



Phase 1: Final Report
Envision Prince George's is a call to action to develop and implement a vision for the future of our county with a vibrant economy and high quality of life for all.

Envision Prince George's is an initiative launched by The Maryland-National Capital Park and Planning Commission (M-NCPPC), and is being assisted by *AmericaSpeaks*, a non-profit, non-partisan, organization based in Washington, D.C., committed to elevating the role of the people's voice in public decision making.

An **Advisory Team** with public and private representatives has been serving for the past six months, providing important perspective, advice, and guidance throughout *Envision Prince George's*. This counsel is helping to refine the overall plan and implementation strategy, shape the kinds of strategic questions that need to be answered, and provide access and support in reaching out to key communities and constituencies. The Advisory Team is also maintaining a focus on strategies for implementing the results of *Envision Prince George's*.

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Mr. Petey Green, President
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Mr. Craig M. Muckle
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Mr. Sherman L. Ragland, II, CCIM, Principal Broker
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Mr. Fred Robinson, Jr., Director of Government & Issue
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Ms. Lourdes Alexander, Founder, Mabuhay, Inc.
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Ms. Sadara Barrow, Executive Director
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Ms. Joanne Flynn, Greater Baden-Aquasco
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Ms. Kamita Gray, President, Brandywine/TB, MD 5 Rt 301
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The Honorable Samuel H. Dean, Council Member
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The Honorable Walter Ficklin, Councilman
Town of Bladensburg and Prince George's County
Municipal Association Representative

YOUTH

Mr. Edward Burroughs, III, Student Member
Board of Education
Prince George's County Public Schools

Ms. Amber Frazier, Student
Roosevelt High School



June 11, 2010

Dear Community Member,

I am pleased to present to you the results of the first phase of the collaborative work in which you have been engaged to produce the Vision, Priority Goals, and an Action Agenda as part of *Envision Prince George's*.

The comprehensive Vision, Goals, and Action Agenda are a major milestone in the history of Prince George's County. In the nearly two years since the launch of *Envision Prince George's*, our community has been strengthened and energized by unprecedented participation from all corners of the community in planning for our shared future and success.

The driving force behind *Envision* has always been that working together, we can create a future for Prince George's County that will generate and sustain a vibrant economy and a high quality of life for everyone. It has been a great pleasure to experience an overwhelming positive response to this premise.

Several thousand Prince Georgians participated in stakeholder input sessions, public forums, a 21st Century Town Meeting®, and online forums. This unprecedented outreach focused on identifying what we hold dear about the county, what we collectively see as the top opportunities and challenges for our future, and setting priorities to address our needs and wants.

Today we have a great story to tell about Prince George's County and a blueprint for its future.

Envision Prince George's continues to build upon a number of projects, such as the county's Livable Communities Initiative. It builds upon the work of community organizations, businesses, education institutions, and others who have invested in our county. It builds upon the work of dozens of our neighbors, friends, and family members who joined *Envision* Community Action Teams with the goal of establishing a robust Action Agenda that fully supports the vision and goals endorsed by the community. It builds upon what each one of us has contributed and what we have done together.

The *Envision Prince George's* Action Agenda is the culmination of an extraordinary investment of strategic thinking and sweat equity by more than one hundred community members in the county. These one hundred-plus volunteers – and the twenty-six community leaders who served as co-captains – worked exhaustively to help us produce what you will read in these next few pages. They heard the call to action and they stepped forward.

We can celebrate the accomplishments of engaging thousands of people and of developing a strategic, comprehensive framework for the future direction of our county, but we know that this milestone marks, not an ending, but a new beginning. Today we embark upon a new, but no less ambitious chapter in our shared journey – to ensure that, with help from you and all other Prince George's County stakeholders, this Action Agenda is implemented.

Continue to Embrace the Possibilities with us over the next few months and years to come. Let us finish what we have started. Thanks in no small way to you, there is much to build upon.

Sincerely,

Samuel J. Parker, Jr., AICP, Chairman
Prince George's County Planning Board
The Maryland-National Capital Park and
Planning Commission

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Envision Prince George's Phase One Executive Summary

INTRODUCTION

Envision Prince George's, launched in late 2008 by The Maryland-National Capital Park and Planning Commission (M-NCPPC), is a multi-year initiative designed to create and implement a long-term vision for the county based on the viewpoints of the entire community.

Envision (the shorthand name for the project) emanated from the county's 2008 Economic Outlook Forum: Securing Prince George's County's Place in the Shifting Economic Landscape, which concluded with a call to action to propel the county forward to a position of leadership in the Washington, D.C., Virginia, Maryland metropolitan area.

The initiative, which just completed its initial and expansive public engagement phase, has been both collaborative and comprehensive. It has involved the visualizing, dreaming, prioritizing, and planning for our county's desired future by residents, students, property and business owners, community and business organizations, neighbors, and friends in addition to government agencies and elected officials.

Envision has been designed to belong to all stakeholders in the county, as a "call to action" in which stakeholders take action in the areas where, individually and collectively, they can have the greatest positive impact. *Envision* builds on plans and work efforts of many. Similarly, *Envision* depends upon and looks to the work around these initiatives to support achievement of *Envision* goals, while *Envision* strives to call attention and bring additional synergy to their work.

Why Now?

Envision Prince George's has conducted its work in the past 20 months as the county finds itself at a critical juncture. The Washington metropolitan area is projected to grow by 65,000 people per year until 2030. In the past 30 years, growth and development in Prince George's County has generally lagged behind other parts of the region.

However, other parts of the region are beginning to feel the strain of such high growth rates in terms of rising costs for land and housing, traffic congestion, and further development in the outer rings of the metropolitan area.

Prince George's County is projected to capture a significant share of the region's future growth because of its large amount of relatively affordable land, including land near existing Metro stations, in established communities, and other areas in and near the Capital Beltway.

THE ENVISION PRINCE GEORGE'S PROCESS

Unprecedented Engagement

Envision Prince George's has orchestrated perhaps one of the most ambitious public engagement processes ever conducted in the Washington, D.C. region. Beginning in the fall of 2008 and ending in the spring of 2010, including the Department of Parks and Recreation 2010 and Beyond initiative, The Maryland-National Capital Park and Planning Commission reached more than 20,000 stakeholders. Several thousand directly engaged in building a shared vision for the long-term quality of life in the county.

Envision convened a wide range of stakeholder meetings and community forums and utilized various forms of technology (online and otherwise) to ensure that everyone had the opportunity to participate and that a strong county-wide consensus could emerge around key future-oriented issues. This engagement also included a large-scale 21st Century Town Meeting® that brought together more than 1,000 people to establish a collective vision for the future and prioritize the goals to help achieve that vision.



Everyone who has participated in this initiative has been encouraged to take three types of actions:

- **Envision**-Share their views about the type of future they want to see in Prince George's County.

- **Embody**-Act on their vision by taking specific steps to help improve the quality of life in the county.

- **Embrace**-Explore their county by learning about and enjoying the good things it has to offer.

Community Forums-Fall 2009

Throughout 2009, *Envision Prince George's* engaged several thousand people in the community through dozens of workshops, interviews, and other dialogues with various stakeholder groups and individuals; as well as with municipal, county, state, and federal officials. In the fall, a special set of Community Forums were held to ensure an in-depth opportunity for participation that would be representative of residents and stakeholders throughout the county.

More than 700 people attended seven *Envision Prince George's* community forums in November and December, 2009, with the seventh occurring in February 2010 for the Latino community. In these forums, participants identified what they liked most about the county and discussed their visions and aspirations for the future of Prince George's County. They discussed and prioritized the top challenges and opportunities facing the county.

All forums were open to the public; however, the initial forum was targeted to key persons from different stakeholder groups across the county. The first forum involved representatives from business, government, non-profits, education, and faith groups. This event was followed by four public forums to engage participants representing all parts of Prince George's County. Forums were held in the north (College Park), north/central (Landover), south/central (Upper Marlboro), and south (Oxon Hill) areas of the county. The sixth forum focused on youth participation and the seventh forum was run entirely in Spanish in Langley Park to increase participation from the county's growing Hispanic and Latino population.

The dialogues generated over 3,800 ideas that were recorded and later analyzed. The full analysis included over 80 themes about what people most like about the county, vision ideas for the future, and opportunities and challenges.

Online Forum

In order to provide an opportunity for further engagement and in an effort to attract more of the young adult population, a broader online audience was invited to review, discuss, prioritize and add to the themes resulting from the seven Community Forums. The *Envision Prince George's* Online Forum was conducted in January and February 2010. UserVoice, an online preference tool, allowed each user the opportunity to cast 10 "votes" within each forum. Participants could cast up to three votes for any item.



Over the course of seven weeks 5,613 "votes" were cast within seven online forum areas. Each week the Online Forum focus was to share priorities in each of the six *Envision* areas and around what people love about Prince George's.

The results of the Online Forum very closely paralleled those of the community forums. The results and feedback from the online forum helped guide the refinement of the vision statement and the 46 goal statements that were presented at the March 20, 2010, 21st Century Town Meeting.

Other Online Engagement

Envision Prince George's set out to complement and expand in-person outreach and engagement efforts with an integrated online engagement framework. *Envision Prince George's* online efforts included the development of the www.envisionprincegeorges.org website with its blog and event registration, social media outreach on Facebook and Twitter, and the extended *Envision* Online Forum. These efforts were integrated with ongoing email list building and communications efforts to call supporters to action and increase participation across all activities.

By combining an innovative mix of leading technologies and social media engagement *Envision* conducted successful campaigns to recruit, educate, and mobilize thousands of Prince Georgians to action. The *Envision* website rested at the center of an information management framework designed to maximize the flow of information between the initiative and supporters.



- Recruiting was conducted via the outreach efforts of staff, ambassadors, and organizing volunteers (see more on outreach below). The *Envision* site allowed these individuals to collect and enter supporter email and event registration information directly into the *Envision* supporter-management database.

- Social media outreach, traditional media and online advertising drove activity to the website.

- At the website, content, defined activities, the *Envision* blog, group discussions, crowd-sourced idea generation, integrated social media feeds, and event registration combined to create a center for activity and increasing participation. For those wanting to participate in the blog, group discussions, crowd sourcing and event registration, they had to register on the site.

Users were contacted via email to stay apprised of critical events and news, and were called upon for specific advocacy actions such as petitions, fundraising, or letter to the editor campaigns. *Envision* conducted a total of 87 email campaigns between August 2009 and May 2010, sending 286,258 emails. The average email open rate for these was 27.32 percent and the average click-thru rate was 8.25 percent.

Comprehensive Outreach and Communications Strategy

In order for the Community Forums and the Town Meeting to have maximum value, it was essential to have broad representation from all parts of Prince George's County. Accordingly, the outreach and recruitment efforts were designed to meet this goal. Three basic outreach and recruitment strategies were utilized:

- 1) Creating a core of *Envision Prince George's* ambassadors to lead recruitment efforts.
- 2) Working with key groups and organizations to disseminate invitations.
- 3) Making special efforts to reach out to constituencies that are particularly hard to recruit for this type of meeting.

***Envision Prince George's* Ambassadors.** The role of *Envision Prince George's* Ambassadors was particularly crucial to the outreach and recruitment efforts. During the six month period when the community forums and town meeting were being organized, these committed individuals served as representatives of *Envision* to county residents and were most visible faces of the outreach effort. After the town meeting, they continued to be involved in promoting *Envision* and assisting with the work of the Community Action Teams.

Key Groups and Organizations. Another core outreach strategy was to target specific organizations in Prince George's County and encourage them to send out

information about *Envision* to their members. An extensive list of more than 1000 organizations was collected and direct invitations were issued to the representatives of churches, business groups, homeowner associations, neighborhood organizations, municipal governments, civic groups, other non-profits, and various advocacy organizations.



These organizations were contacted in a variety of ways. Some organizations received mailings, some were contacted by email, and some had materials delivered directly to them by Ambassadors or other volunteers. Each group was asked to assist in distributing program information through their extensive databases, websites and membership list serves. In those instances where phone numbers were available, follow-up calls were made to make sure that they were distributing information to their members and encourage them to registration for meetings.

Hard-to-Reach Constituencies. Another important aspect of outreach for the community forums was the special effort made to recruit representatives of hard-to-reach constituencies. Four segments of the county population were identified as those most likely to be under-represented at the forums: 1) youth, 2) immigrants, 3) low-income, and 4) young adults. Research was conducted on each of these groups and specific strategies were developed for reaching them and getting them involved in *Envision Prince George's*.

The communications and outreach strategy also involved developing stories for media, distributing press releases, and developing partnerships with local media outlets. In the fall of 2009, *Envision Prince George's* partnered with The Gazette and The Star local newspapers to promote and highlight the community forums as opportunities for all members of the community to share their ideas on the future.

In early 2010, *Envision Prince George's* launched a partnership with Radio One, one of the nation's largest radio broadcasting companies (and headquartered in Prince

George’s County), to execute a promotions strategy including community contests, online engagement, and town meeting participation. Several on-air personalities participated as “ambassadors” for the initiative as well.

Envision Prince George’s was also pleased to partner with Prince George’s Community Television (CTV), an award winning, non-profit cable access entity that serves as a media hub for the county. CTV featured *Envision* Public Service Announcements, promoted contests and the town meeting on its Community Bulletin Board, and covered the town meeting on its newscast and through original programming. In addition a local news network aired information about *Envision*, and the project was aired on “On Air with the Mayor” on the Town of Mt. Rainier’s cable network.

The *Envision* Framework

After significant initial deliberation in 2009, it was decided that *Envision Prince George’s* would be organized into a framework of six quality of life *Envision* areas, each of which would address broad issue areas that impact and influence quality of life in the County. Those six areas are: **Live, Work, Learn, Serve, Enjoy, and Sustain**. When brainstorming vision ideas meeting participants were asked to propose ideas within that framework, as a way of both keeping ideas focused and to ensure coverage across a very broad set of future-oriented ideas.

These six areas were defined, initially, as follows:

Live	<i>Envision</i> the communities in which we live – or want to live – and how we contribute to a high quality of life. <i>Serve</i> <i>Envision</i> how everyone can find a way to serve the county and how residents, leaders and organizations can work together to serve more effectively.	Serve	<i>Envision</i> how everyone can find a way to serve the county and how residents, leaders and organizations can work together to serve more effectively.
Work	<i>Envision</i> what a vibrant economy that benefits all should look like in the future.	Enjoy	<i>Envision</i> how we would like to spend our time together with family and friends enjoying community amenities and natural green spaces.
Learn	<i>Envision</i> what quality education for everybody – our children, young adults, and lifelong learners – should look like.	Sustain	<i>Envision</i> how to sustain a higher quality of life for ourselves and for future generations, including our children, grandchildren, and new residents.

***Envision Prince George’s 21st Century Town Meeting*®.**

After many months of engaging thousands of people in a wide range of meetings from a couple of dozen to a couple of hundred, the *Envision Prince George’s* team focused most of its efforts in the first 10 weeks of 2010 organizing for a very large town meeting where a proposed vision and set of goals, stemming from the earlier input, would be offered for community review.

More than 1,000 Prince Georgians representing a diversity of ages, ethnicities, and communities participated in the historic *Envision Prince George’s 21st Century Town Meeting* on Saturday, March 20, 2010 to review, prioritize, and enhance the proposed vision and a set of forty-six, long-term goals that would help achieve the vision.

The town meeting was highly interactive and results oriented. Participants spent much of their time in small group discussions (8-10 people per table) providing each person the opportunity to provide direct, substantive feedback. Each table had a facilitator to guide them through the discussion and a laptop on which to record and submit their ideas and recommendations. A network of 100 computers and wireless keypad voting technology enabled the table discussions to be synthesized into recommendations, in real-time, representative of the whole room.

In the morning session, all participants had a chance to review the vision and then were polled on their level of support for the vision for the county for the next 20 years. More than 95 percent registered from very high to medium support for the vision, and more than 80 percent either high or very high support.

In the mid-day and afternoon hours, participants had a chance to review all 46 goals across the six of the *Envision* areas: **Live, Work, Learn, Serve, Enjoy, and Sustain**. After these discussions they were asked to vote for the top three goals that they believed would most important for driving progress in the county in each *Envision* area. The results of those votes can be found in the full *Envision* phase one, final report, online.



Town Meeting Demographics. The outreach team did an exceptional job recruiting participant turnout for the town meeting. There was an excellent mix of races and ethnicities, age groups, people of varying income levels, and residents and stakeholders from the northern, central, and southern parts of the county. There were a few areas where organizers fell a little short, despite significant efforts to recruit across all demographics:

- **Income.** People with high income (over \$100,000) were over-represented when compared to the percentage of the Prince George's County population, and people with low income were under-represented.
- **Hispanics/Latinos.** Hispanics/Latinos were under-represented with six percent at the town meeting, compared to 12 percent of the population. Though below its percentage in the total population, this level of participation was far higher than usual for this population at public meetings.
- **Young Adults.** Young adults, particularly in the 25-34 age range, attended in numbers half of what was targeted (nine percent instead of 17 percent). Conversely, the 55-64 age demographic was over-represented (25 percent compared to 13 percent).
- **Gender.** Females at the town meeting were well over the actual percentage in the county, participating in very significant numbers – 66 percent of the total attendees.

Community Action/Goal Teams

At the 21st Century Town Meeting®, participants had the opportunity to sign up for Community Action/Goal Teams (CAT) focused on one of the top 14 goals prioritized at the meeting. These teams provided opportunities for all interested persons to help develop key objectives and strategies for the near and long-term that could contribute to achieving the prioritized goals.

More than 400 people indicated an interest in participating on these teams at the town meeting and were contacted immediately afterward. More than 100 signed up to participate at the Community Action/Goal Team launch meeting on April 10, 2010 at Eleanor Roosevelt High School.



