

Baker 2010

Transition Team

Transition Report

March 11, 2011

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The Honorable Gail Carter
Dr. Charlene Dukes
The Honorable Parris Glendening
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The Honorable Winfield Kelly
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The Honorable Paul Pinsky
The Honorable Justin Ross

COUNTY EXECUTIVE RUSHERN L. BAKER, III
2010 TRANSITION TEAM

www.abetterprincegeorges.com

March 11, 2011

The Honorable Rushern L. Baker, III
Prince George's County Executive
County Administration Building
14741 Governor Oden Bowie Drive
Upper Marlboro, MD 20772

Dear County Executive Baker:

On behalf of the more than 250 citizens that lent their time, talent, and expertise to the Transition Team, we are pleased to present you with this final report.

During the past four months, the Transition Team's policy committees assessed more than 30 agencies that deliver services to Prince George's County residents. They focused their efforts on existing capacity and how that may be enhanced to make County Government more accountable, efficient, and effective at addressing residents' needs and stimulating economic development.

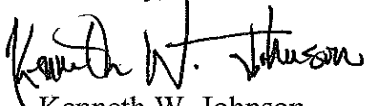
The policy committees organized their work across the following eight topic areas, reflecting your vision that every part of government is on one team in the pursuit to make Prince George's County first in education, first in job creation, first in public safety, and first in integrity:

- Budget and Finance
- Economic Development
- Education
- Environment, Transportation, and Sustainability
- Health and Human Services
- Public Engagement
- Public Safety
- Staff Agency Review

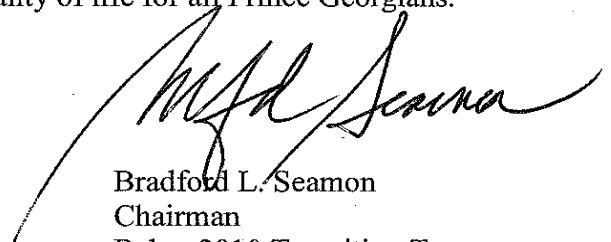
It was a pleasure to witness the policy committee members – who represented a diverse cross-section of Prince George's County residents – come together to conduct in-depth research and analysis on the critical issues that we must face in order to make this good County great.

Many of the recommendations contained within this report will require additional study as you determine the best way to move the County forward. Therefore, we stand ready to continue to work with you and your Administration to enhance the quality of life for all Prince Georgians.

Sincerely,



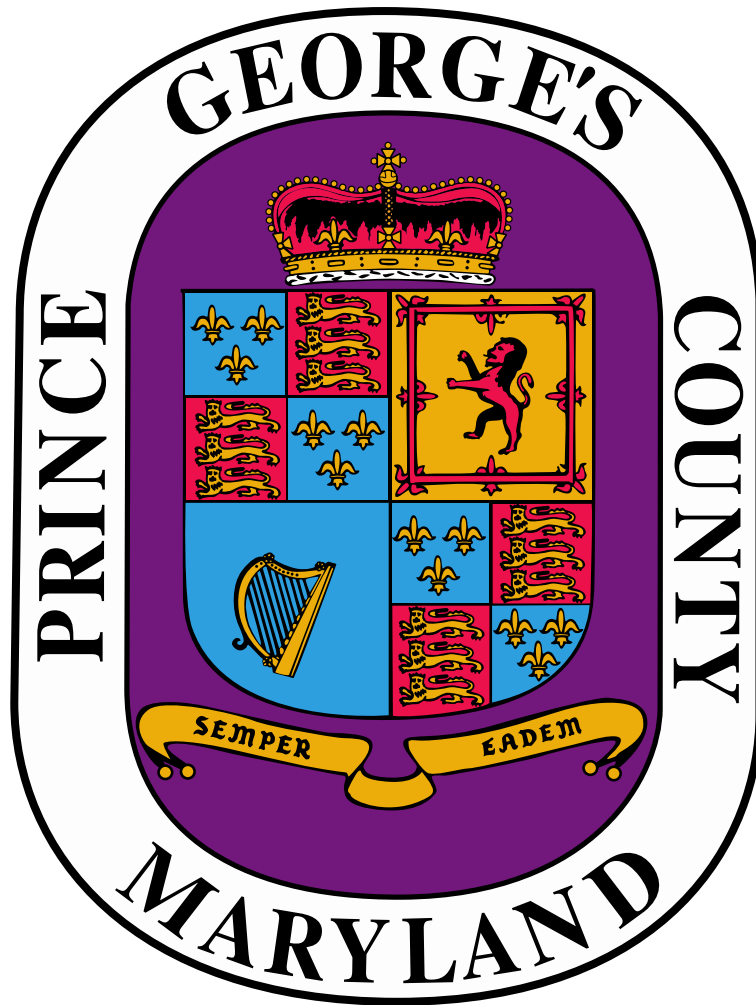
Kenneth W. Johnson
Executive Director
Baker 2010 Transition Team



Bradford L. Seamon
Chairman
Baker 2010 Transition Team

Tab: Budget and Finance

BAKER 2010 TRANSITION TEAM
BUDGET AND FINANCE COMMITTEE
FINAL REPORT AND RECOMMENDATIONS



Transition Report

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Committee Members

Douglas A. Brown, Co-Chairperson
John P. Davey, Co-Chairperson
Major F. Riddick, Jr., Co-Chairperson

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RE: Transition Committee Report

Dear Brad and Ken:

The Baker 2010 Transition Team's Budget and Finance Committee is pleased to present to you the attached report and recommendations. On behalf of each member of the Committee, we want to express our appreciation for having the opportunity to participate in this most important examination of the County's fiscal health and the County agencies responsible for collecting, managing, and accounting for our tax dollars.

The Committee met four times as a complete group (December 2, December 9, January 16, and January 25) and, in between meetings, had the opportunity to review appropriate materials and drafts in preparation for developing our recommendations. The Acting Director of the Office of Budget and Management, the Acting Director of the Office of Finance, and the former Executive Director of the Revenue Authority (newly-elected State's Attorney), each made presentations concerning their agency's responsibilities, needs, and areas requiring immediate attention. The information they presented was extremely useful to the Committee's work and directly contributed to our efforts to formulate recommendations for the new County Executive. In addition to the full Committee meetings, the three co-Chairs met in executive session with the County's Financial Advisor and were briefed on the pending County bond sale and the various concerns raised by the bond rating agencies.

We also want to take this opportunity to thank Bernard Holloway and Thomas Mayah for their excellent support of the Committee. They deserve credit for making sure that the Committee timely accomplished its mission.

It is our hope that this information will serve as a road map for the Baker Administration to address some of the County's fiscal challenges as well as a guide to managing an effective and cost-efficient government. Each of us is prepared to continue to work with the Baker Administration to ensure Rushern's success and to enhance the quality of life for all Prince Georgians. If we can be of further assistance, please do not hesitate to call on us.

Sincerely,

Douglas A. Brown

John P. Davey

Major F. Riddick, Jr.

GOAL 1: ENSURE THAT THE COUNTY EXECUTIVE POSSESSES THE INFORMATION, TOOLS, AND RESOURCES TO MAKE INFORMED DECISIONS NECESSARY TO PRESERVE AND ENHANCE PRINCE GEORGE'S COUNTY'S SHORT-TERM AND LONG-TERM FISCAL HEALTH.

Rationale: At the start of a new administration, it is necessary to review current revenue and spending projections to ensure that the most accurate information is provided to the County Executive. No later than March 15th, the County Executive must submit a proposed budget for the fiscal year that begins July 1, 2011. Based upon preliminary information reviewed by the Committee, Prince George's County faces an anticipated shortfall of \$77 million in FY 2012 and a projected deficit of ±\$100 million in FY 2013 and beyond due to sharp declines in residential property values. Accurate financial data is necessary so that the County Executive may consider competing demands for limited resources. While ensuring a balanced budget, the County Executive must address the demands of not furloughing teachers or public safety personnel, successfully negotiating expired labor union contracts, shoring up County employee retirement plans which may be 50-60% funded, and resolving the projected \$70 million underfunded risk management program.

Objective 1: Compile, analyze, and confirm the relevant financial data to determine the County's financial outlook for the remainder of FY 2011 and for FY 2012 and FY 2013.

Strategy 1: Utilize the County's Financial Audit for FY 2010; as well as the State's revenue projections and anticipated deficits and the County Agencies' budget requests.

Strategy 2: Incorporate the FY 2012 Spending Affordability Committee's Recommendations.

Strategy 3: Forecast County revenue and examine expenditures over the next three-year period covering FY 2011 through FY 2013, so that decision makers can anticipate future County funding obligations determined by current budget decisions. Recognizing the fiscal challenges faced by the State of Maryland and the Federal government, ensure the analysis anticipates possible funding cuts or a restructuring of financial obligations.

GOAL 2: STRENGTHEN PRINCE GEORGE'S COUNTY'S CURRENT AND FUTURE RELATIONSHIP WITH ALL THREE BOND RATING AGENCIES AND CAPITALIZE ON THE COUNTY'S EXPANDED ACCESS TO CAPITAL MARKETS TO ACHIEVE THE MOST COST-EFFECTIVE OUTCOMES IN UPCOMING BOND SALES.

Rationale: In June 2008, after years of efforts to convince municipal bond market stakeholders about Prince George's County's sound fiscal management practices and stable economic outlook, the County joined an elite group of State and Municipal governments that are awarded a Triple-A bond rating. Only 2% of its peers have been granted a Triple-A bond rating. This designation has enabled the County to invest in capital projects and fund government operations at lower interest rates, saving taxpayers' money. The Committee recognizes the circumstances surrounding the postponement of the County's November bond sales triggered greater external scrutiny of the County's financial management. Left unaddressed, these circumstances may jeopardize the County's improved standing in the municipal bond marketplace.

Objective 1: Preserve the County's Triple-A bond rating.

Strategy 1: *Develop a comprehensive strategy to communicate the Baker Administration's fiscal policy and financial controls and the County's financial outlook, management, and operations to the bond rating agencies in New York.*

Strategy 2: *Develop a briefing presentation that highlights the County's economic strengths, its stable fiscal outlook, and the County Executive's focus on economic development and education.*

Strategy 3: *Commit and demonstrate the County's ability to meet its existing debt service requirements.*

Objective 2: Reschedule and complete the County's previously scheduled bond sale and Certificate of Participation (COP) by early February 2011.

Strategy 1: *Direct the Office of Finance, bond counsel, and the County's financial advisor to prepare, update, and confirm bond sizing, structure, approvals, and all documentation and related presentations necessary to complete the deferred financing transactions.*

Strategy 2: Utilize the bond sale to demonstrate to Wall Street and the Community the Baker Administration's commitment to sound financial management and transparency.

Strategy 3: Examine a citizen investment initiative to allow Prince George's County citizens to purchase County issued bonds and demonstrate their confidence in the County government and its ability to repay the bond obligations.

GOAL 3: DEVELOP EFFICIENT AND ACCOUNTABLE GOVERNMENT OPERATIONS AND INTERNAL CONTROLS.

Rationale: As Prince George's County reconciles sizeable budget deficits for the next several fiscal years, it must identify cost reduction strategies which will balance the budgets while preserving investments in education and economic development. Improving the efficiency and effectiveness of the County government's internal service delivery channels – finance, human resources, information technology, procurement, asset management, etc. – has great potential to generate such cost savings and increase efficiencies.

The County Executive has pledged to launch a CountyStat program and implement a 311 system of requesting public safety assistance. These initiatives may be an opportunity to increase the efficiency of the County government. In order to be successful, these initiatives need to be designed to improve government accountability and to establish a streamlined core government operation without creating duplicate services.

Objective 1: Develop and implement sound fiscal policies and practices in all administrative functions.

Strategy 1: Produce and submit on time all financial reports required by State and County Law, beginning with the Telecommunications Tax Report and Senator Amos' Fire Rescue and Ambulance Fund Report.

Strategy 2: Evaluate and curtail the County's personal automobile assignments and biweekly car allowance programs; determine the criteria for to whom these County assets are allocated.

- Strategy 3: Limit and/or justify the issuance of all County credit cards.*
- Strategy 4: Ensure design and implementation of the new Enterprise Resource Planning (ERP) Information System, implementing a core enterprise system that would replace existing applications for financial, human resource, purchasing, and payroll applications. Dedicate the resources to complete the system and draft implementation strategies to ensure the readiness of the system. To develop an integrated solution, the County should identify, evaluate and implement appropriate best practices employed by other jurisdictions to develop effective operational and system requirements for the new ERP System. The County should maximize the benefit from public organizations like the Government Finance Officers Association (GFOA) because of their broad experience and exposure to the best solutions for ERP implementations.*
- Strategy 5: Enhance the overall management of the Capital Improvement Program to ensure that all projects are within voter approved spending limits and that cash flow is effectively managed so that it is consistent with budget, bond documents, and appropriation levels.*
- Strategy 6: To ensure the most cost efficient procurement of government goods and services, utilize the joint buying programs sponsored by the Washington Metropolitan Council of Governments (COG) and the State of Maryland.*
- Objective 2: Expedite the completion of the Baker Administration’s transition into County Government.**
- Strategy 1: In connection with ongoing changes in department heads and other key agency personnel, coordinate the necessary administrative actions to ensure the smooth and efficient operation of the County Government.*
- Strategy 2: Schedule “time and attendance” policies and procedures training for new supervisors.*
- Strategy 3: Conduct appropriate training programs so that all supervisors, managers, and decision makers are familiar and knowledgeable about complying with all conflict of interest policies and ethics standards.*

Strategy 4: Change signature authority delegations and update financial security systems access.

Objective 3: Create an internal work group to evaluate all existing contractual obligations of the County and create a master list of all contracts for the Administration of the County government.

Strategy 1: Identify the service, product, or lease contracted for in each agreement and the term of the contract.

Strategy 2: Confirm that the agreement was entered into in accordance with the County's Procurement Code and in compliance with the County's conflict of interest policies.

Strategy 3: Determine the termination conditions contained in the contract.

Strategy 4: Evaluate the possibility of cost savings by restructuring the existing contract or seeking other proposals, alternatives, or outsourcing opportunities.

Strategy 5: Ensure IRS 1099 reporting and compliance with all vendors.

GOAL 4: DIVERSIFY AND GROW THE TAX BASE THAT SUPPORTS PRINCE GEORGE'S COUNTY GOVERNMENT SERVICES.

Rationale: Prince George's County's two major taxes – property taxes and income taxes – are currently at their maximum rates allowed under law. Yet the County will require additional resources in order to make the investments in public safety and public education that are critical to preserving, protecting, and enhancing the quality of life of its citizens. To grow revenues without further increasing the tax burden on residents, it is urgent that the County dramatically increase its commercial tax base, shifting its heavy reliance on funding public services from residential real estate taxes to taxes derived from income-producing commercial enterprises – by focusing County government's attention and resources on expanding the commercial tax base and not increasing the tax rates paid by commercial enterprises.

Objective 1: Create a "game changing" initiative to secure large-scale commercial economic development projects.

- Strategy 1: Research and identify those private and government industry segments most attractive and appropriate for growth and expansion in Prince George’s County. Favor such projects through “game changing” policies and incentives for those industries and development sites most suitable for immediate economic expansion. Organize all available County resources and strategies around these opportunity sites.*
- Strategy 2: Align policies and strategies throughout every segment of the County Government and bi-County agencies in support of specific economic development objectives, including:*
- (a) reinventing government processes to be more efficient, cost effective and attractive for business growth and expansion,*
 - (b) strategically aligning the Capital Budget with economic development objectives, and*
 - (c) enhancing those services which appeal to new “job creating” community members.*
- Strategy 3: Concentrate County resources and strategically prioritize economic development programs and activities. Focus on:*
- (a) retaining, strengthening and growing existing viable business segments and employers, and*
 - (b) recruiting and securing new private and public enterprises that will grow high paying jobs.*
- Strategy 4: Dramatically streamline and reduce the cost and time required to approve development proposals and permit construction activities, resulting in expansion of construction and permanent jobs.*
- Strategy 5: Actively participate in public and private efforts to promote regional planning around healthcare, environmental, public safety, and economic development initiatives. The County should welcome and support transportation projects and economic development activities that strengthen the entire region and create more employment opportunities for our residents.*
- Strategy 6: Ensure that the Prince George’s County Planning Board’s plans, policies, and development requirements are strategically and operationally aligned with the County’s development policies, procedure, strategies, priorities, and initiatives.*

Strategy 7: To fully capture the economic benefits associated with promoting large-scale commercial, economic development projects, seek opportunities to encourage the new and/or expanded businesses to recruit and employ Prince Georgians and to conduct business with other local businesses.

GOAL 5: EXPAND PRINCE GEORGE’S COUNTY GOVERNMENT’S CAPACITY TO SERVE AS A FULL PARTNER TO COMMERCIAL ECONOMIC DEVELOPMENT.

Rationale: It is not uncommon for national and regional investors to report confusion about which governmental entities to engage when seeking to do business in Prince George's County. Furthermore, the three agencies that are principally charged with promoting the County's economic advancement – the Revenue Authority, the Redevelopment Authority, and the Economic Development Corporation – each function as separate entities without a cooperative plan to foster the business assistance, infrastructure investment, real estate and workforce development activities that are necessary to expand the County's pool of high paying jobs. In order for strategic investments in commercial economic development to pay long-term dividends, it is imperative that the resources of these three agencies are coordinated and concentrated on a common set of goals.

Objective 1: Develop a strategic plan for the County’s economic development and align the functions of all related County government agencies around the plan’s outcomes.

Strategy 1: Ensure the senior management positions within core economic development agencies are fully staffed with industry-leading professionals.

Strategy 2: Leverage the Revenue Authority's unique ability to execute public-private partnerships and expand its bonding capacity. The Revenue Authority’s annual contribution to the County’s could be supplemented by authorizing the Revenue Authority to implement the speed camera program and directing the fines and revenues to the County’s general fund for public safety purposes.

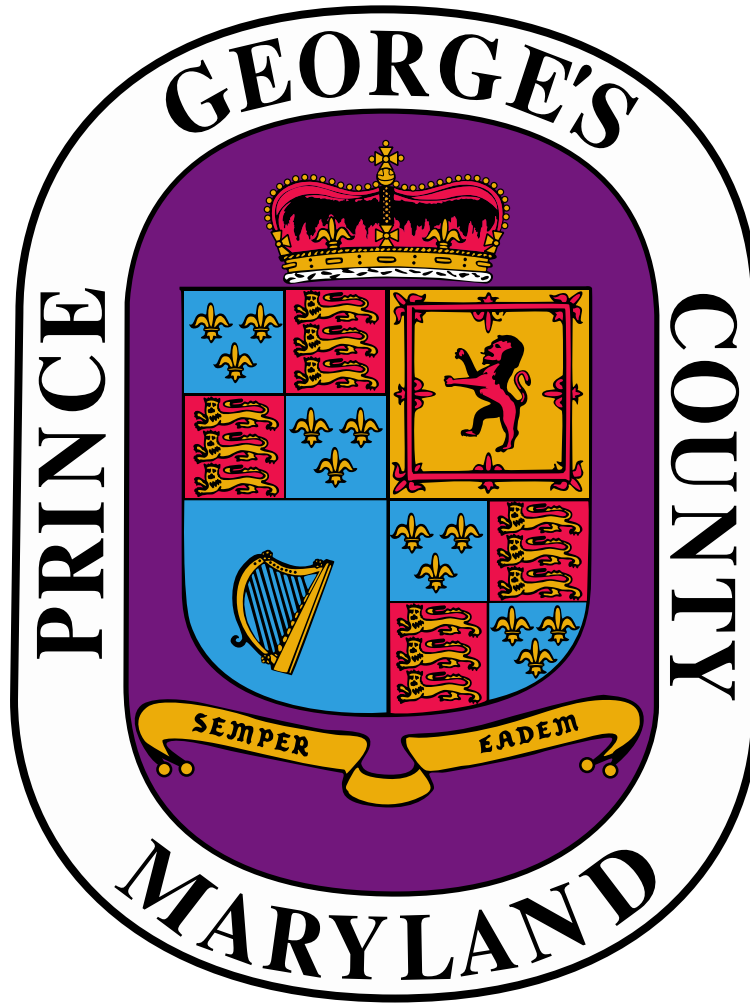
Strategy 3:

Advertise the supportive financing and management of structured parking facilities by the Revenue Authority as an incentive for transit-oriented real estate development.

Tab: Economic Development

Baker 2010 Transition Team

Economic Development Committee



Transition Report

Committee Chairs and Members

CHAIRS

B. Doyle Mitchell
Justin Ross
James A. "Jim" Soltesz
Aubrey Thagard
Greg Wells

MEMBERS

Rosie Allen-Herring	Harold Johnson
Lou Aronson	Jennifer Jones
Betty Buck	Prem Kapani
Bruce Chatman	Cecelia Knox
Asuntha Chiang-Smith	Fabian Lewis
Harmon L. "Monty" Cooper	Darrell Miller
Cheryl Cort	William "Billy" D. Miller II
Brian Darmody	Su Nabee Yi
Jean Drummond	Dan Nees
Lisa Ellis	J. Matthew "Matt" Neitzey
Malik Ellis	Ndy Otis
Marisa Gaither Flowers	Ray Skinner
Pradeep Ganguly	Howard Stone
Andre Gingles	Darren Swain
Jalal "Jay" Greene	Aaksh Thakkar
Irvin Hicks	Linda Turner
Tiffany Hollinger	Margery Austin Turner
Vernoy Hooper	Russ Warfel
David Iannucci	Rhoda Washington
Rev. John Jenkins	Greg Wells
Christian S. Johansson	Paul Woodburn

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Introduction

Economic Development must be a high priority for Prince George's County. Without a dramatic increase in the strength and breadth of its tax base, the County will not be able to pursue its ambitious initiatives and goals. In both conduct and message, the County Executive's administration should embrace the importance of growing the County's tax base through smart and aggressive development initiatives.

The Economic Development Transition Committee has examined several avenues for future growth and development. It presents its findings to the County Executive in this report.

After reviewing a number of relevant agencies, the report will discuss three priority areas: 1) development projects (transit-oriented, housing, and green), 2) business attraction and retention strategies, and 3) small business support and encouragement. The report will then conclude with several overarching suggestions.

Agencies

The following is a list of relevant agencies reviewed by the Economic Development Committee.

The Division of Community Planning & Development, DHCD

The Community Planning & Development division of the Department of Housing and Community Development (DHCD) writes the "Five-Year Consolidated Plan for Housing and Community Development." It also produces the "Annual Action Plan" to address priority housing and community development projects. These plans allocate federal entitlement funding from the CDBG, HOME, ESG, and HOPWA programs. DHCD also administers the Section 108 Guaranteed Loan Program and other federal housing and economic development programs. Through the division of Community Planning & Development, DHCD administers approximately \$20 million from these federal programs to the County each year.

The Economic Development Corporation

The Economic Development Corporation (EDC) focuses on small business development and provides relevant technical and capital assistance. EDC's Business

Development Division also structures incentives packages for business attraction and retention, including tax abatements, expediting permits, work force assistance, site identification, County and state financial assistance, and SBA financial assistance.

The Redevelopment Authority

The Redevelopment Authority partners with private and public-sector clients to facilitate redevelopment and neighborhood improvements. Its activities include:

- Catalyzing physical development through property assemblage, site preparation, technical assistance, and financing programs,
- Issuing tax-exempt bonds to finance the acquisition, development, and rehabilitation of housing,
- Negotiating property acquisitions and owner participation agreements,
- Facilitating purchase and sale agreements involving other parties,
- Providing plans for community development and neighborhood revitalization,
- Offering technical assistance to strengthen local community development organizations, and
- Coordinating revitalization, redevelopment, and rebuilding efforts.

The Planning Department

The Planning Department is under the direction of the Prince George's County Planning Board, a component of M-NCPPC. It includes the Development Review Division, which reviews permit, subdivision, urban design, and zoning applications for development projects.

Development Priorities

Metro Site Development

The committee recommends that the County pursue an aggressive and targeted transit-oriented development strategy.

Recommendation: Select Priority Metro Stations

The committee recommends that the County makes a selection of top priority metro sites and puts together a specific time frame for RFP issuance. The County cannot afford to develop all sites at once. It should focus energy and resources on a small selection of promising locations. Factors to consider in making these selections are:

- The potential for immediate large-scale, high employment, mixed-use development.
- The presence of significant buildable land (either publicly or privately owned).

- Nearby commercial buildings and parking lots.
- Access to other forms of mass transportation, like Amtrak's Northeast Corridor, MARC trains, Greyhound Bus, or the future Purple Line.
- Access to highways or other major roadways.
- Connection to large-scale employers.
- Proximity to potential employers, both private sector and federal (particularly those set to benefit from BRAC).
- Previous work and/or development on the station (including designation as a priority TOD site by the state).
- Previous work and/or development around the station, including residential development (particularly within walking distance of the station).
- State and transit agency interest in the site.

The committee foresees several significant challenges for metro development. These include:

- Financing updated infrastructure, including additional road and pedestrian connectivity.
- Replacing existing/aging transit station structures.

Recommendation: Establish a Team

Establish a team from various departments (DPW&T, DER, Park & Planning, WSSC, SCD, etc.) that focuses on entitlement and permit processing for select metro stations. The team will provide greater predictability in the development review process by working across agency lines, combining entitlement steps, and expediting approvals for development projects. The team's activities will increase efficiency by eliminating multiple review processes, while its interagency makeup will allow conflicts to be addressed more proactively.

Housing Development

The County faces a variety of opportunities and challenges with respect to housing. The committee recommends that the County develop a comprehensive plan to coordinate and execute a housing development strategy. The plan should integrate housing development into a broader context of building opportunities, land use, and transportation needs.

Recommendation: Create a Comprehensive Housing Strategy Plan

Drawing on the expertise of a broad range of agencies, residents, and area leaders, the County should set forth a comprehensive vision and framework for housing development. Prince George's County should set goals for mixed-income housing

development across the County, especially in transit-accessible locations and established towns. Its housing plan should include assessing the County's needs, identifying available and potential resources, and refining existing approaches to meeting housing priorities.

A comprehensive housing strategy should also aim to strengthen the Department of Housing and Community Development's capacity to efficiently allocate resources. Initially, the plan should include auditing and supporting DHCD to ensure that staffing and programs meet and exceed standards for successful resource and program management.

Encouraging partnerships with regional non-profits and local for-profit developers should also be part of the overall housing strategy. Expanding these relationships will strengthen the non-profit and for-profit sectors; it will also allow the County to harness their ability to leverage additional resources.

Finally, a comprehensive housing plan should take advantage of innovative financing tools such as TIF, bonds and other techniques. These resources will expand the County's ability to meet priority objectives and carry out its development strategy.

Green Development

Prince George's County government should be "greener," both in its own practices and in its development strategy.

Recommendation: Create a "Greener" County Government

The County government currently spends over \$15 million annually on utility costs. The County's energy use is high across the board: a 2007 baseline study concluded that the County uses over 88.4 million mw of electricity each year. The County should commit to operating more sustainably. Reducing the County's energy needs will remove some pressure from the County's budget, freeing up funds for other projects. A government commitment to sustainable practices also creates a more robust market for energy efficient products and services in the County.

Recommendation: Create a "Green Development Zone"

The committee recommends that the County create a "Green Development Zone." The zone can be used to attract "green industry" manufacturers and businesses from around the region. By encouraging research and development and providing a market for green technology, the Green Development Zone will advance the County's economic, technical and environmental development.

Business Attraction

Recommendation: Build on Existing Strengths

The general economic climate has deteriorated since 2008. However, the committee believes the County has still made significant progress in attracting new businesses and improving development within its borders (e.g. Wegmans, Woodmore Towne Center, National Harbor, etc). The County has significant assets that should be used to attract more businesses and development. These include:

- Location – The County’s proximity to the nation’s capital and prominent installations within the County borders, and the existence of prominent installations within the County borders, such as Joint Base Andrews and NASA Goddard.
- Real Estate – Prince George’s County has the most open developable land in close proximity to the listed prime locations.
- Universities –The University of Maryland, College Park, Bowie State University, Capitol College, Prince George’s Community College and The University of Maryland University College all have programs in promising fields like bio-technology, healthcare, information security, information assurance, and information technology.
- Transportation – There are several Metro stations that can become transit oriented development hubs and unused railroad tracks that could be used to expand “light-rail.”
- Workforce – The County has a highly skilled and trained workforce ready to assume jobs in emerging markets and industries.

The committee recommends that the County build on these strengths and market them as significant opportunities for businesses.

Recommendation: Attract Federal Tenants

The committee recommends that Prince George’s County pursue a positive working relationship with WMATA, GSA officials and our congressional delegation to attract federal tenants. The placement of federal office space in the County will provide a significant catalyst for a variety of projects and will spur economic growth in nearby areas.

Recommendation: Support the Economic Development Corporation (EDC)

The committee believes that the County Executive’s administration should examine ways to make the EDC more effective as a regional magnet for jobs and businesses. The EDC must have the resources and talent. The County Executive should consider whether the EDC should be restructured and tools necessary to successfully compete with other jurisdictions for businesses and jobs.

Small Business Encouragement and Support

Prince George's County has 15,000 registered businesses. Seventy to eighty-five percent of these businesses are small businesses defined as having less than 50 employees. While success varies from business to business, the committee believes that these entities are key to achieving economic growth in the County.

Recommendation: Create a Culture that Supports Small Businesses

Overall, the committee recommends that the County Executive establish a culture in the County that values small businesses. That culture must be supported by goals, expectations and accountability on the part of the administration and the entities it supports. The County Executive should be the chief public advocate for small businesses and should work to build capacity within the County's small business base. The importance of small businesses should be reflected in the County's spending priorities and in decisions made on large projects proposed by companies and developers.

Recommendation: Reform the Minority Business Development Division and the Minority Business Opportunity Commission

The Minority Business Development Division and the Minority Business Opportunity Commission currently operate under the Office of Central Services. However, the committee found that the Division and Commission do not have the ability to monitor all County programs relating to small, local and disadvantaged businesses. Commissioners lack necessary knowledge, agency support, and resources, and the committee believes that they are unable to adequately ensure and monitor success.

The committee recommends that the Minority Business Development Division and the Minority Business Opportunity Commission be removed from the Office of Central Services and re-established with a clear charge and authority to monitor all County programs relating to small, local and disadvantaged businesses. Additionally, it recommends that every agency begin to measure goals for minority businesses, small businesses and local businesses separately and in the aggregate.

Conclusion

Economic development, along these and other avenues, must be a top priority for the County Executive and his administration. This prioritization should be evident in the County's funding priorities. Currently, the budget for economic development in Prince George's County is not competitive with its neighbors in the region. Adequate funding is critical for the success of these and all other development initiatives.

As the County embarks on a program of economic development, it is important that a system of measurement be developed to follow its progress. The County Executive's administration should be able to monitor economic development activities closely. Measuring the outcome of various policies and keeping track of their implementation will help the County stay on course. The committee recommends that the County explore a program like CountyStat for this purpose.

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- Amendments Re: Timing to Subtitles 27, 24 and Art 28
- New Processing Charts

A clear direct message was heard from the various committees within the transition team for the need to provide a more efficient permit development processing system within the County. Economic growth of Prince George's County brings greater prosperity to its residents and businesses. From small locally owned business to major Fortune 500 corporations, all businesses and residents enjoy greater success as the economic tax base increases. This will also increase job opportunities for Prince Georgians.

Prince George's County competes with neighboring jurisdictions including Northern Virginia and the District of Columbia in attracting business investment and increasing our tax base. For this reason, Prince George's County must clearly distinguish itself as the best jurisdiction within the Greater Washington region in efficiency of plan approvals, permits and processing. Simply to reach the status quo will not help the County achieve its economic development objectives. The County must clearly demonstrate its advantages to prospective investors, start-up companies, existing small and large businesses considering relocating to the County or expanding their business within the County. In addition, current and prospective residents also face bureaucratic challenges on permits process would benefit from a drastically improved and more efficient permit process.

It is noted that the suggestions provided in this report do **not** remove any safeguards or reviews in any aspect of new development or construction. All safeguards related to the environment, transportation, and other issues are still fully addressed as in the current process. However, the suggestions and recommendations herein clearly (a) reduce the complexity, (b) remove redundancy in the process, and (c) provide for a much more efficient and shorter process. Should these recommendations be adopted, Prince George's

County will become the leader within the region on the best structure and processing of development approvals and permits.

An additional incentive for the proposed changes are the concerns surrounding the new State and Federal regulations which have been mandated regarding environmental safeguards. Prince George's County has always been a leader in the protection of the environment specifically in the fields of water quality, stormwater management, flood control, and forest conservation. Now that the State of Maryland, through the Maryland Department of the Environment (MDE), and the Federal Government, through the Environmental Protection Agency (EPA), are mandating more stringent controls and processes, it is even more important than ever to place the review and implementation of these requirements with the agencies that have the technical ability to address both the State and the Federal concerns.

