

**City of College Park 2015–2020 Strategic Plan
Action Plan
June 26, 2015**

Action Item	Key Steps	Estimated Completion Date	Additional Resources Required (staff, consultants, funding)	First Responsibility
<p>GOAL 1: One College Park</p> <p>The City of College Park and its residents, the University of Maryland (UMD) and its students, faculty and staff, and all stakeholders are connected to the community and work together for the best interest of College Park. All stakeholders are actively engaged in achieving our vision. The City actively supports opportunities for members of diverse cultural groups, residents from different neighborhoods, and students to have positive interactions with each other and their City government. All College Park residents feel connected to the City in addition to their neighborhood. People who work in the City, including University staff, federal employees, and students, feel connected to the City. College Park is a place where empathy and respect of diverse groups provide greater understanding and community strength. The City leverages the rich talent and skill in the community, including the non-profit sector. The City allocates sufficient staff resources for community engagement to create appealing opportunities for engagement that generate significant involvement in City-sponsored or co-sponsored community, social, and cultural events and public meetings. The City utilizes tools effectively to engage with and receive feedback from a broad range of residents.</p>				
<p>Goal 1a</p>				
<p>Increase positive interactions among neighbors, including long-term residents and UMD students, faculty, and staff</p>	<ul style="list-style-type: none"> • Develop a “Neighbors helping Neighbors” program • Promote the existing UM shuttle that is free for resident • Promote the UMD Golden Identification Program for Seniors (reduced tuition) • Build on existing community events such as Maryland Day, College Park Day, and National Night Out, and promote City and UMD events and community-engagement activities • Develop new position description (Community Engagement, Communications, TBD) and fill the position 	<p>June 2016</p> <p>On-going</p> <p>On-going</p> <p>TBD</p> <p>March 2016</p>	<p>Funding for a new position</p>	<p>New Position (Community Engagement, Events Coordinator, Communications Specialist—title and specific role TBD)</p> <p>City Manager</p> <p>Director of Public Services (PS)</p> <p>Director of Youth and Family Services (YFS)</p> <p>Director of Human Resources (HR)</p>
<p>Goal 1b</p>				
<p>Promote cooperation among neighborhoods and the City as a whole</p>	<ul style="list-style-type: none"> • Identify effective models and activities to strengthen and support citywide community building • Identify and install equipment needed to hold Council meetings and/or other public meetings occasionally at Davis Hall • Promote existing events and communicate the success of the events via web, Constant Contact, etc • Partner with local organizations to sponsor additional community events 	<p>December 2015</p> <p>March 2016</p> <p>On-going</p> <p>TBD</p>		<p>LEAD: City Manager</p> <p>SUPPORT: Director of YFS and IT Manager. Responsibility could transition to a newly created position to strengthen community engagement.</p>

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Goal 1c				
Facilitate a range of quality housing options that respect neighborhoods	<ul style="list-style-type: none"> • Evaluate recommendations from the Neighborhood Quality of Life Committee and implement feasible actions • Integrate the recommendations from the NQoL with the City Housing Plan 	<p>December 2015</p> <p>June 2016</p>		<p>LEAD: Director of Public Services SUPPORT: Director of Planning</p>
Goal 1d				
Increase owner-occupancy of the existing single-family homes	<ul style="list-style-type: none"> • Evaluate Neighborhood Quality of Life Committee recommendations • Integrate certain recommendations with City Housing Plan • Consider expanding eligibility criteria for homeownership program • Work with UMD and with CPCUP to support programs that help UMD faculty and staff become City homeowners 	<p>December 2015</p> <p>December 2015</p> <p>March 2016</p> <p>On-going</p>	<p>Council action if homeownership program is amended</p>	<p>LEAD: Director of Planning SUPPORT: Director of Public Services</p>
Goal 1e				
Research and implement measures that allow residents to age in place	<ul style="list-style-type: none"> • Evaluate recommendations from the Aging in Place Taskforce and integrate with the City’s Housing Plan • Identify and promote existing programs for homeowners to fund safety or other improvements to accommodate housing needs for seniors • Work with developers to prioritize the provision of intergenerational day care center, assisted living, and retirement housing 	<p>December 2015</p> <p>On-going</p> <p>On-going</p>		<p>LEAD: Director of YFS</p> <p>LEAD: Aging in Place Taskforce</p> <p>LEAD: Economic Dev. Coordinator</p>