These teams were charged with developing a near-term (2-4 years) action plan in a very short planning time frame – five weeks. The reports they were to submit on May 15, 2010 were to focus on:

- 3-5 Near-term (3-4 years out) Objectives.
- 2-4 Strategies to accomplish each near-term objective.
- Measures or Indicators that would help to assess progress made toward near-term objectives and the long-term goal.
- Recommended First Steps/High Potential Projects for at least one of the near-term objectives.

Each team was spearheaded by a passionate and knowledgeable chair or co-chairs in the goal area with support from staff at The Maryland-National Capital Park and Planning Commission and the non-profit organization, *AmericaSpeaks*. These captains were responsible for leading team meetings, convening phone conferences, drafting several versions of the Goal Report and distributing these via email for feedback and quick turnaround, and working closely with the *Envision* staff.

ENVISSION PRINCE GEORGE'S RESULTS

The Long-Term Vision for Prince George's County

The *Envision* process sought to create a vision that would inspire and challenge. It has been designed with aspirations for greatness, to be memorable, to be appealing to all stakeholders, and, to serve as a “North Star” to guide the county's direction for the next couple of decades.

The vision embraces the work and inspiration of thousands of Prince George's. It is holistic and comprehensive and is built around six broad *Envision* areas. The 47 goals developed in this visioning process (featured in the section that follows) go part and parcel with the vision. They provide more depth, richness, and vitality to what the vision itself articulates.

THE VISION STATEMENT

In 2010, we are proud of what we have in Prince George's – our people, communities, cultural and historical heritage; our natural, recreational, business, and transportation resources; our higher education institutions; our proximity to Washington, D.C. – the world's most powerful political capital and its surrounding region.

We will build on all of these attributes to achieve the following vision over the next 20 years:

- We **LIVE** in safe and flourishing communities that have quality housing, affordable to all, healthy surroundings, and abundant amenities, services, schools and jobs. Our communities continue to include a diverse mix of new and

existing residents and families of all ethnicities, incomes, and ages with great access to quality health care.

- We **WORK** in a thriving economy, in balance with the natural environment, with ample jobs in the county for county residents. The county capitalizes on: new and existing industries that meet the needs of a globalized economy, including green and other cutting-edge technologies; systems that access and deliver renewable energy, and higher education and federal hubs and the industries and businesses that grow around them. We are known nationally as a great place to live and work.

- We **LEARN** in a culture that emphasizes lifelong learning, with one of the best systems of Pre-K to graduate education in the country, including a high performing public school district, a world class center for higher education institutions, career and technical training programs, a strong focus on multi-lingual education and other learning activities for everyone.

- We **SERVE** the needs and aspirations of our residents with a responsive government, thriving non-profit and business sectors, an active faith-based community, excellence in public safety; high levels of citizen, resident, and youth engagement; and robust community service. We work in powerful, effective, and inclusive ways to address our differences and make effective public decisions that are accountable and benefit all.

- We **ENJOY** Prince George's County, with its expanded network of recreational facilities and activities, entertainment opportunities, tourist destinations, unique heritage sites, wide array of parks and open spaces, and a vibrant arts community, all of which increase the quality of life for our residents and visitors.



- We **SUSTAIN** our county with greener communities, protected natural resources and rural areas, transit-oriented development, green jobs and other sustainable development practices. We proudly utilize resources in ways that allow our people and communities to meet their current needs while ensuring that those of future generations of Prince Georgians are also met. We have the will, the capacity, and the resources to fully implement the vision for the next decade and beyond.

The Priority Goals

Within the vision, each of the six *Envision* areas contained seven to eight long-term, “stretch,” goals (46 in all) that were drafted as a comprehensive, proposed approach for accomplishing the vision for that area. All goals were developed based upon feedback from the dozens of forums and meetings held in the months prior to the town meeting. A 47th goal, multi-lingual education, was added by participants to the Learn *Envision* area during the town meeting.

All of these long-term goals utilized a 10-20 year time-frame as their focus. They embody the vision and provide it with life, color, and detail. Each goal interconnects with one another in ways that weave the larger, inspiring narrative of the future and what it holds for the county.

At the town meeting participants prioritized 19 goals as “the most important for the long-term success of the county.” After a post-town meeting analysis was conducted, goals that were very similar were combined, and as a result, the final version of the Action Agenda features 14 goals in all. These goals are listed, in short-hand version, below, organized into the six *Envision* areas.

- **Live:**

- High Levels Of Public Safety
- Diversity Of Shopping, Restaurants, And Entertainment

- **Work:**

- Prosperous Small Businesses
- Federal Jobs Hub
- Higher Education Innovation Engine

- **Learn:**

- Top Notch School District
- Robust Career, Technical, And Workforce Education And Training

- **Serve:**

- Responsive Government
- High Public Engagement Levels

- **Enjoy:**

- Recreation, Health, And Wellness Activities
- Vibrant Arts And Culture Community

- **Sustain:**

- Local Jobs, Businesses, And Amenities
- Focus Development In Transit-Oriented, Mixed-use, Walkable, And Bikeable Communities
- The Will, Capacity, And Resources To Sustain The Vision

All 47 goals remain important to the future of the county and central to the overall, long-term *Envision* agenda. The hope and expectation is that individuals and organizations that are committed to any of the other 33 goals will continue to focus their attention and resources in making those goals a reality as well.

Ensuring Long-Term Success: What We Need to do Differently

Final discussions at the town meeting centered on how to ensure the long-term success of the vision and priority goals. Participants were asked to discuss what to communicate about what needed to be done differently going forward to ensure success. Their responses were targeted to three different groups and prioritized as follows:

For Elected and Appointed Leaders in Government and Planning. The top responses were for leaders to: be accountable by showing measurable improvements; listen and consult with the citizens/residents on what is important; be transparent in decision making, planning, financial management, etc.; and, represent all citizens and residents – not special interests.

For Key Stakeholders – Businesses, Non-profits, Community Associations, Faith-based Organizations, etc. The top responses were: businesses should give back more to the community, such as through training and hiring for county residents; provide for more accountability by organizations to the communities they serve; and, embrace a county-wide vision: eliminate tunnel vision geographically and programmatically.

For Residents and Citizens. The top responses were to: stop being a spectator, get involved, and stay committed: “If it is to be, it starts with me;” vote for candidates who focus on our priorities and hold them accountable for endorsing and achieving what is contained in the *Envision* plan; and, organize to provide services in our own communities – stop expecting someone else to do it.



The *Envision* Action Agenda

The *Envision* Action Agenda is the culmination of an

extraordinary investment of strategic thinking and sweat equity by more than 100 community members in the county. These 100-plus volunteers – and the 26 community leaders who served as co-chairs or co-captains – worked exhaustively from early April through mid-May to develop Goal Team reports for each of the 14 priority goals. They heard the call to action and they stepped forward.

The fourteen reports, as different as each is in focus (recreation, public safety, education, etc.), as a whole articulate a number of important, interlocking themes that help to tell a larger story about the county’s future. These themes reflect what thousands of Prince Georgian’s have said throughout the *Envision* process about how the county should grow, develop, and thrive in the future. The themes are:

- 1. Be Intelligent in How We Grow.** Numerous reports call for a different kind of development, one that focuses on mixed-use and transit development, and looks to preserve rural and agricultural lands.
- 2. Tell a New County Story.** For years, others, including the media, defined what the county is or, is not. Many of the team reports chart a path for the county to tell its own “story.”
- 3. Build Upon Our Current Foundations.** The recommendations of many teams align well with current community and other plans, such as the 2002 General Plan.
- 4. Become a Genuine Regional Leader.** The reports, as a whole establish a path that would allow the county to shed its bedroom community stature and become a regional powerhouse, economically, and a model for responding to challenges as a complex urban-suburban-rural community.
- 5. Build Up the Next Generation.** The reports also focus on how to create an even better county for the current generation, but also for the next generation of Prince Georgians, our youth.
- 6. Leave No Community Behind.** The path to prosperity for jurisdictions often passes over those who are traditionally underserved. Many teams confirmed a desire to ensure that all communities share in future prosperity.

Action Agenda goals also follow along a central, connecting theme of building economic health and community health, simultaneously. The goal reports reveal an often causal relationship between (a) providing adequate education and training opportunities, recreation, arts, culture, and high quality retail, commercial, and residential development; and (b) attracting major employers, growing small and minority-owned businesses, and providing a variety of jobs to allow Prince Georgians to live and work in the same county.

***Envision* Big Ideas: A ‘Baker’s Dozen’ Plus One**

Each team report contained objectives that ranged in

number from four to nine, each with multiple strategies, often exceeding single digits. Across the 14 reports, more than 60 objectives are recommended, each important in its own right. Yet, some goals in particular stand out in terms of ambition, reach, and in setting a new tone for a new Prince George's. Here is a persuasive baker's dozen, plus one:

Economic Health

- Build Defense Homeland Security Corridor along the southern Green Line
- Leverage the Research Capacity of University of Maryland and Northern County Assets
- Establish a Strategic Technology Council
- Develop a "Downtown" New Carrollton
- Encourage Workforce Housing at Transit Centers (as part of a wider mix of quality housing)
- Create a Countywide Workforce Development System
- Brand Prince George's County as Small Business Friendly

Community Health

- Implement Key Government Performance Indicators through a Major Transparency Initiative
- Reduce Crime in High Crime and Other Areas
- Increase the Number of Highly Effective Teachers
- Brand the Uniqueness of Arts, Culture, and Historic Preservation in the County
- Improve the County's Health Ranking
- Increase the Number of Locals Who Live Near Work
- Develop a System of Advisory Neighborhood Commissions

ENVISION PRINCE GEORGE'S RECOMMENDATIONS

Envision Implementation Coordinating Council

Critical to the sustainability of *Envision* is the establishment of an organization that can focus on maintaining the current momentum, keep stakeholders aware and active about *Envision* activities, and to foster the implementation of the Action Agenda.

Currently, it is proposed that *Envision* be transitioned to the Prince George's Community Foundation as its new, temporary home, in which it will become a sponsored program. It would remain there until it has developed the infrastructure and funding streams that allow it to emerge as an independent non-profit organization. It is anticipated that this incubation period will last 18 months or more.

One of its first acts will be to create the *Envision* Implementation Coordinating Council, a body whose membership is open to all residents and stakeholders vested in and committed to actions in support of achieving *Envision's* initial vision and goals.

A primary focus for the next two to three months is the formation of a smaller executive committee that will serve as primary decision-makers for the opportunities, issues, and challenges the project faces in the coming year. After the committee is in place, it should focus on five primary task areas:

1. Disseminate the Vision and Action Agenda Widely
2. Line up Endorsements and Support
3. Assemble Resources to Fund Core Activities
4. Brief Likely Implementers on the Action Agenda
5. Recruit Residents and Other Stakeholders to Join the Implementation Coordinating Council

One Year From Now: Indicators of Progress

For the longer term (one year out and beyond), the key elements for ensuring sustainability of both the Action Agenda and the *Envision* initiative will likely include:

- **Active Implementation.** Implementation active in most if not all of the 14 priority goals.
- **Long-term Funding.** Significant progress in developing longer term funding and establishing independent non-profit status.
- **Envision, Branded.** An *Envision* brand that is widely known and understood and that continues to have broad support.
- **A 'Progress' Scorecard.** Developing an *Envision* Scorecard that allows residents and stakeholders to track progress and to begin to hold stakeholders at every level, including residents, decision-makers and implementers accountable.
- **Ongoing Engagement.** A robust and ongoing advocacy and engagement campaign that regularly involves hundreds of stakeholders in direct advocacy for elements of the Action Agenda and regularly convenes the Coordinating Council and other stakeholders in important deliberations about progress, next steps, and new priorities.
- **Strategic Social Media.** A regular and interactive website and newsletter that allows progress of implementation to be highlighted and encourages stakeholders to collaborate and problem-solve with one another around common goals.
- **Permanent Staff.** Full-time, permanent staff is in place to direct and guide the day-to-day and long term *Envision* initiative.
- **Public Outreach and Engagement Going Forward.** Numerous lessons have been learned in engaging Prince Georgians during *Envision* thus far that are important to factor in moving forward. First, it is clear that large numbers of Prince Georgians have a desire to be involved in helping to improve their county and, if given adequate support and opportunities, they will respond and take action in numbers that are large enough to make a difference. It is also clear that strong networks of organizations, groups and neighborhoods exist in

Prince George's County and will be key to efforts to mobilize residents for positive change.

Personal contact and direct invitations through existing networks of trust has also been the most effective way to get involvement in *Envision* activities and should be continued, as should the utilizing the *Envision* website in combination with regular email newsletters and invitations as effective ways to communicate with stakeholders. One of the best innovations in the first phase of work has been the Ambassador program, both as a successful approach to leadership training and outreach and ultimately provided an extremely effective means of reaching different segments of the community. It would be important to extend this program in the next phase.

Envision staff were wisely in tune with the importance of designing programs aimed specifically at "hard to reach" and/or typically under-represented groups in order to obtain adequate participation and input from them. This was evident in their push for both the youth and Latino forums. This kind of sensitivity and commitment to this need must remain. Otherwise, participation across all demographics will become limited to the more traditionally participating groups.

A focus on community and stakeholder engagement has always been at the center of the work of *Envision Prince George's* and must continue to be so if it is to be successful in the future. What made *Envision* different was not just holding programs for all segments of the community, but the astute emphasis on dialogue and listening which enhanced participants' experience and their commitment to the longer term process. An emphasis on concrete results and actions has also been an important aspect of all programs and must continue to be so in the future.

Engagement will continue to be critical for future *Envision* phases. There are four broad outreach tasks recommended as *Envision* moves forward and seeks to keep broad level community engagement at the heart of its work:

- Educate the general public about ongoing efforts through presentations, a communications campaign, and interesting and useful online activities.
- Keep a core of active people strategically involved, both new and existing leaders and volunteers.
- Reach out to and involve new people through targeted outreach, special programs, gatherings, and festivals, etc.
- Promote the Action Agenda, including through ongoing Community Action Teams, recruiting large numbers to the Implementation Coordinating Council, and encouraging organizations and individuals to adopt specific goals.

CONCLUSION

This first phase of *Envision Prince George's* has galvanized the attention of many residents and other stakeholders, in

a very positive way. It has demonstrated that the diversity of the county can come together and forge a common vision and plan. The success of *Envision* thus far is evidence of the commitment and dedication of hundreds of people who have volunteered their time and became informal ambassadors for the cause.

With a vision now in place, and a set of priority goals now molded into a compelling action agenda for implementation, *Envision* is well positioned to make a genuine difference for the county's future over the next several years and beyond.

That said, the initiative also now moves into a tenuous period in which it builds organizational capacity to ensure it becomes a long-term initiative (which is not a given) and at a time of significant political change, in which in seven months a new County Executive will be in power along with five new County Council members, none of whose support is guaranteed.

Over the course of 2010 and 2011, it is thus critical that *Envision* staff, volunteers, and stakeholders alike focus on the critical tasks of:

- Ensuring the vision becomes widely known and embraced in every social, community, and political circle in the county.
- Obtaining the ownership and commitment of the vision and action agenda from a multitude of key county stakeholders in business, education, government (state, county, and municipal), non-profit, faith, etc.
- Motivating hundreds of organizations and thousands of residents and stakeholders to make their own commitments about what they will do, individually and collectively, to advance the vision and one or more of the higher and lower priority goals.

Thousands of Prince Georgians have spoken for a new future in the county. Now is the time for all to roll up their sleeves and make the vision, and achievement of the priority goals, a reality.





THE *ENVISION* ACTION AGENDA

After two years of intensive public engagement, reaching more than 20,000 county residents and stakeholders, the *Envision Prince George's* Action Agenda points the way to an even more exciting future.

INTRODUCTION

From its inception, *Envision Prince George's* has been organized as a Call to Action for residents and other stakeholders. Initially, the call focused on people sharing their visions. More recently, it focused on people developing plans to implement the vision.

The *Envision* Action Agenda is the culmination of an extraordinary investment of strategic thinking and sweat equity by more than 100 community members in the county. These 100-plus volunteers – and the 26 community leaders who served as Community Action Team co-chairs or captains – worked exhaustively from early April through mid-May to develop goal team reports for each of the 14 priority goals. They heard the call to action and they stepped forward.

What specifically did they do? All 14 teams were asked to develop key objectives and strategies for the near-term and fashion those into a recommended plan of action for the next three to our years. Community members from across the county signed up for these teams and participated in face-to-face meetings, phone conferences, and extensive email exchange to develop, refine, and finalize reports and recommendations to the larger community.

This was done over a very compressed time period – five weeks – and yet the high quality of their end-product, the reports you will read shortly, was notable. Their reports concluded with suggested indicators, or measures, for how county residents and other stakeholders can determine progress in the future and offered a set of first steps for proceeding.

Each team was supported by staff from The Maryland-National Capital Park and Planning Commission and *AmericaSpeaks*, who composed initial goal team memos, conducted research on key data, information, and effective practices, attended and helped facilitate meetings, and assisted with the final reports.

CALL TO ACTION

The Action Agenda represents the newest and most ambitious Call to Action yet. The Agenda is built around

14 long-term (defined as 10-20 years) goals that participants in the *Envision* 21st Century Town Meeting in March 2010, prioritized as “the most important for the long-term success of the county.”

Each goal has a 10-20 year timeframe and provides key support to one or more of the six *Envision* areas. The goals are highlighted in the chart on this page and are included in full in the Appendix to this larger report.

