of Perry.		
	4.b.	Evaluate city employee demographics and work towards a workforce that reflects the diversity of Perry.	Human Resources

City of Perry
 Strategic Plan Fiscal Years 2023-2027
 Changes to Goals / Strategies since March 22, 2022 Work Session

Focus Area: Public Safety

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)
1	Provide consistent, prompt police response	
	1.c. Maintain State Certification.	Police Department
2	Expand Community Policing Program	
	2.c. Focused initiatives such as book reading to children, etc.	Police Department
7	Renew and strengthen partnerships with other agencies.	
	7.a. Work with established partners to support and exchange ideas and information.	Fire Department
	7.b. Collaborate with community partners during planning.	Fire Department
	7.c. Existing partnerships are constantly worked, renewed, and strengthened when needed	Police Department
	7.d. Maintain existing agreements and expand as needed	Police Department
	7.e. Explore new areas for partnerships, such as the new effort to collaborate on camera systems.	Police Department
	7.f. Maintain current FBI Task Force affiliation.	Police Department
	7.g. Seek additional opportunities to join federal and state task forces.	Police Department
	7.h. Active participation in the recently announced DA Gang Task Force.	Police Department
	7.i. Focus must remain on drugs and gangs to impact violent crime.	Police Department
	7.j. Continue quarterly law enforcement agency head meetings.	Police Department
	7.k. Host and participate in regional trainings with local law enforcement partners to raise training levels and build working relationships	Police Department
	7.l. Continue regional working dog training sessions	Police Department
	7.m. Continue participation in the Houston County Safe Routes to Schools	Police Department
	7.n. Share technology resources when able to strengthen area abilities	Police Department
8	Adjust staffing levels as service demands indicate.	
	8.a. Monitor response data for indications of increased service demand.	Fire Department
	8.b. Ensure adequate suppression forces capable of extinguishing anticipated fires based on response data and ISO/NFPA recommendations.	Fire Department
	8.c. Ensure adequate emergency service forces capable of responding to community needs based on response data.	Fire Department

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 Changes to Goals / Strategies since March 22, 2022 Work Session

8.d.	Ensure adequate administrative personnel capable of conducting fire inspections, training, and education duties based on data.	Fire Department
8.e.	Track crime statistics and calls for service on an ongoing basis and adjust staffing requests accordingly	Police Department
8.f.	T & E new technology with an eye of acquiring systems that assist existing law enforcement officers with being more efficient	Police Department
8.g.	Consider the creation of an Explorer Program or Big Brothers/Bi Sisters program to encourage youth to pursue LE as a career	Police Department
9	Strengthen community engagement opportunities for police and fire.	
9.a.	Identify key stakeholders, target audiences, and at-risk populations.	Fire Department
9.b.	Continue to develop engaging content for distribution through social media.	Fire Department
9.c.	Develop additional education programs/engagement opportunities for citizens of all ages.	Fire Department
9.d.	Develop a forward-facing Use of Force Seminar.	Police Department
9.e.	Offer community events like Citizen's Police Academy, firearm classes, and open forums.	Police Department
9.f.	Continue with Stuff the Cruiser and Coffee with a Cop.	Police Department
9.g.	Expand the School Resource Officer program to cover all schools.	Police Department
9.h.	Participate in community events like Health and Housing Fair.	Police Department

Focus Area: Quality of Life

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)
1	Eliminate blight throughout the City.	
1.a.	Conduct code enforcement citywide.	Community Development
1.b.	Prioritize code enforcement in areas with concentrations of distressed or failing structures to target redevelopment through demolition, rehabilitation, or infill development.	Community Development
1.c.	Maintain Housing Assessment database, including training for new code enforcement staff.	Community Development
1.d.	Conduct assessment of non-residential parcels to determine areas of distressed or failing non-residential properties.	Community Development
1.e.	Promote redevelopment of distressed or failing properties through redevelopment incentives.	Community Development / Economic Development
1.f.	Develop and implement blight tax or other programs to encourage redevelopment in targeted areas.	Community Development / Economic Development
2	Continue focus on Neighborhood Revitalization.	
2.a.	Develop Revitalization Area Strategy for Old Field neighborhood.	Community Development
2.b.	Pursue CHIP and CDBG grants to promote housing and neighborhood stabilization.	Community Development
2.c.	Develop small area plans or Revitalization Area Strategies as needed to promote continued investment.	Community Development
3	Increase the supply of quality housing for all income levels.	
3.a.	Modify Land Management Ordinance, zoning, and planning activities to encourage a diverse mix of housing citywide.	Community Development
3.b.	Locate a new multi-family housing development in Sand Hill neighborhood.	Community Development
3.c.	Develop and implement landlord accountability processes.	Community Development

