

## **Information Report**

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**TO:** Mayor and City Council  
**FROM:** Bill Gardiner, Assistant City Manager  
**THROUGH:** Scott Somers, City Manager  
**DATE:** October 30, 2015  
**SUBJECT:** 2015–2020 Strategic Plan

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**ISSUE:**

The City Council adopted the 2015 – 2020 Strategic Plan on August 11, 2015. This report is the first update on the plan.

**SUMMARY:**

Department directors have met with staff to discuss all parts of the new 2015—2020 Strategic Plan—the Vision, Mission, Goals, Values, and Action Plan. Staff have discussed Goal 5, Effective Leadership, and have begun reviewing and developing performance measures for Goal 6, Excellent Services.

The City Manager and the Assistant City Manager have also researched and reviewed software tools that could facilitate implementation and reporting of the plan activities. These tools allow the plan to be updated and monitored online, and create dashboard reports to easily assess the implementation status.

This first information report will provide a summary status of the items that were scheduled to be completed by November, and also list the items that are due in December and January. We may be able to provide future updates in a more accessible format with new software. If Council prefers (and as more items require updating, future reports can be provided in the Excel spreadsheet form as for the previous plan.

### **2015—2020 Strategic Plan Update October 30, 2015**

**Goal 1: One College Park**

**No action items were scheduled to be completed before November.**

**The following items are scheduled to be completed by December or January:**

**Action Item 1b:** Promote cooperation among neighborhoods and the City as a whole

- Identify effective models and activities to strengthen and support citywide community building

**Action Item 1c:** Facilitate a range of quality housing options that respect neighborhoods.

- Evaluate Neighborhood Quality of Life Committee recommendations
- Integrate certain recommendations with the City Housing Plan

**Action Item 1e:** Research and implement measures that allow residents to age in place.

- Evaluate recommendations from the Aging in Place Taskforce and integrate with City Housing Plan

**Action Item 1f:** Develop communications and community engagement plans that will significantly improve the City's impact and capacity in these areas.

- Determine the format, frequency, and distribution methods of the Municipal Scene, with the goal of making the newsletter a very accessible and informative communication tool.

## **Goal 2: Environmental Sustainability**

**Action Item 2a:** Execute the permaculture plan in partnership with residents and organizations.

- Evaluate phase 1 of the permaculture plan

### **Update:**

*The Trolley Trail Permaculture Garden is located in Berwyn and runs along Rhode Island Avenue from Greenbelt Road to Tecumseh Street. Phase 1 was launched in October, 2014 and involved volunteer planting of 94 trees, shrubs, and perennials. Approximately 90% of these plantings have survived their first growing season and a handful have even produced edible fruit. A group of volunteers coordinated by the CBE has conducted several maintenance days to help keep the weeds in check. They also applied a fresh cover of mulch to the planting beds over the summer.*

**Action Item 2c:** Adopt a City Operations Sustainability Plan

- Present plan / policy for Council adoption
- Evaluate and carry out best strategies for implementation (November)

### **Update:**

*The draft City Operations Sustainability Plan was presented to Council during the August 5, 2015 Worksession. Comments were received during that meeting, as well as via email and a subsequent Worksession. The draft was updated and on October 27, 2015 the City Council voted to support the City Operations Sustainability Plan. Staff will begin implementation of the plan and provide updates to the City Council.*

**Action Item 2e:** Partner with the UMD PALS program

- Evaluate the effectiveness of the 2015 PALS courses
- Develop and prioritize a list of possible research projects for PALS

### **Update:**

*The City paid UMD \$12,500 for three PALS courses in the spring of 2015: Improving Solid Waste Management Practices; College Town; and City Operations and Community Greenhouse Gas Inventories. An additional course, Making Place: Public Art and Design was offered at no cost. The cost to the City of the Improving Solid Waste Management Practices was reduced from \$5,000 to \$2,500.*

*Of the three courses, the Greenhouse Gas Inventories project provided the most concrete deliverable for City use. The full report is available on the City's website. The other courses were different in nature, but provide some recommendations the City could pursue, or offered design ideas and art that may have provoked reflection regarding downtown and public art. Both UMD and City staff acknowledge that going forward it will be very important to confirm with the course sponsors that the proposed scope of work is attainable.*