Live	<ul style="list-style-type: none"> • High Levels Of Public Safety • Diversity Of Shopping, Restaurants, And Entertainment
Work	<ul style="list-style-type: none"> • Prosperous Small Businesses • Federal Jobs Hub • Higher Education Innovation Engine
Learn	<ul style="list-style-type: none"> • Top Notch School District • Robust Career, Technical, And Workforce Education And Training
Serve	<ul style="list-style-type: none"> • Responsive Government • High Public Engagement Levels
Enjoy	<ul style="list-style-type: none"> • Recreation, Health, And Wellness Activities • Vibrant Arts And Culture Community
Sustain	<ul style="list-style-type: none"> • Local Jobs, Businesses, And Amenities • Focus Development In Transit-Oriented, Mixed-use, Walkable, And Bikeable Communities • The Will, Capacity, And Resources To Sustain The Vision

This Action Agenda not only gathers the 14 reports together, in this section, presented as 2-page Goals ‘Snapshots’ – it offers a view into the passion and commitment residents and other stakeholders have for their county, and the path to success they see ahead.

Each full report (found in the Appendix of the full, *Envision* phase one, final report), provides significant detail about what the key objectives should be for the next three

to four years, as well as strategies that help to accomplish the objectives, and begins to identify who should be centrally involved in implementation.

Any resident or stakeholder currently working on or looking to determine their own calls to action, should review these full reports carefully to determine what best aligns with their initiatives, passion, interest, and talents. The final section of this introduction, Next Steps, explains more about one might proceed.

THE OPPORTUNITY

A report of the Greater Washington Research Program at the Brookings Institution in 2007 outlines what has been reaffirmed during the *Envision* process: Prince George's is a prosperous county with a strong middle class, growing household incomes, relatively low overall poverty, and healthy job growth.

At the same time, the county in recent times has seen a net outmigration of residents (many in the middle class), and experiences a lack of quality, nearby and local jobs, which causes long commutes.

Its school system, despite the significant strides made in the last five years, continues to struggle as one of the lowest performing systems in Maryland.

Overall public safety has increased significantly in the past half decade in the county, but still ranks among the jurisdictions with the highest crime in the region.

The health of county residents, overall, ranks in the bottom half of counties in the state.

Jobs in the county have grown steadily in the past decade but lag behind many other of the region's counties. Yet, one of the powerful outcomes of *Envision* thus far has been the spirit and attitude of those who have attended its programs. Prince Georgians are proud of the resources and assets the county has to offer. Many enjoy living in the county, realize the many wonderful aspects that contribute to a good quality of life, and are committed to preserving some of those elements, while building an even greater future. Conversely, however, there is also a lack of awareness of the breadth of the many assets of Prince George's County.

The greater future, as is reflected in the Action Agenda, depends on capitalizing on existing advantages, further developing core competencies, and building, wherever possible, from within. Some existing strengths may need to be retooled or reorganized (several objectives reflect this) and important new ideas may need to be learned

from success outside the county. The bottom line, though, is that these reports indicate there are amazing opportunities before the county to truly create a more vibrant economy and higher quality of life for all.

KEY THEMES

The 14 reports, as different as each is in focus (recreation, public safety, education, etc.), as a whole, articulate a number of important, interlocking themes that help tell a larger story about the county's future. These themes reflect what thousands of Prince Georgian's have said throughout the *Envision* process about how the county should grow, develop, and thrive in the future.

1. Be Intelligent in How We Grow: Numerous team reports call for a different kind of development than the county has actively pursued in the past. The Mixed Use/ Transit-Oriented Development report, to no one's surprise, calls for considerably more development near Metro (and other transit) stations, but it was not alone. The Federal Jobs Hub report calls for the recruitment of more federal facilities with a special focus along the various Metro lines. The Higher Education Innovation Engine report emphasizes development around key Green line stations to the north and south, and proposes innovation corridors that would have a Metro-oriented element. The Local Jobs, Businesses, and Amenities report encourages boosting agricultural jobs that, in part, would help to preserve precious rural and agricultural lands.

2. Tell a New County Story: A common theme throughout the initial public engagement phase were concerns expressed about the negative reputation and image the county has regionally, in general, and about how the county's "story" is often told by others, not by the county itself. Most teams discussed this challenge at length during April and May. In their reports, several teams addressed this issue directly. The Diversity of Shopping, Restaurants, and Entertainment team proposes a regional marketing campaign to promote a positive county image. The Vibrant Arts and Culture Community team articulates the need to create a brand for arts, culture and historic preservation for Prince George's County to promote its unique history, diversity and culture rich communities. The Prosperous Small Businesses team recommends a number of strategies that within several years would allow the county to earn the brand of being 'small business friendly.'

3. Build Upon Our Current Foundations: From the outset *Envision* staff and organizers emphasized the need to build upon existing plans and assets. Many teams took this seriously. The recommendations of numerous teams align well with a number of key plans such as, the county's 2002 General Plan, the transit-oriented development plans, a health and health care study, among others.

4. Become a Genuine Regional Leader: The team reports, as a whole, begin to establish a path that would allow the county to shed its bedroom community image and become a regional powerhouse, economically, and a model for dealing with challenges as a complex, urban-suburban-rural community. The economic recommendations include: a prominent federal strategy built around science, technology and security; a higher education strategy that leverages the research, innovation, and technology transfer potentials of our vibrant colleges and universities; and a commercial development focus around the county's underutilized Metro stations. These reports help establish the direction for the county to follow to emerge as a regional leader. Other recommendations that focus more on quality of life issues – dramatic improvement of the school system; a laser focus on improving health county-wide; and a comprehensive strategy for sustaining the gains made in public safety in the past decade – ensure that the county will lead socially, as well as economically.

5. Build Up the Next Generation: It has been widely acknowledged during this *Envision* process that Prince Georgians need to aspire to create an even better Prince George's not just for the current generation, but especially for the next generation of Prince Georgians. The Top Notch School District team articulates a far-reaching blueprint for how to continue to significantly improve student and school performance over the next four years so that far more county youth become college and career ready. The Career and Technical Education team proposes an ambitious set of objectives designed to build, at the secondary and post-secondary levels a more highly-skilled and nimble workforce as more and more jobs require some post-secondary training, certification, or degree in specialized fields. The High Levels of Safety team proposes two objectives specifically to help youth, one on reducing gang and bullying activity and the other reducing violent and antisocial behavior. Other teams also developed objectives and strategies with a focus on youth.

6. Leave No Community Behind: The path to prosperity for jurisdictions often passes over those who are traditionally underserved. Town meeting participants confirmed a desire to make sure that all communities share in future prosperity. This theme showed up in team reports from: 1) Recreation, Health, and Wellness, 2) High Levels of Safety, 3) Focus Development in Transit-Oriented, Mixed-use, Walkable and Bikeable Communities, among others.

A SPECIAL THEME: COMMUNITY AND ECONOMIC HEALTH

Action Agenda goals also follow along a central, connecting theme of building economic and community

health, simultaneously. As can be seen in the Goal 'Snapshots' that follow, improving Prince George's economic health – through jobs, development, and small businesses – is foremost in many stakeholders' minds. Objectives describe improving pre-career and technical training, facilitating the relocation of identified federal and state agencies to the county, and ensuring that development patterns provide sufficient amenities to meet employees' needs and capture discretionary spending.

Community health forms the second half of the goals' persistent theme. Prince Georgians on these 14 teams reveal an understanding of the interdependency between community and economy. Challenges such as community and personal safety, support for arts and culture, recreation, and wellness are all tackled in the Goal Reports. Objectives and strategies offer actionable suggestions on how to use existing and create new assets to improve community health.

The pursuit of greater economic and community health is inextricably linked to the overall vision and long-term goals of *Envision*. These goal reports reveal an often causal relationship between (a) providing adequate education and training opportunities, recreation, arts, culture, and high quality retail, commercial, and residential development; and (b) attracting major employers, growing small and minority-owned businesses, and providing a variety of jobs to allow Prince Georgians to live and work in the same county.

ENVISION BIG IDEAS: A 'BAKER'S DOZEN' PLUS ONE!

Each team report contained objectives that ranged in number from four to nine, each with multiple strategies, often exceeding single digits. Across the 14 reports, more than 60 objectives are recommended, each important in its own right. Yet, some goals in particular stand out in terms of their ambition, reach, and in setting a new tone for a new Prince George's.

Many more objectives could have been included on this list, but here is a persuasive baker's dozen, plus one.

Economic Health

• **Build Defense Homeland Security Corridor along the Southern Green Line.** By 2014, the county will have secured – and begun to build – at least one new major Department of Homeland Security facility along the southern Green Line. (Obj. 7, Federal Jobs Hub)

• **Leverage the Research Capacity of University of Maryland and Northern County Assets.** By 2014, the

county will have significantly advanced in building upon the research capacity of the University of Maryland and the existing cluster of federal facilities nearby to attract additional federal entities and private contractors focused on earth science, food safety and health, biotechnology/ biomedical, and security. (Obj. 4, Federal Jobs Hub)

- **Establish a Strategic Technology Council.** By 2011, a Prince George's Technology Council will be an organization that sets strategy and identifies resources to foster the development of innovative technology clusters throughout the county and works across sectors to support these clusters. (Obj. 1, Higher Education Innovation Engine)

- **Develop a "Downtown" New Carrollton.** Commence planning and development efforts to create "downtown" New Carrollton with at least one major developer committed to creating high-quality housing, offices, restaurants, and shopping amenities in a modern high-density, mixed-use, corridor design to include national and local retailers with eco-friendly open spaces and multiple-modes of transportation. (Obj. 3, Diversity of Shopping, Restaurants, etc.)

- **Encourage Workforce Housing at Transit Centers.** Have regulations in place that encourage new transit oriented developments to provide workforce housing as part of a larger mix of quality housing, and have at least one project where such plans have been approved. (Obj. 6, Mixed-use, Transit Oriented Communities)

- **Create a Countywide Workforce Development System.** By 2014, create a coordinated workforce development system with the capacity to increase skills training and related opportunities for county residents in high-growth, high-demand industries by 20 percent. (Obj. 2, Career and Technical Education)

- **Brand County as 'Small Business Friendly.'** Brand Prince George's County as small business friendly by December 30, 2014. (Obj. 1, Prosperous Small Businesses)

Community Health

- **Implement Key Government Performance Indicators through a Major Transparency Initiative.** By January 2013, our local governments will improve transparency by providing key performance indicators (KPI) for residents that reflect our county and municipal governments' performance. (Obj. 2, Responsive Government)

- **Reduce Crime in High Crime Areas and Countywide.** By 2014, the county will have reduced crime in communities with the highest crime rates in Prince George's County without displacing it to other areas. (Obj. 5, High Levels of Safety)

- **Increase the Number of Highly Effective Teachers.** Significantly increase, each year, the number of highly effective teachers and administrators in the school district; and significantly increase central office administrators whose professional skills match their job function. (Obj. 4, Top Notch School District)

- **Brand the Uniqueness of Arts, Culture, and Historic Preservation in the County.** Create a brand for arts, culture and historic preservation for Prince George's County to promote our unique history, diversity and culture rich communities and increase awareness, participation, audience development and tourism development. (Obj. 4, Vibrant Arts and Culture Community)

- **Improve the County's Health Ranking.** Improve on the 2010 Prince George's County ranking reported in www.countyhealthrankings.org and expand on the County's Health Department's data collection capacity to benchmark and measure the health and wellness of Prince George's County residents. (Obj. 4, Recreation, Health, Wellness)

- **Increase the Number of Locals Who Live Near Work.** Increase the number of Prince George's County public and private sector workers that live near their workplace. (Obj. 4, Local Jobs, Businesses, Amenities)

- **Create a System of Advisory Neighborhood Commissions.** By 2014, a new system of the Advisory Neighborhood Commission model is in place that enables residents across the county to consider and decide upon a wide range of policies and programs affecting their neighborhoods. (Obj. 3, High Public Engagement Levels)

IMPLICATIONS FOR CHANGE

Implicit to any visioning and planning activity is that change is valuable. These 14 reports present a clear strategy to achieve the desired positive change. All goal teams realize the changes they recommend are complex, in many cases resource intensive, and will face obstacles, if not genuine resistance.

The next step for much of this Action Agenda is to have it widely disseminated so that residents and stakeholders have an opportunity to review, digest, and buy into it. Some proposals may be determined as too ambitious for the given time frame, the next four years. Other proposals may require additional refinement in the near term, or further out.

At the same time, this Action Agenda demarcates a new beginning. For county residents and other stakeholders, there appears to be a pent-up appetite for the results that these goals, objectives, and strategies target. A new *Envision* Implementation Coordinating Council is being established as this report is written to begin to advance this agenda.

This agenda involves everyone: government, the business community, non-profits of every stripe, the school system, higher education institutions, among many, many others.

It also will require a greater level – and different types – of collaboration than has commonly occurred in the county: parents working with schools, communities working with police departments, business community working with government. The list of proposed collaborations and partnerships is extensive in this agenda. Their success will hinge just as much on what is focused on, as how each functions across organizations, sectors, and personalities.

The *Envision* Action Agenda must now serve as a recruitment tool to draw as many people as possible to make a commitment that advances these goals, objectives, and strategies. *Envision* challenges everyone to assume ownership in and responsibility for the vision, goals and implementation. It cannot be simply handed over to a small group of decision-makers, leaders, and stakeholders or to the traditional, top-level, cross-sector leadership that exists in any county. This is an agenda for everyone to have a hand in implementing and must serve instead, as the critical pathways and guideposts that all stakeholders and residents use as they make their individual – and collective – decisions and contributions to an even greater Prince George's County.

NEXT STEPS

This Action Agenda was unveiled publicly at the 2010 Economic Outlook Forum held on June 11, 2010, at the University of Maryland-College Park.

The forum will also serve as the first opportunity for all stakeholders to join the aforementioned *Envision* Implementation Coordinating Council (the Council), whose membership is open to everyone.

The intent of the Council is to shepherd this initiative through this new implementation phase, and for years to come. All members, as they join, will be asked to make a commitment to the vision, the priority goals, and to aspects of the Action Agenda in which they are most interested, or in some cases, may already be working. An 11-member Executive Committee is currently

being formed to lead and manage the Council in its first years of operation. In the first year, this Committee will be supported directly by several staff of The Maryland-National Capital Park and Planning Commission. Central to their agenda in the initial months is to secure additional resources to support the Council and implementation of the goals.

Solicitation of members does not end with recruitment at the forum. It will continue and expand in the months that follow as more residents and stakeholders become aware of the opportunity and step forward with a commitment to serve.

An exciting agenda and action plan is now in place to lead the county into the future. Please join the Council today, and ensure that the ambitions all residents and other stakeholders have today become the realities of tomorrow.

Thank you.





LONG-TERM GOAL

Ensure high levels of safety for all of our communities through collaborative relationships between law enforcement and community. Achieve excellence in public safety through responsive, accountable, and effective police and fire/EMS services.

Background: In 2009, law enforcement throughout the metropolitan region reported a record reduction in serious crime; crime in Prince George's County dropped by more than 6,000 between 2008 and 2009. Although this accomplishment and the hard work of county law enforcement professionals should be applauded, it is critically important that this progress be continued and the reduction in crime sustained so residents and business owners feel safe living and opening businesses in the county.

OBJECTIVE 1: Collaborate with Residents on Safety

By 2012, public safety agencies will have significantly increased collaboration with residents to improve public safety.

Background: By building public trust and improving the relationship between residents and the police department and other law enforcement agencies in Prince George's County, people are more likely to be supportive of law enforcement, feel empowered to address community issues, and collaborate to solve crime.

Key Stakeholders Include: County Executive, Council, police department, municipalities, park police, parole and corrections offices, Public Safety Director, Neighborhood Watch Associations, community organizations, the public, fire/EMS.

What Stakeholders Can Do (2 of 8 strategies)

- Reactivate the citizen advisory council to the Chief of Police by legislative action by 2012.
- Institute local police advisory boards for each police district that includes officer, community association, and faith-based organization, and resident representatives (including youth) to provide advice and information needed to specifically address the unique needs of the police service area.

OBJECTIVE 2: Reduce Gang and Bullying Activity

By 2014, the county will have reduced gang activity and recruitment and bullying in targeted neighborhoods and countywide, by engaging family, community organizations, businesses, social services, and schools.

Key Stakeholders Include: County police, juvenile justice system, Board of Education, arts and athletic organizations, department of recreation, County Council of PTAs, parents and community organizations, students.

What Stakeholders Can Do (2 of 7 strategies)

- Discourage gang presence by educating parents/families on how to recognize gang activity/recruitment and increase awareness on how parents can offer youth alternative activities and support.
- Enhance anti-bullying and anti-intimidation activities or initiatives in Prince George's County Public Schools to include gang-related activities.

OBJECTIVE 3: Reduce Violent and Antisocial Behavior
Reduce violent and antisocial behavior, especially among youth, and enhance greater respect for others, authority, and law enforcement.

Key Stakeholders Include: County Board of Education and school system, County Executive, Department of Family Services, community and non-profit organizations, Prince George's Chambers of Commerce and local businesses.

What Stakeholders Can Do (2 of 4 strategies)

- Create and implement positive social interaction curricula throughout pre-K-12 that will teach manners, conflict resolution, anger management skills, etc., designed to reduce violence and antisocial behavior.
- Establish a county community service corps program that will involve youth and others participating in a variety of community service projects and activities.

OBJECTIVE 4: Reduce Nonemergency 9-1-1 Calls

By 2014, police and fire/EMS will have significantly improved response time in emergency services by reducing the demand on emergency personnel.

Background: Prince George's County processes over 1.5 million 9-1-1 calls per year. Volunteer support from the community can assist officers in responding to non-emergency-related incidents by allowing citizens to provide non-emergency services.

