Strategic Plan 2010-2015

City of College Park City Council
Approved August 10, 2010
Revised June 14, 2011

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Acknowledgements

The City of College Park extends a sincere thanks to the many College Park residents, students, business owners, property owners, and people who work in the city who took time out of their busy schedules to participate in a focus group or complete the on-line community survey. Their perspectives were invaluable and were carefully considered in selecting the priorities that are reflected in this plan. (A list of focus group participants is included in Appendix B.)

College Park City Council members and staff worked cooperatively and actively participated in creating this roadmap for guiding the City's work over the next five years (2010-2015). A City Council subcommittee worked with Planning Director Terry Schum and Managance Consulting & Coaching (www.managance.com) to lead the plan development process.

City Council 2007-2009	City Council 2009-2011
Stephen Brayman, Mayor	Andrew M. Fellows, Mayor
*Jonathan Molinatto, District 1	*Christine Nagle, Councilmember, District 1
Patrick L. Wojahn,Councilmember, District 1	Patrick L. Wojahn,Councilmember, District 1
*Robert T. Catlin, Councilmember, District 2	*Robert T. Catlin, Councilmember, District 2
John E. Perry, Councilman, District 2	John E. Perry, Councilman, District 2
Mark Cook, Councilmember, District 3	Mark Cook, Councilmember, District 3
*Stephanie E. Stullich, Councilmember, District 3	*Stephanie E. Stullich, Councilmember, District 3
*Mary Cook, District 4	*Marcus Afzali, Councilmember, District 4
Karen Hampton, District 4	Denise Mitchell, Councilmember, District 4

*Strategic Planning Subcommittee Members

Joseph L. Nagro, City Manager
Terry Schum, Planning Director

Executive Summary

Strategic Planning Process Background
In 2008, the Mayor and Council of the City of College Park decided to develop a strategic plan to identify key needs and formulate strategies for addressing them for a five year period. This strategic plan is intended to build on previous and ongoing city planning efforts including the Comprehensive Plan of 1995, Economic Development Plan of 2005, Housing Plan of 2003, Transportation Master Plan of 2009, and Route 1 Sector Plan which is currently undergoing revision. At the same time, the City Council needs a more up-to-date plan that takes into account changes that have occurred over time, integrates elements of various different plans, and focuses on providing a concrete action plan for strategies that we can hope to accomplish during the next five years.

In August 2008, the City Council formed a Strategic Planning Subcommittee that began by drafting an updated revision of the goals and strategies contained in the 1995 Comprehensive Plan. In July 2009, the City contracted with Managance Consulting & Coaching to facilitate the strategic planning process.

To obtain early citizen input prior to the drafting of this plan, the consultant conducted three focus groups in October 2009 with city residents and other stakeholders to obtain their ideas on priorities for the strategic plan. In addition, a web-based survey was conducted to obtain additional input. The survey was open from October 19 to November 4, 2009. A total of 71 individuals participated in the focus groups and 176 individuals responded to the survey. The City Council held a public hearing on March 2, 2010 to obtain feedback on the draft strategic plan. A second public hearing was held on June 1, 2010 to obtain feedback on the draft action plan for FY 2011. The action plan available in a separate document outlines specific steps to implement each goal in the strategic plan. The 2010-2015 strategic plan and FY 2011 action plan were approved by City Council on August 10, 2010.

Executive Summary Contents
This executive summary presents a brief overview of the key elements in the strategic plan including the City's new Mission Statement, long-term Vision, and Strategic Direction and Results 2010-2015. To see the complete plan, refer to the "detailed strategic plan" section of this document.

Mission Statement

The City of College Park encourages broad community involvement and collaboration, and is committed to:
- Enhancing the quality of life for everyone who lives, raises a family, visits, works, and learns in the City; and
- Operating a government that delivers excellent services, is open and responsive to the needs of the community, and balances the interests of all residents and visitors.