The suggested changes within this report clearly address the new environmental initiatives by the State and the Federal Government. The proposed restructuring includes relocation of certain environmental, transportation, and infrastructure/utility reviews and authorities to more appropriate technical agencies which are now being charged with protection, monitoring, and enhancement of Prince George's County environmental assets. This is important as the County moves into a period of economic expansion and job creation.

Upon successful implementation of these changes, Prince George's County permit processing will become much more efficient, less complex, and shorter in duration. It is estimated the changes will lower the duration of the process by up to 25% when compared to the current process. It will reduce the volume of paperwork inasmuch as the processing agency issuing the permit will have greater authority over the review process. The

applicant will be able to address comments, changes, and revisions in a much more expedited and efficient process. The number of agencies involved in the process will be decreased with an increase in efficiency.

The result of this effort will be to (1) create an attractive incentive for existing businesses in the County wishing to expand, (2) an enticing advantage for businesses relocating the region and selecting Prince George's County as their new home, and (3) better service to the existing and future citizens of Prince George's County.

The existing permit and development process is a highly complicated and lengthy process that includes the review of the same engineering and entitlement documents by multiple agencies. This can result in redundancy, miscommunication, multiple rounds of reviews, agency disagreements on solutions, and simple errors. In addition, some agencies lack the technical expertise required by the new state regulations to review the documents. In an effort to address these concerns, the transition team is proposing three basic revisions to the process, each of which will take advantage of existing agency infrastructure and expertise to address the above concerns.

Change 1: Transportation Reviews:

The first change is all Transportation related "operating" reviews and initiatives be handled by the Department of Public Works and Transportation (DPW&T). In sum, this agency will handle their current duties as well as adding certain functions from the Transportation Planning section of the Maryland National Capital Park and Planning Commission (MNCP&PC).

The engineering design of roads, operations, and maintenance is the sole responsibility of the operating agency, the Department of Public Works and Transportation. It is felt that DPW&T is in the best position to also review the documents that establish the need for road improvements. DPW&T has this expertise “in-house,” therefore redundancy can be reduced by allowing the review of Traffic Scoping Agreements and Traffic Impact Studies to be part of their responsibility and authority. Other tasks that should be borne under the DPW&T banner include items such as studies on traffic capacity by the selection of road standards. This will allow DPW&T to evaluate which roads are affected by a prospective project and how best to integrate the improvements into the existing County transportation infrastructure system. This will have another benefit as currently the review of the design plans by DPW&T can require extensive negotiations with an applicant and the County to satisfy the conditions of the preliminary plan resolution. This is an inefficient use of County staff as these decisions should have been resolved much earlier in the planning process. By moving the functions over to DPW&T it will be better coordinated and the applicant will have a better understanding of the goals to implementing road improvements necessary for the development of a project, whether public or private. In addition because of changes to road standards that DPW&T must implement as a result of local, state, or federal mandates, they will be in a better position to ensure the project can move forward by meeting the new mandates and still satisfy the intent of the improvements required as part of the traffic study. Trails coordination is also an important transportation function, part of the overall network as there is constant conflict between DPW&T and Park & Planning for the size and location of a trail along the side of a road. This review authority should also be moved to DPW&T

Change 2: Water & Sewer Reviews:

The second change is that the review, approval, construction inspection, as-builts and permitting of certain service sized water and sewer lines be accomplished for new development projects by DPW&T thus transferring those duties from the Washington Suburban Sanitary Commission.

This is a very important feature to implement a more efficient permitting system. Utility and design coordination is becoming more complex due to the urban nature of development in Prince George's County, as in other jurisdictions surrounding Washington, DC. In order to ease the complexity and provide for a better coordinated result, water and sewer extensions for service would be better coordinated under Prince George's County DPW&T. Currently, all other site related infrastructure items including storm drainage, roads, and stormwater management, are under the authority of DPW&T. WSSC would retain authority and review for large systems improvements including water tanks, major transmission lines, major pumping stations and treatment plants.

The coordination between water quality devices, stormwater management, storm drain system, and water and sewer utilities is critical. This coordination could be better integrated into DPW&T from WSSC so that one agency has review and coordination of all utilities and related environmental design requirements such as water quality and stormwater management facilities.

Sewer lines are typically required in environmentally sensitive areas. It would therefore be imperative to have such identification and protection of these environmental features identified and coordinated in the concept phase of the design process. There is no process within WSSC that currently would be able to implement this review to the level required by MDE and EPA.

In addition to stormwater management, the State is instituting significant revisions and much greater scrutiny on sediment erosion control. Design plans for sediment erosion control must be approved prior to other plan reviews being done including WSSC, storm drain, etc. In ease of handling plans and better coordination, if the water and sewer plans

were reviewed by DPW&T, the process would be greatly expedited; permits could be more easily obtained. The result would be a more efficient review process.

In addition to the plan review, the inspection of water and sewer construction can best be coordinated by an inspector trained to inspect both types of installation, as opposed to having inspectors from two agencies (WSSC & DPW&T) visit the site on a regular basis. Inspectors from DPW&T could review such items as storm drain, grading, sediment control, stormwater management, water quality, and water and sewer. Again, a more effective and less costly approach.

A central control for intake of design plans for review is important. At this time, there is a fragmented review process among several agencies. By combining the reviews within the agencies above, the process would be more expedited as well as better coordinated. WSSC prefers to have all the design plans approved prior to a first review of a water and sewer plan. If not approved at time of first submittal, the plans must be approved prior to a second review by WSSC. This only invites multiple plan revisions of approved plans to address comments from WSSC after other plans have been approved.

Change 3: Environmental Protection:

Finally, the functions of the Environmental Planning section be transferred to the Department of Environmental Resources (DER) as the most appropriate agency since it will likely be their responsibility to accommodate the requirements of the EPA mandated Bay protection program.

The third and final change would require transferring the planning and approval functions of the Environmental Section of MNCP&PC to PGDER. There are currently four primary functions that the MNCP&PC environmental planning section performs that would need to be moved. These are the reviews and approvals of the Natural Resource Inventory (NRI), Forest Stand Delineation (FSD), Type 1 Tree Conservation Plan (TCP-1), and Type 2 Tree Conservation Plan (TCP-2). PGDER is the currently tasked with the enforcement of the tree preservation requirements. It is logical that they also perform an analysis of natural environmental features of various projects and establish environmental areas for protection

(wetland delineations, tree conservation areas, stream classification, tree save areas, reforestation and afforestation areas, etc.) that are incorporated into their overall database. In addition they will be responsible for the new requirements from the federal and state government as part of the Chesapeake Bay cleanup program. The Environmental Protection Agency (EPA) is setting forth new standards in water quality and stormwater management for protection of the Chesapeake Bay. Although the new regulations are not yet final, it would be extremely important for the integration of site utilities (including sanitary sewer), as well as wetlands, floodplains and streams, to be coordinated with proposed new infrastructure improvements. Under the current and proposed NPDES MS4 Permit, the County is required to implement measures to improve water quality, both structural and non-structural best management practices.

The proposed program changes submittal of the NRI and FSD to PGDER, this plan would need to be approved prior to preliminary plan approval. The NRI/FSD has more information than required for a stormwater concept approval process under the MDE guidelines. Therefore its approval is not precursor to stormwater management concept plan submittal or approval. Having PGDER review and approve the NRI/FSD will allow for a more efficient review.

With the new establishment of the 3 step MDE process for stormwater management, the need for a TCP-1 has diminished. Simplistically, the TCP-1 establishes approximate tree clearing areas, tree save areas, onsite reforestation and offsite afforestation areas. This information could easily be incorporated into the review process under the stormwater concept review. The stormwater concept plan will provide information such as grading, limits of disturbance, stormwater features, etc as well as input from a number of agencies

earlier than other the current process for impacts to buffers and stream crossings. Adding the tree save or planting tables as part of this plan will achieve acceptance from all agencies and avoid future conflicts.

The third plan to be approved is the TCP-2. The Transition Team suggests that this plan be approved during the final design process in order to account for changes in agencies interpretation or intent that occur after a DSP would have been approved. Currently a DSP does not require final engineering and therefore it is not uncommon to revise the TCP-2. This is an inefficient use of agency staff both with the County agency and MNCP&PC to revise plans prior to final design approval of other types of plans. This also means that the approval authority would remain with PGDER. The result will mean better coordination among other design plans such as stormwater management, storm drain, road improvement, grading, and water and sewer the plans and reduce the need to revise plans that were approved because of an agency change in design criteria.

After completion of the MDE Phase 2 (DSP), all design plans should be submitted simultaneously so the final details can be coordinated. This includes storm drain/stormwater management, water and sewer, TCP-2 and sediment control. Three of the four types of plans would go to Prince George's County offices and the 4th would be submitted to PGSCD. We also recommend DPW&T take over all permit reviews that MNCPPC would perform for a grading permit only. MNCPPC would still review building permits. By doing concurrent reviews any changes required by one agency can be properly vetted and addressed for second review and dealt with holistically as opposed to individually. This is a more efficient use of county resources and will shorten the design

and permitting process by 6 to 8 weeks for the final design step alone. This is extremely important in a County's long term interest of being considered a friendlier place to do business.

Taken individually the above changes represent a small number of changes to the overall development process. However, taken together, the scope of the individually small changes drastically improves both the process and the timing of a development application. In addition these changes positively affect the efficiency of the government thereby saving time, money, and resources. Given also that the state is mandating changes to environmental protection, it is understood these changes need to occur. In the future other organizational and programmatic changes (i.e., stormwater management, sediment control and grading responsibilities) may be considered.

It is beneficial to make the required changes consistent with a new development process rather than attempting to "force fit" the required changes into the current process. Finally, the changes reflected in this proposal will identify Prince George's County as a business oriented, tax responsible, and citizen friendly system.

Attached to this report is an addendum on the required regulation changes in order to implement this program.

Prince George's County

Development Review Process

Structure

Revision Objectives Reorganize the permit processing within Prince George's County so that all critical components of permit review and issuance fall under

County Executive. Justification Prince

George's County is tasked under the new State and Federal regulations (EPA) with watershed planning, stream protection, stream restoration, and enforcement of maintenance for existing facilities.

Identifying specific environmental features will be required by EPA regulations become more specific. Prince George's County in

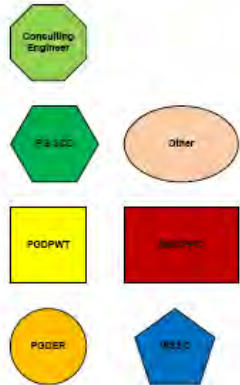
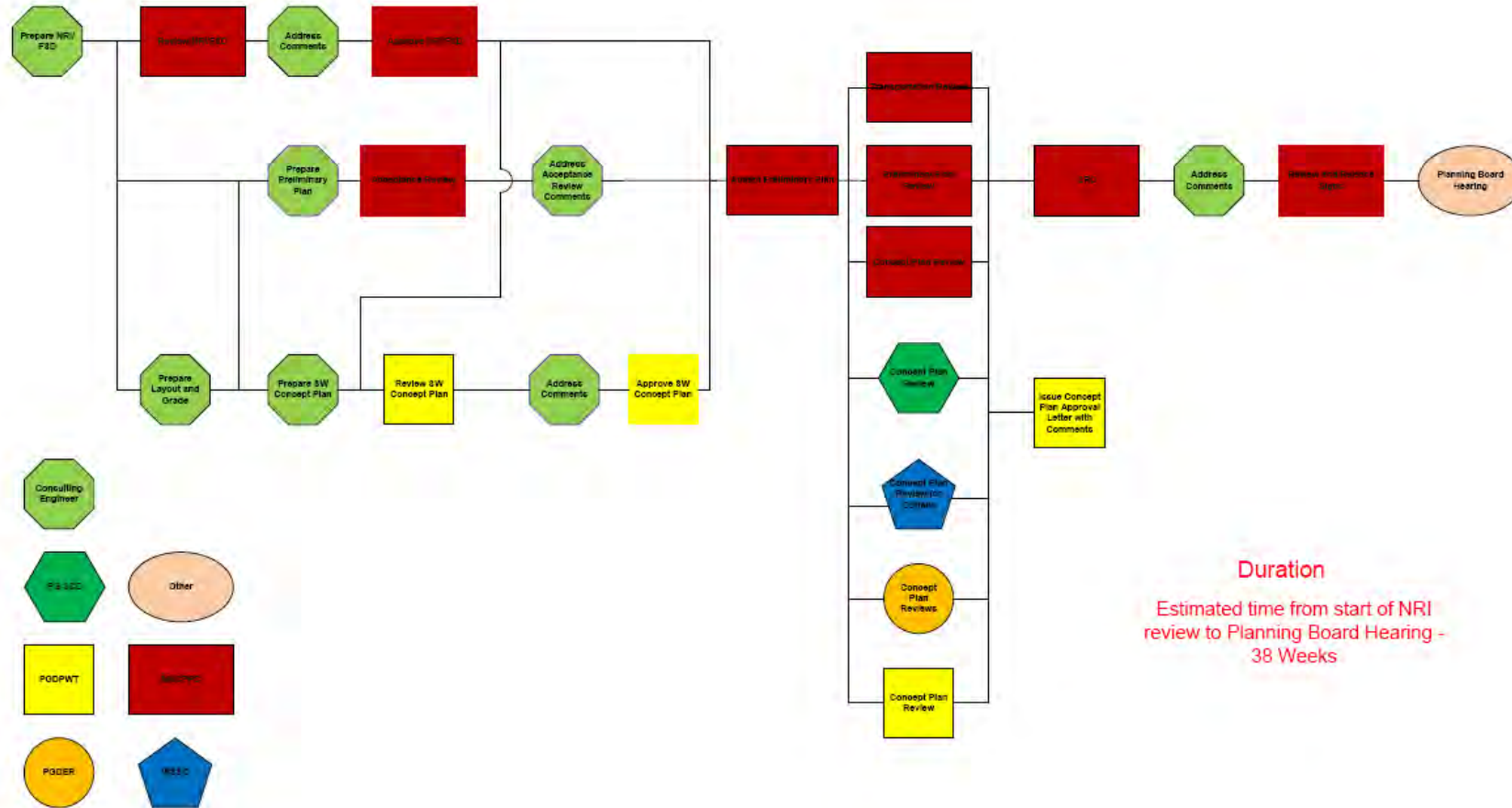
general with protecting these watersheds. In order to understand and better protect the watersheds the delineation of such environmental features should be reviewed by Prince George's County DER. Road construction, operations, and maintenance is the responsibility of DPW&T. The selection of road standards should be made early in the planning process. Prince

George's County DPW&T reviewers are extremely familiar with AASHTO standards including life safety issues. Prince George's County DPW&T understands the issues of operations and maintenance. Therefore Prince George's County DPW&T should be the authority regarding any and all transportation planning, traffic impact studies, etc. Utility coordination and design

coordination is becoming more complex due to the urban nature of development in Prince George's County and in other jurisdictions in the Washington, DC area. Currently all other site related infrastructure including storm drainage, grading, roads, and stormwater management are under the authority of DPW&T. In order to ease the complexity

and provide for an improved and coordinated result, water and sewer extensions for service are better placed under the authority of Prince George's County DPW&T. Existing Process2.vsd

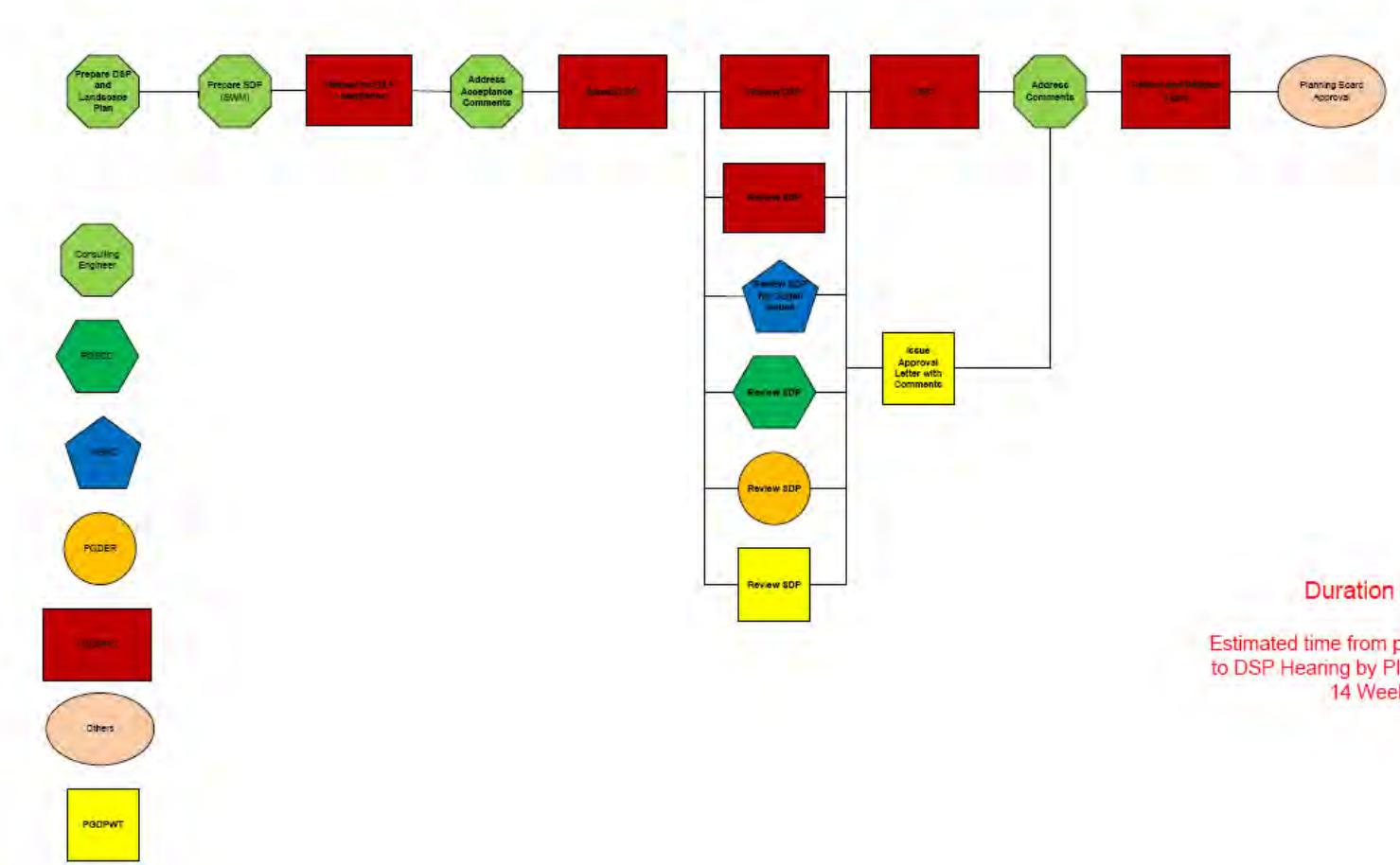
ENTITLEMENT – PHASE 1A
 Preliminary Plan – Existing Process
 with new MDE regulations



Duration
 Estimated time from start of NRI
 review to Planning Board Hearing -
 38 Weeks

ENTITLEMENT – PHASE 1B

DSP – Existing Process

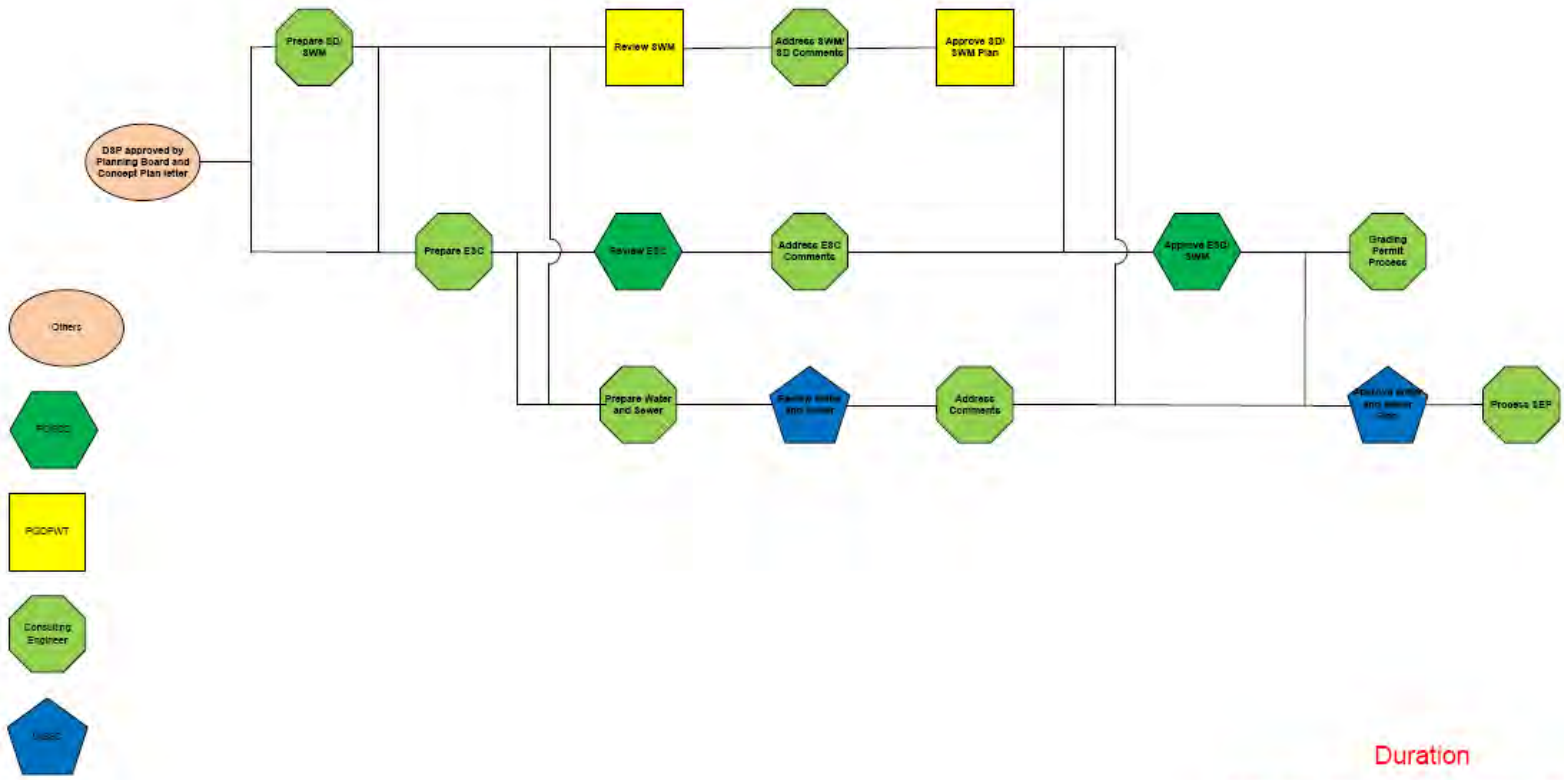


Duration

Estimated time from plan acceptance to DSP Hearing by Planning Board – 14 Weeks

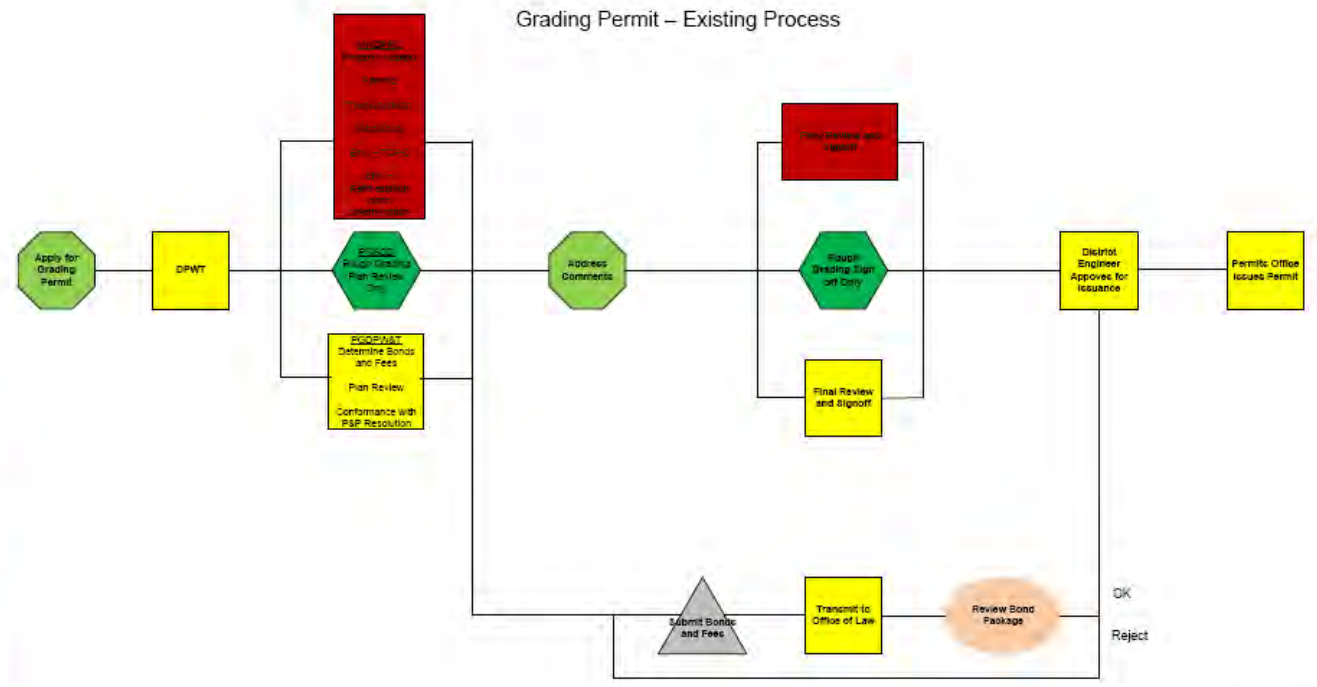
ENGINEERING – PHASE 2







Design – Existing Process
with new MDE regulations



Duration
Estimated time frame from plan submission to approval of WSSC plans– 26 weeks

PERMITS – PHASE 3
Grading Permit – Existing Process

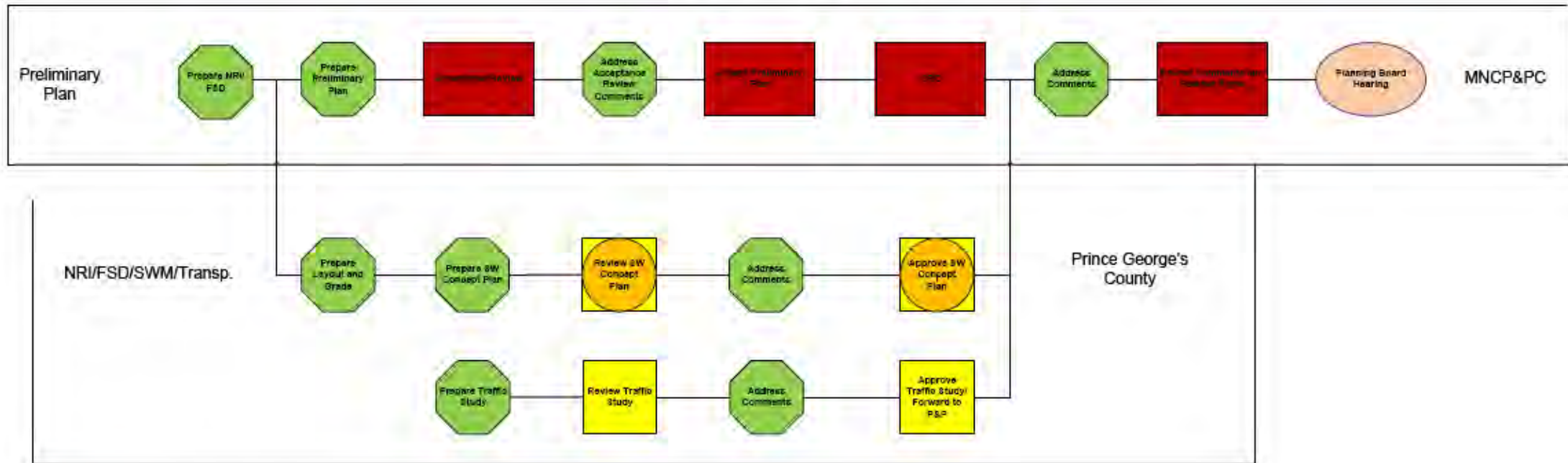


-  PSP/PSD
-  OTHER
-  PSP/PSAT
-  Consulting Engineer
-  PCDPWT
-  Developer

Duration
Estimated time frame from plan submission to permit issuance – 14 weeks

ENTITLEMENT – PHASE 1A

Preliminary Plan – Proposed Process



Advantages

- Current process is approximately 38 weeks; new process is approximately 26 weeks, saving 12 weeks.
- Consolidation of certain tasks from multiple agencies into one agency, is more efficient (7 parties to 4 parties).
- Intake of transportation submittals i.e. Traffic Impact Studies, consolidated into one agency (DPWT) to reduce redundancy.
- DPW&T currently maintains and operates the roads and would be best suited for Transportation Planning review and coordination of Traffic Impact Studies results.
- Significant State mandated environmental regulations require a review that seamlessly integrates engineering and planning. Consolidation under one County review agency reduces redundancy, improves coordination, and achieves this goal.
- NRI and SW Concept are reviewed in parallel with Preliminary Plan process.
- The review of the SW Concept includes coordinated review of NRI, SW Concept, and Water/Sewer by County agencies.

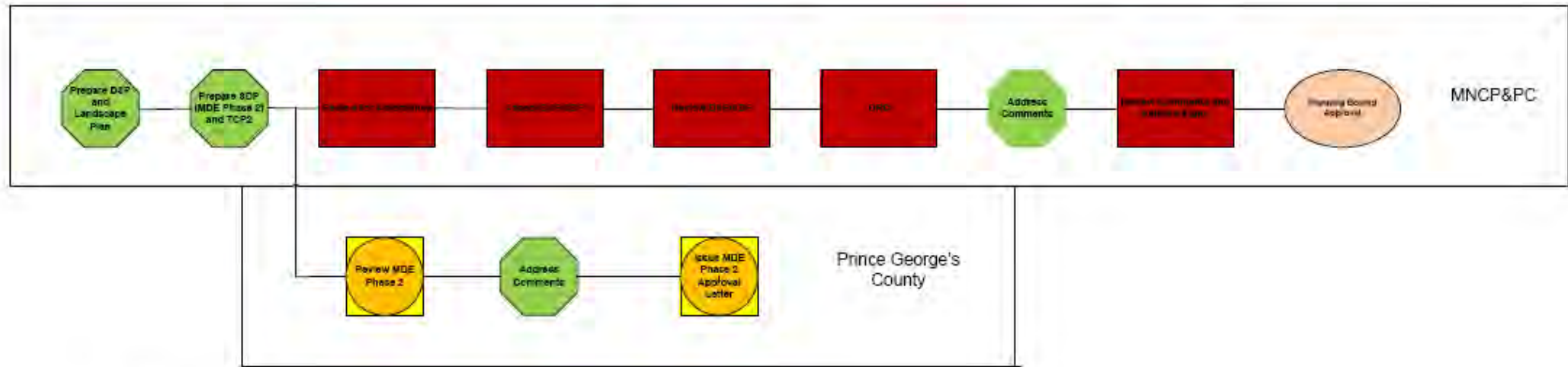
DRC – Design Review Committee
 DSP – Detailed Site Plan
 ESC – Erosion and Sediment Control Plan
 MDE – Maryland Department of the Environment
 NRI/FSD – Natural Resources Inventory Forest Stand Delineation
 SD – Storm Drain
 SDP – Site Development Plan (MDE Phase 2)
 SW or SWM – Stormwater Management
 SRC – Subdivision Review Committee
 TCP2 – Tree Conservation Plan

Duration

**New estimated time frame is 26 weeks
 – Saves 12 weeks**

ENTITLEMENT – PHASE 1B

DSP- Proposed Process



Advantages

- Current process is approximately 98 days; new process is approximately 84 days, saving 2 weeks.
- Consolidation of environmental review efforts within County agencies allows for reduction of redundancy and an increase in efficiency while still meeting State criteria.
- Coordinated engineering and environmental review efforts within the County process allows for a combined Stormwater Management and Tree Conservation review.
- Allows concurrent steps for DSP and Phase 2 MDE process.