What Stakeholders Can Do (1 of 2 strategies)

- Introduce 3-1-1 call centers to Prince George's County to handle non-emergency issues to decrease pressure on 9-1-1 and public safety officials and increase responsiveness and incorporate health services options and responders.

OBJECTIVE 5: Reduce Crime in High Crime Areas

By 2014, the county will have reduced crime in communities (and countywide) with the highest crime rates in Prince George's County.

Background: In an effort to ensure all of our communities are safe, focus crime prevention techniques in targeted high crime areas such as Districts 3 and 4, increase community policing and neighborhood watch, and implement new technologies to help reduce crime.

Key Stakeholders Include: Prince George's County and municipal police departments, community organizations, groups, and individuals.

What Stakeholders Can Do (2 of 7 strategies)

- Increase police presence such as foot patrols and community response teams in "hotspots" where crime is highest.
- Implement new technologies that efficiently report crime and improve response time for Prince George's County and municipal police departments.

OBJECTIVE 6: Improve Rural Fire Fighting

By 2013, improve fire fighting capability in the Rural Tier where a public water system is not present through the provision of 30,000-gallon underground water storage tanks in the vicinity of locations identified in the 2008 Approved Public Safety Facilities Master Plan.

Background: Due to lack of a public water system in rural communities, fire fighting can be a challenge. Through the provision of underground water storage tanks, within roadway rights-of-way and on private property, fire fighters can access the necessary water.

Key Stakeholders Include: Prince George's County Fire/EMS Department and Prince George's County government, residents, and others.

What Stakeholders Can Do (1 of 3 strategies)

- Identify and access funding sources such as the U.S. Department of Agriculture, which has over \$100 million for Rural Tier energy, water, and green technology initiatives.

OBJECTIVE 7: Increase Fire Safety Awareness

By 2014, awareness of fire safety will have been increased by 20 percent among homeowners and renters in the county.

Key Stakeholders Include: Prince George's County Fire/EMS Department, homeowner and civic associations, and apartment management companies.

What Stakeholders Can Do (1 of 2 strategies)

- Provide fire safety training to homeowner and civic Associations, and apartment management companies to encourage those entities to train residents in their communities about fire prevention and fire safety.

OBJECTIVE 8: Improve Homeland Security Capacity

Improve the capacity and response of public safety professionals, businesses, civic organizations, faith-based organizations, and county individuals, etc., to potential acts of terrorism.

Key Stakeholders Include: Prince George's County Executive and Office of Homeland Security.

What Stakeholders Can Do (1 of 5 strategies)

- Establish a practice of monitoring and, where possible, adopting or incorporating, the best and promising practices of other jurisdictions in improving the Prince George's County "Hometown"/Homeland Security Program.

OBJECTIVE 9: Environmental Design – Crime Prevention

Incorporate Crime Prevention Through Environmental Design (CPTED) principles into local ordinances and safety to help deter and considerably reduce crime.

Background: The growing need to alter the physical environment to deter crime has become more prevalent. Many cities across the U.S. and internationally have incorporated Crime Prevention Through Environmental Design (CPTED) principles into local ordinances and safety laws as an effective strategy to help deter and reduce crime.

Key Stakeholders Include: Prince George's County Planning Department, County Council, municipal governments, and property owners.

What Stakeholders Can Do (1 of 4 strategies)

- Amend the Zoning Ordinance to ensure that new development and revitalization of commercial areas incorporate best practices of CPTED in development proposals.

GETTING STARTED THIS YEAR

- Ensure appropriate countermeasures are in place for the safety of all local food, water, and energy sources.
- Engage the public, encourage reporting a crime, improving lighting around homes, or volunteering for Neighborhood Watch, etc.
- Attend police or fire/EMS open houses or community events to learn about new initiatives.



LIVE GOAL "SNAPSHOT" High Quality Shopping, Restaurant & Entertainment



LONG-TERM GOAL

Provide a great diversity of high quality shopping, restaurants, entertainment, and services available to everyone in the county, especially near workplaces and communities, where residents and visitors can enjoyably spend their dollars.

Background: In spite of the progress that has been made during the past several years, many residents of Prince George's County feel that they are still underserved and that they have to travel too far – and often out of the county – to meet their shopping, dining and entertainment needs.

OBJECTIVE 1: Regional Marketing Campaign to Promote Positive County Image

By 2012, execute an aggressive regional marketing campaign that promotes an extremely positive image about doing business in Prince George's County offers a clear message with a unified vision and brand identity.

Background: Prince George's County has sometimes been seen as an unattractive place to open a new business. This perception must be addressed in order to make significant progress over the next several years.

Key Stakeholders Include: Conference and Visitors Bureau, Maryland-National Capital Park and Planning Commission (M-NCPPC), Prince George's Chamber of Commerce, Black Chamber of Commerce, Economic Development Corporation (EDC), Department of Environmental Resources (DER).

What Stakeholders Can Do (3 of 11 strategies)

- Establish a Task Force to work with representatives of the Prince George's County Conference and Visitor's Bureau and its consultant to agree on brand and/or a slogan that promotes Prince George's County as a place that is family and business friendly and attractive for world class entertainment.
- Within 3-6 months after development of the brand, develop a coordinated plan for all relevant agencies to begin promoting the branding messages that have been created.
- Identify at least five locations to establish business improvement districts (BIDs) to carry the established brand as a part of the BID signage.

OBJECTIVE 2: Attract High Quality Restaurants, Stores, and Venues in a Successful Pilot Project

Achieve greater understanding of the specific consumer needs, tastes, and preferences of Prince George's County residents and use that information to complete at least one successful initiative to attract established high-quality

restaurants, stores, and event and entertainment venues.

Background: New businesses will have a better chance of being successful if there is a clear understanding of what the residents of Prince George's County want and need. Key Stakeholders Include: EDC, Chambers of Commerce, Conference and Visitor's Bureau.

What Stakeholders Can Do (3 of 4 strategies)

- Contract with an experienced marketing company to collaborate with a representative consumer interest panel from Prince George's County to conduct a comprehensive study to identify specific retail and commercial needs county consumers.
- Identify higher end and top quality retailers and survey them about their specific requirements to conduct business in a particular geographic local such as Prince George's County.
- Identify reasons current businesses are having difficulty surviving and develop strategies to address the findings.

OBJECTIVE 3: Develop a "Downtown" New Carrollton

Commence planning and development efforts on a "downtown" in New Carrollton with at least one major developer committed to creating high-quality housing, offices, restaurants, and shopping amenities in a modern high-density, mixed-use, corridor design to include national and local retailers with eco-friendly open spaces and multi-modal transportation for a destination live-work-play environment.

Background: Shopping, restaurants, entertainment and other amenities are currently scattered across many different places in Prince George's County. It is important to develop some areas that combine many different amenities in one area and have the feel of a downtown area.

Key Stakeholders Include: Coalition for Smart Growth, Green Alliance, EDC, Washington Area Metropolitan Transit Authority (WMATA), M-NCPPC, County Executive and Council.

What Stakeholders Can Do (3 of 6 strategies)

- Work to develop a broad consensus in the county about the importance of a “downtown area” in New Carrollton.
- Work with WMATA to help them get an agreement signed for use of land surrounding the metro station.
- Establish a county task force to focus on the location of “downtown areas” for Prince George’s County.

OBJECTIVE 4: Implement Incentives for High Quality Restaurants and Stores

Create and implement incentives for high quality restaurant chains and stores as well as small unique family businesses to utilize vacant commercial sites.

Background: There are numerous locations in the county where there are vacant buildings that were formerly occupied by various commercial sites. These sites can be utilized to speed up development of new restaurants and businesses and should be at the center of promotional efforts.

Key Stakeholders Include: EDC, Chambers of Commerce, Greater Prince George’s County Business Roundtable.

What Stakeholders Can Do (3 of 9 strategies)

- Conduct a forum of existing, prospective and former retail, restaurant, shopping and entertainment owners to share their experiences and define specific reasons for the success and failure of businesses in the County.
- Study and identify at least five sites that are available and highlight ones that are particularly attractive.
- Provide adequate access to capital for entrepreneurs and small and medium-sized enterprises.

OBJECTIVE 5: Reform Development Review/Permitting

Achieve reforms in the process for approving new restaurants, stores and entertainment that streamline the development process allowing the county to overcome its reputation as having a disjointed process and being difficult for developers.

Background: Various efforts to attract more restaurants, shopping and entertainment will be undermined unless issues with the planning and permitting process – sometimes seen as slow, inefficient and confusing – are addressed.

Key Stakeholders Include: M-NCPPC, DER, Department of Public Works and Transportation, EDC, Chambers of Commerce, Business Roundtable

What Stakeholders Can Do (3 of 4 strategies)

- Establish a task force which brings together representatives of relevant agencies to create a more centralized and predictable process.

- Study current approval process and identify impediments which deter retailers, restaurant owners and developers of entertainment venues.
- Monitor and work with current efforts to reform zoning in the county and suggest amendments and additions as necessary.

OBJECTIVE 6: Provide Better Transportation Options to Restaurants, Shopping and Entertainment Venues

Develop and implement a new transportation initiative that will improve the comprehensive transportation plan and provide better access to county restaurants, shopping and entertainment venues for seniors and others who rely on public transportation.

Background: Prince George’s County is very large and has a population that is spread out. Making it easier for residents to reach commercial areas can play a big role in the success of both new and existing businesses.

Key Stakeholders Include: Department of Public Works and Transportation, Housing Authority, civic associations, WMATA, Planning Department.

What Stakeholders Can Do (3 of 6 strategies)

- Review demographic data and housing patterns to determine those areas of the county that may need better service.
- Work with Metro bus to review routes and consider revisions to better accommodate the needs of retirees.
- Improve publicity about the availability of bus routes in target communities with high concentrations of senior citizens.

GETTING STARTED THIS YEAR

- Develop the marketing campaign to promote doing business in Prince George’s County.
- Conduct a survey to determine the shopping and entertainment needs of Prince George’s County residents.
- Plan the steps necessary to create support for the development of a downtown area in New Carrollton.
- Draft ideas for the incentives that will be necessary to encourage businesses to locate in currently vacant commercial spaces.
- Convene interested groups to identify a strategy to reform zoning and permitting processes.





WORK GOAL "SNAPSHOT" Prosperous Small Business



LONG-TERM GOAL

Invest in and sustain a prosperous sector for small businesses and entrepreneurs that produces a strong local economy serving the needs of the community.

Background: A Disparity Study conducted by D. J. Miller & Associates in 2006 concluded that "Prince George's County's procurement processes and practices have impacted the ability of Minority and Female Business Enterprises (MFBEs) to do business with the County." There is a convergence of opportunity and need to create a prosperous small business sector in Prince George's County. The Base Closure and Realignment Commission's (BRAC) impact on local workforce, housing, and development, presents the potential for a plethora of procurement prospects for local small business enterprises.

OBJECTIVE 1: Brand County as 'Small Business Friendly'

Brand Prince George's County as small business friendly by December 30, 2014.

Background: In developing a prosperous small business sector, Prince George's County wants to be a locale that is known as the place to start and grow a small business by providing support, resources, tools, processes, and structures that do just that.

Key Stakeholders Include: Economic Development Corporation (EDC), Center for Minority Business Development (CMBD), Small Business Development Center (SBDC), Chamber of Commerce (CoC), Black Chamber of Commerce (BCoC), County Executive.

What Stakeholders Can Do (3 of 6 strategies)

- Create a centralized clearinghouse of information (a one-stop shop), vending opportunities, resources, events, and tools that are accessible online and in various outlets, for starting, operating and growing small businesses in Prince George's County.
- Intentionally integrate Local Small Business Enterprise (LSBE) objectives into the purchasing process and monitor local small and minority contracting to prime and subcontractors to ensure accountability across county agencies.
- Partner with County municipalities, Board of Education, WSSC, Maryland-National Capital Park and Planning Commission, State, and Federal agencies to advertise contracting and procurement opportunities.

OBJECTIVE 2: Increase Certified Minority Business Enterprises

Increase the number of Minority Business Enterprises (MBE) certified as local small businesses from 600 as of February 28, 2010 to a minimum of 1500 by December 30, 2014.

Background: MBE certification is a first step a business can take toward longer-term contract opportunities that lead to a more stable business organization by opening the door to State and local contracts. This objective establishes a target of 300 MBE certifications per year for the next 2-3 years.

Key Stakeholders Include: County Executive and County Council, EDC, Department of Environmental Resources (DER), Housing and Community Development (HCD), Public Works & Transportation (PWT), Office of Central Services (OCS) Minority Business Development Division.

What Stakeholders Can Do (3 of 3 strategies)

- Empower the MBE certification process to an appropriate Prince George's County entity to decrease the wait time for certification.
- Streamline the MBE certification process for small and minority businesses so that only one certification is required to do business with any County agency.
- Utilize the Contract Review Committee (CRC) and Proposal Analysis Group (PAG) as tools to promote small and minority business vendor participation.

OBJECTIVE 3: Increase Certified Government Procurement Users

Increase the number of SBA 8A certified, General Service Administration Mission Oriented Business Integrated Services (MOBIS) and other procurement instrument users, and MD-DC Minority Supplier Council certified local business enterprises by December 30, 2014.

Background: This objective moves small businesses into another phase of organizational growth by opening the door for contracts with the federal government and those commercial organizations that support federal agencies.

Key Stakeholders Include: EDC, CMBD, SBDC, OCS Minority Business Development Division.

What Stakeholders Can Do (3 of 4 strategies)

- Determine baseline numbers of Small Business Administration 8A, General Services Administration and Maryland-D.C. Minority Supplier Council certified LSBEs and use as a basis for projecting growth in each process.
- Develop a “MBE Accelerator-type Program” that accepts eligible Local Small Business Enterprises (LSBE) and graduates classes of certified business enterprises.
- Implement program that incentivizes prime/subprime, mentor/mentee, and partnering relationships between large and small local businesses.

OBJECTIVE 4: Increase County Procurement Contracts to Small Business Enterprises

Increase the percentage of County procurement contracts to local small business enterprises by 20 percent each year through June 30, 2012.

Background: The emphasis of this objective is to open the funnel of procurement opportunities across all County agencies for local small and minority business enterprises.

Key Stakeholders Include: OCS Minority Business Development Division, EDC, DER, HCD, PW&T

What Stakeholders Can Do (3 of 5 strategies)

- Utilize registered LSBEs on small contracts.
- Send email notifications to registered local and minority small businesses for procurement opportunities.
- Offer a 5 or 10 percent discount to local and minority small businesses on all prime bids.

OBJECTIVE 5: Increase Number of Local Small Businesses Assisted

Increase the number of jobs created and/or retained in the County from 301.5 to 1000 by increasing the number of local small businesses assisted from 439 to 700 by December 30, 2014.

Background: Small business development has a direct correlation to local economic recovery. This objective’s intention is to make that connection.

Key Stakeholders Include: EDC, OCS, DER, HCD, PW&T, CMBD, County Executive, County Council, M-NCPPC.

What Stakeholders Can Do (3 of 3 strategies)

- Link entrepreneurs and small businesses to workforce development training.
- Provide local tax incentives, credits and waiving fees for LSBEs hiring unemployed residents of Prince George’s County.

- Increase the County procurement pipeline to build capacity by growing businesses from micro-enterprises.

RECOMMENDATIONS FOR GETTING STARTED

County Council Resolution, CR-23-2008, was a significant piece of legislature towards the vision of investing in and sustaining a prosperous small business sector in Prince George’s County by establishing a requirement that at least 15 percent of the work from new construction at National Harbor be reserved for local, small and minority-owned businesses.

To that end, the following are recommendations that can be initiated within the next six months:

- Convene the Task Force and begin looking at current entities involved in small business development to identify mission alignment and maximize efficiency.
- Localizing MBE certification to Prince George’s County government.
- Emphasis by Department of Central Services on local, small and minority goals throughout the County, as it moves to include compliance goals in performance evaluation of County procurement personnel.





LONG-TERM GOAL

Develop major job-generating hubs around key federal agency facilities in security, science, energy, health, and technology industries, many located around or near Metro/transit stations.

Background: A significant share of economic and job growth in the Washington, D.C. region in the next decade or more is likely to be driven by or enhanced by the federal government. Currently, there are approximately 30,000 federal employees and 19 major federal facilities within Prince George's County. As a means of strengthening the county's economic foundation, local leaders are working to bring additional federal government agencies and jobs to the county, particularly agencies that might produce "spin-off" from their operations that lead to increased demand for goods and services produced in the county.

OBJECTIVE 1: Prioritize Federal Jobs Hubs

Federal Jobs Hubs are prioritized as a primary economic development goal by the current and next County Administration and Council.

Background: Over the next four years, the current and next County administration and County Council need to make a visible, cohesive, county-wide strategy to proactively pursue federal agencies to relocate in the county, particularly, those that will become future jobs engines.

Key Stakeholders include: Economic Development Corporation (EDC), County Executive, County Council, Maryland-National Capital Park and Planning Commission (M-NCPPC), Greater Prince George's County Business Roundtable, County Chambers of Commerce.

What Stakeholders Can Do (2 of 4 strategies)

- Make federal jobs hub one of the top 2-3 priorities in the next 5-year Economic Development Plan.
- The county will streamline the zoning ordinance and subdivision regulations and processes by 2011 so that the development approval process is more predictable, efficient, and effective.

OBJECTIVE 2: Successfully Relocate a State Agency

Move-in an existing state agency into a currently available facility or newly built headquarters by 2014.

Background: The state's Taskforce to Study Locations in Prince George's County Best Suited for Use by state agencies, issued a report in January 2010 that concluded the County was well-suited for the relocation of agencies. Two agencies, the Department of Housing and Community Development and the Military Department, were identified as possible candidates.

