



# Town of Cheverly

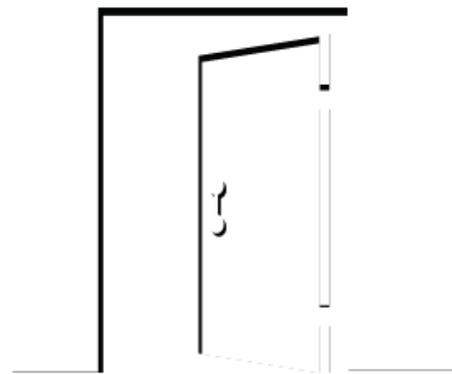
## Five-Year Strategic Plan

*Cheverly*

# WE ARE CHEVERLY:

A SAFE, **INTERCONNECTED**, ACCESSIBLE COMMUNITY THAT IS **DIVERSE AND INCLUSIVE** OF ALL PEOPLE AND PERSPECTIVES. OUR RESIDENTS BENEFIT FROM **SOLID INFRASTRUCTURE, GREEN SPACES, AND HEALTHY LIVING OPTIONS** THAT ALLOW THEM TO **GROW & THRIVE**. THOSE WHO LIVE IN AND AROUND OUR TOWN HAVE **ACCESS TO SHOPPING, RESTAURANTS, PARKS** AND OTHER PLACES TO CONNECT AND SOCIALIZE. WE TAKE PRIDE IN AN **EFFECTIVE AND EFFICIENT GOVERNMENT** AND WORK TO ENSURE THOSE ACCESSING OUR TOWN'S FACILITIES ARE MET WITH **PROFESSIONALISM AND EXCELLENT SERVICE**.

COME EXPERIENCE THE STRENGTH AND VIBRANCY OF CHEVERLY...**OUR DOORS ARE OPEN!**



## OUR VISION

WE ARE CHEVERLY: A safe, interconnected, accessible community that is diverse and inclusive of all people and perspectives. Our residents benefit from solid infrastructure, green spaces, and healthy living options that allow them to grow and thrive. Those who live in and around our town have access to shopping, restaurants, parks, and other places to connect and socialize. We take pride in an effective and efficient government and work to ensure those accessing our town's facilities are met with professionalism and excellent service.

## OUR MISSION

Our mission is to...

- Foster greater connection and collaboration among Cheverly residents, elected officials, and staff
- Attract community-minded people, practices, and partners
- Offer healthy living options that assist residents of all ages to live, work, play, and successfully age in place
- Provide smart development, updated infrastructure, attractive amenities, aesthetically beautiful green spaces, and other features that deliver high value in exchange for investments made in our town
- Meet residents and visitors with courtesy, professionalism, and excellent customer service

## OUR CORE VALUES

To achieve our vision and mission, our town must strengthen a culture built on shared values. What started as common themes that shape our collective vision for Cheverly's future, our core values emerged through staff and community input sessions, resident survey responses, leadership team interviews and our strategic planning retreat.

### **We value...**

- **Accessibility:** Our desire is that Cheverly be accessible to all who reside in, neighbor, and visit our town. Accessibility is defined as ensuring:
  - Persons with disabilities can access facilities, walkways, our website, and other information
  - Diverse ethnic groups have materials and key information available in various languages
  - People of all income levels have housing options
  - Neighborhoods and community amenities are walkable (where feasible)
- **Connection:** Connection is in our nature. We are a close-knit, interconnected community that values interacting with one another and accessing spaces that allow for deeper engagement.

- **Diversity and Inclusion:** As town demographics continue to shift, we embrace a diverse and inclusive community reflective of people of all ages, races, nationalities, genders, and faiths. We recognize that being separated by Wards and by major highways and thoroughfares creates challenges. We work to bridge those gaps by including the voices and perspectives of those not typically “at the table,” particularly in the creation of town activities, decision-making processes, etc.
- **Safety:** Our residents benefit from living and working in a safe community. Our Police Department works to deter petty crime, excessive speed and traffic, and other violations that threaten public safety. They also work to strengthen community-police relations as a means of building trust and engendering goodwill.
- **Service excellence:** We work to ensure those accessing our facilities are met with a model of service excellence. We deliver on that model by being transparent, efficient, and effective in how our leadership governs, in how decisions are made, and in how we operate.
- **Sustainability:** We hold as our ultimate vision an environmentally sustainable community with natural functioning ecosystems, clean air, and clean water. We work to protect and enhance our green spaces and minimize damage to the environment by adopting green practices (i.e., recycling, composting, etc.) that support the environment.