*In October staff and the Mayor met with UMD professors and staff to explore possible projects that would be carried out under the PALS umbrella, but at no cost to the City. We are still working to identify projects for the spring semester.*

**Action Item 2f:** Partner with agencies to identify funds and implement stormwater management improvements

- Coordinate with UMD for projects and assistance developing a prioritized list of improvements
- Identify areas suitable for improvement and present to the Prince George's County DOE

**Update:**

*At the invitation of City staff, the University of Maryland's Environmental Finance Center conducted a citywide survey to identify stormwater issues. The EFC prepared a draft report in July, 2015 that identified general areas of the City that could receive the greatest benefit from stormwater management improvements. The report also recommended various funding sources to help implement these measures when a prioritized list of specific locations is developed.*

*Additionally, a stormwater management consultant for the County Department of the Environment has designed some stormwater quality improvement projects for certain locations in the City. A sand filtration project at Davis Hall is moving forward. City staff are meeting with the consultant to discuss the priority projects, and will request that the consultant present to City Council and neighborhood associations prior to developing the projects.*

**The following Goal 2 items are scheduled to be completed by December or January:**

**Action Item 2b:** Develop a plan for community gardens in partnership with residents and organizations.

- Evaluate first year operations

**Action Item 2g:** Complete purchase and development of Hollywood Gateway Park.

- Finalize purchase agreements or determine next steps for property acquisition.

**Goal 3: High Quality Development and Reinvestment**

**Action Item 3A.5:** City-owned Calvert Road property

- Request a formal proposal from UMD regarding use of the property for child care services or develop an RFP to solicit possible uses for the property.

**Update:**

*The University of Maryland is preparing information to present to the City Council regarding potential arrangements with the City to redevelop the Calvert Road property for use as a child care facility. No presentation date has been requested by the University.*

**The following Goal 3 items are scheduled to be completed by December or January:**

**Action Item 3a:** Promote and focus economic investment in these priority development areas

- Downtown College Park—Explore expanded programming and events by the DCPMA.
- College Park Metro Station Area—Utilize incentive programs such as the City Revitalization Tax Credit and the RISE Zone incentives.
- City-owned Calvert Road property—Evaluate the UMD proposal or other proposals in relation to City needs and benefits, and obtain an appraisal of the property.
- North Core Greenbelt Metro Station—Review and comment on the charrette report from the May workshop sponsored by the EPA and the property owner.

**Goal 4: Quality Infrastructure**

**Action Item 4a:** Adopt a Complete Streets policy and implement a comprehensive network of trails and sidewalks.

- Staff to review comprehensive project report to Mayor and Council

**Update:**

*The Planning Department has scheduled a presentation and discussion of a Complete Streets Policy for the November 17, 2015 Council Worksession.*

**Action Item 4e:** Ensure effective public safety infrastructure and evaluate surveillance cameras and locations.

- Apply for FY2016 GOCCP grant
- Complete current grant- and-City-funded security cameras.

**Update:**

*The City completed the application for FY2016 GOCCP grants, but unfortunately was not awarded funds in this round. DPS also helped prepare a joint GOCCP grant application from UMPD-CPCUP-City for a pilot “Safety Ambassador” project in Downtown/Old Town. It is anticipated that this project will receive funding.*

*The grant- and City-funded security cameras and license plate readers (LPRs) all are fully operational with the exception of the following:*

*LPRs not yet accessible online (require data to be downloaded on site):*

- St Andrews @ Metzertott (1)*
- Rhode Island @ Edgewood (4)*
- Berwyn @ Baltimore (1)*

*Closed-circuit cameras and LPRs not yet operational:*

*St Andrews @ Metzertott (1)*

*Davis Field (1)*

*Trolley Trail (5)*

*Berwyn @ Baltimore (LPR)*

*By the end of 2015, Hitachi is expected to complete the Pepco permitting to power the Trolley Trail cameras and to install a transmitting device that will allow online downing of data for the LPRs*

**Action Item 4f:** Implement a bike share program

- Recommend vendor to the City Council from the proposals in response to the City-UMD RFP.
- Sign agreement with the vendor