Key Stakeholders include: EDC, Greater Prince George's Business Roundtable, M-NCPPC, County Executive, state delegates, Chambers of Commerce.

What Stakeholders Can Do (2 of 5 strategies)

- Determine the best candidates for state agencies to relocate in the next 2-3 years; focus in on 1-2 that would provide significant benefit to the County (currently Military Department and Department of Housing and Community Development).
- Work with developers/builders to find the appropriate location(s) for a state facility, ideally near a Metro station.

OBJECTIVE 3: New Metro-Accessible Federal Facility

Secure a new federal facility at a major Metro station by 2014 that will provide the opportunity to have spin-off capability, both in terms of imbedded contractors, smaller federal organizations, and other private firms.

Background: One way counties are gaining an economic reputation is by creating industry "corridors." This objective positions the county to aggressively pursue federal agencies that have the potential to help initiate a corridor or boost the growth of an emerging corridor.

Key Stakeholders include: EDC, Greater Prince George's Business Roundtable, local House of Representatives members, County Chambers of Commerce, Maryland Business and Economic Development Department.

What Stakeholders Can Do (2 of 7 strategies)

- Study the federal real estate pipeline for the next 2-5 years to understand which agencies the County should target for relocation during that time frame.
- Develop an attractive benefits/incentives package that would appeal to GSA/federal agencies looking to relocate (particularly around County Metro stations).

OBJECTIVE 4: Advance the University of Maryland/ Northern County Corridor

By 2014, the county will have advanced significantly in building upon the research capacity of the University of Maryland and the existing cluster of federal facilities (BARC, NASA, NOAA, IRPA, Treasury, FDA, HHS) nearby to attract additional federal entities and private contractors focused on earth science, food safety and health, biotechnology/bio-medical, and security.

Key Stakeholders include: University of Maryland, County Executive's Office, County Council, EDC, WMATA, Congressional Offices, local universities, among others.

What Stakeholders Can Do (2 of 4 strategies)

- Convene a working group to develop and recommend strategies to help M-Square become a world class research park, part of a larger vibrant, mixed-use development near College Park Metro, and ensure the research and innovation translates into business and economic development.
- Partner with and strengthen the Beltsville Agricultural Research Center's (BARC) numerous alliances and the NASA/ Goddard Alliance; identify priority commercial development areas near each facility, support efforts to maintain/expand agency budgets and attract contractors to adjacent sites.

OBJECTIVE 5: Leverage BRAC at Andrews Air Force Base

Secure significant new, higher end shopping and dining options as well as mixed-use projects around Andrews Air Force Base and in close proximity to Branch Avenue Metro station by 2014.

Background: The Defense Base Closure and Realignment (BRAC) activity at Andrews Air Force Base provides an immediate opportunity, since by 2012, an additional 3,000 workers will move to the base. This objective focuses on how the County can best serve these workers to capture their spending dollars during the workday and provide places for them to live nearby.

Key Stakeholders include: County Executive, County Council, EDC, Greater Prince George's Business Roundtable, Redevelopment Authority, M-NCPPC.

What Stakeholders Can Do (3 of 5 strategies)

- Partner with local HOAs and community associations to vigorously advocate for new and better amenities.
- Work with developers to lure the kinds of retail and restaurateurs appropriate for the incoming worker demographic – near the Base's gates and the Branch Avenue Metro station.
- Fully leverage the benefits of the BRAC Revitalization and Incentive Zone Program to obtain financial assistance for public infrastructure.

OBJECTIVE 6: Create Andrews AFB Cluster of Contractors

Pursue "embedded" contractors with permanent missions at AAFB to relocate in proximity to the base, preferably near Metro/transit.

Background: The intent here is to find ways to incentivize or require contractors conducting significant business with the base to have a corporate presence nearby. Also, to foster a corridor or cluster of defense and/or security companies that locates nearby the base.

Key Stakeholders include: Greater Prince George's Business Roundtable, EDC, Chambers of Commerce.

What Stakeholders Can Do (1 of 2 strategies)

- Work with Air Force executives to consider developing contract language with their key contractors that strongly encourages or mandates locating in close proximity to the base.

OBJECTIVE 7: Homeland Security Facility on Green Line

By 2014, the county will have secured – and begun to build – at least one new major Department of Homeland Security (DHS) facility along the southern Green Line.

Background: This objective looks at how to leverage opportunities and move toward creating a true economic corridor between southeast D.C. and Andrews that would become a Defense-Homeland Security corridor.

Key Stakeholders include: Economic Development Corporation, County Executive's office, Greater Prince George's Business Roundtable, local members of the House of Representatives, County Chambers of Commerce.

What Stakeholders Can Do (2 of 5 strategies)

- Develop working relationships with Department of Homeland Security and its partners (including Chesapeake Crescent Initiative) as it further develops its plans for a security and innovation cluster out of its southeast Washington D.C. hub.
- Make strategic links with the federal task forces studying the creation of the security/innovation cluster, including the U.S. Economic Development Administration.

GETTING STARTED THIS YEAR

- Leverage resources for any successful bids in 2010 for new federal facilities (i.e., Health and Human Services; Department of Homeland Security). If a bid is won, leverage the larger development around the facility and Metro station.
- Focus attention on successfully recruiting new commercial and retail development to build in the Andrews BRAC zone to serve the new influx of upper income federal workers and contractors.



WORK GOAL "SNAPSHOT" Higher Education as an Innovation Engine



LONG-TERM GOAL

Fully utilize the strengths of the higher education sector to translate research into successful scientific and technological commercial innovations, to: (a) serve as powerful job supplier and economic engine; and, (b) prepare a more highly skilled and nimble workforce (from blue to white to green collar) for the 21st century economy.

Background: Based on their financial, physical and intellectual resources, current programs, as well as future plans, the leading higher education institutions located in Prince George's County possess the requisites for cutting edge research and skilled workforce training, and the effective translation of research and innovation into business and economic development.

OBJECTIVE 1: Establish a Strategic Technology Council

By 2011, a Prince George's Technology Council will be an organization that sets strategy and identifies resources to foster the development of innovative technology clusters throughout the county and works across sectors to support these clusters.

Background: Research shows that the most successful jurisdictions have created an entity to focus on developing and maintaining research based institutions. This entity champions attracting and maintaining high tech and research interests as part of a deliberate plan for economic growth.

Key Stakeholders Include: County Executive, County Council, Economic Development Corporation (EDC), and higher education institutions, also key technology companies and Chambers of Commerce.

What Stakeholders Can Do (3 of 8 strategies)

- Identify and appoint suitable representatives of institutions, organizations, businesses and individuals to the technology council.
- Help county technology organizations to grow through its membership and activities such as networking events, cost saving programs and advocacy initiatives.
- Work in conjunction with county officials to develop a strategic county platform addressing the future of the science and technology industry in Prince George's County.

OBJECTIVE 2: Create "Corridors of Innovation"

By 2014, Corridors of Innovation have been created and are beginning to realize scientific, technological, and economic benefits for Prince George's County.

Background: Prince George's County already has high number of research institutions and a growing science and industry base. Through strategic planning, industry cluster

identification, supportive public policies, and the pursuit of substantial and sustained funding, the county is positioned to facilitate the creation and growth of "corridors" or "communities" of innovation that transfer important new ideas from research institutions and laboratories into the marketplace, and promote technology-led economic development for the county.

Key Stakeholders Include: EDC, Higher Education Consortium, Technology Council, County Executive, County Council, Maryland-National Capital Park and Planning Commission (M-NCPPC).

What Stakeholders Can Do (3 of 5 strategies)

- Identify specific areas within the county with current assets to target as Corridors of Innovation for development.
- Develop county support systems for planning and zoning modifications that are friendly to requirements for research and technology infrastructure.
- Aggressively pursue funding to launch public/private partnerships, including grant opportunities and revenue bond financing, creating new science & technology developments (public and private) in the county along these corridors.

OBJECTIVE 3: A Higher Education Consortium that Advances Innovation

By 2011, a Countywide Higher Education Consortium will be in place that works to actively advance the education, economic development, and workforce of the county.

Background: The importance of a higher education consortium centers upon what institutions can do collaboratively for and with the county that individual institutions can do less effectively on their own. The consortium will play an essential role in the promotion and advancement of innovation and technology transfer and in helping to lead the way in key sectors of the county's emerging economic sectors.

Key Stakeholders Include: County Executive, all major higher education institutions in the County, EDC, Greater Prince George's Business Roundtable, Prince George's County Chambers of Commerce

What Stakeholders Can Do (3 of 5 strategies)

- Identify and recruit members including Presidents and CEOs of all higher education Institutions located or doing research in the County.
- Organize and focus the consortium agenda to address the most strategic educational, economic, and workforce issues that they can tackle collaboratively.
- Secure staff and resources to support the Consortium.

OBJECTIVE 4: Increase STEM Student Pipeline

By 2014, significantly more students in the County will complete STEM (science, technology, engineering, mathematics) programs at the secondary and post-secondary levels.

Background: An important element to maintaining technology enterprises as a core economic driver in Prince George's County is providing a readily available, highly trained workforce of county residents. To achieve this objective, county residents must be provided training and exposure to career opportunities at the earliest possible stage of educational development.

Key Stakeholders Include: Bowie State University, University of Maryland, Prince George's County Community College, PGCCPS, Prince George's County Chamber of Commerce, county businesses.

What Stakeholders Can Do (3 of 6 strategies)

- Leverage the Math Science Partnership Minority Student Pipeline (MSP) (a five year, \$12.4 million grant funded by the National Science Foundation) project led by Bowie State University working with other colleges, universities, and the Prince George's County Public School System (PGCPS) to create a pipeline for bringing more minority students into STEM fields of study and more math and science teachers into county high schools.
- Create internship, apprenticeship, and work study programs to link college, vocational, and high school students studying in the STEM fields to an expanding pool of science and technology jobs in the county.
- Increase number of Prince George's County Public School (PGCPS) high schools and middle schools with top-notch STEM programs (Science and Technology; Project Lead the Way; etc.).

OBJECTIVE 5: Retain Science and Technology Start-Up Companies

Retain a high percentage of start-up businesses in key science and technology sectors (bio-technology and bio-medical, info technology, security/cyber-security, food safety, etc.) in the county.

Background: Statistics show that start-up businesses migrate to jurisdictions that provide the best incentive for their continued development. Nearly all new enterprises incubated at the University of Maryland in recent years have relocated to research areas of Montgomery and Frederick counties. The purpose here is to develop a competitive advantage that retains start-ups and attracts investment.

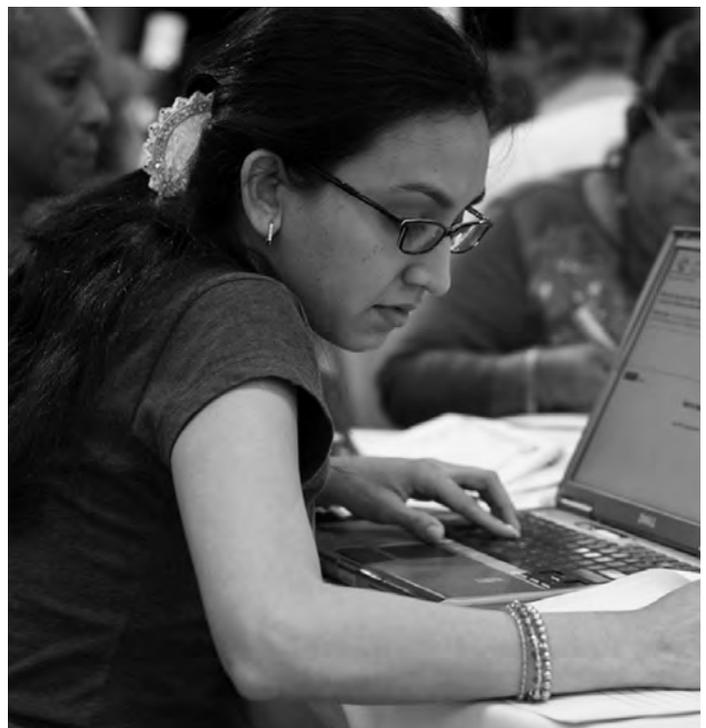
Key Stakeholders Include: Technology Council, EDC, Office of Finance, University of Maryland, Bowie State University, Howard University, Prince George's Chambers of Commerce, Greater Prince George's Business Roundtable.

What Stakeholders Can Do (3 of 5 strategies)

- Form joint partnerships between Economic Development Corporation and key research institutions (higher education, federal, private) to provide space and resources to start-ups.
- Leverage the plans for M-Square, Howard University North Campus, and Bowie State University to provide adequate amounts of office, wet lab space, and administrative/marketing support services for start-ups.
- Secure a large, federal Economic Development Administration grant to create a sizable incubator space in close proximity to a Metro.

GETTING STARTED THIS YEAR

- Name a lead agency within county government to be accountable for the overall success of these objectives.
- Initiate the Technology Council.
- Develop a legislative agenda to support tax incentives, bond financing, zoning enhancements, new curricula to advance research, innovation, and technology transfer-based developments in the county.





LEARN GOAL "SNAPSHOT" Top Notch School System



LONG-TERM GOAL

Build a top notch school system known for its high-quality, safe schools in every community, in which: every child graduates college and/or is career-ready; there are no discernible achievement gaps across the race, ethnic, and income levels; highly effective teachers are found in every classroom; all students reach proficient-to-high standards at every grade level; and there is strong family/parental and community (business, higher education, non-profits, etc.) involvement in each school that enhance the educational success of our children.

Background: Maryland public schools have ranked #1 in the nation, yet Prince George's County Public Schools, the 18th largest public school system in the United States, the 2nd largest of Maryland's twenty-four local education agencies, ranks as the lowest academic performing district in the state. Yet, there is great momentum in the Prince George's County Public Schools (PGCPS) system to ensure its students graduate college and career-ready.

School system leadership has embarked on a strategic planning course to transform curriculum and instruction to provide better learning opportunities to all students. Nevertheless, the environment in which Prince George's County Public Schools educates its students has been plagued with political, economic, social and technological challenges.

OBJECTIVE 1: Increase Number of PTAs

Annually increase by at least 50 percent the number of PTAs (includes PTSAs) or parent organizations yielding a PTA in 100 percent of schools by August 2015.

Background: "If we want children to achieve at even higher levels, we must also expect more from their parents and families." The National PTA has developed a guide to empower PTA leaders, parents, educators, community members, and students to work together for the educational success of all children and youth. Prince George's County has 196 schools of which only 31 have PTAs in good standing with the Maryland PTA.

Key Stakeholders Include: Prince George's County PTA Council, Individual PTAs/PTSAs, PGCPS, Parents, among others.

What Stakeholders Can Do (3 of 9 strategies)

- Hold an annual Family-School Partnership Summit to collaboratively implement national PTA standards that empower leaders, parents, educators, community members and students.
- Strengthen the parents' voice in shared decision-making by understanding that parents and school staff are equal partners in decisions that affect children and families.
- Establish a Parent Academy with a schedule of workshops that enable parents to become better partners in their children's education.

OBJECTIVE 2: Increase Student Performance

Annually, at a minimum, increase the percentage of students

scoring at proficient by five percent while making progress on the percentage of students scoring at advanced levels.

Background: Monitoring and assessing the level of student achievement can be used as an indicator to better align classroom curriculum with methods for delivering instruction.

Key Stakeholders Include: PGCPS, Maryland Dept. of Education data coaches, parents, Office of Federal Programs among others, Maryland-National Capital Park and Planning Commission.

What Stakeholders Can Do (3 of 9 strategies)

- Develop a comprehensive process to ensure student mastery in core academic areas at each grade level.
- Implement, as a family-school partnership, Seven Keys to College Readiness, a pathway for students to follow that will increase their chances of being ready for and successful in college.
- Increase academic 'time on tasks' through extended learning opportunities, remedial and enrichment, by offering extended day, Saturday, or summer school educational opportunities.

OBJECTIVE 3: Replicate Successful Academic Programs

By August 2014, replicate successful academic elementary, middle and high school programs in each area of the county in order to reduce the percentage of students scoring below proficient by 10 percent as an effort to significantly reduce the number of schools not making adequate yearly progress.

Background: Strengthening the rigor of courses in middle

and high schools will raise student achievement levels, and ensure postsecondary and work readiness for more students. Formulating and implementing rigorous academic programs that engage students in learning is fundamental to graduating students who are college and workforce ready.

Key Stakeholders Include: PGCPs, Maryland State Department of Education, local colleges and government, non-profit organizations, among others.

What Stakeholders Can Do (3 of 6 strategies)

- Strengthen the school district's curriculum and accountability system in accord with revised Maryland state curriculum/assessments, and linked to emerging national "common core" standards.
- Prepare a larger K-12 pipeline of students with science, technology, engineering, and math (STEM) competencies.
- Implement the planned secondary school reform model to enhance and replicate successful academic programs like Advanced Placement, International Baccalaureate, Science and Technology, World and Classical Languages, Career and Technology.

OBJECTIVE 4: Increase Number of Effective Teachers

Significantly increase, each year, the number of highly effective teachers and administrators in the district; and significantly increase central office administrators whose professional skills match their job functions.

Background: Research shows that teacher effectiveness is the single most important school-based factor in student success. Students who have highly effective teachers for three years in a row will score 50 percentile points higher on achievement tests than students who have less effective teachers three years in a row (Sanders & Rivers, 1996).

Key Stakeholders Include: PGCPs, Maryland State Dept of Education, financial institutions, businesses, colleges and universities, non-profit organizations, among others.

What Stakeholders Can Do (3 of 7 strategies)

- Recruit highly qualified and effective teachers in their content area.
- Offer incentives for teachers to teach in harder to staff schools.
- Redesign systems to prepare, retain, and evaluate teachers and principals, ensuring alignment to Maryland State Department of Education.