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Goal 1f				
1. Develop communications and community engagement plans that will significantly improve the City's impact and capacity in these areas	<ul style="list-style-type: none"> • Create and fill a communications / community engagement position with an emphasis on expanding the use of social media • Consult with local experts, UMD, and CPCUP as needed 	<p>March 2016</p> <p>On-going</p>	<p>Funding for the new position</p>	<p>LEAD: City Manager</p> <p>SUPPORT: New position</p>
2. Develop a marketing plan for the City	<ul style="list-style-type: none"> • Budget funds for a “Smart Place to Live” campaign • Implement joint marketing with UMD Visitors Center and PGC Conference and Visitors Bureau 	<p>May 2016</p>	<p>Funding for a marketing plan \$25,000 - \$50,000</p>	<p>LEAD: Director of Planning</p> <p>SUPPORT: Economic Development Coordinator and New Communications position</p>

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<p>GOAL 2: Environmental Sustainability</p> <p>The City is a leader in the protection and restoration of natural resources and the implementation of energy efficiency and renewable energy programs, technologies, and plans. The City reduces its impact on the environment through collaboration, research, and the adoption of best practices to incentivize reduced energy usage. The City has well-managed and attractive natural resources, such as parks, trails, and outdoor recreation areas. The City supports new development that is sensitive to environmental issues and that strives to limit impacts on the environment.</p>				
<p>Goal 2a</p>				
<p>Execute the permaculture plan in partnership with residents and organizations</p>	<p><i>Council-approved pilot plan for permaculture planting along Trolley Trail in Berwyn. Plan is designed in 5 phases. CBE coordinating volunteer maintenance to establish maintenance activity days</i></p> <ul style="list-style-type: none"> • Evaluate Phase 1 of the permaculture plan • Assuming favorable evaluation, install subsequent phases annually 	<p>October 2015 May 2016 Phase 2</p> <p>May 2017 Phase 3 May 2018 Phase 4 May 2019 Phase 5</p>	<p>\$5,000 - \$10,000 for each phase, plus on-going maintenance</p>	<p>LEAD: Community Development Coordinator SUPPORT: Deputy Director of Public Works/City Horticulturist; Committee for a Better Environment; Tree and Landscape Board.</p>
<p>Goal 2b</p>				
<p>Additional: Develop a plan for community gardens in partnership with residents and organizations</p>	<p><i>Council-approved implementation of a community garden site on City property that was under-utilized. Member-run with staff administrative oversight.</i></p> <ul style="list-style-type: none"> • Assemble garden membership & implement garden plots • Evaluate first year operations • Propose & implement additional sites as needed 	<p>On-going</p> <p>December 2015</p> <p>February 2016 decision on new sites</p>	<p>Possible CIP funding for new gardens and/or water source for existing garden \$5,000 to \$15,000</p>	<p>LEAD: Community Development Coordinator SUPPORT: Gardeners at site; Committee for a Better Environment; Tree and Landscape Board; Dep. Director of Public Works/City Horticulturist</p>