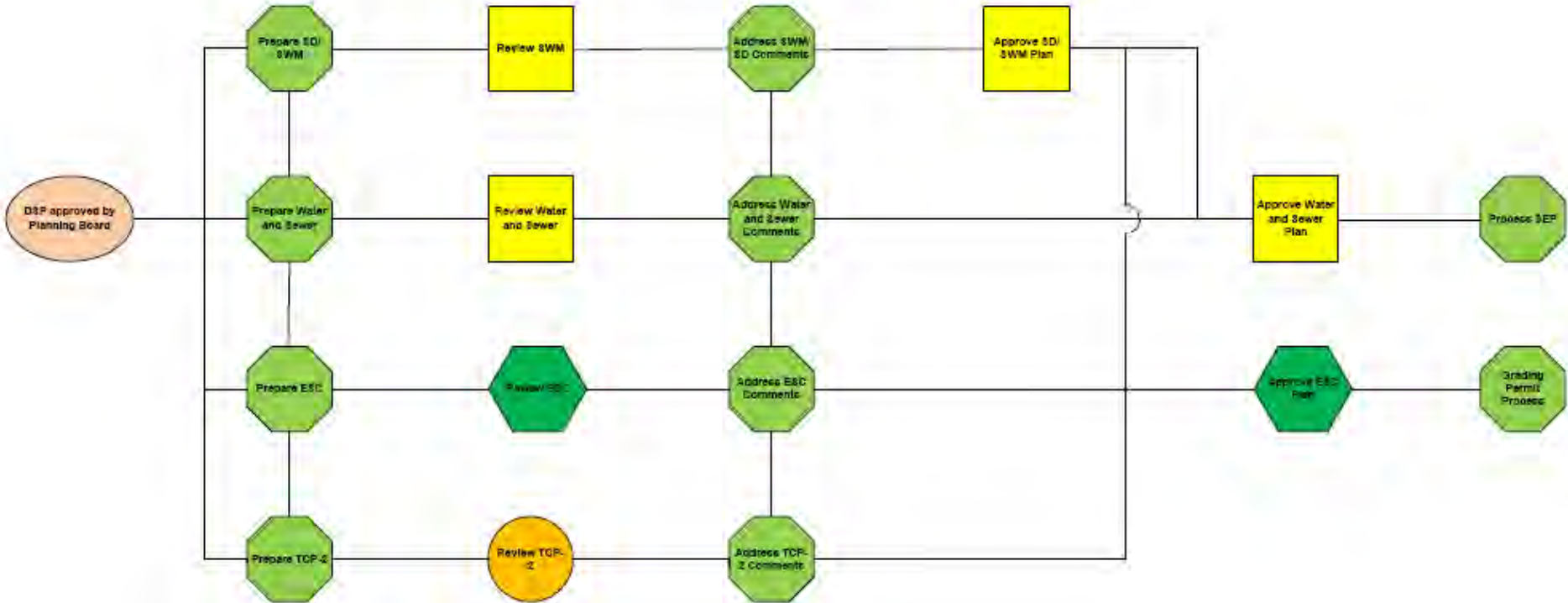


Duration

Estimated time is 12 weeks –
Saves 2 weeks

ENGINEERING – PHASE 2

Design – Proposed Process

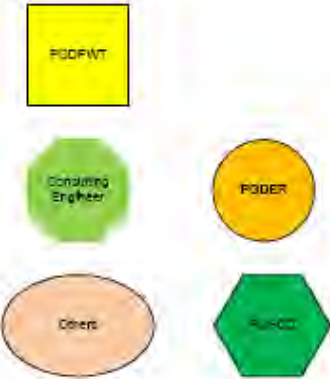


Advantages

- Current process is approximately 182 days; proposed process is approximately 140 days, saving 6 weeks.
- Allowing DPW&T to coordinate water and sewer design review process is more efficient due to agency coordination control.
- New and extensive County and State environmental regulation changes require significant coordination between review agencies and design efforts
- Plan review of water and sewer combined with storm drain by one agency will allow coordination of concurrent plan revisions as opposed to the sequential process in place now.
- TCP 2 is coordinated with engineering documents.
- Sewer lines may require installation in environmental areas, so it is better to have review and coordination under County agency.

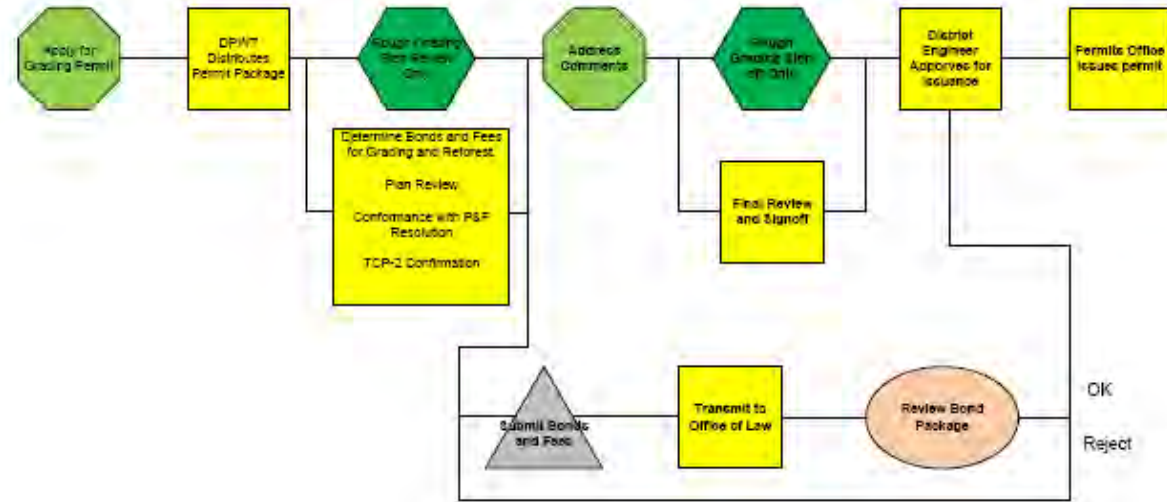
Duration

Estimated time frame to approval is 20 weeks – Saves 6 weeks



PERMITS - PHASE 3

Grading Permit – Proposed Process



Developer



DPWT



Consulting Engineer



Permitting Office



DPWT

Advantages

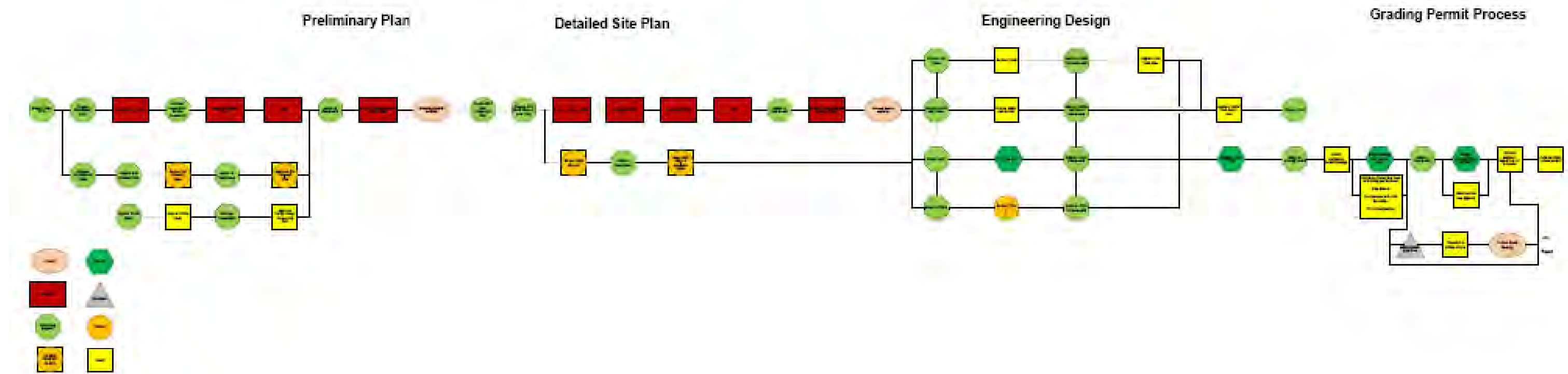
- Allows for central intake control.
- Reduces government overlap while increasing government coordination and allowing transparency in the process.
- Field inspection is more efficient and allows coordinating agency to adhere to the stringent standards set by Maryland Department of the Environment on Stormwater Management and Sediment Control measures.

Duration

Estimated Time 13 weeks –
Saves 2 weeks

Conclusions

- The multitude of new, State mandated regulations require an easier method of coordination and control of review processes than in the past. Without enabling Prince George's County to identify plan deficiencies it cannot meet Maryland goals as identified by the Maryland Department of the Environment and continue to lead the nation in stormwater and sediment control measures.
- In order to meet the mandated guidelines it requires a significant relocation of review authority is required to **reduce redundancy**.
- The proposed process offers a significant ability to **streamline** the development review process resulting in a net savings to government.
- The proposed process allows for an **integration of various disciplines** to create a coordinated and efficient review process that allows for the best development.
- An improved efficient process **stimulates business**.
- Currently the implied and poorly understood review authority between MNCPPC, DPWT, DER, and SCD results in overlapping and sometimes conflicting reviews. The proposed restructured review procedure consolidates these reviews into one centralized and transparent process that will **eliminate the conflicting review comments**.

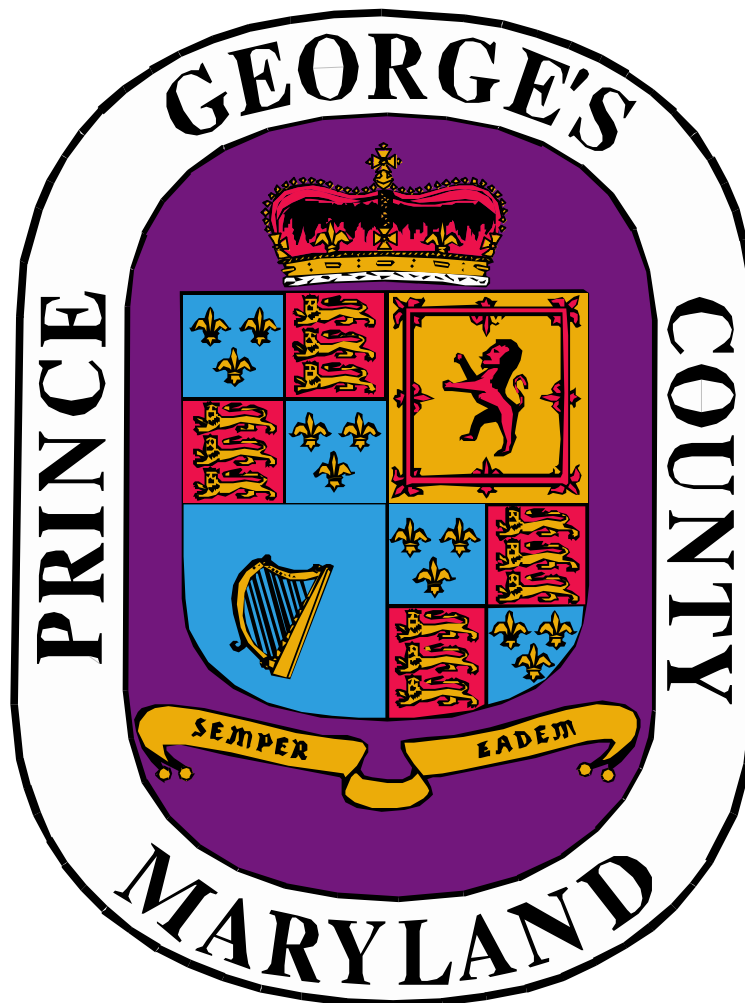


Tab: Education

Baker 2010 Transition Team

Education Committee

Transition Report



Co-Chairs

Segun Eubanks | Verjeana Jacobs | Donna L. Wiseman

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Executive Summary

Perhaps the single most important challenge in making our good County great is to ensure that every student in every school and college in the County receives a world-class education. Throughout his campaign, County Executive Baker made clear his commitment to enhancing education in Prince George's County. In his inauguration address, Mr. Baker pledged, "I will also not sit idly by and be silent. [I will use] the resources of my office and government to weigh in on the quality and pace of reform, and offer suggestions and lend support to our Board of Education and Superintendent Dr. William Hite, to continue moving forward."

Mr. Baker took the first step in this pledge by bringing together a group of diverse and talented educators, activists, and community members to offer a set of recommendations for how best to use those resources in support of quality education. The Education Committee of the Baker Transition Team worked diligently from November, 2010 through February, 2011 and solicited feedback from education experts and advocates from across the County (see Appendix for full list of Committee members and contributors). This thorough and deliberative process has led to a set of comprehensive, challenging, and far-reaching recommendations. The committee recognizes that these recommendations cannot become reality based solely on the efforts of the County Executive. The school system, business community, parents, and students must all work together with the County Executive to ensure that Prince George's County achieves its educational goals.

The Education Committee recognizes and applauds the efforts of the Prince George's County Public Schools (PGCPS) as well as the higher education systems in the County and the Committee believes that these systems have set the foundation for the improvement and growth that must occur. The Committee recommends that the County Executive initially focus on the goals and objectives identified by PGCPS and the Board of Education in its 2010 – 2011 Master Plan.

RECOMMENDATIONS OF THE COMMITTEE

1. **Set Visionary Targets for Student Attainment and Achievement:** Within the next 90 days, offer a set of compelling, visionary, and demanding targets and support systems to help schools, parents, and students meet these goals.
 - a. Support Prince George's County Public Schools (PGCPS) in its efforts to establish student growth standards and reward schools that meet or exceed those standards.
 - b. Pursue automatic acceptance to state colleges and universities for Prince George's students who meet eligibility criteria.
 - c. Make Prince George's County a hub of educational excellence by supporting real innovation and reform.

2. **Tap Expertise to Chart the Course:** Establish an organizational capacity within the County Executive's office that clearly demonstrates a long-term commitment to growing, supporting, and sustaining educational excellence.

- a. Establish and staff an Office of Education Liaison
- 3. Champion Great Teachers and Principals:** Support strategies to recruit and retain high quality teachers and principals while developing their effectiveness as excellent leaders within classrooms and schools.
- a. Support “grow-your-own” programs to recruit top local talent.
 - b. Recognize accomplished teachers and principals through county-sponsored events.
 - c. Reward great teachers and principals who serve high need schools via retention bonuses and stipends for National Board certification and high levels of professional effectiveness.
 - d. Support collaborative efforts (such as Professional Development Schools) with education schools at two and four-year institutions.
- 4. Promote P-20 Partnerships:** Encourage and support significantly stronger, more innovative partnerships among Prince George’s County elementary, middle, secondary, and higher education institutions with particular emphasis on assuring that our students will graduate ready to enter college or the workforce at a competitive level.
- a. Increase connections and support innovative initiatives among pre-K schools, PGCPs, career preparation, and higher education.
 - b. Establish dual enrollment and middle college programs in Prince George’s County’s educational systems.
 - c. Support workforce development programs at Prince George’s Community College.
- 5. Engage the Whole Community in Education:** Encourage parent, family, community, and business involvement in the educational process by developing greater awareness, coordination, and leveraging of existing resources so that learning activities will be extended beyond school hours.
- a. Support opportunities for students, parents, and other community members to engage in positive learning activities outside the regular school day.
 - b. Support efforts to promote the integration of local library, recreation, and transportation services for PGCPs students.
 - c. Support an initiative for parent-school agreements that ask both parents and principals to sign a pledge of mutual support outlining how parents will support school learning objectives and how schools will support parents.

- 6. Achieve Sustainable Funding and Responsible Spending:** Develop sustainable, comprehensive strategies and plans for educational funding that include targeted year-round advocacy by establishing partnerships with all legislative levels of government, the business community, the faith-based community and other non-profit organizations to ensure appropriate and equitable resources.
- a. Advocate for changes to state education funding formulas that penalize Prince George's County for its low number of late tax filers.
 - b. Explore potential consolidation efforts between Prince George's County and PGCPs in order to achieve cost savings and increase the contribution of County revenues to the school system.
 - c. Annually identify "specialty" funding outside Maintenance of Effort requirements by creating the County Executive's Annual Education Funding Initiatives.

Introduction

The Education Committee met regularly from November 2010 through February 2011. In addition to rich discussions among committee members, the committee solicited feedback from education experts and advocates from throughout the County (see Appendix list of contributors). Committee co-chairs and transition staff met and communicated frequently. This thorough and deliberative process led to a set of comprehensive, challenging, and far-reaching recommendations. The committee recognizes that these recommendations cannot become reality without a collaborative effort between the County Executive, the school system, business community, parents, and students.

The Education Committee recognizes and applauds the efforts of PGCPs and the higher education systems in the County and believes that these systems have set the foundation for the improvement and growth that must occur. The Committee recommends that the work and engagement of the County Executive start with the goals and objectives identified by PGCPs and the Board of Education in its 2010 – 2011 Master Plan (See Strategic Priorities in Appendix). These “Strive for Five” priorities are:



Our work over the past two months was framed by these priorities and the County Executive’s unique role in supporting education.

The Role of the County Executive in Education

The committee developed its recommendations within the context of the unique role of the County Executive in education. Unlike other major areas, there is no office or department of education under the auspices of the County Executive and there are very specific legal responsibilities and limitations to the County Executive’s authority. The committee concluded that the County Executive’s most important and significant contribution to education must be to use the power and publicity of his office to promote reform, recognize excellence, and garner broad public support for our County’s

education systems. The “bully-pulpit” can be effectively used to focus policymakers, the media, parents, and the public on the challenges and opportunities in Prince George’s County education. In addition to this core function, the committee identified the following primary roles of the County Executive:

- The County Executive can (and must) play a major role in significantly expanding cooperation and collaboration between and among the school system, health services, public safety, and social services. Public libraries, community centers, nonprofit organizations and others have resources that can be maximized to advance student learning. Areas of collaboration should include joint service to students and families, shared resources, and collaborative budgeting and spending.
- Work with the County Council and Board of Education to develop and support a comprehensive school budget to ensure adequate funding for PGCPs;
- Advocate for funding, support, and recognition at the state and national level, including leading the development of new legislation to support education;
- Identify and fund innovations and reforms that could lead to improved outcomes for schools and students;
- Use the power of public voice and advocacy to be a champion of positive education reform; to set the highest standards of success and achievement; to bring recognition to the success of our schools; to demand reform and challenge the status quo; and to hold all stakeholders accountable for their role in the success and/or failure of the system.

Current Conditions

The Prince George’s County education system has many strengths and opportunities that it can use to improve its pre-K-20 educational settings. At the same time, many weaknesses and threats must be overcome in order to assure that all students are successful in their educational endeavors. Below is a snapshot of the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis that highlights the areas that work and the ones that are in need of the most attention.

SWOT ANALYSIS
Prince George's County's Education System

<p><u>Strengths:</u></p> <ul style="list-style-type: none"> • State and local leadership • Great teachers and principals in some schools • Growing number of National Board Certified Teachers • Higher education institutions • Wide-ranging number of educational programs • Existing services of the library system and parks and recreation • Good relationships and a strong network between educational institutions • Strong technology resources in some schools • Advanced Placement growth • Access to career and technical education programs • Willingness to embrace reform • County Executive's ability to elevate issues 	<p><u>Weaknesses:</u></p> <ul style="list-style-type: none"> • Dropout rates • Truancy • Literacy • Lack of parental school choice • Middle school student achievement • Physical facilities and infrastructure • Lack of consistency across county schools (technology, highly qualified teachers, leadership, etc.) • Insufficient access to educational opportunities at all ages • Teacher and principal evaluation • Significantly lower revenues than other counties • Misperceptions and reputational issues regarding school performance and safety
<p><u>Opportunities:</u></p> <ul style="list-style-type: none"> • Community that wants to benefit from education • Successful business partnerships • Diversity of community groups • Great potential for educational growth and improvement • Race to the Top award • Philanthropic support • Student diversity • Common Core Standards 	<p><u>Threats:</u></p> <ul style="list-style-type: none"> • Economy and state funding • Narrow state and national assessment requirements • Affordability of higher education and workforce training programs • No Child Left Behind and the pending reauthorization of federal education policy

Strengths

Among the many strengths of the County's education system is the leadership in the state and local school system, which is crucial to the development of successful educational enterprises. County and school leadership is backed up by a cohort of great teachers, including a growing number of teachers who have received their National Board Certificates and principals with good reputations throughout the County.

The County is unique in that two four-year institutions of higher education, the University of Maryland College Park and Bowie State University, are located within its boundaries and several more are within close proximity. The County boasts a comprehensive two-year college that carries its name – Prince George's Community College. The three institutions of higher education, which have good working relationships with the school system, expand resources for educational programs and opportunities for students and parents beyond what the schools and County would normally offer. Educational resources are also available in the County Library and Parks and Recreation systems. The Library and Parks and Recreation services contribute to and expand the school's wide-ranging array of innovative educational programs available to students and their parents.

Indications are that existing educational programs are having a positive effect on student accomplishments and achievements. For example, the County has seen growth in Advanced Placement courses and testing and there is continued access to career technology programs. Strong technology resources in many of the County's schools and libraries help to bolster educational programs. The school system has openly embraced educational reform efforts as proven by its ability to attract grant funding for issues such as teacher effectiveness and reforming secondary schools.

Finally, the County Executive brings to his office a strong interest and commitment to education. His attention will most certainly result in increased attention to the County's accomplishments and its most pressing educational challenges.

Weaknesses

Despite the above mentioned strengths of PGCPSS, there are weaknesses that have held back student academic achievement and success. Reporting a four-year graduation rate of about 74% in 2010 (Maryland State Report Card), the dropout rate, particularly among minority males, is an enduring issue. The problem of truancy is serious in Prince George's. A 2009 report lists 19 out of 27 high schools with a truancy rate greater than 10 percent and about 6,000 County students are considered "habitual truants." Along with middle school achievement in general, literacy (i.e. reading, financial, technological) rates among school age population continue to be a concern throughout the school system.

There are concerns about the physical facilities and infrastructure throughout the County. The inequitable distribution of high quality teachers and principals remains an on-going challenge.

The evaluation systems currently in place haven't been able to effectively identify either excelling or underperforming teachers, provide sufficient support to help teachers improve, reward and best utilize the highest performers, or efficiently remove those who are chronically low performing.

Overall, the lack of quality school choice options for all parents and families is a major concern. In addition, there is uneasiness about the level of educational access and affordability to educational support services and higher education for all ages of learners throughout the County.

Opportunities

Many existing educational opportunities provide optimism among County residents. The County desires and is committed to offering the benefits of education to children, young people, and adults. The united goal of making sure all students are career and college ready will ultimately result in improved educational opportunities.

The County's population is changing and the increased diversity provides an opportunity to deepen multicultural learning in all educational settings. The changing demographics give the County the opportunity to take the lead in demonstrating how to meet the needs of a diverse and talented student population.

There is great potential for educational growth and improvement directed toward the pre-K-12 system. Recently, the County's school system has been the recipient of a Gates Foundation grant as well as a federal Race to the Top award of more than \$25 million. The business community is willing and able to collaborate with the school system. In addition, the application of the Common Core Standards will realign the school curriculum and engender opportunities for upgrading teaching and learning at all levels.

Threats

Threats to education and Prince George's County Schools are mostly related to budgetary and financial challenges. In each of the past three years the County schools faced over \$100 million in budget reductions. These budget reductions resulted in program cuts, furloughs, employee reclassification, position eliminations, class size increases and cuts to many stipends (such as stipends for National Board Certification and Special Education certifications). Dramatic cuts such as these negatively influence morale of educators and staff and affect the services and opportunities provided to students. Unfortunately, 2011-2012 projects to be a very challenging fiscal year for PGCPSS with a potential \$140 million dollar deficit.

Other threats include the mandates, policies and other burdens from outside the County (state and federal) that impede PGCPSS from setting its own agenda for how best to promote improved student achievement.

Goals and Recommendations

The SWOT Analysis provided the Education Committee with the basis for setting forth goals and recommendations. The following goals will be briefly described along with recommendations and suggested strategies for the County Executive's consideration.

- **Visionary Targets for Student Attainment and Achievement**
- **Tapping Expertise to Chart the Course**
- **Champion Great Teachers and Principals**
- **Meaningful Pre-Kindergarten to Graduate School (P-20) Partnerships**
- **Community Engagement in Education**
- **Sustainable Funding and Responsible Spending**

Each strategy includes a recommended timeline indicating when it could be implemented in the short-term (less than six months); mid-term (six month to two years); long term (one to five years); and on-going. It should be understood that implementing every one of these recommendations and strategies is, in all likelihood, beyond the financial and human capacity of the County Executive's office. It is the committee's intent that these recommendation serve as guidance and that the County Executive advance those that best represent his agenda and align to the budget and staff available for full and appropriate implementation.

A. VISIONARY TARGETS FOR STUDENT ATTAINMENT AND ACHIEVEMENT

Goal statement

Prince George's County students will achieve improved academic outcomes and become among the highest performing students in Maryland.

Recommendation

Set Visionary Targets for Student Attainment and Achievement: Within the next 90 days, the County Executive should offer a set of compelling, visionary, and demanding targets for student learning outcomes and develop support systems to help schools, parents, and students to meet these learning goals.

Rationale

PGCPS has set comprehensive and meaningful learning goals for its schools and students, which the County Executive should support. In concert with these goals, the County Executive must rally the community to engage students and challenge PGCPS to reach new heights. These goals must be real, achievable and ambitious and support true innovation. They must focus on areas of the greatest academic challenge, including advancing the needs of both low-achieving *and* high-performing students. Finally, they must involve students, parents, and the community in their development and support.

Suggested Outcomes and Strategies:

Strategy 1: The County Executive should establish a new “Gold Star” school award for schools that exhibit exceptional progress in student learning as well as great working environments for school staff. *(short-term)*

Strategy 2: Support efforts to ensure that all PGCPs graduates that meet certain criteria will be eligible to gain admission to a state college or university, or gain admission to a workforce-training program within one year after graduation. *(long-term)*

Strategy 3: *Within the next five years, Prince George’s County will become a hub of innovation and reform that is designed to find new policies, programs, and strategies to meet the unique needs of schools and communities and ensure that every student meets his or her full learning potential. (long-term)*

B. TAPPING EXPERTISE TO CHART THE COURSE

Goal Statement

The County Executive’s Office provides committed and sustained leadership and support in promoting educational excellence.

Recommendation

The County Executive should create the organizational capacity to demonstrate a long-term commitment to growing, supporting, and sustaining educational excellence.

Rationale

Education occurs throughout Prince George’s County in numerous venues (PK-12 schools, the community college, four-year colleges and universities as well as in a variety of other federal, county, community-based and service agencies). Too often, these education goals are not aligned or integrated into a cohesive whole, which results in duplicative efforts and gaps in services to community residents. The County Executive should allocate resources within his office to help improve the County’s education profile, quality of education experience and, by extension, its economic vitality. The County Executive can also help to leverage resources and the collective knowledge and experiences of education leaders in our community.

Suggested Strategy

Strategy 1: *Open and staff the Prince George’s County Education Liaison Office.*

The Education Liaison Office (ELO) should be housed in the Office of the County Executive and report directly to the County Executive. (short-term and on-going)

Under the direction of the County Executive, the ELO has the following responsibilities:

- Develop a comprehensive communications strategy designed to ensure a broader public understanding of education issues and improve the depth and quality of education-related media coverage;
- Advance collaboration between the County Council, Board of Education and Maryland General Assembly Delegation;
- Articulate a common education agenda informed by the County’s P-20 education officials/leaders and other strategic stakeholders;
- Identify federal, state and/or local funding opportunities to support the common education agenda;
- Convene a wide range of education stakeholders and liaise with influential educational leaders in order to advance the common education agenda;
- Promote the connections between business engagement, economic development, and educational improvement; and
- Support the County’s educational legislative agenda in Annapolis.

The County Executive, with the advice of the ELO, articulates a P-20 education agenda that is *supportive* of the work of the superintendent of schools, Board of Education and other key education officials.

The ELO *does not have authority* over any of the county’s education officials. Rather, ELO serves in an advocacy role that is advisory to the County Executive.

C. CHAMPION GREAT TEACHERS AND PRINCIPALS

Goal Statement

Prince George’s County attracts and retains the region’s most talented and effective teachers and principals who are willing to teach in schools with the highest need.

Recommendation

The County Executive should support strategies to ensure recruitment and retention of high quality teachers and principals.

Rationale

There is no doubt that effective teachers and principals are among the most important elements in achieving exemplary student achievement. Excellent teachers create a strong educational structure and are crucial components of an excellent educational system. The County needs to show teachers that their efforts are recognized and appreciated. Excellent teachers and leaders are especially necessary in the neighborhoods and schools that chronically fail to meet adequate measures of success in our community. In order to bring our county from good to great, we will need great teachers and principals to teach and lead our schools.

Suggested Strategies:

Strategy 1: *Recruit local talent by supporting programs designed to partner high schools, community colleges, and four-year colleges through a “grow-your-own” strategy. (mid-term)*

Recruiting graduates from local colleges encourages local talent to teach in County schools. Other efforts such as Middle College programs designed to create an interest in the education profession and scholarships for local graduates could also assist the County to “grow its own” teachers.

Strategy 2: *Recognize accomplished teachers and principals. (short-term)*

County-wide events that honor teachers can generate support for the schools and highlight outstanding teachers and leaders. Examples of suggested activities include:

- A celebration modeled on the DC Standing Ovation: County educators (teachers and principals) who are highly effective (‘Distinguished’ on the Danielson model, National Board Certified, etc.) can be invited to an evening with County Executive Baker and Superintendent Hite;
- Encourage the County Executive to visit schools where there is a culture of success and highlight teachers and leaders in these schools;
- Sponsor a county-wide Reform and Innovation Challenge once a year to spotlight creative and innovative teaching and learning activities;
- Encourage use of existing data and new data from the upcoming statewide school working conditions survey to identify and recognize schools with great working conditions as exemplars and use these results as a key measure in the “Gold Star” school award.

Strategy 3: *Reward great teachers and principals who serve in high-need schools. (mid-term)*

Teachers and principals who are committed to serve in high-need schools should be rewarded with retention bonuses, stipends, and recognition when they receive teaching awards or achieve high levels of effectiveness in the new teacher evaluation system. The County Executive might consider funding support to sustain existing stipends for national board certified and/or special education instructors that commit to teach in high-need schools. The County Executive can also help to bring back the Teacher Next Door program that encourages teachers to buy homes in the community in which they teach.

Strategy 4: *Support collaborative efforts (such as Professional Development Schools and Principal Academies) with the two and four-year college institutions to strengthen education and professional development for current and future teachers and principals. (mid-term)*

Professional Development Schools are schools in which future teachers complete their internships during their teacher preparation programs. Future teachers who complete their internships in County schools are familiar with the students, classroom logistics, instructional procedures, and policies and should be encouraged to accept positions in the schools. School-university collaborations have the potential to increase the pool of high quality teacher and principal applicants for positions in the County.

D. MEANINGFUL PRE-KINDERGARTEN TO GRADUATE SCHOOL (P-20) PARTNERSHIPS

Goal Statement

Prince George's County graduates are college and career-ready.

Recommendation

The County Executive should encourage and support significantly stronger and innovative partnerships among Prince George's County elementary, middle, secondary, and higher education institutions with particular emphasis on assuring that our students will graduate ready to enter college or the workforce at a competitive level.

Rationale

The education and work environment that Prince George's County children and young adults face is vastly different from a generation ago and changing very rapidly. Nearly eight in ten future job openings in the next decade in the U.S. will require postsecondary education or training. Forty-five percent will be in "middle skill" occupations, which require at least some postsecondary education and training, while 33% will be in high skilled occupations for which a Bachelors degree or more is required. By contrast, only 22% of future job openings will be "low skill" and accessible to those with a high school diploma or less.

All children in Prince George's County should be educated in a way that provides them opportunities and choices to enter college or career preparation. Higher levels of education lead to elevated wages, a more equitable distribution of income and substantial gains in productivity. Those who succeed in school and go on to higher education provide important resources to the County, the state and beyond. Prince George's County will benefit from bringing together the educational institutions within its boundaries to change the profile of our students so they can enter the workforce or college at a competitive level. To ensure that our children are college and career ready the County must focus on the relationship and educational experiences of students from pre-Kindergarten through college.

Suggested Strategies

Strategy 1: *Increase connections and support innovative initiatives among pre-K schools, PGCPs, career preparation, and higher education. (mid-term and on-going)*

Prince George's County is home to multiple four-year colleges and universities, a community college, a K-12 system, and providers of pre-K programs. These institutions are constantly collaborating with each other, as well as working independently to provide education and training options for Prince George's residents of all ages. While these institutions have developed many successful programs and partnerships, the leaders of these entities do not regularly meet to discuss and develop comprehensive solutions to education and workforce development issues in the County.

A Prime Example of Collaboration in Action

In collaboration with PGCPs, Prince George's Community College will open The Academy of Health Sciences in Fall 2011. This will be the first Middle College High School in the state of Maryland. Middle College High Schools are diploma-granting secondary schools located on college campuses. They provide a rigorous academic curriculum within a supportive and nurturing environment to historically underserved student populations. Conversations have been on-going about expanding the middle college model to include a teacher preparation program at Bowie State University and an engineering program at the University of Maryland College Park.

Strategy 2: *Encourage and advocate for transition to college and workplace environments through the establishment of dual enrollment and middle college programs in Prince George's County's education systems. (mid-term and on-going)*

The County Executive should encourage PGCPs, Bowie State University and University of Maryland College Park to continue conversations and establish middle college programs in targeted areas. The County Executive should also encourage educational institutions to continually examine dual enrollment opportunities (and expand its use where appropriate) while working to advocate for and secure funding from the state and other entities for these potential expansions.