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4	Ensure positive aesthetics across the City are maintained and enhanced.		
	4.a.	Develop and implement initiatives to reduce litter.	Community Development / Public Works
	4.b.	Enhance high-profile gateways, including highways coming into Perry and Interstate 75 interchanges.	Public Works
	4.c.	Promote the Nasty Nine Code Compliance Program.	Community Development
	4.d.	Develop and Implement Public Art Master Plan.	Leisure Services
	4.e.	City properties and rights of way are maintained and manicured.	Public Works
5	Expand connectivity through sidewalks and bike paths.		
	5.a.	Implement Connectivity Plan adopted by City Council in 2022.	Community Development / Public Works
	5.b.	Amend Land Management Ordinance to require new residential and commercial development to have sidewalks and other pedestrian enhancements.	Community Development
6	Enhance and improve existing leisure services facilities.		
	6.a.	Complete construction projects at Pine Needle Park, Crossroads Park, Legacy Park, and Heritage Oaks Park.	Public Works
	6.b.	Enhance existing pocket parks and require the development of additional parks in neighborhoods.	Public Works / Community Development
	6.c.	Amend Land Management Ordinance to require new development to set aside public greenspaces.	Community Development
7	Establish a new destination park in the East Perry Service Area.		
	7.a.	Establish advisory board to assess and advise on project feasibility and parameters.	City Manager
	7.b.	Identify and acquire (if needed) park property.	Leisure Services
	7.c.	Develop a master plan for park.	Leisure Services
	7.d.	Finance and construct park.	Leisure Services
8	Continue the development of downtown.		
	8.a.	Implement Downtown Master Plan adopted by City Council in 2021.	Economic Development
	8.b.	Pursue Georgia Main Street designation as a Georgia Exceptional Main Street (GEMS) community.	Economic Development
	8.c.	Attract, train and retain quality Board members for DDA and Main Street that support the development of downtown.	Economic Development
	8.d.	Attract and retain businesses downtown working towards an appropriate mix.	Economic Development
	8.e.	Promote downtown residential development.	Economic Development

Focus Area: Organizational Excellence

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)
1	Attract, develop and retain high-quality personnel.	
	1.a. Develop and implement targeted employee recruitment efforts.	Human Resources
	1.b. Develop and implement initiatives that promote employee engagement and employee wellness.	Human Resources
	1.c. Seek opportunities to expand upon the benefits and services the City provides to employees.	Human Resources
	1.d. Invest in employee professional development.	Human Resources
	1.e. Develop and implement formalized cross-training program.	Human Resources
	1.f. Amend City Personnel Manual.	Human Resources
	1.g. Benchmark staff levels of Perry with near-peer and next-highest-peer cities.	Human Resources
	1.h. Continue and enhance implementation of succession training initiatives.	All Departments
	1.i. Focus on "experience" and work / life balance in recruitment efforts.	Human Resources
2	Maintain financial management and fiscal policy.	
	2.a. Develop and implement Treasury Management Policy.	Finance
	2.b. Establish a fund-based reserve policy.	Finance
	2.c. Issue Popular Annual Financial Report (PAFR) on the financial state of the city.	Finance
	2.d. Develop and maintain five-year projections for major operating funds	Finance
3	Seek external validation of organizational excellence.	
	3.a. Maintain PlanFirst, WaterFirst, GICH, Main Street Accreditations from DCA and GEFA.	Community Development
	3.b. Obtain CAPRA Accreditation for leisure services operations.	Leisure Services
	3.c. Obtain GFOA Certificate of Excellence in Financial Reporting.	Finance
	3.d. Maintain GMA Certified City of Excellence designation.	City Manager
	3.e. Obtain GFOA Distinguished Budget Presentation Award.	Finance
4	Maintain appropriate public buildings to provide services.	
	4.a. Public Works renovation.	City Manager
	4.b. Vehicle Storage Area.	Administration
	4.c. Regularly assess facility operations and uses and adjust accordingly.	City Manager