## OUR KEY PRIORITIES

Over the next five years, the Town of Cheverly will focus on the following four priorities:

1. Infrastructure
2. Public Safety and Public Works
3. Community Development and Engagement
4. Internal Operations



## PRIORITY #1: INFRASTRUCTURE

While Cheverly has benefited from several revitalization efforts over the past 20 years, infrastructure is an area in which we have lagged. Over the next five years, Cheverly will prioritize improvements across several key areas including major infrastructure development (i.e., curbs, roads, sidewalks, facilities, etc.); environmental protection and sustainability (i.e., expansion of green spaces); as well as digital infrastructure and resources (i.e., revamped website, online ticketing system, etc.).

### **Major infrastructure and developments**

- **GOAL 1:** Conduct an inventory of major town infrastructure issues, assess condition(s), and plan and allocate appropriate resources, with the goal of having 80-90% of major infrastructure damage meeting Grade 3 or better.
  - **NOTE:** *Infrastructure assessments will rate issues on a scale of 1-5 (1 being high functioning; 5 being poor/failing). Systems at/below Grade 5 will meet Grade 3 or better.*
- **GOAL 2:** Newly construct the Public Works building to include new features, increased square footage (including space for community meetings), technological improvements and more.

### **Environmental protection and sustainability**

- **GOAL 1:** Identify and acquire land for the expansion of green spaces throughout Cheverly.
- **GOAL 2:** Develop a Master Street Tree Plan that guides how Cheverly manages its urban canopy, ensures the planning of additional trees, and adheres to the “Right tree, Right place” policy.
  - **NOTE:** *Master Street Tree Plan calls for the planting of 500 new trees in five years to replace existing tree loss. “Right tree, Right Place” policy identifies the correct species of trees to plan and where.*
- **GOAL 3:** Remediate at least 50% of Cheverly's current “water woes” (ground, storm, and/or rainwater issues occurring on private or public property [or the space that traverses between the two]).
- **GOAL 4:** Research and implement a composting program to improve the recycling of yard compost (including food scraps/waste).
- **GOAL 5:** Create a Cheverly Industrial group that will govern and ensure code compliance for businesses housed within industrial areas.

### **Digital infrastructure and resources**

- **GOAL 1:** Introduce and ensure full functionality of Cheverly's new website.
- **GOAL 2:** Develop and introduce digital training resources to support staff and residents in using the revised website and its new features.



## **PRIORITY #2: PUBLIC SAFETY AND PUBLIC WORKS**

Public Safety and Public Works are two critical functions charged with the safety and smooth operations of town services (i.e., trash collection, recycling, snow removal, etc.). Cheverly will work to strengthen these programs over the next five years and enhance emergency operations (and associated services) as a key outcome of enhanced collaboration among these divisions.

### **Public Safety**

- **GOAL 1:** Examine areas of town that require traffic calming devices and revise policy as appropriate.
- **GOAL 2:** Expand the study area for speed cameras and determine feasibility of adding speed cameras and red-light devices on Columbia Park Road and other areas.
  - **NOTE:** *State Highway Administration and other governing bodies require approval prior to adding any speed calming devices.*
- **GOAL 3:** Work with the incoming Chief of Police to provide enhanced services that gradually increase policing to a 24/7 operation.

### **Public Works**

- **GOAL 1:** Evaluate and streamline efficiencies for key town services (i.e., trash collection, recycling, leaf composting, etc.).

### **Emergency operations and service coordination**

- **GOAL 1:** Create and train staff on an emergency operations plan, with a baseline established at the onset.
- **GOAL 2:** Work with the incoming Chief of Police and Director of Public Works to assess the feasibility of implementing a non-emergency line.
- **GOAL 3:** Increase communication and coordination between Public Works, Code Compliance and the Police Department through team building.
- **GOAL 4:** Create a Fleet Maintenance program that establishes replacement schedules for town-owned and operated vehicles (and other relevant equipment).



## **PRIORITY #3: COMMUNITY DEVELOPMENT AND ENGAGEMENT**

Growth is key to Cheverly's future. Over the next five years, Cheverly will engage in concerted economic and business development efforts (i.e., annexation, land acquisition, increased housing options, etc.); enhanced recreational amenities and community access to parks, the metro rail, and other areas; as well as improved communications and connectivity that ensures residents can properly access town services, report issues, connect to news and announcements, etc.