Strategy 3: *Support workforce development programs at Prince George's Community College with emphasis on the skills and talents identified by the Prince George's County Workforce Investment Board. (short-term and on-going)*

The County Executive should support education and training providers and employers (especially in the key industries of information technology, teacher training, hospitality, and health care) to garner their full participation in ensuring that there is a skilled workforce in these and other important careers.

The County Executive should include providers of job training and workforce development programs in discussions when soliciting businesses to locate in Prince George's County. One significant consideration shared by companies seeking to re-locate their organization is confidence that they will be able to tap into an existing skilled workforce, or confidence that customized training can be tailored to suit their needs.

E. COMMUNITY ENGAGEMENT IN EDUCATION

Goal Statement

Community resources, such as libraries, community centers, non-profits, businesses and faith-based organizations that provide services to improve the educational outcomes are connected to schools, students and families.

Recommendation

The County Executive should encourage parent, family, and community involvement in the educational process by developing awareness of what is available and by coordinating and merging existing resources so that learning activities will be extended beyond school hours.

Rationale

Appropriate and effective collaboration and teaming between Prince George's County's community agencies and schools are key factors in establishing healthy economic, social, and cultural environments that support our children and young adults. The community has a great deal of resources to offer, but often schools are unable to coordinate, vet, and give access to students who need their help.

Collaborative relationships can weave together a critical mass of resources and strategies to enhance caring communities that support all youth and their families and enable success at school and beyond. School-community partnerships connect many resources and strategies that have the potential to help Prince George's County focus on developing our children's educational opportunities. By building communication, sharing resources, and developing unique solutions to community problems, these community school partnerships can become vital and organic entities that support the education system.

Suggested Strategies

Strategy 1: *Support opportunities for students, parents, family, and other community members to engage in positive learning activities outside the regular school day. (mid-term and on-going)*

Develop a mechanism that directly connects students in need to the services that are part of the County government or another agency such as the Local Management Board or Human Services Coalition. Support coordination of community programs that promote a greater awareness of parental and family responsibilities, and the opportunities available to help them become more engaged in the education of their children. This could include:

- Conducting an accounting or inventory of after-school services and resources available to students in Prince George's County such as individual tutoring and homework help, educational web-links, e-Books, teen mentoring, career and family counseling, artist programs and parent/student forums;
- Encouraging partnerships that take advantage of the Parks Department's recreation centers, library system technology, and other resources such as on-line tutoring;
- Encouraging countywide events that promote learning, literacy, and other educational goals (e.g. Maryland's One Book program Destination Imagination, etc.);
- Promoting the availability of adult learning and literacy services directed towards the parents of PGCPs students.

Strategy 2: *Support efforts to promote the integration of local library, recreation, and transportation services for PGCPs students. (short-term and ongoing)*

Strategy 3: *Support an initiative for parent-school agreements that ask both parents and principals to sign a pledge of mutual support outlining how parents will support school learning objectives and how schools will support parents. (short-term)*

- The parent pledge could include:
 - Ensuring that children are well rested and have a dedicated place to study.
- The school pledge could include:
 - Providing timely information on academic progress and greeting parents appropriately when they enter school.

F. SUSTAINABLE FUNDING AND RESPONSIBLE SPENDING

Goal Statement

Funding for PGCPs meets statutory requirements and more importantly, meets the needs of our diverse student population while protecting equitable access. This will ensure that we can maintain our best efforts to achieve school system goals and fulfill our mission to ensure our students, teachers, and support staffs are provided with the tools and resources needed to help children learn and achieve.

Recommendation

Develop sustainable, comprehensive strategies and plans for educational funding that include targeted year-round advocacy by establishing partnerships with all legislative levels of government, the business community, the faith-based community and other non-profit organizations to ensure appropriate and equitable resources.

Rationale

*“The academic achievement of ALL students is paramount and must improve. Inequities have increasingly developed over decades, contributing to the current achievement gaps that exist among certain groups of children. These achievement gaps can and will be eradicated. The Board of Education recognizes that such eradication can only occur through reform. Reform involves (1) the reprogramming of thoughts about ALL children’s ability to reach their full academic potential, without regard for their race or ethnicity, gender, religion, economic status, culture, language, or special needs, and (2) **the redistribution of resources**...Because significant tax-payer dollars are earmarked for the Prince George’s County Public Schools system, the Board of Education commits to distributing these resources equitably in an effective and efficient manner in the best interest of children. We believe that equity is achieved by allocating more resources to students with greatest need without disadvantaging others.” (Board of Education Core Beliefs and Commitments Policy 0118)*

Funding provided in prior years, combined with efforts to distribute resources equitably with a focus on effective programs that produce meaningful results, enabled the school system to attain record levels of achievement on State and National assessments tests. Unprecedented student participation and remarkable levels of success in all subgroups has been demonstrated. However, because of budget shortfalls over the last three years, each year the Board of Education cut the budget by nearly 10% – approximately \$100 million per year. Employees have not had cost of living adjustments or step increases for the past two years while neighboring districts have been able to do so. This fact alone significantly affects the district’s ability to attract and retain the most effective teachers and

administrators. An average of 56% of the Board of Education budget comes from the State, 37% from the County, 6 % from the Federal Government and 1% comes from Board Sources (facility use fees and non-resident tuition payments).

Strategy 1: *The County Executive should seek to reduce the state funding formula penalty applied to jurisdictions with little unearned income. (on-going)*

Strategy 2: *Explore potential consolidation efforts between Prince George's County and PGCPs designed to promote collaboration, achieve cost savings, and increase the contribution of County revenues to the school system. (mid-term)*

Some examples include joint purchasing of supplies and cost consolidation for expenditures such as transportation services (through improved coordination of school bus and public transit routes) and risk management.

Strategy 3: *Annually identify "specialty" funding outside Maintenance of Effort requirements. (short-term and on-going)*

The County Executive should create the *County Executive's Annual Education Funding Initiatives*. This initiative could support recommendations from this report and/or other one-time cost considerations such as:

- Supporting additional school choice options by funding the start-up costs for two new charter schools in FY 2012;
- Funding matching stipends for National Board Certified Teachers for FY 2011;
- Funding the Middle College initiative;
- Providing a start-up funding incentive to encourage the retirement of employees at 30 or more years of service.

Conclusion

Prince George's County's educational achievements and growing opportunities confirm its potential to provide an excellent education to every student in the County. Our educational institutions accomplished a great deal over the past decade and there are numerous examples of success throughout the County. There is, however, much to do to overcome some of our enduring challenges and threats. Strong leadership and collaborative efforts among all stakeholders are imperative as we move our educational systems to the next level. The recommendations offered in this report give County Executive Baker an opportunity to engage the County government in an unprecedented level of commitment to educational excellence and put initiatives in place that will move the students of Prince George's County toward their rightful place among the highest achievers in the nation and the world.

APPENDIX A: List of Committee Members and Contributors

Education Transition Committee

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APPENDIX B: PGCPs Key Indicators

INCLUDED UNDER SEPARATE COVER AS PDF FILE

APPENDIX C: PGCPs Strategic Priorities

INCLUDED UNDER SEPARATE COVER AS PDF FILE

Tab: Environment Transport and Sustainability

Baker 2010 Transition Team
Environment, Transportation
&
Sustainability Committee
Transition Report



January 2011

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Methodology

On November 18, 2010, the Baker 2010 Transition Team conducted an orientation for all Environment, Transportation, and Sustainability (ETS) Committee co-chairs to provide guidance and expectations. At this meeting, Baker Transition Executive Director Kenneth Johnson provided the names of committee members to the co-chairs. The ETS Committee held an organizational meeting on December 1, 2010 to separate into smaller subcommittees, based on the departments, agencies, and commissions it was held responsible for reviewing, assign members to individual subcommittees, and to conduct each subcommittee's first working meeting. Listed below are the six subcommittees, along with each subcommittee's chairperson:

- Department of Environmental Resources (DER) - Samuel Wynkoop
- Department of Housing and Community Development (DHCD) - Howard Ways
- Department of Public Works and Transportation (DPW&T) - Samuel Botts
- Maryland-National Capital Park and Planning Commission (M-NCPPC),
- Department of Parks and Recreation - Sadara Barrow
- Washington Metropolitan Area Transit Administration (WMATA) - Beverly Silverberg and Arthur Horne, Jr.
- Washington Suburban Sanitary Commission (WSSC) - William Shipp

During December 2010 and January 2011, all six subcommittees held numerous meetings, conducted site visits, conducted extensive research, and held conversations with experts and stakeholders.

The ETS Committee's final report was submitted January 31, 2011.

Executive Summary

County Executive Rushern L. Baker III pledged to take Prince George's County from good to great. As the County Executive and the County embark on the path to greatness, a clear and precise agenda is necessary for ensuring smart growth and protecting the County's rich environmental resources. Such an agenda will assist in spurring much needed economic development, strengthening the County's tax base, and ensuring a great future for Prince Georgians.

The Environment, Transportation, and Sustainability Committee was tasked with reviewing Prince George's County's existing infrastructure and supportive services, and developing a model to address environmental sustainability. This entails creating innovative transit initiatives coupled with adopting best practices to successfully promote transit-oriented development.

The Committee focused on reviewing operations and missions for the County's Department of Environmental Resources, Department of Public Works and Transportation, Department of Housing and Community Development, the Maryland National Capital Park and Planning Commission's Parks and Recreation Department, the Washington Suburban Sanitary Commission, and the Washington Metropolitan Area Transit Authority.

The recommendations of the Environment, Transportation, and Sustainability Committee have been grouped into four categories: Environment, Transportation, Sustainability, and Operations.

Highlights of the recommendations include:

- Focusing new economic development around the County’s 15 existing Metro stations to drive smart growth;
- Encouraging green development through specific transportation budget earmarks and new economic development tax incentives;
- Encouraging working partnerships between the County’s Revenue and Redevelopment Authorities;
- Enacting new government operation procedures to reduce the County’s carbon footprint;
- Streamlining the County’s permitting process; and
- Improving working relationships with state and federal agencies and departments.

During a listening session held by the County Executive in 2010, a constituent recommended the administration focus on an agenda that would take the County from “good, to green to great.” The recommendations included in this report follow that model and will help guide County Executive Baker and Prince George’s on the path from good to great.

Current Status

Agency Strengths and Accomplishments

Department of Environmental Resources

- DER has effectively operated within limited budgetary constraints and is considered one of the best performing budget-based agencies.
- For fiscal years 2008, 2009, and 2010, DER successfully operated within budget.
- The Office of Management and Budget recognized DER’s accomplishments when it presented it with the Outstanding Achievement Award.

Soil Conservation District

- The District’s urban staff typically reviews over 2,000 plans per year and on average, completes the review process within three business days. The District maintains a policy that all submitted plans must be reviewed within ten business days.
- The District is regarded as being responsive to the needs of the development community, and to the private engineering sector for timely reviewing and approving grading, erosion, and sediment control plans.

Department of Public Works and Transportation

- For fiscal year 2010, DPW&T accomplished the following: substantially completed intersection and bridge reconstruction projects to improve safety at Woodmore/Mt Oak/Church Roads; Lottsford/Woodmore/Enterprise Roads, Brinkley and Allentown Roads, and the Race Track Road Bridge; successfully removed 2,900 tons of litter and illegally dumped debris from public rights-of-way by County and contracted crews; purchased and replaced 30 new transit buses and para-transit vehicles; and finalized the bus shelter contract and negotiated a new contract for TheBus services both with five-year contract terms.
- For fiscal year 2009, DPW&T accomplished the following: working with the Maryland Transit Administration, completed the Purple Line alignment and draft environmental impact study necessary to seek funding for a fixed guide way passenger rail service running from Silver Spring to New Carrollton; executed TheBus contract services agreement with Veolia, Inc., who will

operate TheBus services for the County over the next five years; and improved TheBus service on-time performance and operations resulting in a 10 percent increase in ridership while holding service levels constant.

Department of Housing and Community Development

- Ninety-eight percent of funding for DHCD, which includes the County's Housing Authority, Redevelopment Authority, and Community Planning Division, comes from the Federal government.
- DHCD effectively manages the following programs annually: over \$65 million in the housing choice voucher program to provide affordable housing through the Housing Authority; over \$6 million in Community Development Block Grants; weatherization and other home rehabilitation services for hundreds of elderly or disabled County residents.
- DHCD partners with the County's Department of Social Services to aid in the prevention of homelessness by providing rapid rehousing, successfully serving hundreds of County residents each year.
- DHCD was successful in the implementation of the almost \$11 million in its neighborhood stabilization program, which was created to help areas severely impacted by foreclosed properties by providing financial assistance to income-eligible first-time home buyers who purchase foreclosed properties.
- DHCD successfully sought and spent almost \$2 million federal stimulus funds (American Recovery and Reinvestment) to create jobs through "green" initiatives.

Maryland National Capital Park and Planning Commission's Parks and Recreation Department

- A well-respected leader in the field, the Prince George's County Department of Parks and Recreation provides quality recreation programs, facilities, and services for residents and visitors.
- The Prince George's County Department of Parks and Recreation and its staff have entered and won numerous prestigious competitions. The Maryland-National Capital Park and Planning Commission is an unprecedented five-time National Gold Medal Award winner for excellence in park and recreation management. This award is given by the National Recreation and Parks Association, the professional accreditation organization for recreation management. Competing with the top park and recreation agencies in the nation and winning this award on five separate occasions demonstrates the department's commitment to outstanding service to the community.
- M-NCPPC invites Prince George's County residents with disabilities to participate in a full array of classes, programs, and special events. The Special Programs Division provides Therapeutic Recreation Programs and Services for County residents with disabilities. This refers to individuals whose disability affects one or more major life activities and includes, but is not limited to, individuals who are enrolled in special education centers, resource classes, diagnostic centers, and vocational programs.

Washington Suburban Sanitary Commission

- WSSC has been proactive in its efforts to improve the plan review process. WSSC has already embarked on a managerial examination of the plan review process. The goal is to shift from the current model, which has several people analyzing separate areas of a plan review, to

developing staff expertise that would allow one person to review and steward the entire plan through the approval process. This should make the review process more efficient by making one person responsible for completing the plan review.

Washington Metropolitan Area Transportation Authority

- On average, WMATA successfully transports 1,014,424 riders per weekday via its bus, rail, and MetroAccess services.
- Has made safety a priority and is attempting to implement all safety recommendations suggested by the National Transportation Safety Board.
- WMATA selected a widely recognized, results-oriented transit professional as its general manager and chief executive officer.

Threats and Liabilities

Department of Environmental Resources

- The County is at risk of non-compliance because DER's Waste Management Group is unable to meet basic regulatory requirements. Violations may result in immediate and forced correction, monetary fines that could be widely publicized, and the potential closure of necessary facilities. The County has only one method for managing its waste load; therefore, a forced closure would cause a devastating result.

Soil Conservation District

- Over the next 6 to 12 months, the evolving Total Daily Maximum Load process will require state, federal, and local agencies to participate in the Watershed Implementation Plan process. State and local governments will need to develop specific plans to reduce nitrogen, phosphorus, and sediment in each sub-watershed. In the County, this will involve all sectors of land use including existing development, new development, and rural agricultural land.

Department of Public Works and Transportation

- Due to lack of County and state funding DPW&T struggles with basic infrastructure maintenance needs, such as resurfacing and pavement markings.
- Aging equipment hinders certain operations such as snow and ice control.
- Stormwater management maintenance costs
 - Stormwater management and sediment control inspector positions are severely understaffed.
- Sidewalk maintenance

Department of Housing and Community Development

- DHCD was awarded approximately \$2 million in HOME Investment Partnership Program funds and failed to spend that money within the five-year deadline mandated by the U.S. Department of Housing and Urban Development ("HUD") program. This occurred largely due to a lack of leadership in the Department.

- Through no fault of any County agency, Prince George's County leads the state in total foreclosures, with 1 in every 234 homes in the County being seized or threatened with foreclosure proceedings by banks.

Findings Relevant to Efficient and Effective Service Delivery and Economic Development

Department of Environmental Resources

- The Waste Management Group has successfully managed and operated the County's landfill gas system (LFG), which powers the County Correction Facility and the National Aeronautics and Space Administration's Goddard facility. Since March 2009 to January 2010, the LFG system has sold or has under review 74,964 renewable energy credits and has generated \$357,609 in profits for the County.

Recommendations

Environment

1. Collaborate with the County Council and other stakeholders to pass and implement new stormwater management regulations within the next 90 days.

In 2007, Maryland Governor, Martin O'Malley, signed into law the Maryland Stormwater Management Act of 2007. The Act requires that environmental site design be implemented to the maximum extent possible. Following the Act's adoption, the Maryland Department of the Environment instituted regulations stating counties are required to adopt implementing ordinances by May 4, 2010.

The Prince George's County Council failed to pass legislation (CB-80-2010 or CB-79-2010) that would have allowed the County to be in compliance with the Act. By failing to adopt new stormwater management regulations in compliance with the Act, the County is forbidden from approving any stormwater management permits for all new development and/or redevelopment projects until conforming regulations are in place in the County.

2. Establish green development incentives for redevelopers and existing building owners.

Green development and retrofits will help clean the County's streams and rivers more quickly, thus reducing the need for the County to pay for retrofits in order to renew its Municipal Separate Storm Sewer System permit. The County will also gain a competitive edge over neighboring jurisdictions in attracting residents and businesses, thus increasing property values and the tax base. Possible incentives could include: an expedited permitting process, priority in the permitting process, tax incentives, and rebates on storm water management fees.

3. Set aside 1 percent of the Department of Public Works and Transportation road budget to be used for green highway and street retrofits. Street greening/retrofits could be done in conjunction with construction, repairs, repaving, and other upgrades in order to save money.

4. Review illegal dumping and signage fines, as well as the enforcement of these laws.

Set up cameras at commonly used dumping sites, especially those near waterways, to detect, apprehend, and fine violators. Enforce fines and penalties for illegal dumping and institute a zero-tolerance policy for these types of violations.

Transportation

1. Immediately prioritize the Metro stations where the County should focus its transportation oriented development efforts, to include the New Carrollton, Suitland, Branch Avenue, and Largo Metro Stations.

- Encourage the Redevelopment and Revenue Authorities, and other economic development agencies, to collaborate with key stakeholders in support of new development at the New Carrollton Metro station, or other appropriate locations.
- Improve the planning process so that transit oriented development is not only dense, but contains mixed uses, is architecturally diverse, aesthetically pleasing, and incorporates green features and open space.

2. Engage elected officials at the federal, state, county, and municipal levels to work together to achieve maximum development at Metro sites.

Congressional delegations, for example, should find incentives for the General Services Administration to locate federal office buildings at Metro sites in Prince George's County. State, County and local leadership should coordinate their efforts to attract both public and private sector growth in their communities.

3. Assume a leadership role for integrating the Purple line into the Metro development planning for the County.

Work with the Maryland Department of Transportation, University of Maryland, and Montgomery County officials to assure coordinated planning and construction.

4. Prioritize resurfacing and other maintenance and repairs of existing roads. Additionally, fully fund pavement markings, street lighting, sidewalks, and street-name sign replacements, all of which are vital safety measures.

5. Enhance the working relationship between Maryland Department of Transportation agencies, such as the Maryland State Highway Administration and the Maryland Transit Administration, and DPW&T to maximize all transportation funding opportunities for the County.

6. Monitor the ongoing Maryland Governor's Blue Ribbon Commission on transportation funding and engage the Governor, the Maryland Department of Transportation, and the legislature regarding potential initiatives for much needed road and transit funding.

Sustainability

1. Create an Office of Sustainability within DER.

- Rename the Environmental Services Group the Office of Environmental Sustainability.
- Raise the profile of agriculture in the County by appointing members to the Agriculture Resources Advisory Committee.

2. Designate DER as the lead agency on green building initiatives and coordinate with lead agencies and departments working on transportation oriented development.

3. Review current Enterprise Funds and implement an environmental accounting system for the Stormwater and Waste Management Enterprise Funds so there is an investment in projects that address new regulatory requirements and avoid large penalties should the County fail to be in compliance.

4. All County agencies and departments should post appropriate forms and applications on the County's website, as well as create a system for online submission of those forms and applications.

- WSSC-All permitting agencies should be encouraged to improve and expand the use of electronic permit filing and processing. Permit offices are often crowded and the delays from waiting in line for manual service can be lengthy.

5. Draft new government operations procedures designed to reduce the County's carbon footprint.

- All departments and agencies should use double-sided printing when possible.
- The County should adopt and enforce a recycling program for County agencies and departments.

Operations

1. Streamline the development process.

Assure that there is a level playing field for developers in Prince George's County and that the steps for permitting are clear and transparent. Implement the Joint Development Guidelines, established by the State of Maryland and WMATA for development at Metro sites.

- Invite WSSC to provide staff at the County permitting office.
- Coordinate issues concerning public utilities easements in mixed use and transit oriented design projects.
 - Conflicts have occurred between planning concepts for urban mixed-use development and traditional requirements for ensuring adequate easement areas for public utilities. Often there is a divergence between planning theory, which encourages pulling buildings up to the street with minimal setbacks, and legitimate utility requirements for adequate Public Utility Easements. These issues are more prevalent in transit-oriented and mixed-use urban projects. If the issues are not identified and resolved early in the development process, serious and expensive hurdles can arise at the permitting phase.
 - The relevant agencies (DER, DPWT, MNCPPC, etc.) and utilities (WSSC, PEPCO, BGE, Verizon, etc.) should meet with the development community to devise a protocol for dealing with this important issue.
- There exists a program that allows each County to approve reductions in the Systems Development Charges for approved redevelopment projects. The program is addressed in WSSC Resolution 2009-1825, which authorizes the County Executive upon authorization to issue partial exemptions from the SDC charges under certain circumstances.
 - This program should be reviewed to target initiatives of the Administration and Council with a potential emphasis on redevelopment, transit-oriented development, and mixed-use projects.
- Operational enhancements to the engineering plan review process for major development projects should be implemented by the County Executive.
 - Institute an "all hands on deck" approach to reducing and/or eliminating current plan review backlog. Engineering staff from each discipline collectively review design plans to include fire, structural, mechanical, and electrical plan review requirements. Representatives from the Maryland-National Capital Parks and Planning Commission, DPW&T, and the Prince George's County Health Department should also be included in the review process.

2. Establish a Housing Task Force, which will be charged with the development of a comprehensive housing policy for Prince George's County.

- Explore the establishment of a Housing Trust Fund which will provide a sustainable source of funding for critical housing needs.

3. The County should explore options for the creation of a fund to provide emergency mortgage assistance, including the establishment of a pilot program to intervene in certain foreclosures.

4. Develop a capacity-building program for County-based non-profit community development corporations.

- Encourage creative public/private partnerships that will assist in building the capacity of our nonprofit affordable housing providers to acquire and rehabilitate the County's housing stock.

5. Control the increasing cost of Metro operations, particularly MetroAccess.

The County share of Metro's 2011 operating budget is \$138.9 million dollars and \$39 million is for the MetroAccess Program. Since 2000, the MetroAccess costs have grown system-wide, from a cost of \$10 million to approximately \$90 million last year, the bulk of which occurred in the County. By comparison, the County Metrorail operating budget for 2011 is less than \$20 million and Metrobus is \$70 million. Prince George's County representatives to the WMATA Board of Directors must provide serious cost oversight.

- Increase funding for The Bus to provide increased community-based transportation, which could relieve some demand for MetroAccess.

6. Appoint WSSC Commissioners who have expertise in at least one of the following areas:

- **Financial and public finance**
- **Engineering**
- **Executive management and/or public administration**

As a team, the Commissioners should be prepared to actively and effectively participate on the board in a manner that moves the mission of the organization forward for the benefit of the citizens and ratepayers.

Currently the Board is comprised of an even number of Commissioners, half from Montgomery County and half from Prince George's County. Consideration should be given to the appointment of an additional Commissioner from outside the bi-county area to participate on the Board and vote only in instances required to break a deadlock.

7. Continue the implementation of the Park and Recreation Department's 2010 and Beyond Plan, which is an extensive assessment of service levels from a demographics and population standpoint, and evaluates needs and staffing.

8. Review the current Department of Parks and Recreation Capital Improvement Program for the purposes of deferring appropriate projects and helping to reduce the department's forecasted 2011 \$100 million plus operating budget deficit.

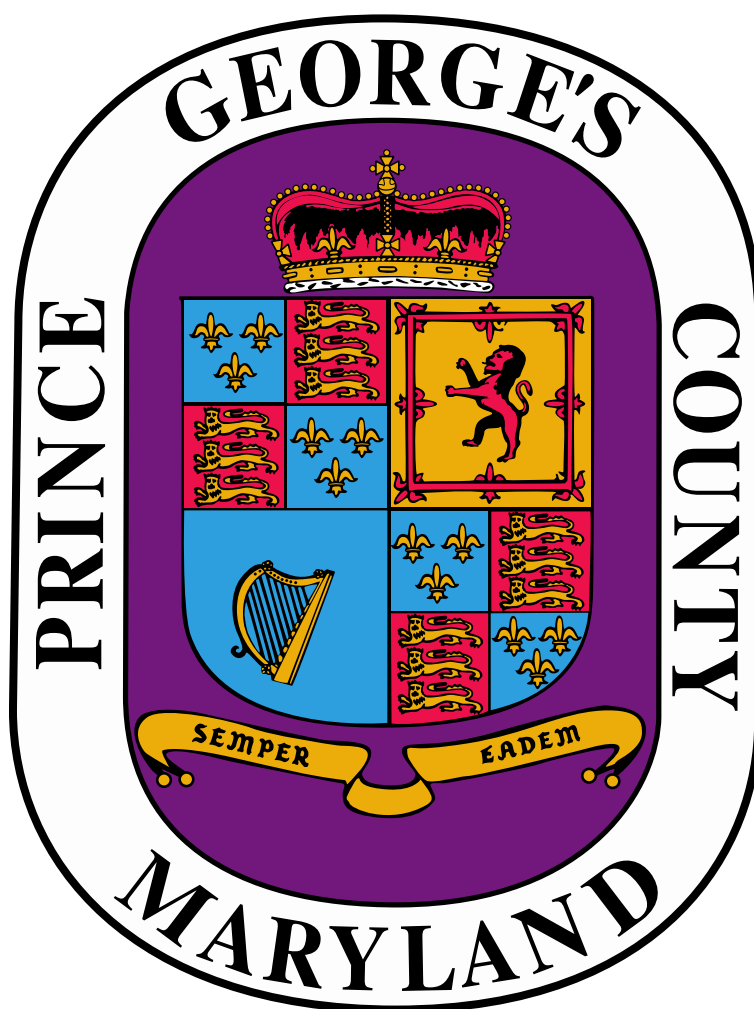
9. Encourage the Department of Parks and Recreation to seek opportunities where it can align its new capital projects requirements with third-party projects, which may include public or private entities.

Tab: Health & Human Services Community- Based Care

Baker 2010 Transition Team

Health & Human Services

Community-Based Care Subcommittee



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Community-Based Care Overview

Executive Summary

Community-based work takes place in community settings and involves community members in the design and implementation of projects. The community-based approach is quickly becoming an important means of delivering health care because problems that arise in communities are best addressed by those directly affected and who have intimate knowledge of their own situation.

Although only recently becoming widely practiced, community-based approaches trace back more than 50 years as public health practitioners came to realize that community members are often best suited to deal with and create solutions to the issues within their own community. Also, the community-based health care model is designed to promote and provide access to affordable healthcare and utilization of quality health service in rural and/or underserved populations.

The Subcommittee’s recommendations focused on creating initiatives that are patient centric public-private cooperative ventures, particularly ones that have potential for job creation and integration with existing school-based and community services. Also in a time of limited available funds, emphasis was placed on becoming positioned to obtain new funding from the Patient Protection and Affordable Care Act and on seeking to redirect available Medicare and Medicaid monies from later stage treatment to cost effective prevention.

Specifically, the subcommittee has identified several concerns and opportunities the County may want to explore and implement to promote better access to cost effective, quality healthcare. This report provides an overview of the role that health information technology, Medicare and Medicaid program reform, and patient-centered care can have in improving the delivery of health care services to County residents.

With this report the County Executive can start a strategic plan to integrate community health care into his vision for the provision of health care in Prince George’s County.

Subcommittee Members

Elliot Segal (Chair)	Katina Rojas Joy
Michael Chiaramonte	Dushanka Kleinman
Brenda Emanuel	Fatima Koroma
Anu Esuola, DDS	Andrea Syphax

Recommendations

Recommendation 1: Develop a Health Information Technology Collaborative to begin discussions and plans in the development of secure, private, and accurate systems of electronic health record (EHR) adoption and health information exchange. The Collaborative will work

across Prince George's County to build and strengthen the health information technology (Health IT) infrastructure and exchange capabilities to improve care coordination, increase the quality of care, and slow the growth of health care spending.

The collaborative will focus on specific and measurable improvement goals in the three vital areas for health systems improvement: quality, cost-efficiency, and population health, to demonstrate the ability of Health IT to transform local health care systems. The collaborative will establish priorities according to the needs and priorities of County residents. For instance, consideration should be given to focus in the care for chronic conditions such as asthma, heart failure, and diabetes to illustrate how costs can be reduced and patient care improved through the collection, analysis, and sharing of clinical data.

Recommendation 2: Encourage providers to apply for the Medicare and Medicaid Electronic Health Records (EHR) Incentive Program. The Medicare and Medicaid EHR Incentive Programs will provide incentive payments to eligible professionals, eligible hospitals and critical access hospitals (CAHs) as they demonstrate meaningful use of certified EHR technology. Registration began January 3, 2011.

Recommendation 3: Meet with the local Regional Extension Center to determine what type of technical assistance they can provide to improve the County's healthcare system.

Recommendation 4: Consider joining the Patient Centered Primary Care Collaborative.

Recommendation 5: Investigate establishing a Prince George's County-Based Managed Care Organization (MCO) – There are more than 100,000 uninsured people in Prince George's County. Under federal and state criteria, the estimated number of Medicaid and Maryland Children's Health Insurance Program-eligible people who are currently uninsured is 70,000-80,000. If all these individuals are enrolled, the potential positive impact on healthcare costs in Prince George's County could exceed \$200 million dollars annually.

Recommendation 6: Medicare – Pursue opportunities to improve health care for seniors and reduce costs to the County by improving the efficiency of Dimensions Healthcare System (DHS).

Action 1: Work to significantly reduce expenses – particularly in the areas of hospital admissions, readmissions, emergency room visits, and prescription drug use – by obtaining competitive grants to establish U.S. Department of Health & Human Services and Center for Medicare & Medicaid Services demonstration programs.

Recommendation 7: Medicaid – Focus on the estimated 10,000 low-income children under five years of age in Prince George's County who are eligible to receive, but are not currently enrolled in, health insurance coverage from Medicaid or the Maryland Children's Health Insurance Program.

Action 1: Establish an outreach program to increase the number of low-income children under five years old with health insurance coverage.

Action 2: Work to significantly reduce the healthcare expenses of this population by expanding preventive health services through demonstration programs like the patient-centric "Healthy Home" model of care.

Recommendation 8: Investigate methods to increase Prince George's County's share of federal community-based health program funds.

Recommendation 9: Create seamless interface between health promotion and care programs.

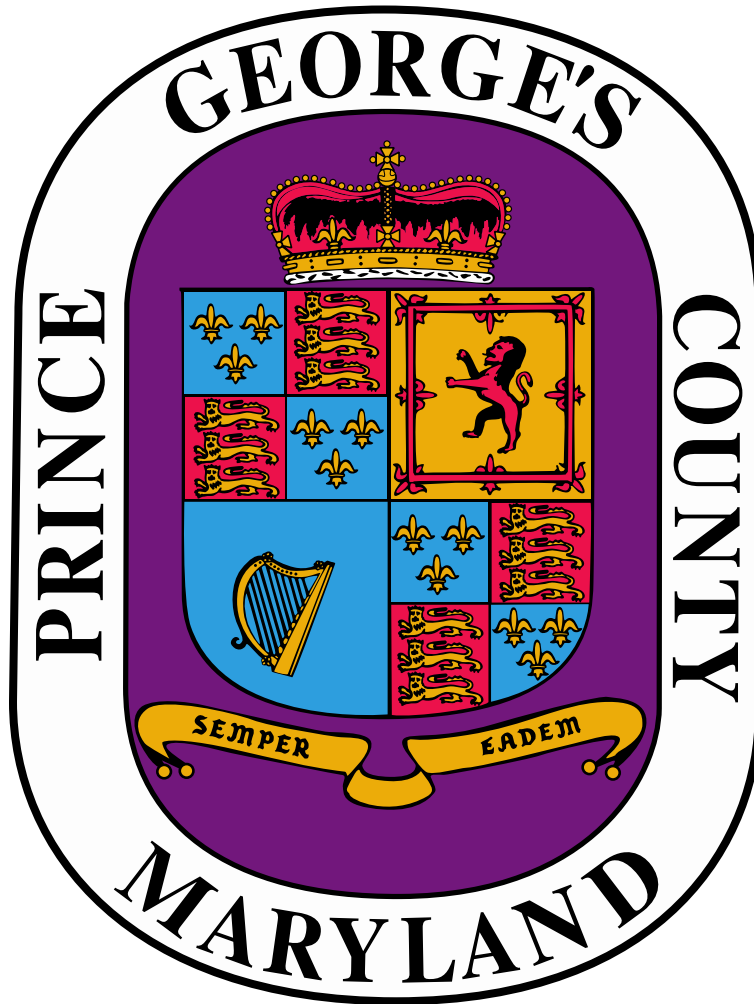
Recommendation 10: Healthcare Information Directory – Create an online presence where residents and organizations can directly access information about public and private resources to support the access and provision of healthcare in Prince George’s County.