OBJECTIVE 5: Maximize Stakeholder Partnerships to Improve Public Education

Maximize the number of effective and sustainable partnerships with external stakeholders.

Background: There is a diverse pool of external stakeholders that have a direct or indirect stake in public

school education. These stakeholders can affect or be affected by the school system's actions, objectives, and policies.

Key Stakeholders Include: PGCPs, state and local government, media community, faith and business community, non-profits, parents, among others.

What Stakeholders Can Do (3 of 10 strategies)

- Maximize the partnership with Maryland-National Capital Park and Planning Commission that provides a wide range of recreational and academic programs.
- Ensure public education is at the forefront of state and local elected and appointed officials' agendas.
- Maximize the number of mentoring programs and re-establish a corps of mentors from the business community.

OBJECTIVE 6: Create Safe Schools

Annually decrease the number of school suspensions by 10 percent as an effort to create and sustain a safe and orderly school and learning environment where school disruptions and distractions are minimized, and learning is maximized.

Key Stakeholders Include: PGCPs, in particular teachers and student services; students; parents, among others.

What Stakeholders Can Do (3 of 9 strategies)

- Develop and implement character education courses into the curriculum.
- Redesign the Prince George's County Public Schools Code of Conduct that meets the needs of all stakeholders inside each school.
- Create a crisis intervention team to monitor (and respond to) attendance, consistent disruptive behaviors, and students' social and emotional wellness.

GETTING STARTED THIS YEAR

- Increase the number of school PTAs.
- Organize the first Family-School Partnership Summit.
- Recruit teachers who are highly qualified/effective.





LEARN GOAL "SNAPSHOT" Career and Technical Education



LONG-TERM GOAL

Offer extensive career and technical education at public and private secondary schools, post-secondary institutions, and technology training centers in the county to produce workers and entrepreneurs successful in the business sectors that are driving the 21st century economy. Also, provide robust career and technical training for skilled jobs to prepare persons for the global, green, and high-technology economy – provide by K-12, post-secondary, and companies and institutions outside the traditional education sector.

Background: Nationally and regionally competitive market forces, workforce development needs, and government job retraining programs have contributed to a growing demand for skill-based, career-focused, short-term programs leading directly to job placement, with less emphasis on traditional degree-based programs. Through 2018 Maryland's economy will require a more highly skilled and nimble workforce as more and more jobs require some post-secondary training, certification, or degree in specialized fields. The most immediate needs will occur in the administrative services, food preparation/hospitality, health care, and social services professions, as well as scientific, technical, and construction labor categories.

OBJECTIVE 1: Increase Students in PGCPs Licensure and Certification Programs

By 2014 increase the number of Prince George's County public high school students enrolled in licensure and certification-granting Career and College Readiness (CTE) courses from 52 percent to 60 percent and increase the completion rate from 21 percent of all Prince George's County public high school graduates to 26 percent.

Background: Prince George's Career and Technical Education (CTE) is an integral part of Prince George's County Public Schools (PGCPS) vision that every student graduates college and career-ready. This objective is intended to bring a sharper focus to an already-existing program.

Key Stakeholders Include: CTE program staff, Prince George's County Public Schools (PGCPS), Prince George's County Educational Association, Prince George's County Board of Education, Prince George's Community College, Prince George's County Economic Development Corporation–Workforce Services Division.

What Stakeholders Can Do (3 of 12 strategies)

- Beginning in elementary school, provide age-appropriate career awareness/counseling opportunities to students. This will serve to increase awareness of options that exist and pathways to taking advantage of them.
- Take advantage of the current federal and statewide focus on career education and seek additional opportunities for funding to support CTE programs.
- Work closely with area community colleges to increase dual enrollment opportunities.

OBJECTIVE 2: Create Countywide Workforce Development System

By 2014, create a coordinated workforce development system with the capacity to increase skills training and related opportunities for county residents in high-growth, high-demand industries by 20 percent.

Background: Prince George's County has the advantage of having an array of government, educational, and non-profit organizations strongly committed to developing the County's workforce. Increased successes achieved by individual groups can be scaled and increased significantly via a commitment to more formal collaboration and to a more joint decision making process.

Key Stakeholders Include: Prince George's County Workforce Investment Board, Prince George's County Economic Development Corporation–Workforce Services Division, Prince George's Community College, and Prince George's Public Schools.

What Stakeholders Can Do (3 of 6 strategies)

- Create a public/private County Workforce Development Partnership to align programs and services for adults and youth with coordinated strategies, expand resources, and coordinate service delivery between the partner organizations.
- Forecast the industries and occupations most likely to expand and/or be in demand in the County and the region through 2014 and provide training in those areas.
- Coordinate workforce strategies between youth and adult programs to create a continuum of education and training services, thus creating a seamless pipeline of skilled workers.



OBJECTIVE 3: Form Partnerships between Employers and Workforce Development Providers

By 2014, form partnerships with at least 100 employers, having jobs, to increase career opportunities and career pathways for both adults and youth in targeted industries such as alternative/clean energy, health care, information technology, and other emerging industries.

Background: Competitive job opportunities and career paths for County residents require strong, collaborative partnerships between employers and workforce development providers. Such partnerships ensure that jobs exist after training, that training adapts to meet ever changing industry demands, and that County residents are prepared for 21st century jobs.

Key Stakeholders Include: Prince George's County Economic Development Corporation–Workforce Services Division, Maryland-National Capital Park and Planning Commission, Prince George's County Chambers of Commerce, and Prince George's Community College.

What Stakeholders Can Do (3 of 5 strategies)

- Coordinate with Prince George's County Economic Development Corporation, Maryland-National Capital Park and Planning Commission, etc. to forecast the business/industries most likely to expand and/or be in demand in the County and the region through 2014.
- Implement aggressive marketing and outreach strategies to local and regional businesses in the targeted industries to identify employers with jobs and other opportunities.
- Enlist successful 'users,' employers and job seekers as part of the marketing strategy to 'tell the story' and recruit additional business partners.

OBJECTIVE 4: Increase Community College Enrollment and Graduates

By 2012, increase the number of full-time equivalent (FTE) credit and non-credit students enrolled in Prince George's Community College and the number of awards granted by 20 percent.

Background: Prince George's Community College (PGCC) is committed to supporting county residents, businesses, government agencies, and community organizations through credit and non-credit educational programs,

partnerships, and consortia agreements that improve workforce skills and transfer readiness.

Key Stakeholders Include: Prince George's Community College, Prince George's County Workforce Investment Board, Prince George's County Economic Development Corporation–Workforce Services Division, and Prince George's Public Schools.

What Stakeholders Can Do (3 of 4 strategies)

- Expand and sustain the number of workforce-based partnerships and agreements to yield a 20 percent increase in the number of students enrolled in continuing education workforce development initiatives by 2012.
- Increase recruitment and retention efforts to yield a 20 percent increase in the College's total FTE enrollment by 2012.
- Increase the number of completions of career certificate programs by 20 percent by 2012.

GETTING STARTED THIS YEAR

- Draft proposal for the Workforce Development Partnership, to include: mission, vision, needs assessment, and present to the local workforce investment board.
- Identify critical workforce development entities in the county and engage them in the partnership.
- Convene a task force of Prince George's public and private school administrators, faculty, and counselors and representatives from CTE to develop a plan that recognizes and resources multiple pathways to student success.





SERVE GOAL "SNAPSHOT" Responsive Government



LONG-TERM GOAL

Provide and sustain responsive county and municipal government that is efficient, transparent, accountable, innovative, forward thinking, meets the needs and desires of its residents, and known for its stewardship of resources and reputation for fiscal responsibility and integrity.

Background: In recent years, Prince George's County residents have expressed a greater expectation for government openness and transparency in policy decision-making to improve the democratic process and hold Prince George's County elected officials accountable for how services are delivered and budgets are managed.

OBJECTIVE 1: Develop Community Information System on the Workings and Benefits of County Government

By January 2013, local government, working with non-governmental community-based groups and organizations will develop and implement multiple information systems that inform residents about how their local government works and what the benefits are that government provides.

Background: In order to have an informed and empowered citizenry it is necessary that residents have knowledge of the County processes and resources that are available for their benefit.

Key Stakeholders Include: County Executive, County Council, municipalities, local community collaboratives* Maryland Foundation for Open Government.

What Stakeholders Can Do (1 of 1 strategies)

- Begin the process to provide multiple information systems that provide a breadth of resources in multiple languages and informs and enhances the knowledge of residents in the benefits of being proactive on the decision-making processes in a positive manner and services offered by government.

OBJECTIVE 2: Key Performance Indicators through Transparency

By January 2013, our local governments will improve transparency by providing key performance indicators (KPI) for residents that reflect our county and municipal governments' performance. This includes providing and sustaining responsive county and municipal governments that are effective, efficient, accountable, innovative, and forward thinking in meeting the needs of county residents.

Background: Responsible, informed residents create greater public awareness, residents become responsive and effective advocates, and better decisions can be made for the County.

Key Stakeholders Include: County Executive's office, County Council, Information Technology and Communications, Office of Management and Budget, municipal governments, and local community collaboratives.*

What Stakeholders Can Do (4 of 8 strategies)

- Implement a county statistical processing system such as CompStat and/or CapStat (statistical processing programs) as it relates to all county government agencies.
- Develop and implement a monitoring system to demonstrate the community benefit of the utilization of the local government Key Performance Indicator resources that promote responsibility and integrity.
- Develop an effective, measurable system that analyzes and implements a "zero" tolerance corruption policy throughout all local government agencies.
- County Executive and the County Council adopt the *Envision* priority goals and help foster, collaboratively with the community, an implementation coordinating entity that addresses a collective shared vision for the future based on the *Envision* priority goals.

Note: see page 31 for more about a proposed 'Cycle of Transparency.'

OBJECTIVE 3: Efficient and Effective Use of Resources and Budget

By January 2012, local government will demonstrate commitment and responsibility to residents by ensuring that resources are efficiently and effectively managed in order to realize measurable benefits.

Background: Residents have expressed a need for more accountability from local government in achieving their community and countywide goals with appropriate linkages to budget and efficient management of resources.

Key Stakeholders Include: County Executive, County Council, municipal governments, and local community collaboratives.*

What Stakeholders Can Do (3 of 4 strategies)

- Conduct a biennial assessment of agency responsiveness in comparison with county goals, best practices and national standards.
- In fiscal year 2011, require the presentation of an annual county report/address from the County Executive addressing all priority agency goals expressed by residents.
- Develop guidelines for Prince George's County governmental agencies to solve any of their data problems, adopt proven best practices for improving data quality, and enabling them to be held accountable for those practices.

*A community collaborative (listed under key stakeholders above) is generally a consortium of non-profits, businesses, faith-based organizations, service providers, and community advocates that shares ideas, expertise and resources and works together toward common goals.



RECOMMENDATIONS FOR GETTING STARTED

- County Executive issues an Open Government report to executive departments and agencies to begin implementing actions for greater openness and transparency.
- Enact local legislation establishing public-access websites to track government activities and spending as some States have in response to the Federal Law.
- The County Executive and County Council should conduct a constituent survey for the County.

CODA: A COUNTY TRANSPARENCY "CYCLE" THAT CREATES A MORE "OPEN" GOVERNMENT

The goal to build a top notch transparency system and accountability in Prince George's County requires the collaboration of principal stakeholders.

A government that establishes a systematic transparency "cycle" is one that commits to creating an unprecedented level of openness and is a government that works to ensure the public trust and is committed to public participation and collaboration. This openness strengthens the county's democracy and ultimately promotes efficiency and effectiveness in government.

In a more participatory county government, it creates opportunities for public engagement that enhances the county's effectiveness and improves the quality of its decisions and communities. In this kind of government, knowledge is widely dispersed in the county and residents benefit from having access to that disseminated knowledge.

Executive departments and agencies of Prince George's County would increase opportunities for residents to participate in policymaking and residents would provide their government with the benefits of their collective expertise and information.

In a more collaborative government there is active engagement of its residents in the work of the government. Executive departments and agencies would use innovative tools, methods, and systems to collaborate among themselves, across all levels of government, and with non-profit organizations, businesses, and individuals in the public/private sector.

Those same departments and agencies would routinely solicit public feedback to assess and improve their level of collaboration, and identify new opportunities for cooperation. Immediately updating website information to include the most common factors of the transparency checklist offers a baseline of information government entities should provide online.





SERVE GOAL "SNAPSHOT" High Levels of Public Engagement



LONG-TERM GOAL

Attain high levels of civic and public engagement and community problem-solving in neighborhood groups, community organizations, county and local governments, that support effective decision making and good government, and lead to high levels of citizen/resident empowerment.

Background: Effective community engagement brings people to the table – both community members and professionals – and nurtures their active participation in all aspects of decision-making processes. Higher levels of civic engagement increase the possibility of greater equality and inclusiveness; generate greater social capital, more sustainable community development, increased environmental protection, more effective government operations, a stronger community and economy, and enhanced security/peace.

OBJECTIVE 1: High Levels of Civic and Service Participation

By 2013, county citizens and residents are participating at high levels in civic, service, and political activities as a result of a multi-faceted public education campaign.

Background: The impact of this objective is that (a) it will enable us to assemble a forum to continue the *Envision* conversation, and (b) provide an opportunity to engage a larger pool of stakeholders, agency heads, community organizations, government officials, and churches in implementing *Envision* actions and goals.

Key Stakeholders Include: Maryland-National Capital Park and Planning Commission (M-NCPPC), Prince George's Community College, Prince George's County Public Schools, numerous community groups and organizations

What Stakeholders Can Do (3 of 5 strategies)

- Using a variety of means of communication media, encourage all residents of the County to serve and make them aware of opportunities to serve.
- Design and/or support after-school and weekend youth programs that encourage and train youth in leadership and engagement activities; create incentives for youth to become more engaged in these activities based on recognition, service learning credits, celebrations and awards/scholarships.
- Research and map the assets of the county's activist groups' programs and engagement opportunities to gather baseline data.

OBJECTIVE 2: Common Public Engagement Framework across the County

By 2014, all county government agencies embrace and practice community engagement based on a highly effective set of engagement principles and practices (i.e., a common framework) that impact decision-making and that increase and sustain community engagement throughout the county.

Background: Key to adopting and enacting this framework, the county leaders will need to encourage County institutions and non-profits to embrace this framework as well, which will result in substantial increases in community engagement with the government and non-profit sectors.

Key Stakeholders Include: County Executive and agencies, M-NCPPC, non-profit organizations, neighborhood associations, *Envision Prince George's* Implementation Coordinating Council.

What Stakeholders Can Do (3 of 4 strategies)

- Recruit M-NCPPC to engage the public in creating a series of documents/tools that detail the governmental processes and planning procedures and the public's entry points for participation.
- Work with County Council and County Executive to develop a countywide method, process and call to action for engaging residents in agency/department and municipal-level decision-making.
- Advertise, and disseminate these policies and procedures at County and M-NCPPC facilities, libraries, on the web and via the media.

OBJECTIVE 3: System of Advisory Neighborhood Commissions (ANCs)

By 2014, a new system of the Advisory Neighborhood Commissions model is in place that enables residents across the county to consider and decide upon a wide range of policies and programs affecting their neighborhoods.

Background: Advisory Neighborhood Commissions enable residents to consider and decide upon a wide range of policies and programs affecting their neighborhoods – including traffic, parking, recreation, street improvements, liquor licenses, zoning, economic development, police protection, sanitation and trash collection, and the annual budget.

Key Stakeholders Include: County Executive, County Council, M-NCPPC, non-profit organizations, neighborhood associations, *Envision Prince George's* Implementation Coordinating Council.

What Stakeholders Can Do (3 of 4 strategies)

- Using the ANC framework as a model, develop an equivalent but appropriate structure for Prince George's County. Create an advisory group that examines a variety of institutional models for increasing resident oversight of and feedback about county agency functioning. The lessons from the District of Columbia ANC process should be among the first models reviewed.
- Conduct a series of public meetings throughout the County where two to three different institutional models of enhanced public involvement – such as the District's ANC process – are explained and allow residents to express their desires and concerns for such a process being created in Prince George's County.
- Based on the advisory group's deliberations and public feedback, draft legislation that creates an ANC-like process for Prince George's County.

GETTING STARTED THIS YEAR

- Research and map the assets of the county's activist groups' programs and engagement opportunities to gather baseline data.
- Recruit M-NCPPC to engage the public in creating a series of documents/tools that detail the governmental processes and planning procedures and their entry points for participation.
- Develop "Engagement" Leadership Training Modules and tool kits in English and Spanish (and other key languages as needed) and other identified "best practice" civic engagement resources.

THE CYCLE OF ENGAGEMENT

Since public engagement is the one critical factor that can tip the scales toward the success or failure of each of the *Envision* goals, our objectives aid in the achievement of all of the goals. These objectives establish an environment for the *Envision* goals to have a continuous public presence. The cycle of engagement typically has three parts to it:

- **First is coming together:** Starting the conversation and dialogue, building trust and safe spaces for people to think, debate, reflect and make decisions.
- **Second is moving forward:** Converting dialogue into activity, reaching out beyond the original planning group, and creating dynamic partnerships to implement programs and provide services.
- **Third is sustaining momentum:** Building structures, developing and sustaining leadership, assessing and improving programs, and measuring change and communicating results.

These three steps can bring many sectors of the community together, foster new alliances and relationships, provide community members with a better compass for understanding community problems and assets, and be used to drive community change.