### ***Economic and business development***

- **GOAL 1:** Partner with Maryland's economic development team to create an economic development plan for Cheverly and surrounding area(s).
- **GOAL 2:** Advocate for Cheverly's pressing community needs to be included in the Hospital Hill redevelopment project (i.e., retail, restaurants, recreational spaces, a range of housing options, and improved connectivity to the Cheverly metro).
  - **NOTE:** *The University of Maryland Prince George's County Hospital previously occupied 26 acres on the site located at 3001 Hospital Dr, Cheverly, MD. The hospital's relocation created an opportunity to redevelop the "Hospital Hill" site in alignment with the Greater Cheverly Sector Plan.*
- **GOAL 3:** Identify, assess use, secure investment partners, and acquire/annex targeted land throughout Cheverly.

### ***Recreational amenities and community access***

- **GOAL 1:** Build a temporary dog park while simultaneously exploring a permanent location in collaboration with MNCPPC.
- **GOAL 2:** Improve and/or create foot trails and pathways that allow residents to safely access parks, Town Hall, and the Cheverly metro station.
- **GOAL 3:** Pursue grants and other resources to beautify (and make more walkable) key areas in Cheverly (e.g., 202 Landover Road, Tuxedo Road, Columbia Park Road).
  - **NOTE:** *Efforts to be pursued in conjunction with the Cheverly Sector Plan.*
- **GOAL 4:** Advocate for increased ridership of the Cheverly metro and work to ensure the metro station remains open and operating at optimal capacity.

### ***Communications and connectivity***

- **GOAL 1:** Expand Cheverly's social and traditional media presence beyond Facebook to include Twitter, Instagram, cable TV network, etc.
- **GOAL 2:** Explore and implement additional and/or alternative options for communicating with residents (i.e., SMS alerts for announcements and emergencies, alternate option for printed newsletter (with translation), signage, etc.).
- **GOAL 3:** Create a "Cheverly Resident Academy" and other spaces to educate new (and current) residents on town operations, services, processes, procedures, etc.
- **GOAL 4:** Create a community-wide initiative and educational piece on safety, fire, and sustainable practices.



## **PRIORITY #4: INTERNAL OPERATIONS**

Cheverly will work over the next five years to strengthen its internal operations through creating and/or revising important town policies, processes, and procedures; enhancing staff recruitment and retention efforts; and evaluating compensation structures for staff.

### ***Policies, processes, and procedures***

- **GOAL 1:** Create, refine, and/or implement a range of policies and procedures (i.e., record retention, field and parks/pavilion use policies, etc.) and ensure relevant documents are archived and available online.
- **GOAL 2:** Research and implement a Code compliance ticketing system and ensure compliance to federal/state/county regulations.

### ***Staff recruitment and retention***

- **GOAL 1:** Hire a permanent Chief of Police and additional staff to augment internal operations (i.e., administrative support staff, police officers, a recreation coordinator, Public Works staff, etc.).
- **GOAL 2:** Examine and make modifications to retention strategies associated with immediate employment classification/grades, career ladders, promotions, rewards, benefits, etc.
- **GOAL 3:** Identify and implement appropriate staff training and professional development opportunities.

### ***Compensation***

- **GOAL 1:** Commission a compensation study designed to examine and make recommendations on compensation structures for staff (including hourly wage employees).
- **GOAL 2:** Integrate compensation plans and other incentives into annual budgeting processes (as applicable) following the results of the compensation studies.

# ACKNOWLEDGEMENTS AND SPECIAL THANKS

Cheverly would like to thank all our stakeholders for their involvement in our five-year strategic planning process. We are committed to strengthening internal operations; deepening engagement with residents and community leaders; and building relationships with neighboring towns, businesses, and other partners to make Cheverly an even more desirable place to live, work, and play. We look forward to working collectively over the next five years to advance the goals outlined in our strategic plan.

## Special thanks to:

- Cross-functional Retreat Working Group
  - Mayor Kayce Munyeneh
  - Council member Marverly Nettles, Ward 1
  - Council member Micah Watson, Ward 2
  - Council member Ted McCann, Ward 3
  - Council member Joseph Dalaker, Ward 4
  - Council member Charly Garces, Ward 5
  - Council member Amy Fry, Ward 6
  - Dylan Galloway, Town Administrator (Internal Strategic Plan Champion)
  - Tonya Jones, Acting Town Clerk (Internal Strategic Plan Coordinator)
  - Chief Carl Miller, Interim Chief of Police
  - Steve Brayman, Director of Public Works
  - Priscilla Matthews, Assistant to the Town Administrator
  - Dana Willis, Public Works Supervisor
- Cheverly Staff
- Residents and community leaders
- L. Tia Blount, Founder & Principal, Saving Solutions, LLC (Strategic Planning Process Facilitator and Plan Development Consultant)

*Cheverly*

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**Come experience the strength and vibrancy of Cheverly...  
Our doors are open!**