Recommendation 11: Include local Federally Qualified Health Centers (FQHC) – such as Community Clinic Inc., Greater Baden Medical Services, and Mary’s Center – in the planning process for providing care to the medically underserved.

DH

Tab: Health & Human Services Family Services

Baker 2010 Transition Team
Health and Human Services
Family Services Subcommittee



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Department of Family Services Overview

Executive Summary

The Family Services Subcommittee aimed to provide the County Executive with objective insights and recommendations to maximize the effectiveness of the Department of Family Services (DFS). After reviewing the DFS Transition Report, the Subcommittee identified concerns based on both its contents and the first-hand experiences of Subcommittee members. The topics of concern drove the Subcommittee's recommendation development.

DFS is the only County-chartered human service agency and is comprised of three divisions: the Administration on Aging; the Administration for Children, Youth and Families; and the Mental Health and Disabilities Administration. DFS is also comprised of three offices: the Office of Management Services, Office of Planning and Evaluation, and the Office of Youth Strategies. The Department is 85% grant-funded through several State, federal, and non-profit entities including the Governor's Office for Children, the Department of Health and Mental Hygiene, the Maryland Department of Aging, the Corporation for National and Community Service, the Governor's Office of Crime Control and Prevention and Senior Services America, Inc. The Department provides both direct and contract services to targeted populations throughout Prince George's County.

Overarching themes that emerged from the Subcommittee's review and discussions were:

- Service delivery was welcome and needed in the community.
- Complicated and disorganized payment systems delay service delivery.
- Multiple submissions of documentation are required for contract approval and invoice payment.

Several solutions to improve the community's interface with DFS were offered for consideration:

- Develop a strategic plan to determine the priorities of the Department of Family Services. As a result, critical performance measures could be developed emphasizing service delivery, community outreach, and administrative efficiency.
- Improve communication regarding contracting and payment by DFS by sponsoring meetings with vendors in order to receive feedback and manage expectations.
- Broaden therapeutic services provided to children in the juvenile justice system.

DFS is an important part of our community's social safety net, but it appears that a lack of strategic management hinders the agency's overall effectiveness.

Committee Members

Aaron Copeland (Chair)	Malinda Miles
Kim Alfonso	Lisa Proctor
Samuel Epps	Beatrice Rodgers
Vania McNeary	Marti Worshtil

Current Conditions

	Strength	Weakness	Threat	Opportunity
Timely Contract Processing		*	*	
Applying for Additional Grants		*	*	
Indirect Cost Rate		*	*	
Potential Grant Reductions		*		*
Grant Funding to Support Family Justice Center	*			*
Pending Congressional Earmark for Transition Aged Youth Services	*			*
Billing for Guardianship Services	*			*
Occupational and Speech and Language Therapy		*		*

Recommendations

Goal 1: Assess and clarify the role and purpose of the Department of Family Services.

Recommendation 1: Request a strategic plan for the Department of Family Services.

A strategic plan should include specific goals, performance measures, expected outcomes, and plans for quantitative and qualitative evaluations to determine program efficiency, effectiveness, and productivity.

Timeframe: 180 days

Goal 2: Set performance measures to benchmark achievement of stated goals.

Current performance measures are based on quantity alone. There should also be

measures of program quality and progress made towards fundamental outcomes. Program operations and contract management should be data-driven.

Recommendation 1: Develop performance measures.

Develop qualitative performance measures to evaluate the efficiency and effectiveness of client services. Incorporate additional measures as needed that align with County priorities.

Timeframe: 270 days

Goal 3: Improve the contracting and payment process. This is a County-wide problem. Delays in payment – up to 6 months – can threaten the provision of services, cause the County to be viewed as a second/third tier client by service providers, or cause vendors to stop doing business with DFS.

Recommendation 1: Streamline Contracting and Payment Process

Most jurisdictions in the United States face challenges with contracting and payment services. Along with making real changes to the contracting and invoicing system, DFS could do a better job of explaining the difficulties of the procurement environment and mitigating some of the extra costs of doing business with the County.

Some jurisdictions have paid interest to vendors that submit clean and accurate invoices beginning after payments are 30 days late. Still other jurisdictions provide orientation and vendor forums, typically on a quarterly basis. The orientation allows the vendor to become familiar with the jurisdiction’s payment process and the common sources of payment delays. In addition, vendors are able to provide feedback on the jurisdiction’s payment procedures and highlight the impact that delays have on their organizations.

Timeframe: 365 days

Goal 4: Include a comprehensive therapy protocol as part of the evaluation process for juvenile justice interventions. Currently, there are several County agencies that provide or contract for the provision of mental health services to children in the juvenile justice system. Primarily, the services are directed at reducing recidivism and truancy as well as giving children a more positive outlook. Many children in the juvenile justice system have disabilities that require Speech and Language Pathology (SLP) and Occupational Therapy (OT) interventions. Like social/psychological issues that require evaluation, OT/SLP/life skills proficiency can serve as key indicators of a successful transition to adulthood.

Recommendation 1: Occupational and Speech and Language Therapy Diagnostics

OT and SLP therapy services should be included – along with mental health services – in assessments for children entering the juvenile justice system. Based on a 2000 study, 45% of children in the juvenile justice system have learning disabilities while 46% have mental health issues.

Timeframe: 365 days

Goal 5: Explore the possibility of developing a 211 system for the County.

Recommendation 1: Create a 211 system – crisis intervention hotline – that integrates all human service providers, so residents can gain easy access to information about food, housing, employment, healthcare, and counseling resources offered in Prince George’s County. Establish a high level of public awareness about the 211 system so that citizens – as well as all County government and non-profit employees – are aware of the resource.

Timeframe: 365 days

Goal 6: Develop strategies to increase the capacity of the County’s non-profit sector.

Recommendation 1: Increase the level of research and advocacy in support of expanding the pool of philanthropic resources available to Prince George’s County-based non-profits and provide targeted training to expand the fundraising and program management skills of local non-profit organizations.

Timeframe: 180 days

Supporting Information

Overview of Key Departments/Agencies

- i. **Vision/Mission** – The Department of Family Services provides aging, mental health, disability and children, youth and family services to families and individuals in Prince George’s County in order to enhance their quality of life. The primary functional responsibilities include:
 1. Planning and implementing services for seniors; children, youth and families; and persons with mental illness and disabilities
 2. Providing information and assistance to seniors; children, youth and families; and persons with mental illness and disabilities
 3. Developing and monitoring contracts with community-based providers for services with an emphasis on evidence-based programs
 4. Soliciting grant funds to expand the service continuum
 5. Participating on multi-agency collaborative efforts to enhance services

6. Leading County-wide initiatives with a focus on seniors; children, youth and families; and persons with mental illness and disabilities
7. Responsible management of all programmatic and grant budgets
8. Completing and submitting all programmatic and fiscal reports required by funders

ii. Budget

1. Budget History

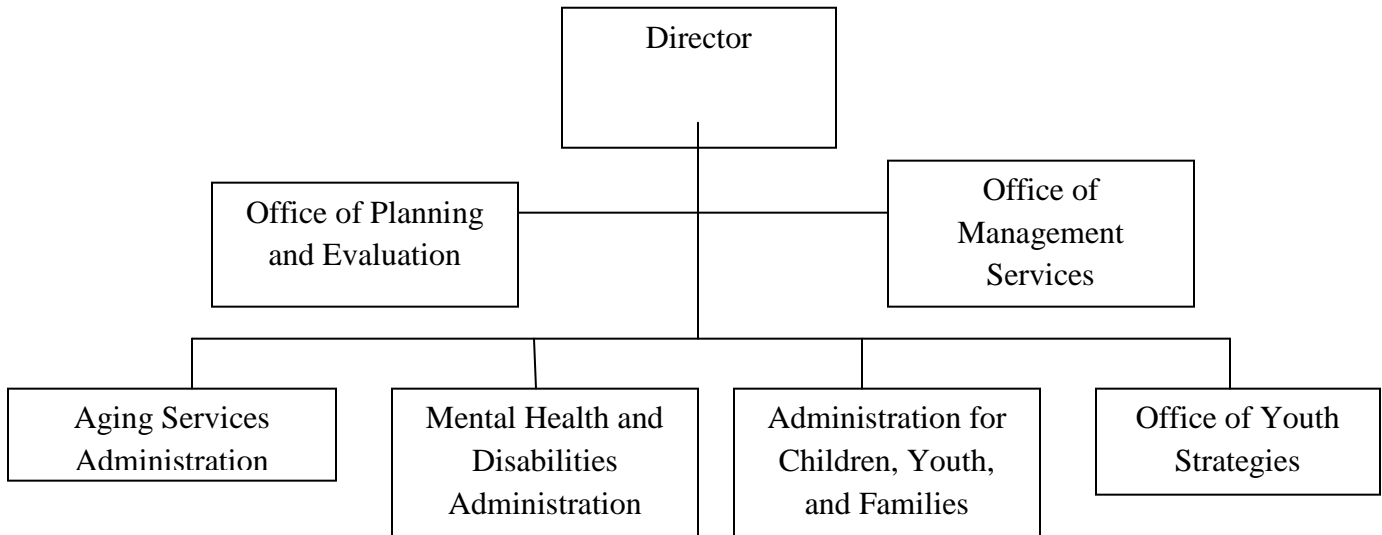
General Fund Budget	FY05 Actual	FY06 Actual	FY07 Actual	FY08 Actual	FY09 Est	FY10 Budget
Compensation	1,145,845	1,337,758	1,007,567	1,108,891	1,069,500	1,679,700
Fringe Benefits	285,518	347,756	278,093	308,781	356,467	379,300
Operating Expenses	920,819	825,647	742,387	814,063	1,568,051	1,358,800
Capital	0	0	0	0	0	0
Overtime	0	0	0	0	0	0
Recoveries	(487,498)	(501,814)	(35,860)	(29,601)	(90)	(546,700)
Total	1,864,684	2,009,167	1,992,187	2,207,134	2,993,928	2,871,100

2. FY 2011 Proposed Budget

- a. **Compensation: \$1,757,800**
- b. **Fringe Benefits: \$467,900**
- c. **Operating Expenses: \$1,626,800**
- d. **Capital Expenditures: \$0**
- e. **Overtime: \$0**
- f. **Recoveries: \$(564,600)**
- g. **Total: \$3,287,900**

iii. Division Structure

1. Organizational Chart



3. Functions of Divisions

- a. Aging Services Administration** – Provides and supports a broad range of services and programs for seniors and their families so that individuals can maintain the highest possible quality of life with independence and dignity.

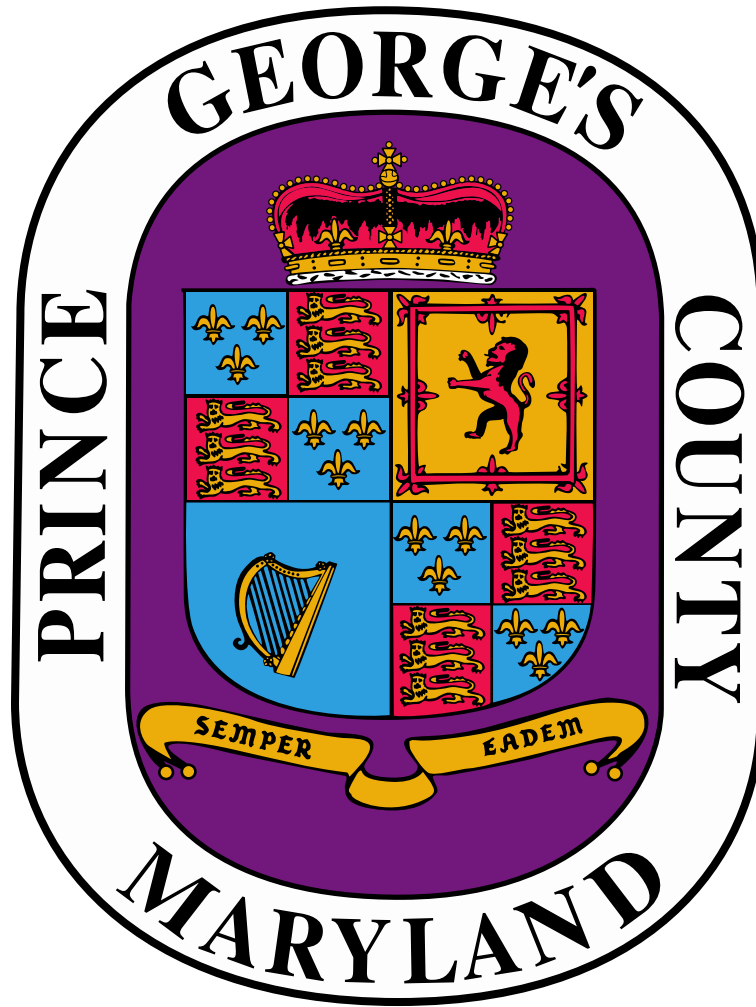
- b. Mental Health and Disabilities Administration** – Comprised of two units that serve vulnerable populations in the County. The Mental Health Unit serves as the Core Services Agency, which is responsible for overseeing public mental health services in the County. The Disabilities unit works to ensure that individuals with disabilities and their families can fully participate in all County services, programs, and activities as required by the Americans with Disabilities Act (ADA).

- c. Administration for Children, Youth, and Families** – Works to improve the quality of life for children and their families by providing community-based programs, services and support through partnerships with public and private organizations.

- d. Office of Planning and Evaluation** – Provides support and resources to the three administrations within the Department of Family Services.
- e. Office of Management Services** – Provides budgetary and financial oversight for the Department of Family Services.
- f. Office of Youth Strategies** – Provides outreach and gang prevention services, including bilingual staff for the Crossroads Gang Prevention Project.

Tab: Health & Human Services Health Department

Baker 2010 Transition Team
Health and Human Services
Health Department Subcommittee



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Health Department Overview

Executive Summary

In operation since 1957, the Prince George’s County Health Department (PGCHD) is a public health agency with nearly 648 employees (197 limited term contract) offering various services throughout the County. The Department also contracts for services and hires medical specialists through the State personnel system. The approved FY 2010 budget totals \$70.9 million, of which 65% is grant funding. County general funds make up \$22.5 million of the total budget. The PGCHD serves a population of over 840,000 people, the majority of whom are minorities. The overall mission of PGCHD is to protect the public health, promote individual and community responsibility for disease and injury prevention, and ensure that quality health care services are available and accessible. Services provided by PGCHD range from food protection, immunizations and disease control, to maternity clinics and outreach programs for adolescents and adults.

The Baker 2010 Transition Team Health Department Subcommittee reviewed Department submissions, published materials, budgetary information and salary data. Interviews were also conducted with Department staff members. Other data sources are indicated at the end of this document. The main recommendations are to examine leadership, improve cumbersome personnel, contract and grant award processes, and conduct an organizational review of the agency. These issues are discussed in more detail below.

Subcommittee Members

Carol Martin (Chair)	Melony Griffith
Eric Bonsu	Yvonne Gumne
Su Boppudi	Trudy Hall
Brenda Emanuel	Fabian Lewis

Current Conditions

Strengths and Accomplishments: The Department’s accomplishments include:

- iv. Maternity clinics provided prenatal and maternity services to over 550 uninsured pregnant women;
- v. Food protection services implemented a new team approach to inspections;
- vi. Public Health Emergency Preparedness received a \$1.6 million grant for H1N1 influenza;

- vii. Department conducted nearly 50,000 screenings for infectious diseases and 1,600 screens for drug treatment and harm reduction;
- viii. Outreach programs promoted healthy behaviors among adolescents and young adults through the Teen Pregnancy Center, Adam’s House and School Based Wellness Program;
- ix. The Winning Fathers Program and Project Fresh Start, a part of Adam’s House, provided services to fathers who are incarcerated and/or ex-offenders to help them meet the needs of their children, co-parent effectively, and develop healthy relationships in their home and community.

Weaknesses, Threats, and Opportunities:

	Weakness	Threat	Opportunity
Effective Leadership	*		*
Future Cuts in Funding in Grant and General Fund Programs	*	*	
Excessive Delays in Hiring	*		
Difficult and Cumbersome Contract Approval and Grant Award Acceptance Process	*		
Health Department Organizational Structure	*		*
Lack of Succession Planning for Retirements and Vacancies	*		

Recommendations

Recommendation 1: Support the creation of an advisory panel with sector-specific knowledge to serve as the Board of Health.

Action 1: Work with the County Council to establish a framework where industry experts and professionals are consulted, on an ongoing basis, regarding the formulation of health policy in Prince George’s County.

Timeframe: 180 days

Recommendation 2: Ensure Effective Health Department Leadership – To meet County mandates, effectively oversee operations and initiate reform, the Department needs strong

leadership and management skills. While it is clear that the Health Department employs many dedicated and capable people, the agency was unable to articulate an overall description of programs, challenges, and a strategic plan for the upcoming year. Many agency materials were disjointed and outdated, leading to confusion regarding overall Department structure and purpose.

Action 1: Conduct a review of Health Department leadership. Core attributes for leadership should include public health expertise, significant experience in managing large, complex organizations, understanding of financial and administrative processes and a record of performance and accountability in management.

Timeframe: 30-60 days

Action 2: Strengthen the planning capabilities of the agency and ensure that strategic plans are reflected in Health Department budget. Strategic planning can also include seeking funding diversity and ensuring that budgets reflect the priorities of the Department.

Timeframe: Immediately after completion of Action 1

Recommendation 3: Provide a Clear Sense of the Health Department's Current Assets

Action 1: Develop and implement an asset management plan which includes a comprehensive inventory of all agency assets.

Timeframe: Immediately

Action 2: Conduct an assessment of all Health Department owned and leased space and the current status of all lease agreements.

Timeframe: Immediately

Recommendation 4: Improve Hiring Process – Key vacancies exist, including the heads of two major Divisions, as well as nursing, supervisory, professional and administrative support.

Action 1: Allow advance recruitment for anticipated vacancies and strengthen departmental personnel functions; give priority consideration for hard-to-fill positions, such as nurses.

Timeframe: 30 to 60 days

Action 2: Develop a succession plan for career growth and anticipated retirements. Advance preparation is important in view of the many planned retirements in the next few years.

Timeframe: 30 to 60 days

Recommendation 5: Improve the Process for Approval of Contracts and Acceptance of Grant Awards – The current system for contracts is paper intensive and requires multiple sign

offs. The involvement of various County agencies and the need to transmit signed documents can lead to extensive delays.

The loading of grant awards into the financial system also depends upon timing and multiple sign offs and can delay grant hiring and adversely impact service delivery. See appendix for graphic review of grant approval process.

Action 1: Establish electronic submissions for preliminary review by the Office of Law and Office of Central Services (OCS); allow the Office of Management & Budget (OMB) to work on encumbrance process while the review process is ongoing; assign legal staff to agencies to gain familiarity and consistency with Department needs.

Timeframe: 90 to 120 days

Action 2: Seek suggestions from OMB and the Finance Department on facilitating the loading of grant awards into the system; consider a streamlined process for agency grant awards that are long-standing and ongoing.

Timeframe: 60 to 90 days

Recommendation 6: Restructuring the Health Department – While some divisions and programs operate quite effectively, others require improvement.

Action 1: Conduct a complete organizational review that includes an assessment of programs, resources, and staffing needs.

Timeframe: 90 to 120 days

Action 2: Consider contracting out for some services and strengthening public-private partnerships. The private sector can offer many advantages and can spread the knowledge base for the Health Department. The limitations of State and County resources also speak strongly to the need for enhanced collaboration with the private sector.

Timeframe: 90 to 120 days

Action 3: Study the feasibility of moving the General Services/Facilities Management unit to OCS to relieve administrative load of Health Officer and to allow more expert oversight.

Timeframe: 120 days

Action 4: Define the Health Department's role in the provision of care to County residents and in the development of an integrated system of care with a recommended emphasis on incorporating the concept of a patient centered medical home model and principles for the ethical practice of public health.

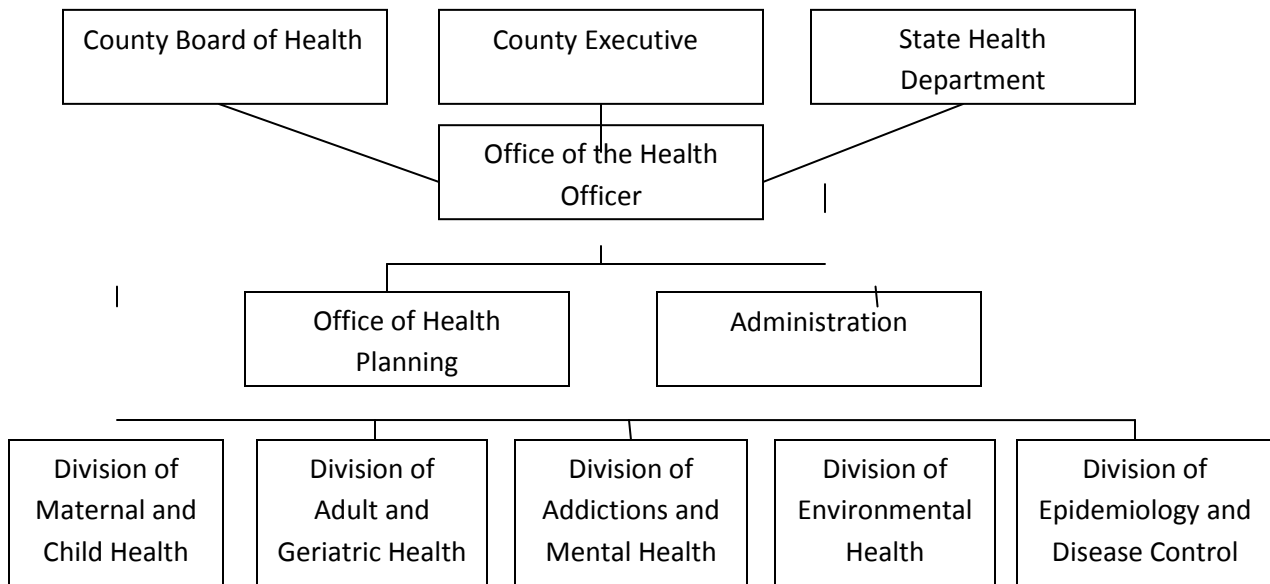
Timeframe: 120 to 180 days

Supporting Information

Overview of Key Departments/Agencies

- i. **Vision/Mission** – The vision is a community where:
 - 1. Essential quality health care services are available and accessible to all;
 - 2. Policies and services are culturally appropriate and acceptable;
 - 3. Individuals, organizations, and communities assume responsibility for disease, injury, and disability prevention along with health promotion; and
 - 4. Individuals and communities achieve optimal health and functioning.
- ii. **Budget** - The agency’s approved budget of \$70.9 million is primarily grant-funded (65%), but has substantial County support (\$22.4M approved in 2011).
- iii. **Department Structure**

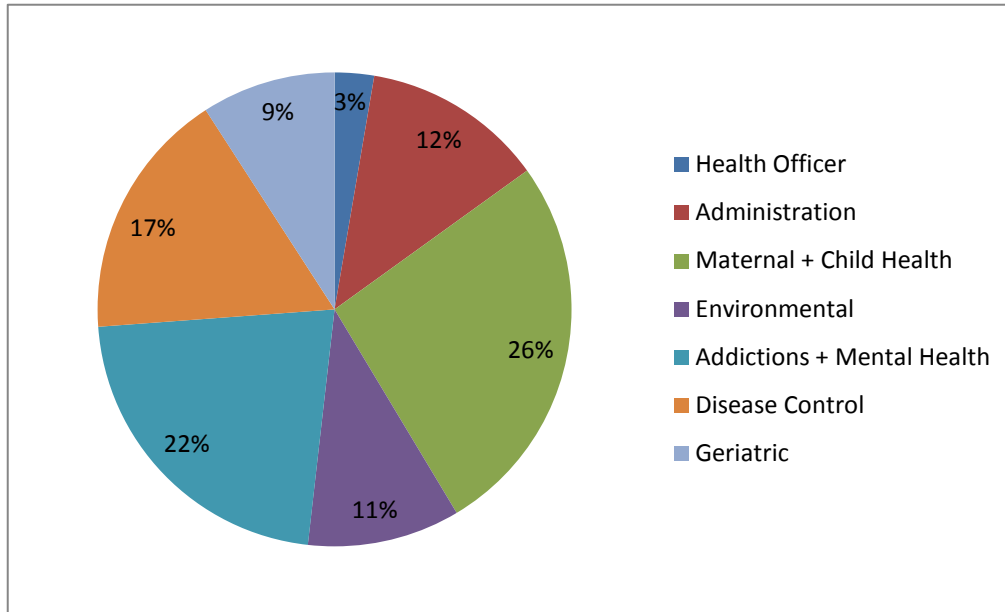
1. Organizational Chart



- 2. **Functions of Divisions** – The primary goals and objectives of the agency are to reduce infant mortality, increase access to care for the minority population, reduce health disparities, control communicable and vector-borne illnesses (i.e. TB, STDs, and HIV/AIDS), enhance emergency preparedness, address substance abuse and mental health problems, control tobacco use, reduce the incidence of cancer, and promote the adoption of healthy lifestyles. The largest Division is Maternal and Child

Health, followed by the Division of Addictions and Mental Health. The size of the Division by position is graphically presented below:

Note:



Employee numbers are based upon organizational charts provided by the Department

- Staff Distribution** - The Department is divided into five major service Divisions, as shown above, but also has central administrative functions such as financial services and personnel. Although the authorized headcount for 2011 is 603 full-time positions, the December 2010 employee roster indicates only 504 County employees are on staff. Staffing levels are lower due to a hiring freeze and delays in the hiring of those positions approved to be filled.

The roster also does not include State hires (mainly medical specialists) and personal service contracts. Of current staff, 83% are merit employees, while 17% are limited term contracts. Most of the employees are covered by collective bargaining agreements, including a separate union for first line supervisors and mid-level managers.

The majority of authorized positions are for Counselors (50), Community Developers and Community Aides (81), and Community Health Nurses (71). The Department currently has approximately 60 vacancies.

The distribution of staff positions by function are:

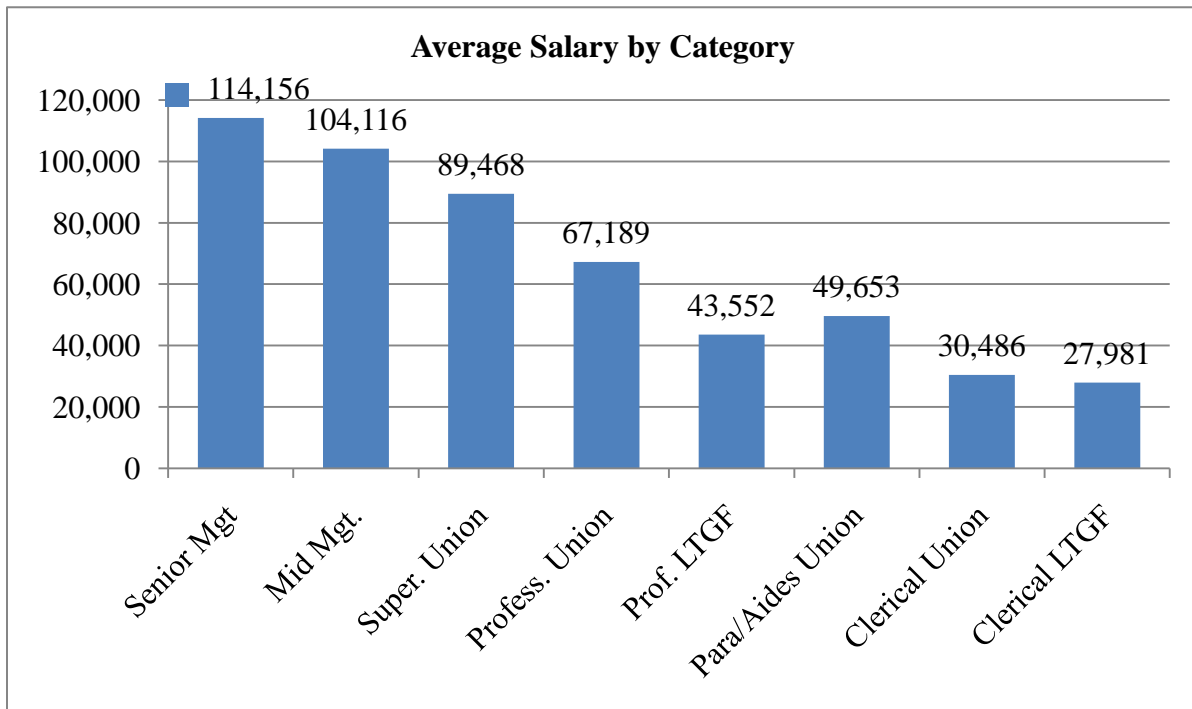
Senior Management: 7.7%

Supervisory Union: 5.5%

Professional (union and contract): 47%

Paraprofessional (union and contract): 23.1%

Clerical (union and contract): 15.9%



Average salaries by category are displayed below, based on employee roster data:

Sources:

Health Department Presentation Materials: narratives, organization charts, list of contracts, list of vacancies

Department Publications: Fact Sheets

Published 2011 Budget Document

Employee Roster for Department 2010

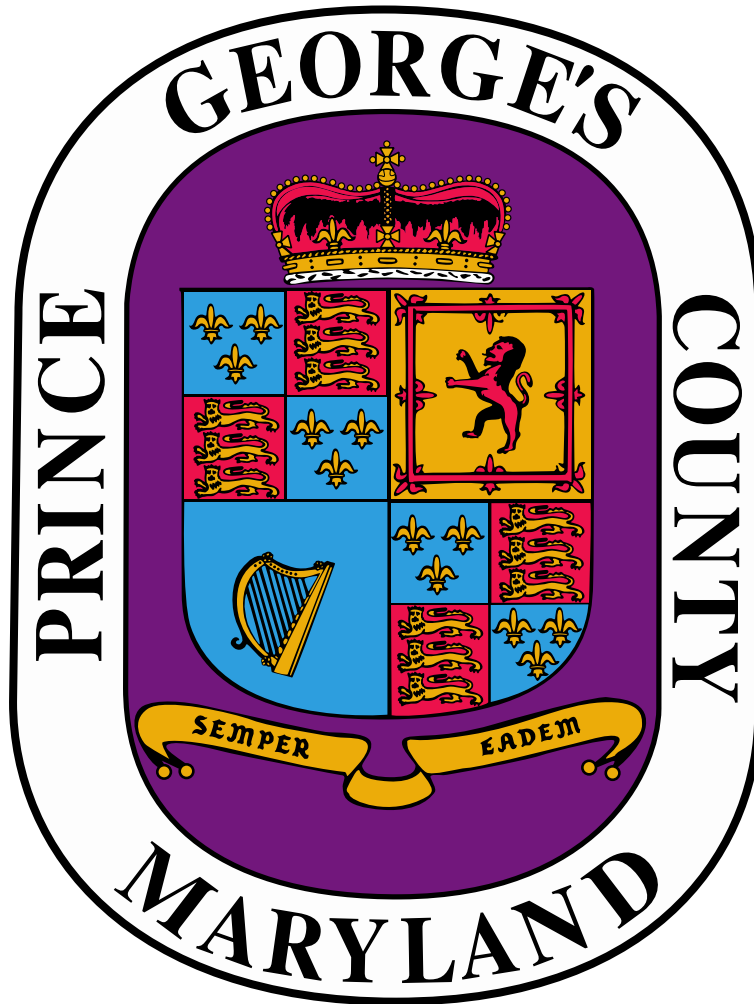
Interviews with Health Department Staff

Interview with Office of Management and Budget

Tab: Health & Human Services Social Services

Baker 2010 Transition Team

Health and Human Services
Social Services Subcommittee



Transition Report

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Department of Social Services Overview

Executive Summary

The Prince George’s County Department of Social Services (PGCDSS) is the second largest accredited social service agency in the State of Maryland. PGCDSS has 577 State and County employees. As one of the 24 local social services agencies administered by the Maryland Department of Human Resources, PGCDSS provides an array of protective, supportive, and stabilization services to the residents of Prince George’s County. PGCDSS is required to investigate abuse and neglect, provide care and custody to children, facilitate family reunification, coordinate adoptions, determine residents’ eligibility for safety net programs, and administer welfare benefits. In addition to its legal mandates, the agency provides a range of other critical services including energy and eviction assistance, summer meals for low-income children, homeless and transitional housing services, and in-home nursing assistance.