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Goal 2c				
Adopt a City Operations Sustainability Plan	<p><i>Council has adopted goals to reduce energy consumption and goal to increase renewable energy generation. Staff Committee has been established and is finalizing draft City Operations Plan for review by City Manager, Joe Nagro</i></p> <ul style="list-style-type: none"> • Present plan/policy for council adoption • Evaluate and carry out best strategies for implementation • Review, evaluate and implement energy audit data recommendations • Identify suitable sites for renewable energy generation • Explore partnerships with utility providers 	<p>September 2015</p> <p>November 2015</p> <p>On-going</p> <p>On-going</p> <p>March 2016</p>	<p>Possible CIP funding for installation of solar panels; other funding for communication and marketing</p>	<p>LEAD: Assistant City Manager SUPPORT: Sustainable Ops Task Force; Community Development Coordinator; Dep. Director of Public Works/City Horticulturist; Community Development Coordinator; Sustainable Ops Task Force</p>
Goal 2d				
Develop a Community Sustainability Plan	<ul style="list-style-type: none"> • Establish a task force or assign to existing City committee • Create metrics or adopt existing metrics from an organization such as STAR (Sustainability Tools for Assessing and Rating) • Develop draft plan to present to Council 	<p>November 2016</p> <p>March 2017</p> <p>November 2017</p>	<p>May need additional staff or support from interns or UMD PALS program. Funding required for STAR program (\$5,000 to \$10,000)</p>	<p>Lead: Assistant City Manager Support: Community Development Coordinator and the Committee for a Better Environment.</p>
Goal 2e				
Partner with the UMD Partnership in Active Learning for Sustainability (PALS)	<ul style="list-style-type: none"> • Evaluate effectiveness of 2015 PALS courses • Develop & prioritize a list of possible research projects PALS (for art projects, consider non-downtown sites) • Develop scope of work and MOU for selected projects • Designate a program liaison to provide requested data • Receive project reports 	<p>September 2015</p> <p>October 2015</p> <p>December 2015</p> <p>July 2016</p>	<p>Council must approve ongoing funding to UMD PALS program</p>	<p>LEAD: Assistant City Manager SUPPORT: Community; Development Coordinator; Committee for a Better Environment; Director of Public Works.</p>

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Goal 2f				
Partner with agencies to identify funds and implement stormwater management improvements	<ul style="list-style-type: none"> • Coordinate with the UMD for project possibilities and assistance developing a prioritized list of improvements • City to identify areas suitable for improvement and present to DOE • Research funding opportunities through MES (MD Environmental Services) • Implement appropriate, approved, and funded stormwater improvements 	September 2015 November 2015 On-going TBD	Each project probably will require 100 to 200 hours of staff time for project management	LEAD: City Engineer SUPPORT: Community Development Coordinator
Goal 2g				
Complete purchase and development of Hollywood Gateway Park	<ul style="list-style-type: none"> • Finalize purchase agreements • Identify matching funds for Program Open Space funding • Contract for the development of the park 	TBD TBD TBD		LEAD: Director of Planning SUPPORT: City Attorney and Director of Finance

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<p>Goal 3: High Quality Development and Reinvestment</p> <p>The City works with partners to facilitate investment along Baltimore Avenue, in the College Park metro station area, Berwyn Commercial District, and the Hollywood Commercial District to expand commercial development and housing options and increase the tax base to finance improvements in services and infrastructure. The City has strong neighborhoods with ample home ownership opportunities and varied housing and retail options. The City welcomes development proposals and actively works with developers in a structured process to incorporate community input and collaboration in order to support projects that have high design quality, are environmentally sustainable, and have a positive impact on neighborhoods. Resources are provided for City services to meet increases in demand or changes in community needs/desires, including a range of senior housing options.</p>				
<p>Goal 3a</p>				
<p>Promote and focus economic investment in these priority development areas</p>				
<p>3A.1. Downtown College Park –Implement the University District Vision Plan</p>	<ul style="list-style-type: none"> • Involve City staff in site acquisitions, development negotiations, and site planning • Design and construct streetscape improvements to promote safety & a sense of place • Redevelop the City Hall site in conjunction with the University for a new City Hall, University office building, retail & public space 	<p>On-going</p> <p>June 2016 first phase; other work will be part of redevelopment</p> <p>June 2019</p>	<p>Funding available for phase 1</p> <p>Approximately \$9 million required for City Hall</p>	<p>LEAD: Director of Planning SUPPORT: Assistant City Manager, Director of Planning, City Engineer, Director of Public Works, and Deputy Director of Public Works/City Horticulturist</p>
<p>3.A.2. College Park metro station area</p>	<ul style="list-style-type: none"> • Participate in coordination meetings with the County, University and WMATA regarding property disposition & planning • Ensure compliance with the Transit District Development Plan • Utilize incentive programs such as the City Revitalization Tax Credit and the RISE Zone incentives 	<p>On-going</p> <p>On-going</p> <p>December 2015</p>		<p>LEAD: Director of Planning SUPPORT: Economic Development Coordinator</p>

