



# Prince George's **MARYLAND** county

## ALSOBROOKS ADMINISTRATION TRANSITION TEAM REPORT EXECUTIVE SUMMARY

# EXECUTIVE SUMMARY

To support the transition efforts of Prince George's County's Executive Angela Alsobrooks, a Transition Team was formed. Major Riddick and Rosie Allen-Herring served as co-chairs of the Transition Team. Leaders from both the private and public sectors chaired the twelve working groups. The working groups also benefitted from the expertise of a number of volunteers, staffers and County representatives.

The working groups and co-chairs were as follows:

## Budget and Finance

- Terri K. Bacote-Charles
- Doug Brown
- Henry Mosley

## Central Services

- Dennis Brownlee
- Donna Wilson

## Economic Development

- Rosie Allen-Herring
- Thomas S. Bozzuto
- Hon. Anthony Brown
- Thomas H. Graham
- David Harrington
- Hon. Todd M Turner

## Education and Workforce

- Dr. Aminta H. Breaux
- Dr. Charlene M. Dukes
- Dr. Monica Goldson
- Dr. Wallace Loh

## Environment, Transportation, Sustainability

- Emeka Moneme
- Hon. Paul G. Pinsky
- John Porcari
- David M. Velazquez

## Health and Human Services

- David J. Byrd
- Joy Davis
- Hon. Gloria G. Lawlah
- Hon. Joseline Pena-Melnyk

## Housing and Community Development

- Pamela Bundy
- Ray Skinner

## Organizational Development and Talent Management

- Joe Adler
- Eric Bunn
- Artis Hampshire-Cowan

## Public Engagement

- Diana Leon-Brown
- Tonia Wellons

## Public Safety

- Jim Estep
- Andrew Pantelis

## Technology

- Wanda Gibson
- Vennard Wright

## Youth Sports

- Justin Ross

# EXECUTIVE SUMMARY

## RECOMMENDED OPPORTUNITIES/ STRATEGIES

Each working group produced a detailed transition report. The reports recommended aspirational long-term desired changes as well as immediate opportunities and supporting strategies to benefit the County. The recommendations are summarized below; detailed supporting information can be found in the Final Transition Report.

### Budget and Finance

- Ensure sufficient funding for capital budgets and critical county needs.
- Improve tax policies and systems.
- Enhance the County's workforce.
- Change the perception of low performing schools, which has an adverse effect on economic development.
- Increase the commercial tax base, which is low relative to the residential tax base.
- Leverage technology to increase effectiveness and efficiency.

### Central Services

- Partner with the Office of Human Resources Management to develop proficient and functional human resources systems and operations.
- Ensure all employees have required training and certifications.
- Improve oversight of fleet of County vehicles and County-managed facilities.
- Enhance systems to disseminate information on available services to small business owners.

## Economic Development

- Make economic development a core county function that fuels both infrastructure and business sustainability and supports a unified approach to economic and business development.
- Create synergy in the county's investments, enterprise assets and approval processes.
- Align public, private, and public-private partnership (P3) investments near or around transit stations.
- Develop the capacity to leverage public and private assets that withstand growth and downturns.
- Increase assessment and evaluation tools that measure the County's economic performance.
- Attract, retain and expand business.

## Education and Workforce

- Improve P-20 education.
- Provide age-appropriate resources for parents to be their child's first teacher.
- Increase place-based behavioral health supports for students and families focused on the adolescent learner.
- Empower students to lead lives free from violence, substance abuse and other dangerous behaviors.
- Scale up existing college readiness programs.
- Scale up youth employment programs.
- Increase post-secondary opportunities.
- Expand career and technical education.
- Improve community engagement and communication.
- Expand workforce development.

# EXECUTIVE SUMMARY

## Environment, Transportation, Sustainability

### Environment

- Review revenue streams.
- Improve the stormwater infrastructure.
- Reduce greenhouse gas emissions.
- Stay the course on waste management programs.
- Leverage public-private partnerships.
- Revamp the human capital system.