PGCDSS is co-managed by the State of Maryland and Prince George’s County, which creates a complex framework for reconciling differences between each entity’s funding and strategic priorities. A benefit of this governance structure is the expansive network of resources that the State and County have to offer PGCDSS and its client base, yet it can also cause delays in the Department’s decision-making process.

Committee Members

Natali Fani (Chair)	Ntembe Augustine Ntembe
Gloria Ducker	Monica Titus

Current Conditions

Accomplishments

- i. Finalized 25 adoptions in FY 2010, a 70% increase over FY 2009.
- ii. Partnered with various community organizations to provide services to homeless residents through a Homeless Resource Day.
- iii. Qualified approximately 11,000 households in Prince George’s County for energy assistance through the Maryland Energy Assistance Program and Electric Universal Service Program in FY 2010. This represents a 15% increase over FY 2009.
- iv. Provided more than 1,000 households in Prince George’s County during FY 2010 with emergency assistance to prevent evictions, utility service termination, and other emergencies.

Weaknesses, Threats, and Opportunities

v. Family Investment Division

1. **Program Timeliness** – This is undermined by the division’s inability to hire the number of staff needed to serve the high volume of customers accessing its services.
2. **Program Access** – An example of this challenge is the 70% increase in applications for the food supplement program that occurred last year.
3. **Application Timeliness** – This is evident through the division’s struggle to achieve application processing rates greater than 94%.

Child, Adult, and Family Services Division

1. Identifying permanent connections and families for teenage youth, who make up 65% of the total child welfare population.
2. Shifting several paradigms in child welfare, including the pursuit of permanency for every child and having staff embrace this approach.
3. Developing resources to serve the County’s growing adult and disabled population.

Community Services Division

1. Additional resources are needed for homeless prevention and to help families remain in their homes.
2. Management of a 25% increase in applications for the energy assistance program.
3. Site location and creation of new shelters for women and children to increase capacity and improve the quality of client services.

<i>Current Conditions/Goals</i>	Strength	Weakness	Threat	Opportunity
Excessive Payment Processing Delays in the Administrative Review Committee (ARC)		*	*	
Lengthy County Council Appropriations Process		*	*	
Ethics Training Needs to be Provided		*	*	*
Funding Reductions Occurring Alongside a Simultaneous Increase in Demand for Services		*	*	
Low Employee Morale		*	*	
Insufficient Use of Retirees		*		*
Insufficient Shelter Space for Women and Children		*		*
<i>Current Conditions/Goals</i>	Strength	Weakness	Threat	Opportunity
Low Rate of Permanent Placement of Foster Care Children with Relatives		*	*	*
Service Redundancy		*		*
No Annual Photos of Foster Care Children		*	*	
High Rate of Homelessness Among Former Foster Care Children		*	*	
Lack of Career Success for Former Foster Care Children		*	*	
Need for Financial Literacy Education for Former Foster Care Children		*		*

Recommendations

Goal 1: Eliminate ARC Processing Delays – PGCDSS recognizes the need for the ARC, and commends the committee for its wealth of knowledge in the areas of legal review, procurement, contracting, and budgeting. Nevertheless, the process should be streamlined:

Recommendation 1: The process should be reduced to 7-14 business days.

Recommendation 2: It is strongly recommended that grant applications receive review from the appropriate DCAO rather than the ARC prior to submission.

Goal 2: Shorten the County Council Appropriations Review Process – The current process for approving amendments to an agency budget could take more than three months to complete. This timetable is problematic when agencies are responsible for dispersing grant funds to provide essential safety net services to residents.

Recommendation 1: The County Council should establish a 90-day period to review and approve amendments to agency budgets.

Goal 3: Provide Ethics Training – The State Ethics Commission offers free ethics training to elected officials and free online trainings for public sector employees.

Recommendation 1: All of the County Executive's exempt staff appointees should be required to complete the State Ethics Commission's online training program.

Goal 4: Reconcile Budget Cuts with the Increasing Demand for Social Services

Recommendation 1: PGCDSS should explore delivering more services through local non-profit organizations in order to increase ease of client access.

Goal 5: Improve Employee Morale

Recommendation 1: Reinstitute regular staff meetings and informal gatherings.

Recommendation 2: Have the County Executive attend staff recognition events.

Goal 6: Recruitment of Qualified and Experienced Retired Social Workers

Recommendation 1: Consider utilizing retirees as volunteers, part-time employees, or contract workers.

Goal 7: Improve the Women and Children's Shelter – PGCDSS turns away 83% of those requesting shelter at this facility, 87% of whom are children.

Recommendation 1: Identify a new facility to increase overall capacity.

Goal 8: Find Permanence for Children in Foster Care – In response to court orders and State mandates, PGCDSS should seek permanent placements for children in foster care with their biological parents or other family members whenever possible.

Recommendation 1: Obtain annual photos of children in the foster care system.

Recommendation 2: Encourage positive parenting skill development in a family-like setting, building upon models used in both Montgomery and Anne Arundel Counties.

Recommendation 3: PGCDSS should convert the soon to be vacant Leslie’s House into a non-institutional setting for foster care family visitation and reunification efforts.

Goal 9: Eliminate Duplication of Services

Recommendation 1: Research parallel programming conducted by PGCDSS, the Department of Family Services, and the Department of Health.

Goal 10: Improve Homelessness Prevention for Children Exiting Foster Care – As children age out of the foster care system, they do not have housing or a system in place to support their need for shelter. Statistics indicate that by 2020, 300,000 children will age out of the system and 25% of those children will become homeless (compared to only 5,000 that are projected to attend college).

Recommendation 1: Improve housing, employment, and financial literacy services for foster care youth that are preparing to age out of the system.

Supporting Information

Overview of Key Departments/Agencies

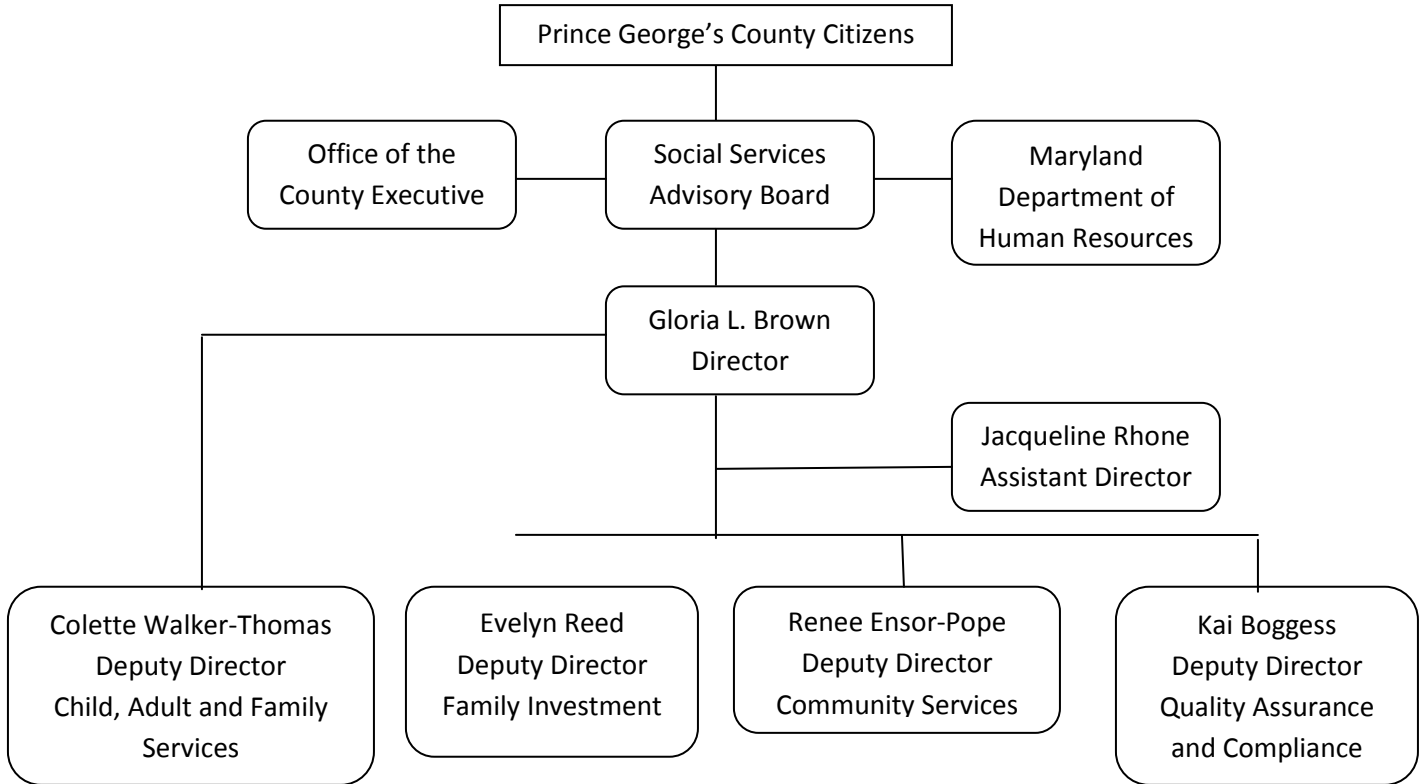
Vision/Mission – To partner with our customers, community and other service providers to stabilize and strengthen families, protect children and vulnerable adults, and encourage self-sufficiency and personal responsibility.

i. **Budget**

	County General Fund Contribution	County Grant-Funded Contribution	State Contribution	PGCDSS Budget
Compensation	\$1,080,100	\$4,664,813		
Fringe	\$288,100	\$683,335		
Compensation/Fringe			\$38,016,352	
Operating	\$1,521,400	\$10,430,850	\$2,025,858	
Foster Care Payments			\$23,535,929	
Assistance Payments			\$107,745,610	
Total	\$2,889,600	\$15,778,998	\$171,323,749	\$189,992,347
% of Total Budget	1.5%	8.4%	90.1%	100%

ii. **Division Structure**

1. Organizational Chart



2. Functions of Divisions (list of services)

- a. Adoption Services
- b. Adult Protective Services (APS)
- c. Child Protective Services (CPS)
- d. Emergency Assistance to Families with Children (EAFC)
- e. Emergency Sheltering
- f. Family Preservation
- g. Food Supplemental Program (Food Stamps)
- h. Foster Care Services
- i. Home Energy Programs

- j. Homelessness Prevention Services
- k. In-Home Aide Services
- l. Medical Assistance (MA)
- m. Purchase of Child Care (POC)
- n. Temporary Cash Assistance (TCA)
- o. Temporary Disability Assistance Program (TDAP)
- p. Temporary Emergency Food Assistance Program (TEFAP)

Additional Supporting Information/Appendix

- i. The Prince George’s County Social Services Board is responsible for advising the agency director as to the proper application of State policies. Maryland Family Law Code Section 3-501 requires that the board consists of nine but no more than 13 members who are appointed by the local governing authority. The law states that the local governing authority shall seek out and appoint individuals who:
 - 1. Possess a high degree of interest, capacity, objectivity; and expertise; and
 - 2. In the aggregate, ensure County-wide representation on the board.
 - 3. The following are PGCDSS’ recommendations for board appointment. ***The candidates’ names have been submitted to the County Executive’s Appointments Liaison and await appointment by the County Executive and confirmation by the County Council.***

a. Will Campos is the County Council representative on this board.

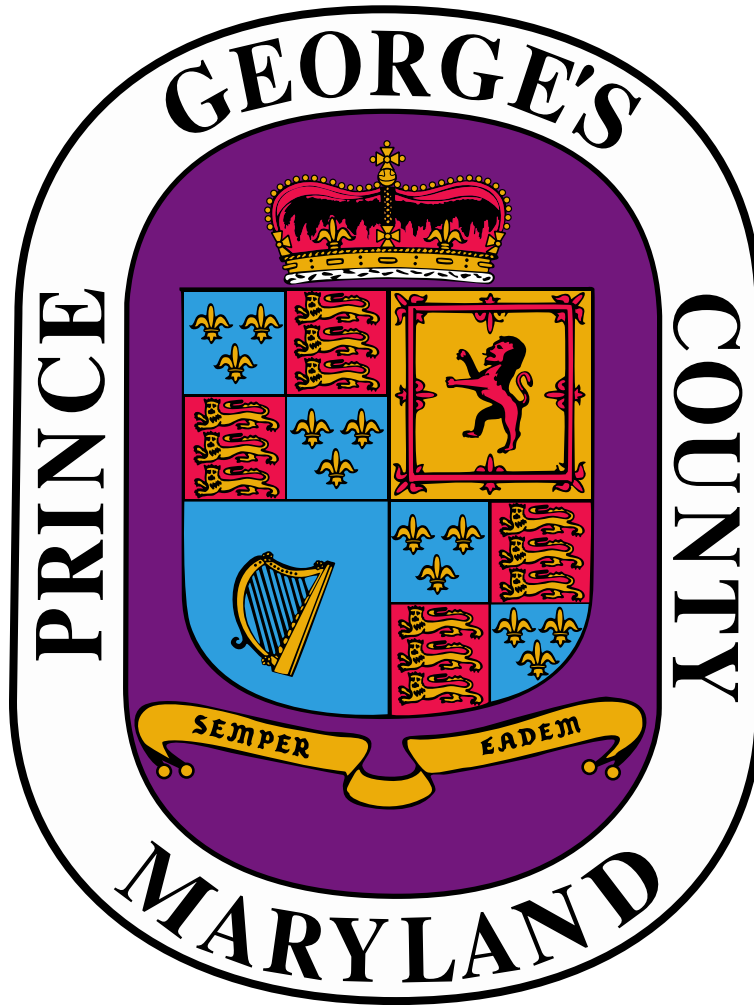
<u>Name</u>	<u>Address</u>	<u>Appointment</u>
Kimberly Cole	4010 Enders Lane Bowie, MD 20716	New- appointment
Judith L. Dobbins	4312 Kinmount Road Lanham, MD 20706	New- appointment

Valerie A. Farrar	12000 Kingfield Court Upper Marlboro, MD 20772	New- appointment
Theresa A. Green	8701 Oakdale Street Fort Washington, MD 20744	New- appointment
Katrina Mitchell	4104 Parkwood Court Brentwood, MD 20772	New- appointment
Toya Mitchell	9205 Locksley Road Fort Washington, MD 20744	Re-appointment
June Garrett	6108 87 th Avenue New Carrollton, MD 20784	Re-appointment
Cheryl Robinson	1701 Felwood Street Fort Washington, MD 20744	New- appointment
Keith Singletary, Sr.	13402 Katrina Drive Bowie, MD 20720	New- appointment
Toni Smith	1115 Nalley Road #541 Landover, MD 20785	Re-appointment
William Welch, Sr.	2124 Harwood Road District Heights, MD 20747	New- appointment

Tab: Public Engagement

Baker 2010 Transition Team

Public Engagement
Transition Committee



Transition Report

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Co-Chairs:

Dr. Leonard Hamlin, Sr.
Dr. Gerald Timothy Folsom, Ph.D.

Staff:

LaVonn Reedy Thomas
Nina Smith
Christopher Wallas

Committee Members & Staff
Baker Transition Committee Co-Chairs

Dr. Gerald Folsom

Associate Pastor, Community of Hope AME Church

Leonard Hamlin

Senior Pastor, Macedonia Baptist Church

Baker Transition Committee Staff

Kenneth Johnson

Executive Director

LaVonn Reedy Thomas

Committee Staff

Nina Smith

Committee Staff

Christopher Wallas

Committee Staff

Baker Transition Committee Members

Dorothy F. Bailey

Chair, LEARN Foundation

Marla Blount

Former Director of Marketing & Business
Development
Black Entertainment Television

Dr. Jacqueline Brown

Director of Community & Government Affairs
Prince George's Community College

Rev. Delman Coates

Pastor
Mt. Ennon Baptist Church

Derrick Leon Davis

Family & Community Outreach Coordinator
Prince George's County Public Schools: Title I
Program

Nora Eidelman

Deputy Director
Community Legal Services of Prince George's
County

Berni Fomengia

President & CEO
Cultural & Diversity Enrichment Services
(CADES-USA)

Kimberly Forehand

Citizen

Frank Forka

President & CEO
African Leadership Empowerment Council
(ALEC)

Desiree Griffin-Moore

Executive Director
Community Foundation of Prince George's
County

Zalee Harris

President & CEO

Education Doctors

Maria Herrera

Chief Information Officer
Patton Boggs

Rev. Dr. Kerry Hill

President
Collective Empowerment Group

Thurman Jones

Founder
Patriots Technology Training Center

Jacquelyn Lendsey

Director
Black Philanthropic Alliance

Kanika Magee

Associate Dean
Howard University, Rankin Chapel

Larry Stafford

Canvass Director
Progressive Maryland

C.J. Terry

President
SHABACH! Ministries

Henry Turner

Chairman
Prince George's County Veterans Affairs
Commission

Curtis Valentine

Pastoral Representative
Mt. Ennon Baptist Church

Rhonda Wardlaw

Digital Media & Marketing Coordinator
City of Annapolis

Methodology

The Public Engagement Committee was assigned two primary agencies under its review. These agencies are The Office of Community Relations and The Office of Information Technology and Communications. These agencies are charged with serving the constituents within the County while assisting with the dissemination and receipt of information, access to the government, and the improvement of the efficiency and effectiveness at all levels within the County.

Public Engagement is the critical process of connecting with the citizens of Prince George's County, both proactively and reactively. As Prince George's County begins the Baker era of leadership and works toward the goal of "Making a Good County Great," it is essential that the knowledge, support, and participation of the citizenry are sought out. Further, any questions, grievances or needs of the constituents should be responded to in a more effective, comprehensive, and cohesive manner. The Public Engagement Committee has reviewed the current processes within agencies and departments in an effort to provide suggestions and methodologies that may be employed by the new administration to facilitate positive change and efficient and effective governance in a manner that will stimulate the economy and improve the quality of life for its residents.

Executive Summary

Public engagement encompasses all sectors of community—from individuals and neighborhoods to businesses and organizations. The statistical data of the for-profit community is often reviewed and lifted as a result of its tangible measurements, but it should be noted that the nonprofit sector is the fourth largest industry employer in the United States behind only retail trade, manufacturing and food services. As a result, it is also responsible for generating a sizable economic impact nationally and locally. Leveraging the nonprofit and for-profit organizations as resources, while encouraging creative partnerships, innovation and participation at every level of government will be essential to the development of strong communities and reaching the social and economic goals of the Baker Administration.

The public engagement committee examined eight areas: Nonprofits, Faith Community, Civic Associations, Constituent Services, Multicultural, Youth, Information Technology and Communications, and Disaster Response Communications. These subcommittees overlapped in various areas, including delivery of services, outreach and information technology. These committees also identified other agencies and areas that have an impact on this administration's ability to improve public engagement. They are: Office of Community Affairs, Nonprofit and Faith-based Initiatives, Prince George's County Television, and the Prince George's County Convention and Visitors Bureau.

Even as this report was in the last days of review, other issues and opportunities continued to present themselves, so it is understood that the work of public engagement is not stagnant. It is imperative that the Baker administration understand the need for open, creative, spontaneous and innovative responsiveness to the citizens of Prince George's County. We must remember to draw on the diverse human resources of knowledge and experience that will allow for the current administration to build upon the good foundations that can be of assistance in making the foundations greater.

Current Status

Agency Strengths and Accomplishments

Office of Information Technology and Communications Sub-Committee:

- Technologies such as laptop fingerprint authentication and VPN work very well and are not as cumbersome as many industry solutions.
- Minimal/acceptable downtime has been achieved for mission-critical application and infrastructure such as email and network.
- The technical team, as it exists, has a solid technical base.
- The team communicates openly with each other to problem-solve.
- OITC is currently involved in high visibility projects (AVTS, NCR Operability Program and I-Net) that will reflect well on County Executive Baker and the County when completed.

Constituent Services Transition Sub-Committee:

- The Office of Community Relations (OCR) staff is made up of experienced professionals in the field of constituent service.
- OCR as a whole has received several awards for its fiscal soundness and responsibility as it has performed under its budget.
- The staff seems to be closing cases in a proficient manner.

Civic Associations Subcommittee:

- The Office of Community Relations has provided families with nutritional foods during the holiday season. One great accomplishment was the agency's adoption of a family. They provided them with basic household and personal items over the course of a year.
- OCR staff also coordinates the National Night Out against crime/drug prevention held throughout neighborhoods in Prince George's County.
- OCR also played a pivotal role in coordinating the Annual Gorgeous Prince George's Day and the Annual County-Wide Community Fall Clean-Up as part of the former County Executive's Livable Community beautification initiative.
- OCR helped the Redskins organization to distribute Thanksgiving turkeys and food baskets to Prince George's County residents in need.

Nonprofit Subcommittee:

- The County has many strong partnerships with nonprofit entities to build upon, including investment in the Human Services Coalition incubator and the contractual work of the Department of Family Services to contract services to families across Prince George's County.
- The Prince George's Community Foundation serves as a dynamic resource to County-based nonprofits as they build capacity through mission-focused services, board development and messaging.

Faith Subcommittee:

- The County's advantage in the current relationship and engagement of the faith community is its ability to access them through their tax exempt status. Maintaining current records for these organizations is difficult. Having access to tax records created the ability to reach a large group of leaders and institutions that have benefitted from training and resources provided through the Office of the Community Relations.

Youth Subcommittee:

- The Summer Youth Employment Office was created to ensure that Prince George's County youth not only have jobs, but also have an opportunity to increase their knowledge base and skills.
- Over the past eight years, the Summer Youth Employment Office has placed thousands of students, ages 14 through 21, in jobs both in the public and private sector.

Multicultural Subcommittee:

- The Office of Community Relations (OCR) assisted in the creation and implementation of the County's international partnerships. The office has taken the lead to develop international relationships through the Multicultural Division, which has resulted in several visits from Asian and African delegations.
- OCR has bilingual professional staff committed to providing programs, services and cultural activities that create an awareness of, and appreciation for, cultural diversity within the County. OCR published a landlord and tenant guide in English and Spanish.
- The Office of Community Relations formed collaborative partnerships with foreign embassies and the United States State Department to enhance the diplomatic and cultural relationships with Prince George's County. The office also assisted in the development of the County's Sister City Friendship Committee with the Bafokeng Kingdom in South Africa.

Emergency Response Subcommittee:

- A plan exists for disaster preparedness.
- The plan is posted and can be easily downloaded on the Prince Georg's County Public Health Department's website.
- The health department has a qualified team ready to meet with groups to train and prepare them for developing and implementing a site-specific disaster preparedness plan for your environment.

Threats and Liabilities:

Office of Information Technology and Communications Subcommittee:

- The website does not take its constituents' needs into account. The website is not a source of information, does not allow interaction, does not include online services or payments, and does not allow residents to ask questions.
- The home page is valuable real estate and is not being utilized properly. The homepage should be thought of as a huge repository of information about county services and something that represents the public face of Prince George's County Government.
- Business/Economic Development has NO representation on the website.
- The cost of Enterprise Resource Planning (ERP) implementation may exceed this year's OITC budget allocation.
- The management structure lacks the checks-and-balances system which inhibits the effectiveness of the agency.
- There is no formal internal process to capture deliverables, requests or response times for client requests. No way to prioritize requests as they come in.

Constituent Services Transition Subcommittee:

1. The design and operations of the software of the Active Networks system, which the Office of Community Relations uses to input case data, doesn't allow for real-time updates and recognition of multiple users. This can result in both the Citizen Services Division and another agency to work on the same case. The software also has a glitch that at times causes a caseworker to try several times to input data when it does not appear.
2. The On-the-Go Mobile Bus Service is currently not in operation and is in desperate need of repair. The technologies on the bus are also due for maintenance, repair and upgrades. The County literature on the bus also needs to be updated.
3. As the constituent services arm of county government, the Citizens Services Division relays vital information to citizens on a daily basis; however, a lack of communication flow from county agencies and the County Executive's Office to the division creates the possibility of misinformation being provided to the general public.
4. Inconsistent communication and collaboration across the nine Councilmanic districts in responding to and resolving citizen concerns.
5. Inconsistent representation at the "neighborhood" or community level to ensure information sharing and citizen participation.

Civic Associations Subcommittee:

- There is a lack of consistent communication to civic associations to relay important information for constituents.

Nonprofit Subcommittee:

- Currently, the nonprofit sector in Prince George's County lacks cohesiveness and effective coordination with County agencies for effective service delivery.

Faith Subcommittee:

- The major *weakness* of the County's engagement with the faith community is that it's built on a one-sided relationship where the government is the provider and the faith institution is the recipient. The faith institution can be a tremendous resource to the County if/when a strategy is created.
- Faith-based Initiatives sponsored by county agencies are poorly promoted between agencies and to the public.

Youth Subcommittee:

- There is a lack of coordination among entities that provide youth activities and services in Prince George's County.

Multicultural Subcommittee:

- The Office of Community Relations is on the front line when it comes to interacting with the citizens and residents of the County. With the increasing number of immigrants (especially those from Spanish-speaking countries) calling Prince George's home, there is a need for bilingual staff and community information printed in different languages.

Emergency Response Subcommittee:

- The Emergency Response plan does not include schools, daycare centers, or other government agencies. Note: Given the focus on animals and animal rights government facilities such as animal shelters should be considered in the development of a disaster preparedness plan.

Recommendations

Office of Information Technology and Communications Subcommittee

Technology has changed the expectations of Prince George's citizens, businesses and visitors. Technology is the foundation for success in the enhancement of every area of public engagement. More and more users are becoming comfortable with online methods of interaction and expect their local government to be on the cutting edge of technology information. They expect the county to provide convenient services to conduct routine business.

We focused on the County Executive's major initiatives in the OITC, which include the implementation of County Stat, the 311 non-emergency numbers, and an ERP (Enterprise Resource Planning, an integrated information system that serves all departments within an enterprise. The systems typically include several application modules to support common business activities, such as finance, accounting and human resources.) All three priorities will create fiscal challenges for the County Executive's priorities. Some of these administration priorities will need to be delayed in this fiscal year, if not until FY2012.

To start with the basics, OITC is handicapped merely by its title. The title sends a mixed message and makes assumptions to the public that "communications" is part of this office. While

IT is responsible for the overall communication operation in the county, little external communication comes from this office. However, this begs the question: Why can't you find the County Executive Office of Communications anywhere on the website?

In addition, IT is taking on duties that would be better served under other departments/offices and agencies. To this end, the County Executive's Office of Communications should be responsible for the management of the Web site and its content.

A supporting factor in this misappropriation of duties is the fact the Chief Information Officer (CIO) and Director of Technology is the same person. This lack of balance in structure clouds the "big picture" approach to this administration. The office should create two positions, the CIO and the Director of Technology.

And while the County public access and government television station, CTV, does not fall under the OITC, it is the committee's recommendation that IT and the County Executive's Office of Communications utilize this untapped resource to promote transparency in government and to promote the County Executive's public agenda.

Computer-aided interaction and communication devices have become paramount to our daily life in Prince George's County. This is a strong business case for the County to develop a cost-effective, adjunct method of delivery of government services and information to the people, while meeting the ever-changing constituent expectations.

The County needs to allow citizens or interested individuals to learn about Prince George's and to conduct their business with the county more conveniently. People should be able to find information, order a service, pay bills, or ask questions from their home, office, or anywhere in the world, at any time via the Web site.

With a new infrastructure in place, a significant percentage of customers' needs for county services can be fulfilled immediately without the need for intervention by a County employee and the associated expenses of a desk, a phone, a computer workstation, filing cabinets, postage, and office space.

Facing growing demands for services and information, a redesigned website and reorganization of the office staff, most notably the CIO and the Director of Technology, will provide the county with a reliable method of delivering services and information.

Recommendation 1: Create transparency in Prince George's County Government with weekly updates on the County Executive's activities.

- Utilize CTV to create weekly updates on the television and on the government website that offers a platform for County Executive Baker to talk to the citizens of Prince George's County.
- Here, the County Executive will focus on top issues of the week. When weeks are slow, the County Executive can focus on his core priorities of education, public safety and economic development.

Recommendation 2: The County Executive's Office of Communications should manage the County Web site with IT support.

- The County Executive's Office of Communications should be responsible for the government Web site content and take over the day-to-day operation of the site.
- The County needs to better apply technology to measurably improve services, delivery of those services and lower costs.
- And while CTV does not fall under the OITC, it is the committee's recommendation that IT and the County Executive's Office of Communications utilize this untapped resource to promote transparency in government and to promote the County Executive's public agenda.

Recommendation 3: The County Executive's Office of Communications should write a weekly column on issues and information coming out of Prince George's County for the local newspaper.

- A weekly column will keep constituents updated and help aid in the transparent government process. The *Capital-Gazette* currently allows a weekly column (about 750-800 words) to the City of Annapolis for this purpose. The *Gazette* may offer the same courtesy to the County and run a column in the local city papers.

Recommendation 4: Conduct an internal audit of CTV to clarify PEG fees are being collected by both Comcast and Verizon.

- Sandra Peaches, Executive Director of CTV, says that only Comcast pays the PEG fee (Earmarked as capital dollars and different than the franchise fee, the franchise fee is sent to the County to distribute, seen in this document as the "grant" dollars.)

Constituent Services Transition Subcommittee

In Prince George's County, the Citizen Services Division of the Office of Community Relations is the office within the County government that performs the constituent service function for the residents and citizens of Prince George's County. This function of government is highly important in that it is one of the central avenues by which people seek the assistance of their government to address concerns. Therefore, a department such as this should be recognized as an integral part of any plan to deliver quality services.

The Division is staffed by several Citizens Services Specialists who act as the liaisons between the citizens and the government. These specialists deal with the complaints, inquiries, and requests of citizens relating to agencies within the County government. These concerns are addressed by the specialists and their partners within government agencies. The specialists also deal with concerns regarding quasi-government entities, as well as non-governmental organizations.

Recommendation 1: Repair the On-the-Go Bus to better serve Prince George's County citizens.

- The On-the-Go Bus has been in a state of disrepair for a long time.

- The On-the-Go Bus allows Citizens Service Specialists to go directly to the citizens in need of their help.

Recommendation 2: Replace or update the Active Networks System to better inform County agency services.

- The Citizen Service Specialists sometimes duplicate case work with other departments.
- This slows down the efficiency and productivity of County government. Also, some of the Citizen Service Specialists complain about an error in Active Networks. The software freezes while data is being placed in the database.

Civic Associations Subcommittee

Communities are like veins running through a body. Improving our relationship with civic associations will ensure government/community problem-solving and set the example of best practices for proactive community development and safer streets.

Recommendation 1: Improve communications between civic/homeowners associations and county government:

- Prepare and distribute annual communications (CIP/Budget/MNCPPC/CRIME) reports in-brief to all chartered civic organizations.
- Identify regional liaisons in county government who nurture relationships and foster communication strategies between county government and the regional civic organizations.
- Maintain updated log of these organizations and interactions.
- Ensure use of technology to open lines of consistent communication and response.
- Ensure all facets of county government are represented appropriately in this process.

Recommendation 2: Establish regional representation for civic associations to improve relations with communities across Prince George's County.

- Create regional community groups (North/Central/South) and continue process meetings utilized by Envision Prince George's in each region.

Nonprofits Transition Subcommittee

Recommendation 1: Establish the Prince George's County Office of Grants and Partnerships whose duties would include:

- Serving as a clearinghouse for local, state, and federal grant and philanthropic grant-making organization opportunities.
- Coordinating training and capacity-building workshops/professional development opportunities for nonprofits in Prince George's County.
- Serving as a point of contact for nonprofit organizations to pursue grant opportunities across county government agencies.
- Conducting a review of nonprofits in Prince George's County to be updated annually to provide a clear picture of their service in the county and the services needed.

- Developing a working relationship with local, state, federal and philanthropic organizations in the region. For example, the office would serve as the point of contact for the County with organizations such as the Washington Regional Association of Grantmakers, the Community Foundation of the National Capital Region and its affiliate the Community Foundation of Prince George's County, and the Community Colleges Grants Coordinators.
- Serving as a conduit for partnering with nonprofit organizations based in the Washington metropolitan region willing to partner with Prince George's County based nonprofits.
- Holding a gathering of nonprofits to showcase nonprofits providing quality programs and services in the County and to receive recommendations for potential new programming to the increase services to County residents.

Faith Community Subcommittee

The role of the faith community has never been more important to America's progress than in times of hardship and struggle. Prince George's County can reach its full potential only if it utilizes its best assets. The long-term community presence of most faith institutions uniquely positions them to be an asset to the Baker Administration and the people who benefit from their community outreach.

Faith-based organizations are very important and active in the community. They know the real needs of their members. The government needs to be more aware of these needs and be better able to serve them.

Recommendation 1: Conduct quarterly town hall meetings with the faith community to increase participation and build trust in government.

- Schedule town hall meetings for Administration officials to discuss government/faith-based organization partnerships with faith-based organization members.
- Create interactive town hall meetings that allow for participants to use social media.
- Create government/faith-based organization standing committee to work on issues/activities proposed through meetings.