Vision

…for the City of College Park
The City of College Park will be a vibrant and prosperous residential, commercial, and educational community with individuals working cooperatively. College Park will have safe and harmonious neighborhoods; a clean, attractive, and healthy natural environment; efficient services; attractive, pedestrian- and bicycle-friendly streetscapes; a thriving downtown, revitalized commercial districts including the Route 1 corridor and Hollywood Commercial District; and convenient transportation systems with enhanced public transit.

…for the City of College Park Government
The City of College Park will be recognized for solid collaborative working relationships with residents, students, the University of Maryland, Prince George's County and other nearby municipalities. Our cooperative relationships will help us realize our vision of prosperity and vitality for the City.

Strategic Direction and Results FY 2010-2015

In this strategic plan the City of College Park City Council is challenging itself to:

- Enhance the quality of life throughout the City with emphasis on maintaining quality core services, making strategic and sustainable decisions that improve public safety, revitalizing blighted and deteriorated areas in the City including Route 1 and the Hollywood Commercial District, supporting prosperous economic development and job creation, addressing neighborhood improvements while preserving a high quality of life in our neighborhoods , and protecting and preserving the natural environment;

- Strengthen the City's working relationship with the University of Maryland, Prince George's County, local schools, state government, and neighboring municipalities to develop a more cooperative and unified community; and

- Keep residents and business and property owners well informed, through a variety of communication vehicles[1], about City activity and engage them to the fullest extent possible in City activity.

Key attributes that will define the next five years in the City's history include, tackling tough issues, responding to the needs of residents, open communication, leadership, and collaboration and cooperation with key stakeholders. The City Council will know it has succeeded because it will be a resource that the University and community point to as a valued partner in creating a thriving local economy and continuing to transform College Park into great place to live, work, and spend leisure time.

The City of College Park will pursue this strategic direction through the following goals that have equal priority:

Goal I   Consistent high-quality and cost-effective public services that contribute to a safe and welcoming community for all.

Goal II   Convenient transportation options that improve local travel and manage congestion.

Goal III   Lead the community in environmental conservation, protection, restoration, and energy efficiency.

Goal IV   Neighborhoods that are safe, peaceful, attractive and retain their community character.

Goal V   Expand the local economy and tax base.

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[1] Communication vehicles will include but not be limited to The Municipal Scene, City of College Park Website, Civic Association Newsletters, University Publications, etc.

Detailed Strategic Plan

Introduction

This strategic plan is intended as a guiding framework for actions by the City of College Park over the next five years (2010-2015). The goals and objectives offer direction about how the City of College Park will allocate financial resources and focus City Council and staff time and energy for pursuing the City's mission and achieving its vision. The annual action plan outlining steps to implement the strategic plan is available in a separate document.

This detailed strategic plan is organized in three sections.
- **Section I** outlines the organizational identity of the City of College Park. An organization's understanding of its identity is the anchor from which all work flows, including its strategic plan.[2]
- **Section II** includes a summary of key aspects of the environment that informed the choice of strategic direction in this plan and outlines the strategic direction and goals and objectives that will guide the City of College Park's work 2010-2015.
- **Section III** provides background about the City of College Park and the 2009 strategic planning process.
- **Appendix A** - glossary of strategic planning terminology included in the plan.

I: Organization Identity

Proposed New Mission Statement

The City of College Park encourages broad community involvement and collaboration, and is committed to:
- Enhancing the quality of life for everyone who lives, raises a family, visits, and works, and learns in the City; and
- Operating a government that delivers excellent services, is open and responsive to the needs of the community, and balances the interests of all residents and visitors.

Meaning behind the Mission[3]

The City of College Park encourages broad community involvement and collaboration: The City invites everyone who is interested to attend and participate in City Council meetings and to serve on committees or get involved in City initiatives. Wherever possible, the City also seeks out opportunities to partner with local organizations, local businesses, and neighboring city governments, Prince George's County, and the University of Maryland. We believe a wide range of perspectives and experiences is important for ongoing strengthening of College Park, and seek to incorporate the viewpoints of the many diverse individuals who live and work in the city.