**Update:**

*Staff from the City and University worked together to draft a joint RFP for a co-owned bikeshare system. The majority of funding for this will be provided by a bikeshare grant from the State of Maryland. The RFP was released in April, 2015 and all known US bikeshare operators and manufacturers were invited to participate. Three responses were received: B-cycle, Social Bicycles and Zagster. The operator of the Capital Bikeshare system, Motivate (formerly named Alta), did not submit a proposal. The City/University team reviewed the proposals and recommended to Council to authorize contract negotiations with Zagster. A mutually acceptable agreement is currently being drafted and the targeted system launch is spring 2016.*

**The following Goal 4 items are scheduled to be completed by December or January:**

- Research how other communities evaluate the effectiveness of CCTVs

## **Goal 5: Effective Leadership**

**The following Goal 5 items are scheduled to be completed by December or January:**

**Action Item 5a:** Develop a highly effective partnership between Council and staff.

- Provide additional opportunities for Staff-Council interaction beyond Council meetings
- Council meets annually with all staff to communicate priorities and review City achievements, discuss issues, exchange information, and celebrate success.
- Develop shared understanding of the Council-Staff relationship and uphold the City's mission, vision, and values.

**Action Item 5c:** Prepare for staff retirements

## **Goal 6: Excellent Services**

**Action Item 6a:** Establish meaningful and effective performance measures and assess department performance

- Identify successful programs from other similar municipalities and consider adapting their metrics

### **Update:**

*Each department has begun reviewing current performance measures and developing or revising measures for the new Strategic Plan and the FY17 budget. The Assistant City Manager has participated in demos and information meetings with another city about the ICMA Insights program, which assists municipalities to develop measures and compare performance. At this time, it is not recommended that the City join the program. The City Manager and Assistant City Manager have been reviewing and discussing several software products that facilitate the development and tracking of strategic plans and performance measurement.*

**Action Item 6e:** Support public schools serving College Park children through collaboration with strategic partners, including Prince George's County Public Schools, local PTAs, and UMD.

- Define parameters for spending \$80,000 available in FY16 budget; convene a meeting with stakeholders; develop a plan to support schools

### **Update:**

*At the April 28, 2015 work session, the Council identified a twofold vision for College Park's local schools: 1) enhance academic achievement of students in a practical way; and, 2) promote the good news about College Park's local schools. Towards that purpose, the Council asked the City's Educational Advisory Committee (EAC) to make a recommendation to the Council for the allocation of the \$80,000.*

*At the October 6 work session, the Committee presented three recommendations to the City Council for use of the \$80,000.*

- 1) To address gap in academic achievement and thus school test scores, that each of the 10 City's neighborhood schools be allotted up to \$5,000 for professional development of their teachers to strategize on effective interventions with students. The use of these funds would be to fund substitutes to allow teachers to participate in professional development opportunities during school; pay teachers to attend after-school professional development sessions and/or purchase relevant books or instructional material. **Total: \$50,000** (10 schools x \$5,000 each)*
- 2) To address the need to promote the good news about individual College Park neighborhood schools, that each of the 10 neighborhood schools be allotted a \$1,000 grant for an identified staff person within the school to communicate the good news of the school on a regular basis. **Total: \$10,000** (10 schools x \$1,000 each)*

- 3) *That each of the four schools with the highest percentage of College Park students receive an additional \$5,000 to address their much needed technology needs.*

**Total: \$20,000** (4 schools x \$5,000)

*At the October 6 work session, the EAC was asked to revisit their recommendation to also consider College Park Academy as a grant recipient. At the October 19 EAC meeting, Mayor Fellows requested the EAC to postpone their consideration of this issue until further input from the College Park City-University Partnership (CPCUP) and direction from the Council.*

**The following Goal 6 items are scheduled to be completed by December or January:**

**Action Item 6a:** Establish meaningful and effective performance measures and assess department performance.

- Each department will review and update performance measures in advance of the FY17 budget preparation
- Identify steps that will create more effective code compliance, particularly for repetitive violators

**Action Item 6b:** Streamline City department business processes involving multiple steps and departments by: 1. Evaluating service procedures; and 2. Utilizing technology more effectively.

- Complete Business Process Review recommendations for clean-up of HTE if cost effective

**Action Item 6e:** Support public schools serving College Park children through collaboration with strategic partners, including Prince George's County Public Schools, local PTAs, and UMD.

- Request Education Advisory Committee to take a leadership role in developing future actions.