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5	Establish East Perry multi-function/multi-department campus.		
	5.a.	Determine which departments need a satellite location.	City Manager
	5.b.	Identify / acquire location for campus.	City Manager
	5.c.	Finance and construct campus	City Manager
6	Create robust relationships with various partner agencies.		
	6.a.	Maintain effective communications with applicable partner agencies and advisory boards.	All Departments
7	Continue to build Perry brand.		
	7.a.	Develop and implement Perry organizational standards.	City Manager
8	Utilize technology to enhance operational effectiveness.		
	8.a.	Ensure all data and work product is backed-up citywide.	City Manager
9	Regularly evaluate service levels and effectiveness of vendor relationships.		
	9.a.	Prioritize vendor relationships for evaluation	City Manager
10	Maintain and expand GIS capabilities across the organization.		
	10.a.	Inventory city functions where deployment of GIS would be beneficial.	City Manager
	10.b.	Develop strategy to expand utilization of GIS.	City Manager
11	Ensure state of the art records management systems.		
	11.a.	Update Records Management Policy.	Administration/Clerk

Focus Area: Community Engagement and Accountability

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)
1	Enhance transparency and access to information.	
	1.a. Publish a budget book annually.	Finance
	1.b. Host quarterly town hall meetings to share information and to gather input.	City Manager
2	Utilize Citizen Advisory Boards to obtain input into public policy.	
	2.a. Establish accountability measures for members.	Community Development / Economic Development
	2.b. Conduct training for all members.	Community Development / Economic Development
3	Provide access to information needed for a well-informed citizenry and candidates for elected office.	
	3.a. Provide Voter Education for candidates or those considering candidacy.	City Clerk
	3.b. Conduct Civic Education through the Perry University Program.	Communication
	3.c. Create educational programs for Community Development services.	Community Development
	3.d. Continually assess City's social media trends and needs	Communication

Focus Area: Growth and Sustainability

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)
1	Review and amend Service Delivery Strategy to reflect the city's capacity to provide quality services.	
	1.a. Amend Service Delivery Strategy Service area for Water and Sewer to reflect growth and capacity.	Community Development
	1.b. Develop, maintain and implement master plans for all services.	Community Development
2	Provide infrastructure to sustain growth.	
	2.a. Complete planning for East Perry Service Area: water, sewer, public safety, recreation, and public works.	All Departments
	2.b. Establish East Perry and South Perry sewer basins.	Public Works
	2.c. Construct New Wastewater Treatment Facility.	Public Works
	2.d. Old Courthouse renovation.	City Manager
	2.e. City Hall renovation into Police Headquarters.	City Manager
	2.f. Public Safety Building renovation into Fire Headquarters.	City Manager
	2.g. Develop new administration building.	City Manager
	2.h. Construct new elevated water tank West of I75	Public Works
3	Protect and grow tree canopy and encourage green space preservation.	
	3.a. Develop and implement green corridor landscape plans as appropriate.	Public Works
4	Establish a Historic Preservation Commission.	
5	Maintain MS4 permitting authority.	
	5.a. Identify and maintain stormwater easements.	Community Development
	5.b. Complete the Langston Road Regional Stormwater Pond.	Community Development
6	Promote livable, sustainable, and quality neighborhoods.	
	6.a. Review and revise LMO to include desirable guidelines and standards.	Community Development
7	Ensure existing /established neighborhoods and commercial zones remain stable and that growth is equitable.	