Enhancing the quality of life for everyone that lives, raises families, visits, and works and learns in the City: The City aspires for everyone to experience College Park as a welcoming, safe, healthy, and supportive community for all generations.   To this end, the City strives to provide diverse types of quality housing, improve elementary and secondary education, sustain local businesses with valued products and services, attract companies with a variety of

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[2] Organization identity language and concepts are intended for use by the City of College Park in many ways, including public information materials, the design of programs, services and day-to-day operations.

[3] Explanatory Note: The "meaning behind the mission" language is designed to assure that everyone at the City of College Park has a consistent set of points to use in talking about the organization's mission. This language was developed from conversations in the strategic planning work sessions. This section can be pulled out in any number of ways, including marketing materials and talking points for presentations, etc.

jobs, create interesting recreation and leisure opportunities, and maintain beautiful parks and natural habitat. We are committed to making College Park a great place to live and work and an attractive destination to visit.

Operating a government that delivers excellent services, is open and responsive to the needs of the community and balances the interests of all residents and visitors: The City aspires to serve the public good with fair and transparent practices, and efficient and effective decisions. To this end, the City strives to keep the community informed about City activities through our website, social networking and local media outlets; create regular opportunities for hearing diverse perspectives and new ideas; and ensure the community understands the rationale for and expected benefits from City actions.

Vision

…for the City of College Park
The City of College Park will be a vibrant and prosperous residential, commercial, and educational community with individuals working cooperatively. College Park will have safe and harmonious neighborhoods; a clean, attractive, and healthy natural environment; efficient services; attractive, pedestrian- and bicycle-friendly streetscapes; a thriving downtown, revitalized commercial districts including the Route 1 corridor and Hollywood Commercial District; and convenient transportation systems with enhanced public transit.

…for the City of College Park Government
The City of College Park will be recognized for solid collaborative working relationships with residents, students, the University of Maryland, Prince George's County and other nearby municipalities. Our cooperative relationships will help us realize our vision of prosperity and vitality for the City.

Core Operating Principles

The City of College Park will strive to:

- Maintain a sense of community wherein each resident, student, neighborhood, business, community organization, and the University has the opportunity to provide perspective, be engaged in productive dialogue and debate, and understand the rationale for City action.

- Balance competing interests and make decisions that serve the best interest of the whole community.

- Work responsibly and cooperatively with our citizens to create a safe and welcoming environment for all residents, students and visitors.

- Take care of the natural living environment and commit to active stewardship of our natural resources to the extent feasible in the City's policies and initiatives.

- Plan, implement, and preserve a built environment that is beautiful, lively, and has a human scale that contributes to the well-being and prosperity of our community.

- Preserve the best features of our community while viewing positive change as a constructive process that gives us vitality.

- Work cooperatively with other agencies and stakeholders to improve planning and zoning for the City.

- Contribute to the health and well-being of our City and the larger regional community by working cooperatively with neighboring localities and county, state, and federal representatives.

Primary Customers

The City's primary customers are individuals, neighborhoods, businesses, and community organizations that reside in the physical boundaries of the City, receive City services, and are subject to City rules and regulations.

Supporting Partners

The City of College Park works cooperatively and collaboratively with a wide variety of supporting partners in carrying out the business of the City and addressing community needs. Supporting partners include the following groups:
- City of College Park employees
- University of Maryland administration, faculty and students
- College Park City-University Partnership
- Elected officials and agencies of Prince George's County Government
- Elected officials and agencies of adjacent municipal governments
- Elected officials and agencies of State of Maryland Media professionals
- Public school system and private schools
- Nonprofit organizations, including civic associations and student organizations
- Vendors and consultants that support City services

II: Strategic Direction 2010-2015

Summary of Most Important Points in our Environment
The direction outlined in this strategic plan is a response to the opportunities and challenges the City Council identified through the focus groups and a community survey conducted as part of the strategic planning process.[4] This research revealed the following issues will be important considerations for the City in the next five years. These issues are presented in two categories. The first category focuses on priorities for core city services and initiatives. The second category focuses on the City's relationships with the University of Maryland and local residents.

PRIORITIES FOR CITY SERVICES & INITIATIVES:

Transportation:
- Explore ways to improve traffic flow and reduce congestion along Route 1.
- Reduce the number of cars and increase efforts around pedestrian, automobile and bicycle safety.
- Provide adequate parking in residential areas and additional parking downtown in close proximity to stores.