Youth Subcommittee

Recommendation 1: Host Youth Listening Session Series with the County Executive

- The Office of Community Affairs will organize and host a listening session with youth in Prince George's County.
- The elected student bodies of the 24 high schools in the County should be invited, along with the School Board's student member. Also invite student organizations from private/parochial schools, University of Maryland, Prince George's Community College, and Bowie State University to participate. Clients/participants of youth-focused organizations will also be invited to send a representative to participate. The sub-

committee recommends an electronic component where Mr. Baker will answer questions from emails and social media.

Recommendation 2: Examination of the effectiveness of the Youth Commission and the Office of Youth Strategies and Programs to better address the needs of Prince George's County youth.

- The County has an established Youth Commission, created in 2006 by then Council member Marilynn M. Bland. The County Executive should study the current workings on this commission and the effectiveness of its programs. Further, an evaluation should be conducted of the Office of Youth Strategies and Programs, located within the County Health Department. The study should focus on the effectiveness of its programs and initiatives and determine if new communications strategies are needed for existing and future programs.

Recommendation 3: Evaluate the effectiveness of youth-service organizations that receive funding from County government.

Multicultural Subcommittee

Prince George's County is rich in its cultural diversity. The US Census Bureau (2000) projected the County population to be over 800,000 residents in 2009. The multicultural groups forming this diversity include African-Americans, Continental Africans, Asian-Americans, and Hispanic-Americans. Each of these groups represent a considerable percentage in the overall population of the County as will be reflected in the US 2010 Census. This suggested policy document for these communities highlights major areas of active participation and integration in the socio-economic and political life of Prince George's County from 2010 through 2014.

The administration of County Executive Baker will explore these policy contributions made for and on behalf of the Multicultural Sub-Committee.

Recommendation 1: Build cultural understanding among the diverse groups in Prince George's County through the designation of cultural liaisons in County Government to facilitate top-notch service delivery to residents.

Recommendation 2: Create a stronger economy in Prince George's County by recognizing the strength and opportunity in the expansion of the multicultural business community.

Emergency Disaster Response Subcommittee

Currently, the County Government defines Disaster/Emergency Preparedness as an awareness campaign through which it has made its Public Health Department responsible for addressing and implementing the Community Emergency Response Teams (CERT) Program.

Unless you are an active community leader, knowledgeable official, proactive faith-based organizer, and/or security/disaster recovery happens to be your field of study, you would not know that the County's Public Health Department is responsible for implementing an awareness campaign for disaster/emergency preparedness.

This committee could not find a disaster preparedness plan for Prince George's County. Therefore, we must clarify what the county defines a disaster preparedness.

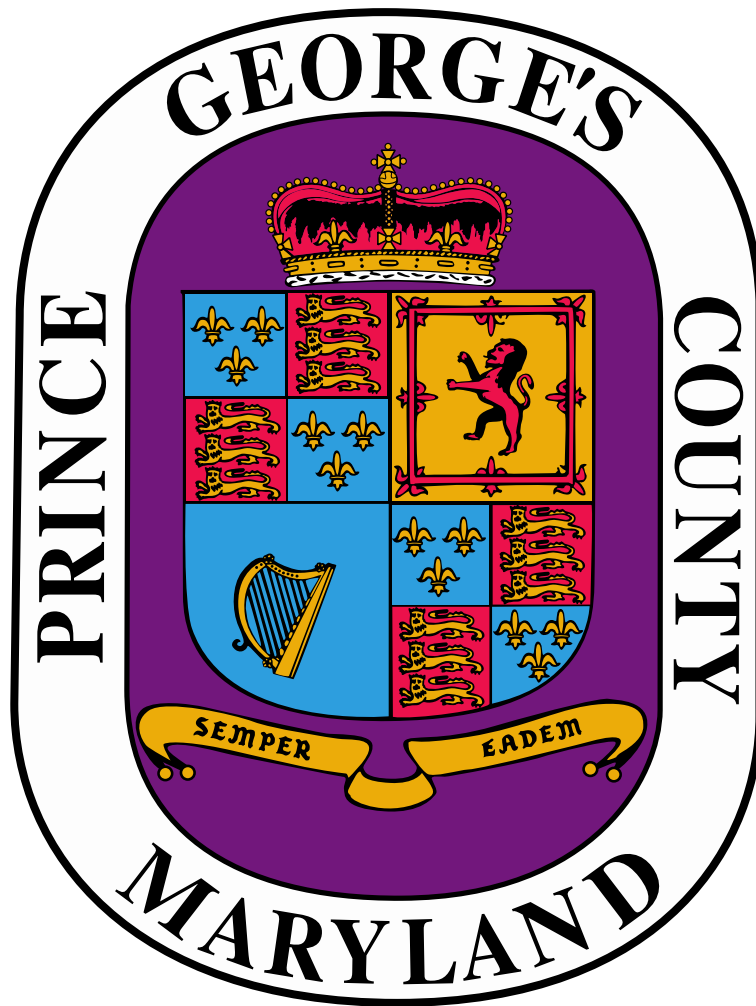
Recommendation 1: The Disaster Preparedness Division of the Prince George's County Public Health Department should be moved to the Office of Emergency Management.

Recommendation 2: Create and promote a disaster/emergency preparedness plan that County residents can use and implement.

Tab: Public Safety

BAKER 2010 TRANSITION TEAM

Public Safety Committee



Transition Report

Members of the Public Safety Committee are honored to present this report. We would like to extend heartfelt thanks to County Executive Rushern L. Baker, III, for this opportunity.

The Committee would like to also thank the vast group of leaders, agency officials, directors and stakeholders that provided a wealth of insight to the members. The professionalism displayed, cooperative nature illustrated and openness we received were most appreciated.

Best wishes as we stride toward greatness,

Eddie L. Pounds, Deputy Director Baker 2010 Transition Team

Dean M. Jones, Vice-Chairman Baker 2010 Transition Team

Andrew Pantelis, Vice-Chairman Baker 2010 Transition Team

Anita Rosser, Co-Chair Public Safety Committee

Dave Mitchell, Co-Chair Public Safety Committee

Ronald Gill, Jr., Co-Chair Public Safety Committee

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Methodology

The Public Safety Committee co-chairs had the responsibility for the following critical entities in public safety for Prince George's County:

Department of Corrections and Police Department – Anita Rosser

Office of the Sheriff – David Mitchell

Fire/EMS, Homeland Security – Ronald Gill

The Baker 2010 Transition Team conducted an orientation for all the co-chairs to provide guidance and expectations on November 18, 2010. The Baker Deputy Director provided the names of the committee members to the co-chairs. The Public Safety Committee co-chairs held an organizational meeting followed by a Committee meeting on November 30, 2010. It was during these meeting the entities were sub-divided, members were assigned to working groups and our first individual working group meetings were held.

An aggressive schedule ensued with working group meetings, onsite visits, document audits, budget reviews, document retrieval, meeting with agency officials, research being conducted and conversations with experts and stakeholders. The draft committee report was submitted January 2011.

Executive Summary

County Executive Rushern L. Baker, III, has stated that Prince George's County will attain greatness. As we merge onto the path to greatness we must start with public safety. Public safety influences education, economic growth and public confidence. This massive undertaking will be a collaborative effort between citizens, law enforcement officers, community groups, prosecutors, faith partners and other allies.

The Public Safety Committee understands the importance of improved public safety, and our commitment kept us motivated and on task. As we conducted onsite visits, spoke with experts and stakeholders, and reviewed budgets and other documents, we discovered several broad themes. We made recommendations that focus on excellence, integrity and transparency, while delivering the most efficient and effective service possible.

Highlights of the recommendations for the Department of Corrections are as follows:

- Create interagency alternatives and services with the goal of reducing recidivism.
- Increase the budget by attaining additional funding, technical assistance and technology.
- Make necessary improvements to address critical infrastructure and for technology concerns and to ensure comprehensive surveillance and provide intensive supervision.

- Improve the delivery of services from and within the Department of Corrections to increase professionalism, accountability, community involvement and the effectiveness of the disciplinary processes. This will impact the overall operation.
- Evaluate the viability of establishing virtual Commissioner presentations throughout Prince George's County to increase community safety, improve service delivery and increase accessibility of services.

Highlights of the recommendations for the Police Department are as follows:

- Conduct an audit of all the spaces currently used by police department personnel.
- Recruit, hire and retain highly-qualified officers.
- Implement organizational changes to improve efficiency.
- Re-dedication to community-oriented policing, which includes developing collaborative partnerships between the law enforcement agency and the individuals and organizations they serve.
- Utilize technology to reduce costs, maximize existing resources, and improve information sharing.

Highlights of the recommendations of the Fire/Emergency Medical Services Department are as follows:

- Modify staffing to achieve effective and efficient service delivery levels.
- Embrace a culture that promotes a high level of continued education and professional development for volunteer, career, and civilian members.
- Support a comprehensive apparatus review and replacement program.
- Restructure the Fire Commission to better reflect the demographics of Prince George's County.

Highlights of the recommendations of the Office of Homeland Security are as follows:

- Ensure that citizens are protected and that the Office of Homeland Security is prepared to respond to all homeland security threats and issues.

Highlight of the recommendations regarding the Office of the Sheriff are as follows:

- Examine opportunities to shift duties from the Office of the Sheriff to the Police Department so more deputies are available to serve warrants.

Department of Corrections

- Agency Strengths:
 - Programs: Adult Learning, Barber Program, Leash on Life Program, Drug Treatment.
 - Desire to increase Green initiatives
 - Sick Leave Policy
 - Operational Assessments conducted by American Correctional Association, 2008
 - Oversight Status Report conducted by VERA Institute of Justice, 2009

- Accomplishments:
 - Awarded national recognition and accredited by the American Correctional Association and the Maryland Commission on Correctional Standards. This is a very distinguished honor!
 - Training Academy exceeds Maryland's requirements and has been approved by the Maryland Police and Correctional Training Commission.
 - Held a Community Engagement Summit in partnership with Prince George's Community College, which brought together nonprofits, employers, and workforce development providers to educate the community about opportunities to employ individuals reentering the community.
 - Nationally recognized and replicated state-certified Barber Styling School. The 18-month school directed by Phil Mazza has received many awards, including one from the National Association of Counties. Job placement for those who have completed the program is 100%. This successful program partners with the education program to assist trainees in obtaining their barber's license AND attaining a high school diploma.

- Weaknesses/shortcomings:
 - Image problem
 - Accountability on all levels needs to be increased
 - Inmate Handbook Distribution -- The handbook is not distributed to all inmates.
 - Lack of command staff training. Command staff training should take place before promotions are made.
 - Administrative Hearing Board process needs to be reviewed and revised. Management is challenged in its ability to discipline effectively, swiftly and consistently.
 - Lack of internal random audits, and or inspections
 - Poor recordkeeping or compliance regarding maintenance schedules.
 - Inability to thoroughly conduct background investigations to include reviews of social network sites and non-US residency.
 - Telephones lines are not recorded in the central control room.

- Opportunities for reform and implementation of Baker objectives:
 - Increase community involvement. Begin with reactivating the, Community Advisory Committee.
 - Work in partnership with commissioners, police and other agencies to reopen regional processing sites throughout the county. This would improve service delivery and return police officers back in service faster thus decreasing response times.
 - Inform the public of the many positive accomplishments of our officers and the Department.
 - Ensure the facility exceeds expectations at the two upcoming audits/accreditation processes - The Maryland Commission on Correctional Standards and the American Correctional Association.
 - Enhanced high security training for select staff that will allow them to better handle "exceptionally violent inmates."
 - Consider consolidating the certification process for Spanish-speaking employees. The police and corrections departments both contract with the Foreign Service Institute.

- Improve and expand camera systems and their usage. Consideration should be taken to obtaining audio for camera systems. Random reviews may identify areas for improved training or opportunities for improved safety measures.
 - Consider implementing a Volunteers-In-Correction program similar to the Volunteers-in-Policing Program.
 - Establish partnerships with the institutions of higher learning in our County to assist with educational opportunities for the inmates, officers and staff.
- Threats/Liabilities:
- Influx of gang-related inmates
 - Insufficient staffing levels.
 - Reactive responses – less proactive review of policies with implementation of necessary changes in policy
 - Space limitations.
 - Allowing 18-year-olds to be exposed (hired) to the pressures within the jail without the life experience or maturation to handle the jail population.
 - Failure to satisfy recommendations by both the American Correctional Association provided in 2008 and recommendations by the VERA Institute of Justice in 2009.

RECOMMENDATION 1:

Create interagency alternatives and services with the intention of reducing recidivism.

GOAL:

To improve the management of the jail population, enhance accountability, increase transparency, and improve the overall operation of the Department of Corrections.

DESCRIBE RECOMMENDATION:

This broad system approach will increase services, maximize county resources and improve the management of offenders, while reducing recidivism and providing needs to the offender so they can return productively to society permanently.

STEPS TO ACHIEVE RECOMMENDATION:

- A. Establish a comprehensive re-entry discharge program
- B. Develop a population management strategy
- C. Provide wrap-around services with the goal of “Go Home to Stay”
- D. Re-institute day reporting
- E. Institute proactive programs such as Spend the Night in the Jail and SOS, (See Our Side)
- F. Consider community alternatives as an option for non-violent offenders, prior to jail

HOW RECOMMENDATION CONTRIBUTES TO ACCOMPLISHMENT OF GOAL:

Reduce non-violent population, strengthen operations, enhance alternative programs, and increase community safety. Focus on six major areas: offender assessments and re-entry planning, offender

programming, family involvement, employment readiness and discharge planning, offender supervision, and community justice partnerships.

RECOMMENDATION 2:

Increase the budget by obtaining additional grants and maximize the available resources through the use of technical assistance and technology.

GOAL:

To advance the overall operation, improve service delivery and increase public safety.

DESCRIBE RECOMMENDATION:

Seek grants from the Second Chance Act and technical assistance from the National Institute of Corrections and other sources for alternative programs and operational improvements.

STEPS TO ACHIEVE RECOMMENDATION:

- A. Acquire Second Chance Act for alternative/diversion programs
- B. Increase amount received from National Institute of Corrections and other sources for technical assistance regarding problem-solving and planning efforts
- C. Seek grants to expand technology to supervise offenders in the community
- D. Constantly search for new funding opportunities or ways to utilize technology to more effectively and efficiently use the existing resources.

RECOMMENDATION 3:

Make necessary improvements to address any critical infrastructure and/or technology concerns and update/obtain technology enhancements to ensure comprehensive surveillance and provide intensive supervision.

GOAL:

To increase officer safety, decrease hazards, improve the quality of life for all people who spend time inside the facility, and reduce recidivism.

DESCRIBE RECOMMENDATION:

Review and assess the infrastructure and technology to assure that it meets the needs of the Department. Establish and maintain an efficient and effective maintenance schedule.

STEPS TO ACHIEVE RECOMMENDATION:

- A. Ensure active cooperation and collaboration between OITC and DOC in the review and assessment of the current and future technological capacity and needs of DOC.
- B. Ensure active cooperation and collaboration between the Office of Central Services and DOC regarding the review and assessment of the current condition of the infrastructure and the development of an appropriate maintenance and (as necessary) renovation plan.
- C. Evaluate whether the automotive shop should be reopened.

RECOMMENDATION 4:

Improve the delivery of services from and within the Department of Corrections

GOAL:

To increase professionalism, accountability, community involvement and the effectiveness of the disciplinary processes, this will impact the overall operation.

DESCRIBE RECOMMENDATION:

Raise achievement level, fortify partnerships, increase community involvement, raise entrance age for officers and review and revise disciplinary procedures.

STEPS TO ACHIEVE RECOMMENDATION:

- A. Review and, as appropriate, revise the educational and transitional training opportunities for commanders and supervisors. The educational opportunities should include training regarding professionalism, leadership, management, and ethics. Partner with institutes of higher learning to provide training.
- B. Evaluate feasibility of raising entrance age requirement to 21 yrs – more life experience, increased maturity level.
- C. Review, to ensure they are effective and appropriate disciplinary procedures.
- D. Increase the amount of information and training techniques shared between the Police Department and DOC
- E. Re-activate the Community Advisory Committee to increase community involvement, and improve the communication and image of the DOC with the county residents and community.

RECOMMENDATION 5:

Evaluate the viability of established virtual Commissioner presentations throughout Prince George's County

GOAL:

To increase community safety, improve service delivery and accessibility of services.

DESCRIBE RECOMMENDATION:

Set up a safe site for Commissioners to hold virtual presentations. This will be set up using the same type of equipment that is used for court presentations held at the jail.

STEPS TO ACHIEVE RECOMMENDATION:

Make recommendation to the General Assembly that the remote adjudication process be expanded.

HOW RECOMMENDATION CONTRIBUTES TO ACCOMPLISHMENT OF GOAL:

This recommendation will provide improved services to the community by decreasing the distance to go for the service. It will also increase community safety by returning the police officers back into

service quicker. Commissioner's work is more efficient, effective and is conducted in a safe environment.

Police Department

- Agency Strengths:
 - Accredited Law Enforcement Agency. Obtained CALEA –Commission on Accreditation for Law Enforcement Agencies, credentials. An agency assessment of policies and procedures which ensures that internationally accepted standards are met.
 - Holiday Activities- *Christmas Party for Deserving Children* – less fortunate children are provided a party, to include a hot meal, stage performance and gifts. *Toys for Tots* – partnership with the Marines, and *Breakfast w/Santa* – give deserving children toys for the holiday.

- Accomplishments:
 - Applied for \$14 million in grant funding.
 - Crime reduction is at a 35-year low

- Weaknesses/shortcomings:
 - Top heavy with a bifurcated system that causes unified command challenges.
 - Mission and Value Statements are well-written but need to be demonstrated at all levels of the organization.
 - Department needs to work more closely with the community, law enforcement partners and other government agencies to fortify and establish relationships, maximize resources, enhance efficiency and improve service delivery.
 - Commanders should be allowed to increase their investigative sections, after obtaining approval from the Bureau Chief.
 - Inadequate procedures and space for evidence/property storage.
 - Bicycle, segway, ATV and foot patrolling are not incorporated in academy training.
 - Goals in the Transition Report supplied by the police department only included those goals from the budget and Charter for Change.
 - Calls to the main line numbers in the Department are sometimes sent to an answering service instead of being answered by a member of the Department.
 - Inadequate records management system
 - Electronic time sheets process might not meet the needs of the Department
 - The Training Academy is a leased location which requires additional costs for evening or weekend training activities.
 - Underutilization of civilian resources (Volunteers in Policing, Citizens' Police Academy Alumni Association, etc.)

- Opportunities for reform and implementation of Baker objectives:
 - Streamline the hiring processes and utilize retired police officers to assist with the process.
 - Re-establish the Public Safety Grants Team. The centralized unit would apply, review and seek approval for grants.
 - A re-dedication to and expansion of Community Policing is needed and should include the Master Planning Committee meetings.

- Training other local law enforcement agencies through the Police Training Academy would be beneficial to establish a common base of knowledge among the various agencies.
 - Establishing and/or fortifying cross-jurisdictional partnerships through the Municipal Chiefs Meetings, Major Cities Chief's Meetings, Council of Governments, etc.
 - Reinstitution of the DARE (Drug Abuse Resistance Education) and GREAT (Gang Resistance Education And Training) programs or similar programs that involve a partnership with the public schools and build relationships with the Police and our younger citizens.
 - Involve retirees in matters such as the cold case squad in the Homicide Section of the Criminal Investigations Division.
- Threats/Liabilities:
- Inadequate attention to the utilization of grants
 - Any lapse in officer certifications.
 - Any potential question regarding the integrity or transparency of the officer training process.
 - Currently the Range has gone to green ammunition, which could have different recoil than the issued ammunition.
 - Any outstanding grievances/investigations including ones in the process.
 - Attrition

RECOMMENDATION 1:

Conduct an audit of all the spaces currently used by police department personnel.

GOAL:

To ensure adequate, safe, efficient and effective working locations for police department employees, while being fiscally responsible.

DESCRIBE RECOMMENDATION:

Review all the spaces currently used by police department personnel and compare the value of using leased space versus using a building owned by the County. Identify available County-owned space for use.

Representative issues:

- A. Training Academy – located in a business park which makes security difficult and can create challenges in training with certain equipment.
- B. Property Division – will outgrow the building prior to lease end according to submissions
- C. Criminal Investigations Division – space is inadequate for the expanded responsibilities of the Division.
- D. Internal Affairs Division – old building with many issues, including the fact that it is not in a central location.
- E. Firearms Range – The target system at the range is antiquated and lacks modern technology. The expansion of the nearby residential housing has limited the ability to shoot after certain hours.

STEPS TO ACHIEVE RECOMMENDATION:

Collaboration with Central Services

Conduct inventories of space and plan consolidation of units/divisions

RECOMMENDATION 2:

Recruit, hire and retain highly qualified officers

GOAL:

Make the Department more attractive to recruits and current officers.

DESCRIBE RECOMMENDATION:

Recruit and hire qualified persons and retain officers with institutional knowledge by providing modern technological resources and partnering with institutions of higher learning to create opportunities for growth and development.

STEPS TO ACHIEVE RECOMMENDATION:

- A. Modernize the technology regularly utilized by officers, e.g. e-ticket systems and paperless reporting.
- B. Improve the coordination between the Office of Information and Technology and the Police Department to streamline the technological service OITC provides, speed up the procurement process, and ensure that appropriate equipment is being provided.
- C. Provide opportunities for modified duty status officers to perform productive work, e.g. reactivate the 24/7 telephone reporting unit – a convenient crime reporting tool that decreases response times.
- D. Increase the collaboration between the Office of Human Resource Management and the Police Department to assure the best hiring procedures are utilized.
- E. Consider the utilization of retired officers in the recruitment and retention process.
- F. Partner with institutions of higher learning that can provide career development opportunities.
- G. Establish a secondary employment office to ensure the fair and consistent dissemination of work for all productive officers occurs.

RECOMMENDATION 3:

Implement organizational changes to improve efficiency.

GOAL:

To increase efficiency, improve service delivery, and create safer communities.

DESCRIBE RECOMMENDATION:

Structural changes and collaborative efforts among agencies to streamline processes and maximize limited resources, having a positive direct influence on service delivery.

STEPS TO ACHIEVE RECOMMENDATION:

Increase number of regional processing sites across the County

Consider having Majors serve at the pleasure of the Chief

Establish the Public Safety Training Academy – shared and/or coordinated training is a more efficient use of training resources and can maximize the effectiveness of public safety officers as a whole by creating a common minimum skill set level.

RECOMMENDATION 4:

Re-dedication to community-oriented policing, which includes training that promotes collaborative partnerships between the law enforcement agency and the individuals and organizations they serve.

GOAL:

To maximize the use of limited resources, and improve the quality of life for all persons in the community.

DESCRIBE RECOMMENDATION:

Community Policing is achieved by promoting organizational strategies that support the systemic use of partnerships and problem-solving techniques.

STEPS TO ACHIEVE RECOMMENDATION:

- A. Increase the awareness of residents and community as a whole concerning the principles, management and operation of community policing through the use of seminars, community meetings, school events, etc.
- B. Engage in active problem-solving with all stakeholders – citizens, government agencies and private partnerships
- C. Increase and optimize community contacts between patrol officers and community members, expand partnerships efforts and increase active neighborhood watches.
- D. Reinstigate programs that involve a partnership with the public schools and build relationships between the Police and our younger citizens, such as the DARE and GREAT programs.

HOW RECOMMENDATION CONTRIBUTES TO ACCOMPLISHMENT OF GOAL:

The community should not be viewed by the police as a passive presence or a source of, but as a partner in the effort to control and prevent crime. When the community and the police work in tandem we will see sustainable reductions in crime and disorder.

RECOMMENDATION 5:

Improve collaboration and information sharing through computer technology.

GOAL:

To reduce costs, maximize existing resources, and improve information sharing by establishing a countywide public safety information network.

DESCRIBE RECOMMENDATION:

Technology, including workstations and mobile data terminals, should be used to upgrade the entire public safety sector. The proper technology will improve our ability to timely capture, share, utilize and retain information and reduce our reliance on paper products.

STEPS TO ACHIEVE RECOMMENDATION:

Encourage every agency to go “GREEN” with paperless solutions for information management.

As feasible, consolidate data/information management services with other agencies, including municipalities, surrounding jurisdictions, the State, and the Federal Government.

Provide “dashboard” for executives for real time information.

Enhance the “fusion center” to provide all crimes, all hazards.

Use technology to better manage documents, cases, property, and personnel resources.

HOW RECOMMENDATION CONTRIBUTES TO ACCOMPLISHMENT OF GOAL:

Use of the proper technology will increase our ability to receive, analyze and communicate public safety information.

FIRE/EMERGENCY MEDICAL SERVICES DEPARTMENT

GOAL 1: Deliver service to the residents, visitors, and businesses in Prince George’s County effectively and efficiently through dedicated staffing on emergency apparatus.

RECOMMENDATION: Modify staffing to achieve effective and efficient service delivery levels while remaining National Fire Protection Association (NFPA) 1710 and 1720 compliant.

DESCRIBE RECOMMENDATION: Modify departmental staffing levels; dedicate staffing per apparatus instead of staffing the fire station.

STEPS TO ACHIEVE RECOMMENDATION:

- A. Create dedicated staffing Process Action Teams
- B. Analyze current station/apparatus call volumes, response times
- C. Initiate pilot program
- D. Analyze and modify (if needed)
- E. Continue with dedicated staffing plan

GOAL 2: To enhance citizen involvement, accountability and transparency in the Prince George’s County Fire Commission.

RECOMMENDATION: Prince George’s County should consider changing the structure, composition and role of the Fire Commission to include external and internal stakeholders as commission members.

DESCRIBE RECOMMENDATION:

- Fire Commission members should be comprised of internal and external stakeholders and should be appointed in a manner that is consistent with other panels/boards that control Prince George's County funding.
- The Fire Commission should evaluate all aspects of the Fire/EMS Department including the funding of volunteer corporations, and the approval of capital improvements and apparatus purchases.
- Funding for volunteer corporations must not be neglected and volunteer members should continue to have significant input into the use of appropriated funds.
- The County should consider consolidating all public funding into a singular budget.

HOW RECOMMENDATION CONTRIBUTES TO ACCOMPLISHMENT OF GOAL:

Whereas the members of the Fire Commission, past and present, have served Prince George's County with distinction, the current composition and function has not been revised in forty years. Prince George's County has changed dramatically since the inception of Charter Government. The proposed recommendation restructures the Fire Commission by improving its mission and objectives, enhancing citizen engagement and advocacy by providing functional accountability to the citizens, while continuing to assure that it can advocate for the needs of the fire service, both volunteer and career.

GOAL 3: Modernize (update) the fleet capability and standardize (modified) apparatus purchasing utilizing comprehensive apparatus replacement plans.

RECOMMENDATION: Enhance the fleet of Fire and EMS response vehicles (specifically engines, aerial ladders, heavy rescue squads, and EMS transport units) through increased funding and a comprehensive apparatus replacement plan.

DESCRIBE RECOMMENDATION: Modernization (updating) of the fleet capability and a standardized (modified) apparatus program will augment service delivery within Prince George's County. This will also increase the safety of operational personnel complying with NFPA 1901 and 1911 standards.

STEPS TO ACHIEVE RECOMMENDATION:

- A. Inventory current apparatus fleet
- B. Develop future budget/replacement plans
- C. Maximize the use of alternative funding sources (e.g. EMS billing, Undesignated funds, Bonds, Grants)
- D. Forecast and budget for future apparatus expenditures
- E. Stay within the framework of the apparatus replacement plan

HOW RECOMMENDATION CONTRIBUTES TO ACCOMPLISHMENT OF GOAL:

In order to mitigate emergency incidents efficiently and safely, personnel must be provided with the proper assortment of firefighting apparatus and equipment. Supporting an apparatus replacement program ensures that the County has a readily available fleet of response vehicles and reduces long-term maintenance expenses. Improving the standardization of apparatus reduces initial purchase costs and improves overall department proficiency related to apparatus operation.

Ultimately, decisions about apparatus types and their deployment should be made at the highest levels of the Department based on an analysis of community risks and demands for service along with input from Department stakeholder groups and members of the community.

GOAL 4: The Prince George's County Fire/EMS Department should embrace a culture that promotes a high level of continued education and professional development for volunteer, career, and civilian members.

RECOMMENDATION: Uniform training levels for each rank should be adopted to ensure that both career and volunteer command officers have the appropriate levels of training and competency to excel at their duties. (*While the recommendation is for the adoption of uniform training standards, the Committee recognizes certain portions of the training curriculum may not apply to all career or volunteer members.*)

STEPS TO ACHIEVE RECOMMENDATION:

- A. Appointing internal customers to a training curriculum panel
- B. Reviewing current training curriculums
- C. If necessary, seek legislative changes to current personnel training standards
- D. Reviewing contractual agreements for career personnel
- E. Implementation of new training standards and curriculum
- F. Reviewing, revising, and modifying curriculum as needed.

HOW RECOMMENDATION CONTRIBUTES TO ACCOMPLISHMENT OF GOAL:

Generally, combination fire systems operate best when all personnel, career and volunteer, adhere to the same operational procedures and personal performance objectives. Each member of the department will best contribute to the success of the mission when they perform the same tasks in the same manner. Before this ideal environment can be realized, standard training levels and mechanisms to obtain necessary training must be identified. Additionally, the Department should establish training programs that provide integrated training between career firefighters and volunteers to further enhance uniformity within the total organizational structure and help to mitigate current divisions

PROPOSED TIMEFRAMES:

60 days: Appoint stakeholders to review current training programs, and standards

120 days: Identify any changes necessary to address training standards/curriculum

6 months: Implement revised/updated uniformed training curriculum and standards for all volunteer and career personnel.

1 year and out: Continued enhancement of training program.

OFFICE OF HOMELAND SECURITY

GOAL: To improve the functions of the Homeland Security Agency to ensure that citizens are protected from and prepared for responding to all homeland security threats and issues.

RECOMMENDATION: Develop a strategic and operational risk communication plan that informs citizens of protective actions, government activities, and situational awareness when a homeland security threat or issue arises.

- Develop the capability to capitalize on technology to notify citizens of threats and coordinate activities with first responders and support personnel. Ensure that all first responders and support personnel have timely and complete information for the performance of their duties.
- Develop a systemic suspicious activity reporting system (SARS) among all agencies which interfaces with the public.
- Improve critical incident situational awareness and effectiveness of response through establishment of an integrated emergency operations center.

STEPS TO ACHIEVE RECOMMENDATION:

- A. Develop a revised Organizational Structure for Homeland Security.
- B. Reexamine the Emergency Operation Center (EOC) Location Study, determine a short term solution to improving EOC Capabilities (the solution may be to remain in the same location, co-locate with a municipality or federal partner, or locate a temporary or permanent facility).
- C. Develop a cost estimate for implementation of 311 System and expected effect on 911call taker response times.
- D. Conduct a study to determine actual EOC needs.
- E. Develop and implement a Homeland Security Grant Reporting Program Management and Tracking Process.
- F. Emergency Management Accreditation remediation plan developed and documented.
- G. Adopt a long term EOC Plan
- H. Determine a strategy to compensate for loss of Landline 911 fees to support the 911 Center Budget
- I. Conduct a county level threat assessment
- J. Conduct a county level vulnerability assessment
- K. Conduct a gap analysis of Homeland Security Functions against the National Preparedness Goals and the County Emergency Response Plan

OFFICE OF THE SHERIFF

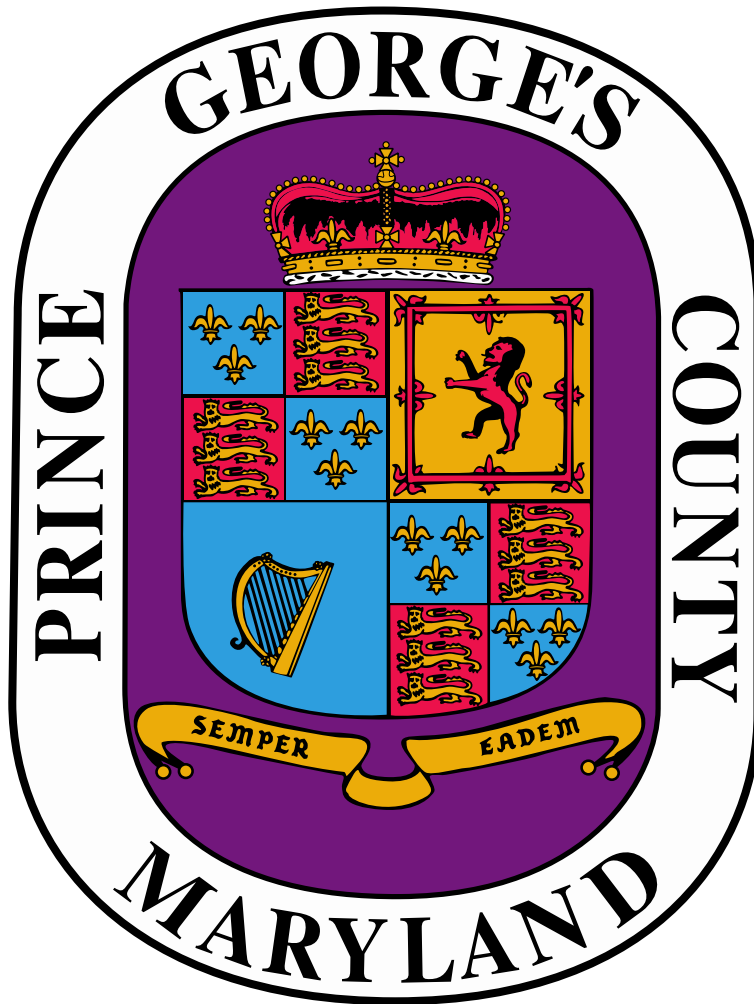
GOAL: To assist the Office of the Sheriff in decreasing the number of unserved warrants.