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3.A.3. Baltimore Avenue corridor area –create walkable nodes and promote residential infill	<ul style="list-style-type: none"> • Work with SHA on final design and construction funding for phase 1 (College Ave. to MD 193) • Work with SHA to implement their sidewalk retrofit plans (MD 193 to 495) in the short term & initiate design of roadway reconstruction (long term) • Attract developers to under-utilized sites & support well-designed projects that include public amenities 	<p>June 2016</p> <p>June 2016</p> <p>On-going</p>		<p>LEAD: City Engineer</p> <p>SUPPORT: Director of Planning, Director of Public Works, Economic Development Coordinator and Senior Planner</p>
3.A.4. Hollywood Commercial District –Evaluate options for redevelopment	<ul style="list-style-type: none"> • Prepare RFP and award contract for final design of streetscape improvements • Fund construction of streetscape improvements through state or local grants or general funds • Promote façade improvements • Monitor opportunities for redevelopment. 	<p>December 2016</p> <p>TBD</p> <p>Ongoing</p> <p>Ongoing</p>	<p>Approximately \$1 million required for designed improvements</p>	<p>LEAD: Director of Planning</p> <p>SUPPORT: City Engineer, Dep. Director of Public Works/City Horticulturist, Community Development Coordinator, and Mayor & Council</p>
3.A.5. City-owned Calvert Road property –Create strategy for redevelopment and use	<ul style="list-style-type: none"> • Request a formal proposal from UMD regarding use of the property for child care services • Evaluate UM proposal in relation to City needs and benefits, and obtain appraisal of property 	<p>October 2015</p> <p>December 2015</p>	<p>Council Action</p>	<p>LEAD: City Manager</p> <p>SUPPORT: Assistant City Manager, Director of Planning, and City Council</p>
3.A.6. Berwyn Commercial District –Work with Prince George’s County and community to revise zoning to allow more neighborhood-serving uses	<ul style="list-style-type: none"> • Work with property owners and the Berwyn District Civic Association to obtain consensus on changes to permitted uses • Request a zoning map amendment (ZMA) from the PG County Council to implement revised zoning 	<p>June 2016</p> <p>November 2016</p>		<p>LEAD: Director of Planning</p> <p>SUPPORT: City Attorney, City Council, and Councilmember Glaros</p>

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3.A.7. North Core Greenbelt Metro Station –Work with stakeholders to maximize the benefits and minimize the negative impacts on College Park residents (including proposed Greenbelt FBI location and accompanying retail corridor)	<ul style="list-style-type: none"> Review and comment on the charrette report from the May workshop sponsored by EPA and NCore property owner Encourage the proposed development plans to incorporate last best practices from the charrette. 	December 2015 On-going		LEAD: Director of Planning SUPPORT: Community Development Coordinator, Dep. Director of Public Works/City Horticulturist, and City Council
Goal 3b				
Innovation District –Monitor plans and progress	<ul style="list-style-type: none"> Meet regularly with UMD (Brian Darmody & Ken Ullman) to review strategies for the Innovation District Review & comment on site development plans Ensure that the Innovation District includes affordable housing for graduate students and young professionals as well as faculty and staff housing adjoining the Old Town Neighborhood Include Innovation District as part of proposed RISE zone 	Ongoing Ongoing Ongoing December 2016		LEAD: Economic Development Coordinator SUPPORT: Director of Planning, Senior Planner, and City Council
Goal 3c				
Support and attract diverse, locally-owned retail and restaurant establishments	<ul style="list-style-type: none"> Meet regularly with property owners, real estate professionals, and business owners to share knowledge regarding local retail and restaurants searching for space and the availability of space in College Park Publicize City, County, and State financing programs available to local businesses Facilitate and create positive publicity regarding successful locally-owned businesses in College Park 	On-going On-going Economic Development newsletter		LEAD: Economic Development Coordinator