Community Services:
- Bring residents and other community members together through community building programs.
- Create and improve recreational venues, including outdoor play courts, gyms and playgrounds.
- Improve the quality of public schools located in College Park.
- Improve enforcement of property maintenance and parking restrictions.

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[4] A complete summary of the environmental scan data is contained in a supporting document to the strategic plan. Environmental Scan data was compiled from three focus groups with city residents and an electronic community survey.

Environment and Sustainability:
- Continue being a leader in "leading edge" green programs and community education.
- Provide more incentives for solar energy, reduced energy use in homes and businesses, composting, and community gardens.
- Align new development with plans to protect and preserve natural resources.
- Increase protection and preservation of natural resources, including cleaner air and water, tree replacement, mosquito control, care for wildlife, and park maintenance.

Neighborhoods:
- Sustain "real" neighborhoods where people feel safe and residents know one another and come together periodically for community-wide events.
- Increase respect for property by temporary residents.

Economic Development:
- Support locally-owned, diverse businesses within College Park that offer residents quality products and services.
- Support development of smaller and more unique businesses in the downtown area including a specialty grocery store.
- Create more off-campus student housing adjacent to the campus.

KEY CITY RELATIONSHIPS:

City-University Relations:
- Increase collaboration between the University and City, including sharing University knowledge and expertise with City programs and services.
- Increase student respect for residential neighborhoods.
- Increase the number of faculty calling College Park their home.

Community Engagement:
- Improve communication and transparency between the City Council and local community members, specifically around the Council meeting schedule, agendas, and actions taken that are a response to resident input and requests.
- Improve and expand the City's use of technology including making the web-site more accessible and utilizing social networking tools.

Strategic Direction & Results 2010-2015

The following strategic direction and goals and objectives are a response to priorities identified by the City Council in the environmental scan.

In this strategic plan the City of College Park City Council is challenging itself to:
- Enhance the quality of life throughout the City with emphasis on maintaining quality core services, making strategic and sustainable decisions that improve public safety, revitalizing blighted and deteriorated areas in the city including Route 1 and the Hollywood Commercial District, supporting prosperous economic development and job creation, addressing neighborhood improvements while preserving a high quality of life in our neighborhoods , and protecting and preserving the natural environment;
- Strengthen the City's working relationship with the University of Maryland, Prince George's County, local schools, state government, and neighboring municipalities, to develop a more cooperative and unified community; and

- Keep residents and business and property owners well informed about City activity through diverse communication strategies (i.e. Municipal Scene, civic associations, etc.) and engage them to the fullest extent possible in City activity.

Key attributes that will define the next five years in the City's history include, tackling tough issues, responding to the needs of residents, open communication, leadership, and collaboration and cooperation with key stakeholders. The City Council will know it has succeeded because it will be a resource that the University and community point to as a valued partner in creating a thriving local economy and continuing to transform College Park into great place to live, work, and spend leisure time.

Goals & Objectives

The City of College Park will pursue this strategic direction through the following goals and objectives. Each goal and its related objective will be supported by an annual implementation action plan.

Goal I **Consistent high quality and cost-effective public services that contribute to a safe and welcoming City for all.**

Objectives:
1. Improve public safety and reduce crime by utilizing contract police, collaborating with other police agencies, and encouraging community participation.
2. Improve local schools in College Park through collaboration with strategic partners including the Prince George's County Public Schools and the University of Maryland.
3. Improve recreational, social, and cultural opportunities for city residents.
4. Strengthen well-being of residents that seek assistance through youth, family and seniors programs.
5. Improve customer / constituent service to better serve College Park residents.

Goal II **Convenient transportation options that improve local travel and manage congestion.**

Objectives:
1. Advocate for state and other resources to rebuild Route 1 to improve its safety, efficiency, and appearance.
2. Support development of transit options that increase convenience, accessibility, and mobility.
3. Develop and implement Transportation Demand Management (TDM) strategies.
4. Improve traffic, pedestrian, and bicycle safety.