### Transportation

- Secure funding sources.
- Explore public-private partnerships.
- Transform DPW&T into a mobility management organization. Change the role of the agency from one of just building and maintaining infrastructure and running a bus system to one of planning and managing mobility in the county.
- Leverage more organizations to promote Transit Oriented Development (TOD). The County is well positioned as a growth center in the metropolitan region.
- Create street and beyond the curb standards.
- Expand the level of engagement and investment in transit.
- Optimize and modernize bus services.

### Permitting, Inspections and Enforcement

- Increase revenues.
- Secure funding sources.
- Improve collaboration.
- Increase efficiencies through technology.
- Enhance quality.
- Revamp human capital.
- Evaluate core functions and responsibilities to ensure alignment with the agency mission.

## Health and Human Services

- Capitalize on the County's progress in health reform to create true health system transformation and a healthier, more prosperous county.
- Build a Comprehensive Behavioral Healthcare System for the County by improving on current services, capturing federal funding, and collaborating with community partners.
- Provide targeted programs and services for key special populations to strengthen the safety net and support our most vulnerable residents.
- Undertake organizational development/business process reform.

## Housing and Community Development

- Capitalize on development opportunities in specific geographic areas of the County (municipal and County-focused approach).
- Develop communities through community-focused investments.
- Create and leverage opportunities for affordable housing.
- Improve property standards.
- Increase performance through strategic alignment of County resources.

## Organizational Development and Talent Management

- Enhance human capital practices.
- Adjust functions related to organizational development to improve agency outcomes.
- Streamline and strengthen collective bargaining and labor relations function.
- Implement a robust talent management program to benefit current employees and to assist in attracting the best talent.

# EXECUTIVE SUMMARY

## Public Engagement

- Enhance technology and customer service-related business processes.
- Establish and strengthen meaningful strategic partnerships with citizens and businesses.
- Revisit and strengthen the County's grantmaking policies, results framework, and processes.
- Establish branding, narrative and media strategies.
- Actively and regularly engage with key stakeholders.
- Commit to programs that improve and support quality of life for County residents.
- Prioritize local first – business, hires/employment, artists, investment – and fulfill the promise to reverse the outward commute, increase our tax base (commercial and otherwise), and grow the local economy.

## Public Safety

### Department of Corrections

- Ensure officers' safety.
- Prevent recidivism and promote rehabilitation by effectively addressing the risk factors that lead to crimes.
- Reform the bail system.
- Staff to authorized strength.
- Increase collaboration.
- Maintain and improve assets.

### Fire and EMS

- Continue investments to improve public safety staffing levels to meet national industry consensus standards and to ensure that the agency is able to respond to

and meet an increase in demand for service.

- Maintain an adequate front-line and reserve apparatus fleet.
- Improve community engagement.

### Homeland Security

- Align staffing and training with best practices.
- Increase efficiencies within the department.
- Align non-Public Safety Commission related functions to "owner agencies."

### Police

- Appropriate staffing as required to ensure continuity of service.
- Improve the administration and delivery of public safety services in the County with transparency and accountability.
- Continue investments in the various crime reduction initiatives in collaboration with our crime reduction partners.
- Accommodate growth through acquisitions and maintenance of facilities and fleets.

### Sheriff's Office

- Maintain and increase the agency's ability to adequately provide support and resources to the law enforcement community.
- Maintain and improve the administration and delivery of public safety services.

# EXECUTIVE SUMMARY

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## Technology

- Have the Office of Information Technology (OIT) become recognized more as a solution provider for all county agencies.
- Implement CountyClick 311 2.0.
- Expand the Prince George's County Innovation Lab.
- Identify and develop high achieving students in the Prince George's County Public Schools (PGCPS) who have consistently demonstrated a sustained aptitude and interest in Science Technology Engineering Math (STEM) fields.
- Examine IT operations to get an accurate picture of the as-is state of OIT.
- Focus on key initiatives at a tactical level, to ensure efficiency and alignment with industry best practices.

## Youth Sports

- Establish a Youth Sports Division within Maryland Parks and Planning.
- Create the office of "Community Use of Public Facilities" to centralize scheduling of all County sports facilities.
- Centralize youth sports program offerings.
- Establish strategic partnerships with independent and private sector youth sports operators.