The following indicators may be used in identifying a range of engagement activities:

Public or Civic Indicators

- **Community problem solving:** Working together informally with someone or some group to solve a community problem.
- **Regular volunteering for a non-electoral organization:** Working in some way to help others for no pay (includes volunteering for an environmental organization; a civic/community organization, a social services organization to help the poor, elderly, or homeless; a hospital; or an organization involved with youth, children, or education.)
- **Active membership in a group or association:** Belonging to and actively participating in (not just donating money) groups or associations, either locally or nationally.
- **Participation in fund-raising run/walk/ride:** Personally walking, running, or bicycling for a charitable cause (does not include sponsoring or giving money for this type of event.)
- **Other fund raising for charity:** Helping raise money for a charitable cause.

Political or Electoral Indicators

- **Regular voting:** Voting regularly in both local and national elections.
- **Persuading others:** Talking to others when there is an election taking place to try to show them why they should vote for or against one of the parties or candidates.
- **Displaying buttons, signs, stickers:** For a candidate, political party, or issue.





ENJOY GOAL "SNAPSHOT" Recreation, Health and Wellness Activities



LONG-TERM GOAL

Provide a robust range of recreation, health, and wellness opportunities that are affordable and accessible for families, youth, and other residents to measurably improve overall health, wellness and recreational enjoyment of county residents.

Background: Recent studies have shown that the stress of living is leading to alarmingly high rates of chronic disease in adults and children. Prevention can come in the form of vibrant community campaigns to educate and engage residents in the process of taking charge of their health, or from innovative programming in schools and facilities that reach and teach our youth how to make healthy choices, from building strong public health departments and partnerships that leverage resources to addressing the root cause of negative health and overall wellness indicators.

OBJECTIVE 1: Increase Public Participation and Advocacy on Determinants of Health

Increase public participation in initiatives that focus on the determinants of health which include, policy, environmental limitations, life skills, and stress, and increase the use of non-traditional (electronic) methods to stimulate public advocacy for change that positively impacts public awareness of programs and health options.

Background: A high level of awareness about health determinants can produce the same success achieved from the quitting smoking campaigns in the 1970s to the 1990s. This increased awareness has proved to have a significant positive impact on the social and built environments as well as policy change.

Key Stakeholders Include: Parent-Teacher Organizations; education and health based non-profits; County Health Department; health foundations (Kaiser/Consumer Health); local colleges and universities (school of public health); Empowerme2b.org; hospitals and health providers, local farmers, Ruth's House of Maryland, Health Department, Prince George's Chambers of Commerce.

What Stakeholders Can Do (3 of 4 strategies)

- Develop a Health and Wellness Coalition of non-profits, businesses, public sector representatives, and civic organizations to design and market a systemic call to action through county-wide campaigns concerning determinants of health and wellness.
- Use new technologies to education the public about healthy living opportunities and to bring awareness to the determinants of health to stimulate public advocacy changes in policy and the social and built environment impacts on health.
- Use the county's park and recreation facilities as well as programs and health and wellness opportunities to improve

health and wellness in Prince George's County, specifically to non-user and low-user populations as defined by Maryland-National Capital Park and Planning Commission (M-NCPPC) statistics.



OBJECTIVE 2: Improve Health and Wellness of Children

Improve the overall health and wellness of children in the county's day care, pre-schools, and grade schools based on health determinants and the Healthy Schools Program (HSP) Model.

Background: Childhood obesity is clearly one of our nations' most solvable health care issues. This issue affects approximately 25 million children today, and has the potential to increase health care cost for ailments such as high blood pressure, type II diabetes and heart disease for younger and younger people in our country.

Key Stakeholders include: Maryland-National Capital Park and Planning Commission (M-NCPPC), U.S. Department of Health and Human Services, Parent and Teachers Associations, Prince George's Board of Education, EndTime Harvest Ministries.

What Stakeholders Can Do (3 of 3 strategies)

- Implement M-NCPPC Health and Wellness Division's recommendation for 30 minutes of physical activity for every three hours of child participation and no more than half the required time for physical activity in the allotted free time or free play in all M-NCPPC childcare programs.
- Establish innovative incentives that facilitate programs and practices to achieve the goals and standards of the Healthier Generation initiative across the schools and day care centers.
- The Health and Wellness Coalition establishes a campaign to improve awareness of childhood obesity and how schools and the public can improve health outcomes.

OBJECTIVE 3: Increase Health Department Capacity Especially in High-Need Areas

By 2014, the capacity of the County Health Department will have been expanded to provide better and more comprehensive health data in the county, particularly at the jurisdictional level, and to provide more effective health programs to County residents, particularly in those areas where health indicators are too low.

Background: To achieve a healthier county, there is a clear need to strengthen the County Health Department's ability to plan more effectively, achieve more effective program execution capacity, and serve as a clear champion of the health-related issues in the county.

Key Stakeholders Include: County Executive, County Council, County Health Department, Health Foundations, Local Community non-profits, residents and the broader community.

What Stakeholders Can Do (2 of 2 strategies)

- Focus on seeking federal assistance and grant opportunities to support health and wellness initiatives designed specifically to provide capacity to the County Health Department.
- Expand the implementation of health programs in the County. The County Health Department will focus on planning, and encourage recommended program implementation be carried out by foundations, local, non-profits, universities, and the Health Coalition from Objective 1.

OBJECTIVE 4: Improve County's Health Ranking

Improve on the 2010 Prince George's County ranking reported in www.countyhealthrankings.org and expand on the County's Health Department's data collection capacity to benchmark and measure the health and wellness of Prince George's County residents.

Background: Nationwide, health rankings have served as a real "call to action" for state and local health departments to develop broad-based solutions with others in their community so all residents can be healthy.

Key Stakeholders Include: County Executive, County Council, County Health Department, local health advocates and non-profits, M-NCPPC, schools, residents and the broader community.

What Stakeholders Can Do (2 of 2 strategies)

- Focus on seeking federal assistance and grant opportunities to support health and wellness initiatives that focus on the key County Rankings indicators.
- Adopt best operating practices from high performing programs from other jurisdictions. (Boone County, Indiana, provides Prince Georgians is a model of how to leverage the County Health Rankings initiative to build momentum and create healthier communities.)

GETTING STARTED THIS YEAR

- Sponsor a forum on health and wellness that leads to commitments from attending organizations to participate in a Health and Wellness Coalition going forward.
- Implementation of M-NCPPC Health and Wellness Division recommendations for physical activity in its childcare programs.
- County Executive and the County Health Department seek federal assistance and grant opportunities to support health and wellness initiatives designed specifically to provide capacity to the department.





ENJOY GOAL "SNAPSHOT" Vibrant Arts and Cultural Community



LONG-TERM GOAL

Achieve a vibrant arts and cultural community throughout Prince George's County allowing for synergy among artists and opportunities for entertainment, socializing, and culture that will appeal to all races/ethnicities, ages and socio-economic groups.

Background: There is a lack of general awareness of opportunities which subsequently minimizes public support for organizations providing arts, cultural and historic preservation activities. Limited arts and cultural education in public schools, as well as demographic, geographical, social and ethnic barriers, may exacerbate this lack of support – people tend to not support what they do not understand or know about.

OBJECTIVE 1: Complete Long-Term Arts, Culture, and Historic Preservation (ACH) Plan

Complete implementation of the first phase of a long-term multi-ethnic and multi-generational strategic plan for arts, culture, and historic preservation (ACH) for the county.

Background: Creating and sustaining a vibrant arts and cultural community in Prince George's County starts with defining what a "vibrant arts and cultural community" means to our unique county and creating a plan to get the county to this level.

Key Stakeholders Include: Maryland-National Capital Park and Planning Commission (M-NCPPC), public and non-profit agencies, Richard Florida, Prince George's Arts Council and Historical Society, residents, a local consulting team.

What Stakeholders Can Do (3 of 6 strategies)

- Research how Montgomery County embarked on strategic planning process for arts and culture.
- Designate and/or hire a facilitator to provide research and coordinate preparation of a long-term strategic plan.
- Determine current status of the arts, culture and historic preservation (ACH) in Prince George's County through research that provides supporting documentation for creating a long-term strategic plan.

OBJECTIVE 2: Sustainability and Capacity Building of Existing ACH Organizations

Increase sustainability and capacity building of existing arts, culture and historic preservation organizations in Prince George's County.

Background: Invigorating the arts and cultural community in Prince George's County must start by investing in the success and growth of current arts, culture and historic preservation organizations in the county.

Key Stakeholders Include: Arts council, community foundation, Anacostia Trails Heritage Area (ATHA), artists, arts and cultural organizations, M-NCPPC, and Maryland Citizens for the Arts, chamber of commerce.

What Stakeholders Can Do (3 of 11 strategies)

- Position Prince George's Arts Council to lead capacity building of current County artists and arts and cultural organizations along with the Prince George's Community Foundation, ATHA.
- Examine existing public agencies administering arts and culture resources and activities within Prince George's County to identify areas of service, survey service and program capacity, and examine existing state and local government arts and cultural funding allocations.
- Create a centralized arts, culture and historic preservation advocacy effort through Prince George's County Arts Network, engaging key stakeholders: homeowners/civic associations, church groups, interested individuals.

OBJECTIVE 3: Increase Private Sector Involvement

Increase private sector involvement in arts, culture and historic preservation organizations in Prince George's County.

Background: For Prince George's County to be successful in creating a vibrant arts and cultural community, we need to increase awareness and support within the private sector.

Key Stakeholders Include: Prince George's County Economic Development Corporation and Arts Council, Maryland State Arts Council, Cultural Alliance of Greater Washington Business Volunteers.

What Stakeholders Can Do (3 of 7 strategies)

- Produce a report to demonstrate the financial impact of the arts in the community and how the private sector can become involved.

- Survey the private sector on their perceptions of the arts in the county.
- Increase representation of arts organizations on the Prince George's Chamber of Commerce, and appointed economic development commissions.



OBJECTIVE 4: Brand Uniqueness of ACH in the County

Create a brand for arts, culture and historic preservation for Prince George's County to promote our unique history, diversity and culture rich communities and increase awareness, participation, audience development and tourism development.

Background: The arts and cultural communities must utilize their diversity and unique strengths to create a brand for the arts, culture and historic preservation in the county that highlights and promotes cultural and community inclusiveness and reminds people that there are Metro-DC engagement opportunities that are unique to Prince George's County.

Key Stakeholders Include: Arts Council, M-NCPPC, historical agencies, convention and tourism bureau, consultant team.

What Stakeholders Can Do (3 of 8 strategies)

- Identify a slogan, tagline or mission that highlights the unique qualities of Prince George's County with arts, culture, history and diversity.
- Embark on an advertising campaign to create general awareness of and support for the arts locally, regionally, nationally and internationally.
- Increase public profile/communication by creating a unified message and ensure the community is aware of all arts and culture resources available to them.

GETTING STARTED THIS YEAR

- Bring together members of the arts and culture goal team, business and community stakeholders, and leaders from all contributing organizations to establish how to work together to implement strategies.
- Identify an agency or organization that will take the lead with partners, identify funding and select/hire consultant team, such as the M-NCPPC, Planning Department, Prince George's Arts Council and the Economic Development Corporation for the strategic planning phase.





SUSTAIN GOAL "SNAPSHOT" Local Jobs, Businesses, and Amenities



LONG-TERM GOAL

Expand and diversify local jobs, businesses, and amenities and decrease the need for long car trips and travel to other communities and outside the county, greatly decreasing pollution, energy use, and congestion.

Background: Having goods, services, and employment close at hand not only decreases pollution, energy use, and congestion, but it also allows more time for family, recreation, education and other pursuits that can create a higher quality of life. The county has long been concerned about its jobs-to-population ratio and unfortunately, over the past eight years there has been little to no increase in the number of jobs in the county as compared to the number of people that make the county their home.

OBJECTIVE 1: Improve Management Information Systems for Land Use Development

Have a new Management Information System in place by 2012 that significantly increases the accountability of agencies and improves the efficiency of how they deal with proposed new developments.

Key Stakeholders Include: Prince George's County Economic Development Corporation (EDC), Planning Department, Department of Public Works and Transportation, Department of Environmental Resources (DER).

What Stakeholders Can Do (2 of 2 strategies)

- Introduce monthly joint meetings with agency heads where action items and performance objectives are discussed.
- Review procedures in other counties in the region to ascertain the best type of Management Information Systems (MIS) to introduce.

OBJECTIVE 2: Improve Technology Systems for Permit Review and Approval

Demonstrate significant improvements in the way the information technology systems in the county deal with permit review and approval processes.

Key Stakeholders Include: DER, Planning Department; Office of Information, Technology and Communication; EDC.

What Stakeholders Can Do (2 of 4 strategies)

- Convene representatives of all agencies involved in the permit review system to develop a strategy and timetable for action.
- Create an interface where Washington Suburban Sanitation Commission/Maryland-National Capital Park and Planning Commission/County government systems communicate and support one another.

OBJECTIVE 3: Reduce Impediments to Land Use Development

Significantly reduce impediments to local business development through streamlining and coordinating processes for proposed developments.

Key Stakeholders Include: Chamber of Commerce, Black Chamber of Commerce, Greater Prince George's Business Roundtable, Economic Development Corporation, Office of the County Executive, municipal governments.

What Stakeholders Can Do (3 of 5 strategies)

- Modify laws that restrict small businesses and create barriers to entry.
- Create a more coordinated process for priority projects where all county agencies convene initially to create a checklist re: tasks required to gain approval.
- Make the Economic Development Corporation or another appropriate agency a single entry point for development projects, and have them manage the protocols needed for project success.

OBJECTIVE 4: Increase the Number of Locals Who Live Near Work

Increase the number of Prince George's County public and private sector workers that live near their workplace.

Background: The benefits of having employees live closer to their workplace are well documented and have resulted in a wide variety of federal, state, and local initiatives to encourage employees to live close to work.

Key Stakeholders Include: County Department of Housing and Community Development, County Department of Finance, Maryland Department of Housing and Community Development, non-profit housing providers.

What Stakeholders Can Do (3 of 9 strategies)

- Increase the incentives for buying a foreclosed property if you purchase a foreclosed property in the county or within a designated mileage of their workplace.
- Institute and enforce residency requirements for county employees.
- Consider replicating The Healthy Neighborhoods Initiative (HNI—www.healthyneighborhoods.org), an effort of area foundations and the City of Baltimore to invest strategically in certain neighborhoods and target blocks within those neighborhoods.

OBJECTIVE 5: Increase Local Hiring

Demonstrate an increase in the number of local residents hired by businesses in the county.

Background: Having local businesses hire local residents is another way to increase the number of people who live near where they work. Not only will this help reduce pollution and congestion on area roads but will also improve the county jobs to population ratio.

Key Stakeholders Include: EDC, Greater Prince George's Business Roundtable, County Executive's office, Prince George's County Public Schools, higher education institutions, Chambers of Commerce.

What Stakeholders Can Do (3 of 7 strategies)

- Encourage existing businesses to apply for the HUBZone program – a federal Small Business Administration program to promote job growth, capital investment, and economic development to historically underutilized business zones.
- Foster business development and retention in the County's Enterprise Zones and incorporate as much as the county as qualifies under Enterprise Zone designation.
- Develop internship, partnership, and mentorship programs with local businesses to ensure the county's labor pool meets local employers' needs.

OBJECTIVE 6: Reduce Emissions and Congestion

Reduce automobile emissions and congestion on area roads.

Background: Automobile emissions have been recognized as a major source of air pollution in the Washington metropolitan area, negatively impacting residents' health, the climate, and environment.

Key Stakeholders Include: Prince George's County government, municipalities, Maryland-National Capital Park and Planning Commission, Washington Metropolitan Area Transit Authority, Maryland Transportation Administration, Prince George's Department of Public Works.

What Stakeholders Can Do (3 of 4 strategies)

- Implement fuel efficiency standards for all local government fleet vehicles.
- Establish fuel efficiency standards for public transportation vehicles.
- Set up ride sharing and van pool systems for public sector employees, coordinating with employers.

OBJECTIVE 7: Increase Agricultural Jobs

By 2014: 1) jobs in agricultural sector will increase by 20 percent (119 new jobs) both on rural and urban farms; 2) existing farms will diversify agricultural products and expand their businesses by adding on farm processing and agritourism, which will create new jobs; 3) there will be at least five operating urban farms in the inner Beltway communities, employing at least 25 workers; and, 4) direct marketing of locally produced food will decrease transportation of fresh produce as well as consumer trips, while creating more job opportunities and easily accessible healthy food.

Background: Since 2007, there has been an increased interest in diversifying the agricultural products and an increase in the number of direct marketing operations. Finding skilled farm workers has been an ongoing problem for most farmers.

Key Stakeholders Include: Planning Department, County Council, Department of Parks and Recreation, Soil Conservation, Prince George's County Public Schools, higher education institutions, farm/rural community.

What Stakeholders Can Do (3 of 5 strategies)

- Make necessary changes to the Zoning Ordinance to permit accessory uses on farms for value-added products and activities and permit farming in urban areas.
- Identify available land appropriate for farming, particularly in urban areas, and create opportunities for new farmers to lease or purchase the land for farming.
- Develop a skilled workforce for farming, providing agricultural education in schools as well hands-on farming and farm business development training.

GETTING STARTED THIS YEAR

- Convene a meeting of key implementers to devise a strategy about the best way to revise procedures and policies that currently inhibit business development.
- Reach out to public and private groups concerned with employment in the county and identify specific actions be taken to encourage the hiring of local residents by Prince George's County employers.
- Conduct a review of current efforts by the county to reduce automobile use and determine the best way to expand the effectiveness of those efforts.