Goal III **Lead the community in environmental conservation, protection, restoration, and energy efficiency.**

Objectives:
1. Implement strategies to improve energy efficiency and reduce greenhouse gas emissions.
2. Develop strategies to effectively manage local water resources and storm water runoff.
3. Increase and enhance parks and green spaces.
4. Divert waste from landfills by continuing to increase participation in reduce/reuse/recycle programs.

Goal IV **Neighborhoods that are safe, peaceful, attractive and retain their community character.**

Objectives:
1. Effectively and fairly enforce city and county codes and ordinances.
2. Increase the rate of home ownership.

3. Preserve and promote neighborhood resources that build a sense of community for all residents.

Goal V   Expand the local economy and tax base.

Objectives:
1. Encourage revitalization of the Route 1 corridor consistent with the desires and needs of the local community.
2. Encourage revitalization of the Hollywood Commercial District.
3. Support and attract diverse locally-owned high-quality retail and restaurant businesses with unique character and a commitment to local quality of life.
4. Increase the diversity of job opportunities.
5. Increase the diversity of available quality housing.
6. Facilitate development in the College Park Metro station area.
7. Encourage revitalization of the Berwyn Commercial District.

III. Strategic Planning Process Overview

Background and History 2010-2015 Strategic Planning Process
The last comprehensive plan for the City was drafted in 1995. Since the time frame of the plan ended strategic discussions have continued and the City Council has maintained an eye towards strategic growth and revitalization. In 2008 the Mayor and Council agreed that the City would benefit from a streamlined and deliberate planning process to move College Park forward over the next five years. The City Council formed a Strategic Planning Subcommittee that drafted an updated revision of the goals and strategies based on the 1995 plan. In summer 2009, the City issued a Request for Proposal to secure assistance to develop a new five-year strategic plan that defined an overarching strategic direction for the City, engaged community members in the planning process and resulted in a forward thinking planning document that could be easily used as management tool by the City Council and staff.

Managance Consulting and Coaching facilitated the planning process with is strategic planning framework that incorporates principles of the *Drucker Foundation Self- Assessment Tool, The Nonprofit Strategy Revolution (La Piana & Associates)* and its planning experience with nonprofit and philanthropic organizations in Maryland since 2000.

The City Council listened to the needs and opinions of City residents about where the City should focus and developed a new 5-year strategic direction for the City with a streamlined set of goals and objectives. Data that the City Council used to inform the strategic planning process included the following:
- City Council environmental scan review
- Three public focus groups (71 participants)
- Electronic community survey (176 responses)

A complete record of the strategic planning process and the environmental scan is available in a supplementary document.

Implementing the Plan
This strategic plan is intended as a management tool to guide the College Park City Council and staff as they work together to for the good of the City and its residents. Successful implementation of this strategic plan requires a consistent commitment and shared leadership between City Council members and the City Manager and other senior staff to work strategically and efficiently with City resources.

To support implementation of the strategic plan, from 2010 – 2015 the City Council and City Staff will:

- **Track & Improve Performance**
    - City Council reviews strategic plan progress at a Council meeting at least semi-annually.
    - City Council uses the plan as a framework for assessing annual City Manager performance.
    - City Manager uses the plan as a framework for assessing annual staff performance.

- **Align Financial Resources**
    - City Council and the City Manager annually align the City budget with strategic plan goals and objectives.
    - City Council and the City Manager consider sources of funds to support new strategic initiatives.

- **Update the Strategic Plan**
    - City staff regularly seeks input from Council members, staff and the community about issues affecting the City and community needs.
    - City Council formally reviews progress on strategic plan implementation, reviews the relevance of the strategic plan, and considers an update of the plan within 6 months of the two-year election cycle.
    - City Council considers the need for a new comprehensive strategic planning process at least every five years.

Mission Statement

An organization's mission statement is an opportunity to convey, in a concise and compelling way, the difference the organization aims to make in the world. Stakeholders want to help make this happen and they want the organization to be remembered for this in the future.