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8	Maintain a high level of reliable, uninterrupted water, sewer and gas service.		
	8.a.	Pump station upgrades (Perry Parkway, Lemley, Airport Road)	Public Works
	8.b.	Replace 15 miles of bare steel gas main	Public Works
	8.c.	Perry Branch Sewer Main Replacement	Public Works
	8.d.	Satterfield Road WPCP Upgrade	Public Works
	8.e.	Correct stormwater infiltration into city sewer system	Public Works
9	Complete critical transportation infrastructure projects.		
	9.a.	Langston Road Extension	Public Works
	9.b.	St. Patrick's Drive Extension	Public Works
	9.c.	Kings Chapel Road Widening	Public Works
	9.d.	Gurr Road Widening	Public Works
10	Account for and adjust to changing workforce trends and patterns.		

Focus Area: Economic Development

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)
1	Support existing businesses.	
1.a.	Conduct existing business surveys on a rotating basis - 20% of licensed businesses per year.	Economic Development
1.b.	Complete a new business outreach within 30 days of the business opening to discuss city services and resources.	Economic Development/ Community Development
1.c.	Work with existing businesses on workforce initiatives as requested.	Economic Development
1.d.	Continue offering educational and outreach opportunities relative to City processes.	Economic Development/ Community Development
2	Recruit new businesses to Perry.	
2.a.	Inventory/Catalogue available space for new business.	Economic Development
2.b.	Identify target industries based on infrastructure capacity.	Economic Development
2.c.	Continue supporting entrepreneurs and create an ecosystem where entrepreneurs can thrive.	Economic Development
3	Enhance partnership with the Development Authority of Houston County and Peach County Development Authority.	
3.a.	Conduct quarterly meetings with Development Authority and City Council to enhance understanding of priorities and goals for both.	Economic Development
3.b.	Evaluate the need for a speculative building (industrial/warehouse/distribution)	Economic Development
3.c.	Develop Industrial Development Plan	Economic Development
3.d.	Establish guidelines regarding business type preferences and ability to serve with city utilities.	Economic Development
4	Attract technology firms to Perry.	
4.a.	Identify potential location and acquire land (if needed) for Technology Park	Economic Development
4.b.	Partner with Robins AFB in support of a Software Center of Excellence designation	City Manager / Economic Development
5	Develop and implement small-area commercial and industrial redevelopment plans.	
5.a.	Identify redevelopment opportunities	Economic Development/ Community Development

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6	Pursue state and federal programs/resources as necessary.		
	6.a.	Recommend to state partner agencies possible programs or initiatives.	All Departments
7	Explore the creation of a competitive sports complex.		
	7.a.	Establish advisory board to assess and advise on project feasibility and parameters.	City Manager
8	Assess East and South Perry development relating to commercial nodes and work towards complimentary commercial development.		

Focus Area: Equity and Diversity

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)
1	Offer programs and services in a variety of languages and interests.	
	1.a. Provide recreational opportunities that reflect the diversity of the city.	Leisure Services
	1.b. Bi-lingual staff or resources to meet different language needs	City Clerk
	1.c. Cultivate relationship with the Latino Chamber of Commerce in working towards Latino business development.	Economic Development
2	Avail city services to all citizens and businesses.	
	2.a. Strategic outreach and communication efforts.	Communications
	2.b. Provide inclusive facilities, programs, services, etc.	All Departments
	2.c. Establish Perry Youth Advisory Council	City Manager
	2.d. Establish Perry Senior Council	City Manager
3	Celebrate diversity in special events, marketing and promotional efforts.	
	3.a. Black History Month Banner Program and Celebration.	Special Events
	3.b. International Festival	Special Events
	3.c. Juneteenth Celebration	Special Events
	3.d. Engage with culturally diverse media outlets	Communications
4	Boards, Authorities, Commission and City Staff appointments will reflect the diversity of Perry.	
	4.a. Evaluate board, authority and commission composition to identify opportunities for inclusion.	City Manager
	4.b. Evaluate city employee demographics and work towards a workforce that reflects the diversity of Perry.	Human Resources
5	Ensure that City Staff and elected officials are trained in diversity, equity, and inclusion.	
	5.a. Participate in the Georgia Municipal Association Embrace Program.	City Manager
	5.b. Continue to utilize the RITE Training program with city employees.	Police Department