SUSTAIN GOAL "SNAPSHOT" Transit-oriented, Mixed-use Communities



LONG-TERM GOAL

Develop and redevelop vibrant, walkable/bikeable, transit-oriented, mixed-use communities throughout the county with a mix of residences, retail and commercial businesses, and services particularly around rail and bus stations that are pedestrian-friendly, aesthetically pleasing, safe, and have a great mixture of live and work amenities.

Background: Transit-oriented development (TOD) represents an opportunity to increase transit use, reduce automobile trips, auto miles traveled and emissions; and make housing, facilities and services more convenient. Transit-oriented development implements the core vision of the Prince George's County 2002 General Plan that guides growth and quality development in the county.

OBJECTIVE 1: Grow Near Metro Stations and Transit Centers

By 2014, more than 66 percent of the county's growth in jobs and housing will occur at the county's 15 Metro station areas and other corridors in the more densely populated Inner Beltway areas of the county (also referred to as the Developed Tier.)

Background: Prince George's County's has 15 active Metro stations that provide untapped opportunities for future mixed-use development. Effectively developing these areas and implementing ways to reduce our carbon footprint can contribute to both quality of life and the economy.

Key Stakeholders include: Planning Department, Economic Development Corporation, County Executive and Council, residents, municipalities.

What Stakeholders Can Do (3 of 5 strategies)

- Create a Transit-Oriented Development (TOD) Action Committee to promote more development at the 15 Metro stations, and other centers and corridors in the Inner Beltway communities.
- Support the implementation of a new zoning tool – form-based mixed use zoning code (27A) to ensure high quality development.
- Align public expenditure policies and Capital Improvement Program (CIP) items with the goal of encouraging development in these areas and discouraging further sprawl development in other areas of the County.

OBJECTIVE 2: Increase Walking to Transit Hubs

By 2014, measurably increase the amount of walking to and around existing transit hubs.

Background: Although Prince George's County has a large number of excellent transit hubs, the areas around them are often not conducive to pedestrian traffic. Better planning needs to occur and specific steps implemented to encourage more walking in these areas.

Key Stakeholders include: Department of Public Works and Transportation, Washington Metropolitan Area Transit Authority (WMATA), Planning Department.

What Stakeholders Can Do (2 of 2 strategies)

- Require new developments to provide sidewalks, enhanced crossings and other pedestrian facilities to encourage more people to walk. All streets within one-half mile of a Metro station should be fully pedestrian accessible by June 30, 2016.
- Create pedestrian/bicycle access plans for all 15 Metro stations in the next two years to identify deficient facilities and recommend pedestrian safety, convenience and access improvements.

OBJECTIVE 3: Increase Bicycle Use to/Around Transit Hubs

By 2013, significantly increase bicycle use to and around our existing transit hubs.

Background: Access to Metro stations and transit hubs by bicycle is good in some areas but not in others. Much more can be done to improve and standardize bicycle access to mass transit around the county.

Key Stakeholders include: Department of Public Works and Transportation, Maryland Highway Administration, WMATA, and the U.S. Department of Transportation.

What Stakeholders Can Do (3 of 4 strategies)

- Provide signage and striped bike lanes on major streets and roads that serve areas around Metro stations.
- Provide appropriate storage areas at transit stations for the bicycles that are used to bring passengers to the stations.
- Create a route design and connectivity board for bicycles with regulatory approval, funding and resources.

OBJECTIVE 4: Make Pedestrian and Bicycle Routes Central to Transport Plans

Make pedestrian and bicycle circulation routes to feed transportation hubs a central component of all future development plans.

Background: It is important to make as many immediate changes as possible to make transportation hubs more accessible to pedestrian and bicycle riders. However, at the same time, steps must be taken to make sure that such concerns are a vital part of all future planning and development efforts.

Key Stakeholders include: Planning Department, M-NCPPC, Maryland Highway Administration, WMATA, county municipalities.

What Stakeholders Can Do (3 of 4 strategies)

- Adopt legislation that requires modifications to existing (or creation of new) road sections suitable for multi-modes of uses in transit districts.
- Adopt legislation (at the state and local level) to set aside one percent of all road use taxes collected to provide new sidewalks, repair/widen existing sidewalks, and construct bike paths and lanes.
- Review the county's Master Plan on Transportation to determine changes needed to increase the countywide connectivity of bicycle and pedestrian transit.

OBJECTIVE 5: Make Riding the Bus More Satisfying

Make riding the bus in Prince George's County more pleasant, convenient and efficient.

Background: Buses are the most widely used form of mass transit and the only form of public transportation that reaches every part of Prince George's County. Changes need to be made to overcome the reputation buses sometimes have for being unpleasant, unreliable, and difficult to use.

Key Stakeholders include: WMATA, US Department of Transportation, Department of Public Works and Transportation, and certain municipalities.

What Stakeholders Can Do (3 of 5 strategies)

- Provide sidewalks and waiting areas around bus stops so that the users are safe and comfortable.
- Examine bus routes to ensure they effectively feed larger/higher capacity systems (e.g., Metrorail).
- Increase reliability of the schedule of The Bus to provide passengers with a degree of comfort that buses will arrive on schedule.

OBJECTIVE 6: Provide Workforce Housing at Transit Centers

Have regulations in place that encourage new transit oriented developments to provide workforce housing (as part of a

larger mix of quality housing) workforce housing and have at least one project where such plans have been approved.

Background: Creating workforce housing helps mitigate the shortage of adequate housing for immigrant groups and minimize displacement by new development activities.

Key Stakeholders include: Economic Development Corporation, Planning Department, Housing Authority.

What Stakeholders Can Do (3 of 4 strategies)

- Provide a "density bonus" in exchange for requiring a certain percent of workforce housing to meet the needs of working families with the greatest housing cost burdens.
- Create partnerships to access revenue bonds and use county funds to create a dedicated housing trust fund to assist cost-burdened households.
- In the short term, focus on development at Prince George's Plaza, New Carrollton, Capital Heights, Addison Road, and Langley Park Purple Line stations.

OBJECTIVE 7: Build a Strong Mixed Use Constituency

Build a strong constituency throughout the county that understands the importance of mixed use development and advocates on its behalf.

Background: The public must more fully appreciate the benefits of walkable and bikeable communities for significant progress to be possible.

Key Stakeholders include: Maryland-National Capital Park and Planning Commission, PRISCM, Coalition for Smart Growth, and Prince George's Advocates for Community-Based Transit.

What Stakeholders Can Do (3 of 4 strategies)

- Educate and involve citizen/resident groups to build a strong constituency for changes needed to support increased development near Metro stations.
- Educate residents and build coalitions with county groups interested in promoting work force housing.
- Use a non-profit entity to implement community outreach and a public opinion strategy.

GETTING STARTED THIS YEAR

- Bring together key groups and individuals to develop a multi-year plan for increasing transit oriented development around all Metro stations.
- Meet with the key advocates for pedestrians and bicycle riders and determine the initial steps to take to improve access to Metro stations.
- Study recent efforts to improve bus transportation in the county and determine the next steps to be taken to continue improving service.



SUSTAIN GOAL "SNAPSHOT" Sustain *Envision Prince George's*



LONG-TERM GOAL

We have the will, the capacity, and the investment of resources throughout the county to sustain the implementation of the vision and goals for the next decade and beyond.

Background: Throughout this 20 month process, a core objective has been to vest responsibility for establishing and implementing the vision with the broadest group of stakeholders, individually and collectively.

Envision has called upon everyone to assume this responsibility, to take actions necessary to achieve the vision. Over the course of the initiative, *Envision* has become a part of the lives of more than 20,000 stakeholders, several thousand of which participated in the community forums, meetings, and on-line activities. Developing a sustainable process that ensures that *Envision* was not simply a valuable, short-term, public engagement exercise, but one that enabled the achievement of the vision and goals will be essential to success.

OBJECTIVE 1: Transition *Envision* to Community Foundation

By July 1, 2010 a structure is in place and *Envision Prince George's* has successfully transitioned to a sponsored program at the Community Foundation for Prince George's County.

Background: The Community Foundation for Prince George's County offers newly formed initiatives an opportunity to incubate as a sponsored program of the Foundation, while an organization develops its funding mechanisms and explores options for its most effective structure. Best practices in other communities suggest that such initiatives are bigger than government, and are able to access different resources and have more impactful engagement when the collaboration is broader and becomes grounded independently, with government as a significant partner.

Key Stakeholders Include: The Maryland-National Capital Park and Planning Commission (M-NCPPC), members of the *Envision Prince George's* Advisory Team.

What Stakeholders Can Do (2 of 2 strategies)

- Secure approval of the respective boards of the Community Foundation for Prince George's and the Community Foundation for the National Capital Region (NCR) to become part of the foundation's sponsored programs.
- Capitalize on the relationship with the Community Foundation to apply for and access funding from a variety of sources.

OBJECTIVE 2: Establish Organizational Structure for *Envision*

By September 2010, an organizational structure has been established to sustain *Envision Prince George's*.

Background: To move forward in an orderly yet focused fashion and ensure achievement of its greatest impact, *Envision's* organizational structure must be firmly established in the early months, including determining its membership composition and defining roles, responsibilities and decision making processes.

Key Stakeholders Include: The Maryland-National Capital Park and Planning Commission (M-NCPPC), members of the *Envision Prince George's* Advisory Team, and partners.

What Stakeholders Can Do (2 of 3 strategies)

- By July 2010, establish an Executive Committee to offer leadership of the *Envision Prince George's* Implementation Coordinating Council and help staff guide organizational efforts.
- By August 2010, establish high profile Honorary Co-Chairs for *Envision* to offer visibility and resource development potential.

OBJECTIVE 3: Brief Candidates for Elected Office

By September 1, 2010 the *Envision Prince George's* vision, goals and action agenda has been placed before candidates for County Executive, County Council, and other elected offices.

Background: Government – current and future – will play a critical role in the success of this initiative. Prince George's County will soon experience the inauguration of a new County Executive and, minimally, more than half of the County Council. This provides an opportunity for new energy with candidates and/or the new executive and legislative branches to adopt the *Envision* vision, goals and action agenda as parts of election platforms and modes of operation.

Key Stakeholders Include: *Envision Prince George's* Executive Committee, Coordinating Council and staff; M-NCPPC, champions of the initiative, and other partners.

What Stakeholders Can Do (1 of 1 strategy)

- By September 1, 2010, brief all candidates for County Executive, County Council, and other elected positions on the *Envision Prince George's* vision, goals and action agenda.

OBJECTIVE 4: Secure Core Staff and Forge Key Partnerships

By March 2011, resources have been secured for a program director and other core staff, and *Envision* partnerships have been forged with numerous public and private organizations.

Background: Resources and collaborative partnerships will be essential to sustain outreach and engagement, and further future *Envision* activities. Partnering will also be crucial in fund development. To reach high degrees of program effectiveness, it will be important for *Envision* to establish full-time, core staff that can lead this initiative going forward.

Key Stakeholders Include: *Envision Prince George's* Executive Committee, Coordinating Council and staff; Community Foundation for Prince George's County, M-NCPPC, champions of the initiative, and other partners.

What Stakeholders Can Do (2 of 4 strategies)

- By August 2010, establish a development/funding strategy to secure funding for *Envision* activities and infrastructure.
- By March 2011, implement a strategy to forge greater collaboration with area faith-based organizations and *Envision*.

OBJECTIVE 5: Robust Public Affairs Campaign to Promote Further Engagement

By January 2011, a robust and multi-faceted public affairs campaign is in place to promote stakeholder outreach and engagement for *Envision*.

Background: Keeping *Envision* highly visible in the public eye as well as continuing to foster opportunities for community dialogue and collaboration will be critical to sustain *Envision's* success and ensure appropriate capacity building.

Key Stakeholders Include: *Envision Prince George's* Executive Committee, Coordinating Council, staff, Honorary Co-Chairs, and other partners.

What Stakeholders Can Do (2 of 4 strategies)

- Maintain regular and interactive website and newsletter that allow implementation progress to be highlighted and encourage stakeholders to collaborate and problem-solve with one another around common goals.
- By January 2011, secure media and other public affairs partnerships for *Envision*.

OBJECTIVE 6: Significant Fundraising Progress Envision Established as Independent Non-profit

By 2013, there has been significant progress in developing longer term funding and establishing independent non-profit status.

Background: *Envision's* status as a sponsored program at The Community Foundation for Prince George's County's is meant to serve as an incubator while the initiative grows and prepares for its launch as a new community organization. During this period, the Foundation provides assistance and helps to assess progress to ensure the initiatives' long-term success.

Key Stakeholders Include: *Envision Prince George's* Executive Committee and Coordinating Council and staff, Prince George's County Executive and Council, municipal officials, businesses, M-NCPPC.

What Stakeholders Can Do (2 of 3 strategies)

- By June 2011, county government has adopted and provides support to the *Envision Prince George's* vision, goals and action agenda.
- By June 2012, sustainable funding relationships have been established with foundations, corporate sponsors, government, and individuals.

OBJECTIVE 7: Establish *Envision* Scorecard to Track Progress

By June 2012, an *Envision* Scorecard has been established to, 1) track progress so that all stakeholders, decision-makers, and implementers are accountable and, 2) provide opportunities for reviewing, updating and re-directing efforts.

Background: Measuring progress is an important element to ensure *Envision's* program success. By tracking progress, *Envision* will be well positioned to have the community share in the celebration of successes, provide additional attention to areas in which implementation is facing serious challenges, and in some cases re-direct efforts, as appropriate.

Key Stakeholders Include: *Envision Prince George's* Executive Committee, Coordinating Council, staff; M-NCPPC.

What Stakeholders Can Do (2 of 3 strategies)

- Establish baseline data to collect and measure progress in accomplishing goals and the action agenda.
- Research best practices in scorecards and develop and implement a progress measurement and reporting component.

RECOMMENDATIONS FOR GETTING STARTED

- Respond to the Sponsored Program requirements and develop an application to the Community Foundation of Prince George's County.
- Research and identify funding opportunities and make application.
- Identify good candidates for the Executive Committee and Honorary Co-Chairs.
- Reach out to candidates for election to share *Envision* vision, goals, and action agenda.



Implementation Coordinating Council Membership

The product of an extensive 20-month engagement process that engaged, directly or indirectly, well over 20,000 community members, *Envision Prince George's...Embrace the Possibilities*, represents Prince Georgians collective long-term visions and aspirations for the county, priority goals and an action agenda to help achieve the vision. As a member of the *Envision Prince George's* Implementation Coordinating Council, I commit to be an active partner in achieving the goals and, ultimately, the vision.

1) I commit to membership on the *Envision Prince George's* Implementation Coordinating Council.

Yes! Please sign me up and consider me an active member.

2) As an *Envision Prince George's* Implementation Coordinating Council member, I agree:

That the community vision expresses the values widely shared by Prince Georgians in the areas of Live, Work, Learn, Serve, Enjoy, and Sustain.

That the vision represents a call to action for all Prince Georgians to work collaboratively with government to create the built, economic, environmental, learning and social future of our county.

3) I wish to be an ACTIVE Member/Partner of the *Envision Prince George's* Implementation Coordinating Council by (check all that apply):

Participating as a member of the *Envision Prince George's* Action Teams (kick-off in September 2010).

Volunteering on action projects from one or more of the 14 priority goals supported by *Envision Prince George's* and the Implementation Coordinating Council.

I commit to be part of the _____ Goal
Action Team(s).

Participating in the public events to share accomplishments, lessons learned and aspirations with other partners and friends.

Providing funds to support the vision.

Providing the following other resources to support the vision:

Volunteering on action projects supported by *Envision Prince George's* that were not part of the 14 priority goals.

4) I cannot be ACTIVE at this time, but please consider me a supporter and keep me informed.

Name:

Signature:

Address:

Telephone:

Date:

E-mail



Implementation Coordinating Council Responsibilities

- Identify and assemble partners and resources that contribute to achieving program goals and sustain *Envision Prince George's* for the long term.
- Provide policy recommendations, guidance, and coordinate communications related to the implementation and continuous renewal elements of *Envision Prince George's*.
- Participate in and contribute to actions to implement the vision.
- Ensure ongoing broad-level communitywide outreach and engagement as a primary principle of the project.
- Finalize and implement an assessment framework for *Envision Prince George's* and monitor and assess progress towards achieving (and updating) the vision and goals across all six *Envision* areas.
- Act as spokespersons for and assertively promote *Envision Prince George's* and achievement of its vision and goals.

Please return by mail, e-mail or fax Commitment Form to:
Envision Prince George's, 4th FL, 14741 Governor Oden Bowie Drive
Upper Marlboro, Maryland 20772 or e-news@ppd.mncppc.org
Phone: (301) 952-3594/Fax: (301) 952-5804

***Envision Prince George's* is a call to action to develop and implement a vision for our county's future with a vibrant economy and high quality of life for all. Stay connected online at www.envisionprincegeorges.org.**

ACKNOWLEDGMENTS

The Maryland-National Capital Park and Planning Commission

Prince George's County Planning Board

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Sarah Cavitt, Commissioner
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Community Action/Goal Team Co-Captains

High Levels of Safety Co-Captains:

Captain Harvey Baker, Bowie
Chief Eugene Jones, Largo

Diversity of Shopping, Restaurants, and Entertainment Co-Captains:

Timothy Edwards, Bowie/Mitchellville
Patricia Hayes-Parker, Riverdale

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Chad Williams, Hyattsville

Special thanks to the dozens of people who volunteered as table facilitators, theme team members, greeters, and other supportive roles.

Envision Share your views about the type of future you want to see in Prince George's County.

Embody Act on your vision by taking specific steps to help improve the quality of life in your county.

Embrace Explore your county by learning about and enjoying the many assets it has to offer.



For more information on how to get involved and stay involved, visit www.envisionprincegeorges.org, text 'ENVISION' to 41411, or call 301-952-3594. TTY access 301-952-4366.