Recommendation: Examine opportunities to reassign duties from the Office of the Sheriff to the Police Department, so the Sheriff can focus on decreasing the number of warrants that have not been served. For example, consider having county police officers serve as Resource Officers in the public schools.

Tab: Staff Agency Review

BAKER 2010 TRANSITION TEAM

Staff Agency Review Committee



Transition Report

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Executive Summary

The Staff Agency Review Committee (SARC) was tasked with conducting a comprehensive review and analysis of several core operational agencies of the County government. The specific agencies and functions reviewed by the SARC were the Office of Law, Office of Central Services, Office of Human Resource Management, Information Technology and Communications, CountyStat, and the proposed Office of the Inspector General. The committee decided to establish three subcommittees that would review assigned county agencies and formulate recommendations based on their findings.

The detailed assessment of each agency was facilitated by determining its strengths, weaknesses, opportunities, and threats (SWOT Analysis). The findings and conclusions of the SARC established the general and final framework for the primary recommendations presented. It was a very difficult task to narrow down the list of many concerns and recommendations formulated by the committee.

It is important to note while several county agencies submitted Transition Reports, the reports often contained incomplete and inconsistent information and data. Therefore, it was essential for the SARC to request additional information and conduct many interviews with county staff. Employees were asked to clarify and elaborate on statistical and narrative information contained in the reports or requested by the SARC. In most cases we found staff to be cooperative and responsive based on their knowledge and understanding of the issues. Unfortunately, despite several requests some information was not supplied or available according to staff. However, the SARC has used the information and data received to compile recommendations designed to enhance the performance and operation of the County government. Implementation of the recommendations presents the opportunity for short, medium, and long range cost efficient changes to the structure, staffing, policy and procedures currently in place.

Overview of Recommendations:

Office of Information Technology and Communications:

1. Develop a real time data sharing program in the form of CountyStat & a 311 call and information center.
2. Build a new web portal (website) to allow the public to access county services and information online.
3. Aid each agency in developing a roadmap for the proper assessment, consolidation, acquisition, security, and testing of information and communications systems and applications.

Office of Law:

1. Conduct periodic briefings.
2. Bolster the case management process.
3. Review all outside counsel contracts and assess in-house expertise.
4. Consider ways to make the worker's compensation and third-party liability claims process more efficient.

5. Enhance ethical standards for all County Employees.
6. Examine the need for and proper structure of an Office of Inspector General.

Office Human Resource Management:

1. Conduct a staffing assessment of the Office of Human Resource Management, to reconcile current staff levels and skill sets with the overall agency mission.

Office of Central Services:

1. Work with the Office of the County Executive and other stakeholders to improve the efficiency and effectiveness of the Administrative Review Committee review process.
2. Establish a Prince George's County Government Contract Local Small Business Initiative.
3. Establish and implement a vehicle replacement program for all County owned vehicles.
4. Create a Facilities Master Plan that reduces the reliance on leased space and produces costs savings for the County, with the goal of eventually consolidating employees in a transit-oriented, environmentally friendly space commensurate with the organizational functions of the Prince George's County government.

The Office of Information Technology & Communications (OITC)

GENERAL OVERVIEW

The Office of Information Technology and Communications (OITC) is the primary provider of technology planning, support, communications, and critical services for Prince George's County Government. OITC consists of 77 staff members and has a budget of \$25.3 million. The assessment that follows is based upon interviews with management and staff, and reviews of various documents over the course of three months.

STRENGTHS

The agency has a tremendous amount of institutional knowledge and commitment within its ranks. OITC staff is considered to be responsive by other agencies for "help desk" service needs. The staff is knowledgeable of many best practices in the field and has taken steps to procure and/or implement appropriate technology toward this end. For example, there is a 311-style e-ticket system that is being piloted in some agencies. The agency has the capacity for GIS mapping -- a critical tool for a successful CountyStat accountability system. The agency also provides support to the Police Department for their data management and performance management systems. Regarding communications, the website format is consistent across agencies and there is a strong relationship with CTV, providing potential for public engagement and education. The agency has also received recognition for its work on interoperability with other jurisdictions in the region. It has a strategic plan that identifies worthwhile and achievable goals. It has maintained the system in a manner that is largely operational for the basic daily functioning of the government.

WEAKNESSES

We have observed weaknesses and correspondingly suggest reforms in the following areas:

Budget: Long-term planning and budgeting for cutting edge technology and security could be stronger.

Management: There are only two layers of management at OITC: a single Executive and a broad Mid-Level Management layer. This type of structure is not a standard best practice because it can lead to a single point of failure in the chain of command structure. It also lessens the ability to effectively provide both strategic direction (planning, budgeting, new program implementation) and management (services, support), two very different leadership functions that when not executed properly can undermine teamwork and inhibit mission effectiveness. There are several notable deficiencies in strategic direction, policies, procedures and project management.¹

Public Engagement, Transparency and Performance Accountability (CountyStat and 311): The performance management programs identified by OITC lack regular (ideally "real time") reporting, fast access to agency data, rigorous analysis, problem-solving management sessions, and the level of detail, disclosure and transparency characteristic of such systems. With regard to a "311" call center system, promising steps have been taken but a true system has not been developed. A 311 system in the form of an "e-ticket" case tracking system is currently being piloted with the Department of Environmental Resources and the Department of Public Works & Transportation but the pilot lacks a plan for wider implementation. OITC is sorely underutilized in promoting public engagement. The website is not interactive, GIS mapping is largely inaccessible, and contact information for county personnel and services is often difficult to find. Video communications are inaccessible. There is little or no website content from many agencies.

Support Services: Currently, OITC provides critical services for the county such as: e-mail services, network connectivity, Internet access, and support of the mainframe systems (i.e. payroll-budget, HR, and procurement). Although these are essential, there is a gap in servicing each agency's needs as it relates to architecture assurance, program management, technology consultation, document management and training. We observed various software programs that would greatly improve efficiency and security, but are not fully implemented because staff is not trained on the programs or the software programs are not updated to meet current needs.

Infrastructure: Currently OITC has limited capabilities as it relates to its infrastructure (i.e. data center, networks, application and systems). Not only is its infrastructure aging, but it does not

¹ We observed evidence of this in several ways: Although a strategic document exists, strategic goals were not easily articulated by management. Although informal collaboration takes place there was little sense of integration among departments and units toward common goals. Key systems shared across all county departments, such as the website, document management, stat sharing, e-commerce and e-ticketing, were largely top-down, as end-users (front line employees, public, etc.) were not included in the planning or design. Moreover, we observed deficiencies implementing projects and programs, often stemming from unclear policies, procedures, and guidelines. Few of the current applications or systems are adequately tested prior to deployment, and questions have arisen about the quality of written policies concerning tracking systems, storage, networks and applications. Significantly, the county is behind on implementing an Enterprise Resource Planning system (ERP is a comprehensive and integrated data sharing system that improves information sharing) from the current mainframe environment.

employ an adequate architecture and robustness to be able to sustain the current system properly or future growth. Network connectivity within the county Information Technology (IT) domain is limited, preventing data sharing and transparency among agencies. Agency IT departments often act independently of OITC, missing opportunities for expense and expertise sharing. Document management, such as file, print and scan services, is problematic and inadequate to support users, and creates inefficiencies at the staff level.

OPPORTUNITIES

Budget: A robust array of IT systems to save the county time and money can be achieved by reconsidering IT budgeting with more emphasis on long-term capital expenditures for both hardware and appropriate software. Investments in large-scale hardware (relatively rare) are often considered capital expenses, however new software systems often are considered operating expenses. The need to rethink this division is evident given the ever-increasing role of IT software systems in replacing and/or limiting the need for physical space, transport and travel, and machinery.

Management: The current technology resources could be more effectively aligned with the areas of service. The staffs' effectiveness (both in OITC and in the agencies) could be boosted by the development and articulation of a clearly defined and actionable countywide OITC mission and strategy with direction from above, and input and co-ownership from the agencies.

Public Engagement, Transparency and Performance Accountability (CountyStat and 311): A real-time data management system should be put in place where county information can be accessed via the web. A sophisticated system may take a year or more to develop and install, but a simple system can be launched in a period of months by using off-the-shelf spreadsheet programs with reporting by agencies each month.

Support Services: The services portfolio could be expanded utilizing the current IT resources and the certification and accreditation resources of Prince George's Community College.

Infrastructure: A basic "311" system with ticketing and case tracking is currently being piloted in two agencies. This pilot could be expanded in its current location and with other agencies to form the basis for a more robust "311" system. The ERP system under consideration would benefit from greater input from end users.

THREATS

Threats take the form of avoidable liabilities and potential exposures. From system hacking, to unaccountable agency performance, to wholesale data and document loss, these risks are very real but preventable with teamwork, strategic planning and measurable implementation.

RECOMMENDATION 1: IMPLEMENT REAL-TIME DATA SHARING (COUNTY STAT AND 311)

Goals:

Develop a means of sharing critical data countywide in real time and making that data available for the County Executive, agencies, staff and the public.

Recommendation:

Develop a real time data sharing program in the form of CountyStat & a 311 call and information center.

Recommendation Steps:

- A. CountyStat** – Develop a data driven performance management system for County government. This includes an executive information “dashboard” that can be accessed (as appropriate) by staff and the public. This dashboard will provide critical statistics, information, trends and projections as to the status, health, and progress of the various programs and agency initiatives. It will serve as a tool to allow for monitoring, adherence and accountability of responsible parties for their respective areas.
 - a. Other components include:
 - i. A committee of key stakeholders to craft performance measures to assess agencies and initiatives.
 - ii. Develop backend databases to gather and deliver data to dashboard.
 - iii. Hold regular departmental and issue-driven meetings with agency leaders to discuss performance data.
 - iv. Encourage interagency collaboration through other stat sessions to solve common problems (overtime, permitting, etc.)

- B. 311 Call Center** – manage the request of all non-emergency requests from the public.
 - a. Allow the public to both call in and/or submit their request online.
 - b. Implement case tracking for requests.
 - c. Make data from requests available via the County Stat dashboard for county officials and public.

- C.** In addition to these two areas, this new program will also provide data sharing for:
 - a. Public Safety
 - b. 911 Call Center Traffic
 - c. Financial Reporting
 - d. Economic Development
 - e. Education by establishing a program of interconnecting data, systems, and resources
 - f. And allow the management and monitoring of assets and efforts to be reflected through a common operating platform.

Time Frame: Commence within 6 – 9 months

RECOMMENDATION 2: IMPLEMENT A PUBLIC WEB PORTAL WITH MOBILE APPLICATIONS

Goals:

Allow for better accessibility and delivery of information, services and statistics to the public. Generate revenue and reduce operating costs by lessening the need for the public to frequent county facilities for services or information that could otherwise be made available online.

Recommendation:

Build a new web portal (website) to allow the public to access county services and complete transactions (including payment) online.

Recommendation Steps:

- A. Target the most in-demand services and information that can be placed online with the least difficulty.
- B. Target services that generate revenue. The public is more likely to actually pay for services or fines when it is easy to do so, such as tickets, permits, and licenses.
- C. Charge the public a nominal fee for access to online information such as police reports.
- D. Implement an application for the public to access the portal's services via mobile device.

Time Frame:

Commence within 6 – 9 months

RECOMMENDATION 3: ENSURE *INFRASTRUCTURE AND OPERATIONAL EXCELLENCE*

Goals:

- A. Improve the reliability, accuracy, security and accountability of information and communications systems and data.
- B. Reduce the county's risk of exposure from misuse and potential attacks

Recommendation:

Aid each agency in developing a roadmap for the proper assessment, consolidation, acquisition, security, and testing of information and communications systems and applications.

Recommendation Steps:

- A. Focus on key areas as determined by the administration to be deficient.
- B. Conduct a complete and thorough inventory, assessment and readiness evaluation of the county's systems and applications, both legacy and current. Retire systems that do not sufficiently meet sustainability, reliability, security, and scalability requirements.
- C. Create a county-wide, standardized systems acquisition and testing policy. Testing should have technical, managerial and financial independence and thus should not be under the

control of the developer, individual agency, or vendor and instead controlled by a centralized entity such as OITC or an independent contractor.

- D.** Implement proper security protocols and systems for all county government systems and information.
- E.** Consolidate county government systems, applications and information repositories.

Time Frame:

Twelve – 24 months for preliminary stages or longer depending on the condition and state of existing infrastructure and compliance with global standards and business needs.

OFFICE OF CENTRAL SERVICES

GENERAL OVERVIEW

The Prince George's County Office of Central Services (OCS) is comprised of the director's office and six divisions. This assessment will address the primary and critical aspects and issues discovered and evaluated by the SAR Committee. The assessment takes into account the department's 2010 Transition Report submitted to the Transition Team, special reports requested by the SAR Committee, verbal responses from the department's management staff including the director, deputy director and division heads.

OCS has an approved FY 2011 budget of \$34,979,000.00. This total includes multiple funds including the General Fund, Internal Service Fund 43, Special Revenue Funds 47 & 48, and Capitol Projects Fund 35. Approved and funded positions totaled 246 for FY 2011.

STRENGTHS & ACCOMPLISHMENTS

The SAR Committee found most divisions identified several areas of performance that met or exceeded what could be considered minimum requirements or mandates established by law, regulations, or policy.

- Based on reports submitted, the OCS has met or exceeded the contract award requirements of the county's Minority Business program since its commencement.
- Fleet Division named one of the 100 Best Public Sector Fleets in North America. Their high percentage of certified technicians is commendable.
- Implemented several cost-saving programs in the print and copy areas that led to significant cost-saving while additionally supporting the county's efforts towards green initiatives.
- Implemented the Energy Performance Management Project which installed energy management systems in 10 county-owned facilities. Included installation of automatic water fixtures; light occupancy sensors; lamp replacements and awareness training.

- Supervised the construction and completion of several major construction projects including the New Animal Shelter, North View, Brandywine and St. Joseph's Fire Stations, South Bowie Library, and two new Corrections' Housing Units.

WEAKNESSES & SHORTCOMINGS

- OCS employs minimal use of technology in performing basic tasks and operations such as: bidding and contract award process, document tracking, records management, inventory control, preventive maintenance, and quality control. Manual records are used to collect and store critical data and information. Existing technology equipment and programs are antiquated and/or non-performing.
- OCS generally lacked specific performance standards and objectives that would typically be expected of a similar sized organization.
- Staffing levels in critical areas have been decreased causing significant underperformance in essential tasks such as building & facility maintenance, vehicle repair, contract administration and compliance, and air quality control. This has resulted in several shortcomings that could present potential liabilities to the county.
- While key service divisions of OCS were critically short of staff needed to perform adequately, the Office of the Director has been the recipient of several individuals charged to the department's budget. However, the individuals are not reporting to or performing tasks/services usually performed by or within the department. While staff reductions may have been necessary to meet budget shortages the implementation of such reductions lacked focus and any strategic aim.
- In general staff morale was cautious at best. It was clear to the committee that there are many qualified and willing employees who are committed and performing well in the positions. However, several managers and division heads seemed to be disengaged and minimally responsive to questions presented by the committee.
- There appeared to be a poor and dysfunctional relationship between the Minority Business Development Division and the Contracts & Procurement Division. In addition, the members of the Minority Business Opportunities Commission (MBOC) are not meeting, nor appear to be functioning in accordance with established statutes and regulations. The primary responsibilities of the MBOC appear to have been relegated to the Director of the department, relinquishing the premise and intent of the Minority Business Program.
- Over 34% of the county's current fleet of vehicles is significantly beyond the established replacement criteria. Such vehicles include those operated by Police and Fire Officials, inspectors and others. Full implementation of the Vehicle Replacement Program has not been adhered to for the 5th consecutive fiscal year.

OPPORTUNITIES FOR REFORM & IMPLEMENTATION OF BAKER OBJECTIVES

The SAR Committee recommendations address many of the shortcoming and weaknesses of the department identified above and the associated opportunities for reform & implementation of Baker objectives.

THREATS

- The continued use of over-aged vehicles.
- The lack of preventive maintenance and slow responses to maintenance requests and orders accelerate the deterioration of buildings, building systems, and other physical assets of the county.
- The performance and structure of the Administrative Review Committee (ARC) should be evaluated to assure the process is efficient and does not create to any unnecessary delay.

RECOMMENDATION 1: ESTABLISH A LOCAL PRINCE GEORGE'S COUNTY GOVERNMENT CONTRACT INITIATIVE

Goal:

Increase the number of County-based businesses doing business with Prince George's County Government as a way of enhancing tax revenue to county coffers, creating job opportunities for residents and increasing access to County contracts by small and disadvantaged businesses.

Recommendation:

Consistent with applicable law, establish a small and/or disadvantaged business initiative which prioritizes contracting with local County business entities. The Office of Law must be consulted in the development of this initiative.

RECOMMENDATION 2: IMPROVE THE EFFICIENCY AND EFFECTIVENESS OF THE ADMINISTRATIVE REVIEW COMMITTEE PROCESS FOR CONTRACTS

Goal:

Review the ARC process to assure the quality and timely preparation of contracts that bind the County.

Recommendation:

OCS should work with the Office of the County Executive and other stakeholders to develop an ARC process that is responsive to the needs of all participants.

RECOMMENDATION 3: ESTABLISH AND IMPLEMENT A VEHICLE REPLACEMENT PROGRAM FOR ALL COUNTY- OWNED VEHICLES

Goal:

Establish and implement a vehicle replacement program for all County-owned vehicles.

Recommendation

The Director of the Office of Central Services should provide direction to the program with oversight from the Chief Administrative Officer or appropriate Deputy CAO and involvement of the Office of Management and Budget.

RECOMMENDATION 4: CONDUCT AN ASSESSMENT OF ALL COUNTY-OWNED AND LEASED PROPERTIES AS PART OF A FACILITIES MASTER PLAN WITH A GOAL OF EVENTUALLY CONSOLIDATING EMPLOYEES IN A TRANSIT-ORIENTED, ENVIRONMENTALLY-FRIENDLY GOVERNMENT COMPLEX**Goal:**

Create a Facilities Master Plan that reduces the reliance on leased space and produces cost-savings for the County, with the goal of eventually consolidating employees in a transit oriented, environmentally friendly space commensurate with the organizational functions of the Prince George's County government

Recommendation:

The county should conduct a comprehensive analysis of its current inventory of properties, land, buildings and leases and create a facilities master plan that will assist the County in identifying current, short- and long-term needs and opportunities.

OFFICE OF HUMAN RESOURCE MANAGEMENT

GENERAL OVERVIEW

The Prince George's County Office of Human Resource Management (OHRM) is comprised of six divisions: The Administrative Division, Employment Services Division, Labor Relations/Fiscal Management Division, Performance Management Division, Pensions & Investments Division, and Health Benefits Division. All function and operate under the OHRM Director.

The primary responsibilities of OHRM include the development, management, and administration of the county's personnel policies and services. Support services in the areas of examination, recruitment, and screening are critical services for the county's public service agencies such as the Police, Fire, and Corrections departments. OHRM has an FY 2011 approved budget of \$5,662,900.00, and has an approved level of 71 full-time positions. The department interacts with the Wage Determination Board and the Public Employees Relations Board.

STRENGTHS & ACCOMPLISHMENTS

- The Transition Report submitted by the department indicated multiple accomplishments and industry awards received by the department. However, upon detailed analysis of the stated accomplishments, the SAR Committee found that most of the stated accomplishments were minimally required services and could not be classified as exceeding any predetermined goals or objectives. The following are notable accomplishments of the department achieved during FY 2011.

- Established a Health Wellness and Recreation Advisory Council designed to assist the County in promoting its existing Health Wellness and Recreation Program
- Developed Personnel Procedures creating a Substance Abuse Testing Program for Paratransit employees
- Implemented cost-saving changes to the health benefits program that will result in an approximate saving of \$3.3 million.

WEAKNESSES & SHORTCOMINGS

- OHRM's current organizational structure includes a director, two deputy directors, six division heads, and several other mid-upper management level positions. The structure appears to negatively impact the department's ability to design, implement, and evaluate critical initiatives.
- Several critical functions of the department, including budget & finance management, are placed in divisions unrelated to the task. This has caused incoherent and inefficient performance.
- There are limited resources, including funding, to maintain the basic requirements for the recruitment and training of county employees.
- OHRM must update the policy and procedures governing the recruitment and hiring of the County's Police, Fire, Homeland Security, Sheriff, and Corrections departments. By working in conjunction with the public service agencies, the OHRM can better ensure that the highest quality candidates are recruited and hired in critical areas of the government.
- The current use of automation and technology is minimal and often ineffective. The tracking of applicant files, purchasing, maintaining and storing employee files, performance and evaluation tracking are all done manually. OHRM should discontinue the use of outdated software and systems such as Sigma, and fully implement the use of NEOGOV. The use and operations of multiple systems is ineffective and inefficient.
- The current members of the Public Employees Relations Board have served since their initial appointments in the 1980s. In addition, members of the Wage Determination Board continue to serve at least three years beyond their initial appointments.
- The current Personnel Rules and Regulations has not been recently reviewed or modified.
- The OHRM has not settled eight outstanding Public Safety/Civilian collective bargaining agreements for FY 2010 and FY 2011. In addition, the FY 2012 negotiation and settlement process is significantly behind. Appointment of a Chief Labor Negotiator has not taken place -- contributing to the critical issue.

OPPORTUNITIES FOR REFORM & IMPLEMENTATION OF BAKER OBJECTIVES

The SAR Committee recommendations address many of the shortcoming and weaknesses of the department identified above and the associated opportunities for reform and implementation of the Baker objectives.

THREATS

- The OHRM must complete the negotiations and settle the outstanding labor agreements.
- Modifications to the procedures governing the recruitment, testing, background investigation, and examination of candidates for employment (with emphasis on the Public Safety Staff) is required.
- The absence of a fully automated tracking system that monitors the hiring, promotion, transferring and other personnel actions taken, increases the opportunity for individuals to circumvent the process.
- The lack of automation and critical use of technology increases the risk of losing critical records and documents related to the employment and personnel status of employees and certain contractors.
- Recent and increasing budget cuts of funds allotted for pre-employment check of applicants diminishes the department's ability to ensure that fully qualified applicants are hired.

FINDINGS RELEVANT TO EFFICIENT AND EFFECTIVE SERVICE DELIVERY, AND ECONOMIC DEVELOPMENT

The potential for cost savings fostered through the policy, structural, and procedural changes recommended will contribute to the economic viability and growth of the county by way of internal cost-saving. While the recommendations may require initial capital investments, the proposed return of investment should be seen immediately in many areas. Allowing the full implementation and infusion of technology will not just enhance accountability, but allow the county to better measure productivity and overall performance. However, there are several recommendations that we believe will have a clear and direct impact on the economic development potential of the county.

- The recommended reorganization OHRM's management structure and team could present significant savings and increase the overall effectiveness and quality of services.
- The department's enhanced efforts to recruit county residents could further have a positive impact on the county's overall employment base.

RECOMMENDATION 1: CONDUCT A STAFFING ASSESSMENT OF THE OFFICE OF HUMAN RESOURCE MANAGEMENT

Goal:

Ensure that OHRM has the appropriate structure, staffing and employees with the appropriate skill sets to direct the recruitment, hiring, development and retention of the County's workforce.

Recommendation:

Conduct an assessment of the staffing levels and skill sets of OHRM employees. Reconcile current staff levels and skill sets against the overall agency mission and objectives.

RECOMMENDATION 2: REVIEW AND, AS NECESSARY, UPDATE THE POLICIES AND PROCEDURES GOVERNING THE RECRUITMENT AND HIRING OF THE COUNTY'S EMPLOYEES, PARTICULARLY PUBLIC SAFETY EMPLOYEES.

Goal: Recruit, hire and retain highly qualified employees.

Recommendation:

1. Work with the public service agencies, to develop processes that ensure that the highest quality candidates are recruited and hired.
2. Work with OITC to develop better systems for the tracking and maintenance of all applications and personnel files.
3. Review the pre-employment background check process and tools.

RECOMMENDATION 3: RESOLVE THE OUTSTANDING LABOR AGREEMENTS

Goal: Remove the uncertainty to the County and affected employees as a result of the unresolved labor agreements.

Recommendation:

Appoint a chief labor negotiator and make the resolution of the labor agreements a priority.

OFFICE OF LAW AND OFFICE OF THE INSPECTOR GENERAL

GENERAL OVERVIEW:

The Office of Law is responsible for enforcing the civil laws of the County, defending the County and its agencies, officials and employees against law suits in both Federal and State Court and providing legal services and advice to the County government and its agencies who have matters requiring legal review. The office is also responsible for drafting legislation, drafting and reviewing County business transactions and handling Ethics matters.

STRENGTHS

The persons that the Committee met and spoke with, including the County Attorney, were sincere and dedicated to representing the legal interests of the County. Further, they were receptive to recommendations for improving the operation and efficiency of the office.

WEAKNESSES

There are several weaknesses identified by the Committee that affect the quality of work in the Office of Law for Prince George's County. The Office of Law needs to be reorganized to better utilize the current staff. Consideration should be given to recruiting and retaining qualified attorneys with sufficient background and experience to handle both State and Federal matters. We could not identify sufficient on-going training to enhance the skills and professionalism of the current staff. Moreover, there has not been an enforcement of a Code of Conduct or mandatory ethics training for county employees. Finally, investment in technology should be seriously considered in order to enhance the performance and overall quality of work in the Office of Law.

We observed that there is no mechanism in place to review the Conflict of Interest statements submitted to the Board of Ethics. Additionally, the Board of Ethics does not appear to be active and consideration should be given to bringing in a new Board of Ethics that will be active in fulfilling its obligations and carrying out its duties as outlined in the charter. Although the Board of Ethics is a separate body from the Office of Law because of the integral relationship between the two organizations we have made comments herein.

OPPORTUNITIES

There is an opportunity to recreate and improve the interaction between the Office of the County Executive and the Office of Law and the quality of service provided by the Office of Law and outside counsel. There is also an opportunity to improve the knowledge of all County employees regarding the ethical requirements of being a public servant.

THREATS

One major threat is the apparent lack of review and follow-through by the Board of Ethics for Conflict of Interest Submissions. There should be processes and procedures in place to review and follow-up on every submission and additional processes and procedures to ensure that every person required to submit the form does so in a timely fashion. The lack of ethics training for staff increases the possibility that violations will occur because of a lack of knowledge.

RECOMMENDATION 1: COUNTY ATTORNEY BRIEFING WITH COUNTY EXECUTIVE OR HIS DESIGNEE

Goal:

Assure that the administration is fully informed of all major litigation and other issues that may lead to major litigation.

Recommendation:

County Attorney should brief the County Executive or his designee on all major litigation and other issues that may lead to major litigation. This briefing should be repeated on a regular basis.

Timeframe:

Briefing should occur within 30 days of report submission.

RECOMMENDATION 2: STAFFING ASSESSMENT OF THE OFFICE OF LAW

Goal:

To ensure that the Office of Law has the capacity to fulfill all of its duties.

Recommendations:

Conduct an assessment of expertise of current staff and create a reorganization plan to include retention and recruitment of new staff to meet office demands.

Timeframe:

Immediate

RECOMMENDATION 3: AUGMENT THE CASE MANAGEMENT AND REVIEW PROCESS IN THE OFFICE OF LAW

Goal:

To keep the Chief Administrative Officer and the County Executive fully educated as to all files, and to keep the Office of Law responsive on behalf of the citizens of the County in an efficient, streamlined, and best practices mode of operation.

Recommendation:

- A.** Review and modify, if necessary, the case management and review process for the Office of Law to assure that all matters (transactional and litigation) are appropriately staffed and managed. This will involve ensuring the Deputy County Attorney positions are filled with highly qualified attorneys and may require a reorganization of the office.
- B.** The County Attorney should meet with the Chief Administrative Officer on a regular basis to review and determine whether the continued pursuit or defense of active litigation matters is still consistent with County policy and strategic goals.

C. The County Attorney or his/her designee should assure:

1. All cases are active and have been reviewed for resolution, whether by arbitration, mediation, or settlement; and otherwise,
2. The county has the expertise to evaluate the value of potential exposure versus the benefits of potential resolution, and
3. If decision is made to proceed to trial, that the county has proper expertise and resources to proceed in a timely manner, and the county is responding appropriately to opposing counsel or court orders

Timeframe:

- A. Case management and organizational review within 60-90 days
- B. County Attorney and Chief Administrative Officer should meet on a regular basis, but no less than quarterly. New matters should be assessed within 30 days of service.

RECOMMENDATION 4: REVIEW ALL OUTSIDE COUNSEL CONTRACTS AND ASSESS IN-HOUSE EXPERTISE AND MANPOWER TO DETERMINE WHAT OUTSIDE LEGAL SERVICES CONTRACTS SHOULD BE CONTINUED AND WHICH SHOULD BE HANDLED IN-HOUSE.

Goal:

Develop an appropriate balance between the need to contain costs for the County and the need for excellent legal representation.

Recommendation:

- A. Review all outside counsel contracts and assess in-house expertise and manpower to determine what outside legal services contracts can be handled in-house and which services should remain with outside counsel.
- B. Assess relationship between Office of Risk Management and determine how best to utilize risk management resources in pre-litigation and litigation matters.

Timeframe:

30-60 days.

RECOMMENDATION 5: REVIEW THE STRUCTURAL PROCESS AND PROCEDURE FOR HANDLING WORKERS COMPENSATION AND THIRD- PARTY LIABILITY CLAIMS

Goal:

To improve the efficiency of the handling and resolution of workers compensation and third-party liability claims.

Recommendation:

Review and, if necessary, modify the structural process and procedure for handling workers compensation and third-party liability claims to effectively manage the costs of claims and litigation, including the costs of any settlements or awards.

Recommendation Steps:

- A.** Consider providing the third-party adjusters authority up to \$20,000.
- B.** Consider providing the workers' compensation adjusters authority to settle up to \$10, 000 and to stipulate up to 49 percent.
- C.** As part of Recommendation 4, evaluate what worker's compensation or claims work should remain in-house and what work should be sent to outside counsel.
- D.** Review, revise and enforce safety programs and awareness campaigns to decrease the number of workers' compensation and third-party claims. All employees should understand that part of their responsibility is to maintain a safe environment for themselves, other County employees and the public.
- E.** Require public safety officers, before working secondary employment, to file with their supervisor a Certificate of Workers Compensation coverage by said secondary employer.

Timeframe:

60-90 days

RECOMMENDATION 6: ENHANCE ETHICAL STANDARDS FOR ALL COUNTY EMPLOYEES TO ACHIEVE ACCOUNTABILITY AND TRANSPARENCY IN COUNTY GOVERNMENT

Goal:

To achieve accountability for county employees and transparency in Prince George's County Government.

Recommendation:

Enhance the knowledge of ethics and ethical standards for all county employees and amend the county code as necessary to strengthen the Board of Ethics.

Recommendation Steps:

- A.** Require all county employees to attend ethics training upon hire and within the current fiscal year for all current employees and every two years thereafter. Require all employees to sign the Code of Ethics certifying that they have read and reviewed the Code of Ethics and attended mandatory ethics training.
- B.** Lobbying Activities: Consider adopting state ethical standards and procedures for Lobbyist Activities in county government.
- C.** Board of Ethics:
 - 1. Re-engage and strengthen the Board of Ethics to give it the ability to enforce rules regarding the reporting of gifts and other financial interests. This might require amendment of the County Code.

2. Consider additional staffing that can accommodate schedules of Board Members to hold hearings and conduct business. Explore benefits of hiring outside independent counsel for The Board Ethics.
3. On June 17, 2005, proposed legislation to revise the Code of Ethics was transmitted by the Office of Legislative Affairs, to include authorizing the Board of Ethics to issue subpoenas and take sworn testimony at hearings. To date no action has been taken by the County Council on the proposed legislation.
4. Create an online filing process for financial disclosures by County employees which would allow the comparison of financial filings with current persons and entities doing business with the County in order to ensure ethical compliance.

RECOMMENDATION 7: COMPLETE THE ANALYSIS BEGUN BY THE TASK FORCE TO DETERMINE THE NEED AND SCOPE OF AN OFFICE OF INSPECTOR GENERAL.

Since the Administration has created a task force to examine the issue of an Office of Inspector General we will defer to that task force regarding any recommendations. However, we support the work that is being done and stand ready to assist in any manner as desired by the Administration.