Focus Area: Public Safety

GOAL	STRATEGY	RESPONSIBLE PARTY(IES)
1	Provide consistent, prompt police response.	
	1.a. Maintain satisfactory crime rate and data / statistics.	Police Department
	1.b. Shift Certified Law Enforcement Officers to direct law enforcement activities.	Police Department
	1.c. Maintain State Certification.	Police Department
2	Expand Community Policing Program.	
	2.a. Continue the Trust Initiative.	Police Department
	2.b. Host "pop up" community events.	Police Department
	2.c. Focused initiatives such as book reading to children, etc.	Police Department
3	Provide consistent, prompt fire response.	
	3.a. Adequate force levels to meet City standards	Fire Department
	3.b. Response times exceed City standards	Fire Department
	3.c. Maximum ISO rating of 3 under currently established criteria.	Fire Department
4	Provide a safe environment for city special events.	
	4.a. Develop and implement strategies for Special Events	Police Department/ Fire Department
	4.b. Determine level of public safety services that City will provide for non-city special events	Police Department/ Fire Department
5	Insulate and protect the community from negative external factors and impacts.	
	5.a. Utilize technology to bolster human efforts.	Police Department/ Fire Department
6	Identify and adjust as necessary for changes in service demands.	
	6.a. Implement the use of mental health professional services in Police Department	Police Department
7	Renew and strengthen partnerships with other agencies.	
	7.a. Work with established partners to support and exchange ideas and information.	Fire Department
	7.b. Collaborate with community partners during planning.	Fire Department
	7.c. Existing partnerships are constantly worked, renewed, and strengthened when needed	Police Department
	7.d. Maintain existing agreements and expand as needed	Police Department

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7.e.	Explore new areas for partnerships, such as the new effort to collaborate on camera systems.	Police Department
7.f.	Maintain current FBI Task Force affiliation.	Police Department
7.g.	Seek additional opportunities to join federal and state task forces.	Police Department
7.h.	Active participation in the recently announced DA Gang Task Force.	Police Department
7.i.	Focus must remain on drugs and gangs to impact violent crime.	Police Department
7.j.	Continue quarterly law enforcement agency head meetings.	Police Department
7.k.	Host and participate in regional trainings with local law enforcement partners to raise training levels and build working relationships	Police Department
7.l.	Continue regional working dog training sessions	Police Department
7.m.	Continue participation in the Houston County Safe Routes to Schools	Police Department
7.n.	Share technology resources when able to strengthen area abilities	Police Department
8	Adjust staffing levels as service demands indicate.	
8.a.	Monitor response data for indications of increased service demand.	Fire Department
8.b.	Ensure adequate suppression forces capable of extinguishing anticipated fires based on response data and ISO/NFPA recommendations.	Fire Department
8.c.	Ensure adequate emergency service forces capable of responding to community needs based on response data.	Fire Department
8.d.	Ensure adequate administrative personnel capable of conducting fire inspections, training, and education duties based on data.	Fire Department
8.e.	Track crime statistics and calls for service on an ongoing basis and adjust staffing requests accordingly	Police Department
8.f.	T & E new technology with an eye of acquiring systems that assist existing law enforcement officers with being more efficient	Police Department
8.g.	Consider the creation of an Explorer Program or Big Brothers/Bi Sisters program to encourage youth to pursue LE as a career	Police Department
9	Strengthen community engagement opportunities for police and fire.	
9.a.	Identify key stakeholders, target audiences, and at-risk populations.	Fire Department
9.b.	Continue to develop engaging content for distribution through social media.	Fire Department
9.c.	Develop additional education programs/engagement opportunities for citizens of all ages.	Fire Department
9.d.	Develop a forward-facing Use of Force Seminar.	Police Department

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9.e.	Offer community events like Citizen's Police Academy, firearm classes, and open forums.	Police Department
9.f.	Continue with Stuff the Cruiser and Coffee with a Cop.	Police Department
9.g.	Expand the School Resource Officer program to cover all schools.	Police Department
9.h.	Participate in community events like Health and Housing Fair.	Police Department