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2. Facilitate sidewalk project on Baltimore Avenue from Greenbelt Rd. to I-495.	<p><i>This project is 100% designed. It includes new sidewalk along both sides of Baltimore Avenue. SHA is currently acquiring construction easements from adjoining properties. Construction tentatively set for Fall 2015</i></p> <ul style="list-style-type: none"> The City will assist with communications between SHA and property owners and review of plan modifications, if necessary 	<p>On-going</p>		<p>LEAD: City Engineer</p>
Goal 4c				
Build a new City Hall	<ul style="list-style-type: none"> Execute a memorandum of understanding between the City and UMD on project framework Create a funding plan Award a design contract Construct City Hall complex 	<p>March 2016</p> <p>TBD</p> <p>TBD</p> <p>TBD</p>	<p>Funding will be required for a real estate consultant to assist the City</p>	<p>LEAD: City Manager SUPPORT: City Attorney, Director of Planning, Asst. City Manager, Director of Finance, and City Council</p>
Goal 4d				
Expand parks, playgrounds, and open space	<ul style="list-style-type: none"> Identify needs and opportunities to improve existing facilities or add new Locate appropriate properties for acquisition and funding sources Present study and recommendations to Council 	<p>June 2016</p> <p>Ongoing</p> <p>December 2016</p>	<p>May require a consultant</p> <p>Possibly CIP Funding in FY 2018</p>	<p>LEAD: Director of Planning SUPPORT: Dep. Director of Public Works/City Horticulturist, and Recreation Board.</p>

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Goal 4e				
Ensure effective public safety infrastructure and evaluate surveillance cameras and locations	<ul style="list-style-type: none"> • Apply for FY2016 Governor’s Office of Crime Control and Prevention grant • Complete current grant and City-funded security cameras • Implement contract and install funded cameras • Research how other communities evaluate effectiveness of CCTVs • Update camera locations based on data compiled by C-MAST. Use crime reports from PGPD, UMPD, Park PD, Metro PD, MSP, & City contract PD to evaluate effectiveness of camera monitoring • Determine if specific locations would benefit from improved lighting and emergency blue light phones 	<p>June 2015</p> <p>September 2015</p> <p>September 2016</p> <p>December 2015</p> <p>Annual review</p> <p>December 2016</p>	<p>Possible CIP funding for additional cameras, emergency blue light phones, and improved lighting</p>	<p>LEAD: Director of Public Services SUPPORT: City Attorney, and Director of Public Services</p> <p>LEAD: Director of Public Services SUPPORT: UMD, PGPD, MNCPPC-PD, WMATA-PD, MSP</p>
Goal 4f				
Implement a bike share program	<ul style="list-style-type: none"> • Recommend vendor to the City Council from the proposals in response to the City-UMD RFP • Sign agreement with vendor • Execute project 	<p>September 2015</p> <p>November 2015</p> <p>January –June 2016 (depending on vendor selected)</p>		<p>LEAD: Director of Planning SUPPORT: Community Development Coordinator</p>

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GOAL 5: Effective Leadership				
<p>The City models excellent leadership and teamwork among Council, staff, and community partners to achieve the City’s vision and goals. The Council and staff have a clear vision for the community and have engaged and inspired community members to embrace a positive view of College Park’s future. The Council acts as one policy body, clearly communicates expectations to staff, and provides leadership for advancing College Park’s vision and strategic plan. The Council balances the need to be both responsive and decisive and communicates its actions clearly and frequently to residents, providing a forum for residents to be better informed. The City develops leaders who listen, challenge perceptions, educate community members, and help people see things from different points of view.</p>				
Goal 5a				
Develop a highly effective partnership between Council and staff.	<ul style="list-style-type: none"> Provide additional opportunities for Staff-Council interaction beyond Council meetings (Council “day in the City” / Ride Along, expanded departmental activities at College Park Day, and YFS Holiday Donation Program). 	December 2015		LEAD: City Clerk
	<ul style="list-style-type: none"> Encourage Council attendance at employee events and staff involvement in City events. 	On-going		
	<ul style="list-style-type: none"> Council meets annually with all staff to communicate priorities and review City achievements, discuss issues, exchange information and celebrate success. 	Annual January events		LEAD: City Manager SUPPORT: Director of Human Resources, and Assistant City manager
	<ul style="list-style-type: none"> Develop shared understanding of the Council-Staff relationship and uphold the City’s mission, vision, and values. 	Annual Retreat in January		LEAD: Director of Human Resources SUPPORT: City Manager, and Department Heads
Goal 5b				
Develop a continuous learning program for staff	<ul style="list-style-type: none"> Identify needs city-wide and in each department for additional training and development (e.g. ethics, customer service, process improvement, leadership, management, supervisory skills) 	March 2016	Some training will require addition funds or the reallocation of funds	LEAD: Director of Human Resources SUPPORT: Department Heads
	<ul style="list-style-type: none"> Allocate existing resources to programs that meet those needs 	April 2016 for FY17 budget		
	<ul style="list-style-type: none"> Develop effectiveness measures for each training program 	On-going		