Vision Statement

The vision statement describes what your organization hopes will be different in the world and/or what your organization itself will look like in the somewhat distant future—10 to 30 years. Components of a vision statement include, but are not limited to the following:

1) How big is the reach or scope of the work?
2) What is the organization doing? What is its role?
3) What does the organization itself look like?
4) Who are the biggest partners?
5) What are the major sources of funding?

It may also include a description of external context or assumptions that will influence this vision. The idea is to push the thinking out far enough that it is not tightly constrained by the current environment and capacities. The vision extends the roadmap for the organization's travels and purpose for its work.

Core Operating Values

Core operating values are the fundamental principles or ideals at the heart of the organization. They articulate the behavior that your organization would like to be held to in its operations. These values offer guidance about how to do your work. Anyone outside the organization looking in should be able to see the ideal in how your organization behaves. Anyone inside your organization should identify with the values and demonstrate them in the way he/she approaches his/her work. A statement of core operating values should be brief and concise. We should be able to understand it in just a few words or sentences.

Primary and Supporting Customers

The term "customer" is based on Peter Drucker's writing about people served by nonprofit organizations. Drucker divides customers into two categories—**primary customers and supporting customers.**

We've adapted the term primary customer to mean the group of people or things that an organization has an on-going exchange with every day; the organization's programs and services are organized to respond to the needs, wants and aspirations of this customer group. The primary customer can be an individual, organization, animal or thing. The supporting customers of the organization are all the people and resources who must be satisfied in order for the organization to succeed. There can be many supporting customers. They are extremely important, but they are not the primary customers. They are engaged with the organization because of and in order to support the accomplishment of the mission. Supporting customers can also expand and change over time.

Environmental Scan

An environmental scan, "e-scan" for short, is a process for discovering and documenting facts and trends in the operating environment of an organization that are likely to affect the organization in its future work. E-scan findings are used to orient strategic planning participants on the context in which the organization's mission is carried out and to give the organization a chance to hear what is important to and on the minds of its customers.

Strategic Direction

This is a succinct statement about the strategy or approach an organization will take to its work over a specific period of time. The statement is based on a combination of both the current external environment (opportunities and threats challenging the organization) and its mission and internal competencies. It is typically a direct response to the strategic questions asked by an organization, expressing where the organization will focus, and what will be different during a specified period of time as a result of its work.

Goals & Objectives

Goals set out the broad results that your organization hopes to achieve within a specific time period. Objectives are statements of shorter-term results and collections of key activities that support a goal. When the collection of activities is accomplished, the goal will be achieved.

APPENDIX B: Focus Group Participants

Marcus Afzali	Fazlul Kabir	David Quon
Hugo Arce	Byrne Kelly	Jennifer Rigg
Renata Barski	John Krouse	Bill Robertson
Gloria Aparicio Blackwell	Lee Lachman	Betty Rodenhausen
Marcia Booth	Linda Lachman	Ann Rowe
Heather Bourne	Carol Lindblom	Linda Sahin
Wendy Child	Thibeaux Lincecum	David Kidwell-Slak
Donna Chin	Cindy Lollar	M. Sarwar
Diana Claburn	Deron Lovaas	Bob Seward
Justin S. Clarke	Kim Lugo	Douglas Shontz
Carole Clemmer	Cassia Martin	Mark Shroder
Dick Conti	Charles McCrudden	Joe Smith
Ellen Fox Davis	Tara McLoughlin	Thomas Stokes
Paul Davis	Harriet McNamee	Jessica Sutter
Lisa Ealley	Dave Miles	Geoff Trout
Adele Ellis	Denise Mitchell	Judith Wang
Janet Evander	Leslie Montroll	Robert Weber
Karen Garvin	Mark Montroll	Mark Wimer
Dennis Passarella George	Andy Mozynski	Margaret Wood
Clay Gump	Joanne Mozynski	
Alan Hew	Christine Nagle	
Jennifer Hill	Carol Nezzo	
Greg Hnarakis	Janice Oppelt	
Stasia Hutchison	John Payne	
Jeanne Jennings	Patrick Perfetto	

*This list was created from sign-in sheets. We apologize for any misspelled names or for any names that have been missed inadvertently.