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<p>GOAL 6: Excellent Services</p> <p>College Park has high quality, consistent, and cost-effective services in every department that contribute to a desirable, welcoming, and safe City. All City services are responsive to the community’s needs, add value, improve the quality of life, and utilize technologies effectively. Services are aligned with the City vision and goals and are implemented in a cost-effective manner. City policies are communicated clearly and professionally and are implemented and enforced equitably. The City has a holistic view of public safety and engages all City departments, public safety agencies serving the City, and residents to ensure that College Park is a safe and secure community. City staff are highly trained, solution-oriented, and committed to delivering excellent services.</p>				
<p>Goal 6a</p>				
<p>Establish meaningful and effective performance measures and assess department performance</p>	<ul style="list-style-type: none"> Identify successful programs from other similar municipalities and consider adapting their metrics Each department will review and update performance measures in advance of the FY17 budget preparation 	<p>October 2015</p> <p>December 2015</p>		<p>LEAD: City Manager and Director of Finance</p> <p>SUPPORT: Assistant City Manager; Director of Human Resources, Jill Clements; all other department directors</p>
<p>Goal 6b</p>				
<p>Streamline business processes by:</p> <ul style="list-style-type: none"> Evaluating service procedures Utilizing technology more effectively 	<ul style="list-style-type: none"> Complete Business Process Review recommendations for clean-up of HTE if cost effective Evaluate all software programs used in Departments to determine if efficiency and inter-operability can be improved Create a Workflow Task Force (an inter-departmental group), to conduct a needs assessment for workflow improvements Based on the results of the needs assessment, develop an RFP for a consultant to improve and integrate workflow Develop staff capacity to evaluate workflow efficiencies Schedule periodic interdepartmental staff meetings to address workflow 	<p>December 2015</p> <p>March 2016</p> <p>March 2016</p> <p>December 2016</p> <p>On-going</p> <p>On-going</p>	<p>Significant staff time and/or consultant time will be required.</p>	<p>LEAD: Director of Finance</p> <p>SUPPORT: IT Manager, Assistant City Manager, Public Services Office Manager/Administrative Assistant, Code Enforcement Manager, Director of Public Services, City Clerk, and Director of Public Works</p>

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Goal 6c				
<p>1. Implement online payment for City services</p> <p>2. Implement online permitting</p>	<ul style="list-style-type: none"> • Complete evaluation of existing software or purchase new software • Train staff and implement • Identify which permits and services can be processed online • Evaluate existing software or purchase new software • Train staff 	<p>March 2016</p> <p>June 2016 (if accomplished with existing software)</p> <p>June 2016</p>	<p>Additional funding for software revisions and/or new software will be required. Approximately .5 FTE of time required</p>	<p>LEAD: IT Manager SUPPORT: Director of Finance, Director of Public Services, Director of Planning. Other department directors may be involved.</p> <p>LEAD: IT Manager SUPPORT: Director of Finance, Director of Public Services, and Director of Planning</p>
Goal 6d				
<p>Support a new north County animal care facility</p>	<ul style="list-style-type: none"> • Participate in evaluation of proposals for Feasibility Study received by the County • Review and comment on Feasibility Study once completed 	<p>TBD</p> <p>TBD</p>		<p>LEAD: Director of Public Services SUPPORT: ACO, CM, AWC, and City Council</p>
Goal 6e				
<p>Support public schools serving College Park children through collaboration with strategic partners, including Prince George’s County Public Schools, and UMD</p>	<ul style="list-style-type: none"> • Define parameters for spending \$80K available in FY16 budget; convene a meeting with stakeholders; develop plan to support schools • Request Education Advisory Committee (EAC) to take a leadership role in developing future actions • Utilize YFS semi-annual meetings with school principals to determine how the City can best assist local schools 	<p>October 2015</p> <p>December 2015</p> <p>On-going</p>		<p>LEAD: City Council SUPPORT: EAC Chair and committee members; Director of YFS; principals of local schools.</p>