



## Meeting in a Box

### Host Instructions

Thanks again for serving as a host for one of the small group Meeting in a Box for the City of College Park's strategic planning process. This packet is designed to provide you all the information necessary for a good meeting. It is intended to describe what your group needs to accomplish during the meeting.

1. Before your guests arrive, please arrange the meeting materials for easy access.
2. Please make sure each guest signs in on the form provided.
3. To begin the meeting, simply tell the participants the purpose of the meeting: To solicit input from College Park stakeholders about the draft vision, key goal areas, and potential actions developed by the City of College Park Council. The discussion guide provides additional background information you can to share with participants.
4. Distribute a copy of the *Draft Strategic Plan Framework* handout to each participant. Give the group a few minutes to read through the handout.
5. Begin your discussion by asking the group the first question on the discussion guide. Allow about 10 minutes for discussion before moving on to the next question.
6. As the group discusses each question, be sure to capture their responses in writing, either on the discussion guide or on separate paper.
7. At the conclusion of the discussion, thank people for coming.
8. After the meeting, please enter information received at the meeting by April 10, 2015 into the form that can be found at <http://goo.gl/MoEkCF>. All feedback received will be submitted and reviewed by the City.

**Thanks so much for your help in soliciting feedback for your community!**





## Discussion Guide

1. Ask participants to introduce themselves, if necessary.
2. Read or describe the purpose of the meeting and overview of the process.

### **Introduction/Purpose**

Welcome to this conversation about the future of our community. Our goal is to share ideas that will directly affect the strategic direction of College Park for years to come.

In 2010, the City of College Park adopted its Strategic Plan 2010-15, which identified goals and objectives for the City for that five-year period. Annual action plans provided a road map for implementation of the strategic plan, listing responsible departments and timelines. Many of those goals and objectives have been accomplished, and the Mayor and City Council are now looking forward to 2020.

To that end, the Mayor and Council have initiated a new strategic planning process. It began in January with a series of focus groups with stakeholders from throughout the community. So that all voices had the opportunity to be heard early in the process, an online survey was also made available. The intent of both efforts was to help identify the strengths, weaknesses, opportunities and challenges in College Park. This information was included in an environmental scan. Such a scan helps determine what we "know to be true today" about the community. It also considers the factors that will influence the future, including any events, trends, and relationships that might be relevant to such planning.

In early February, the Mayor and City Council came together on two separate occasions to use this information to begin formulating the City's newest strategic plan. Over the course of those two days, they developed a draft vision, goals, objectives, and key council priorities to move toward its vision.

Now the Mayor and City Council would like your input on this framework for the strategic plan.

3. Distribute a copy of the *Draft Strategic Planning Framework* to each participant. Give the group a few minutes to read the handout.



4. Now that participants have read the draft elements developed by the City of College Park, ask them to think about the vision statement.
- A. **QUESTION:** Does the vision statement capture your vision for the future of the College Park?  
**Please record the number of “yes” responses and the number of “no” responses.**

**What, if anything, is missing from the vision?**

**ANSWERS:**

- B. **QUESTION:** If College Park excelled in each of the following areas, would the vision be achieved?
1. One College Park (bringing together City, business and University stakeholders)
  2. Community Engagement
  3. Environmental Sustainability
  4. Growth and Development
  5. Resilient Infrastructure
  6. Effective Leadership
  7. Excellent Services

**Please record the number of “yes” responses and the number of “no” responses.**

**What, if anything, is missing or should be changed from this list?**

**ANSWERS:**



5. Now let's talk about each of the goal areas individually. The City Council drafted a descriptive statement for each area along with potential objectives. Objectives are actionable items that, if implemented, would help achieve the desired future articulated in the descriptive statement.

#### **A. One College Park**

The City of College Park and its residents, the University of Maryland and its students, faculty and staff, and all stakeholders are connected to the community as a whole and work together for the best interest of College Park.

##### Objectives

1. Residents have opportunities to form positive relationships with students, members of diverse cultural groups, and residents from different neighborhoods.
2. All College Park residents, including University faculty, staff, and students, feel connected to the City in addition to their neighborhood.
3. College Park is a place where empathy, diversity, and respect of different groups provide greater understanding and community strength.

##### *2020 Council Priorities*

- Increase interaction among long-term residents and UMD students, faculty and staff
- Bridge differences between neighborhoods and the City as a whole
- Facilitate a range of quality housing options that respect neighborhoods
- Increase the number of owner-occupied single-family homes
- Research and implement measures that will allow residents to age in place

**QUESTION:** What would you change, add, or delete to the descriptive statement or objectives?

**ANSWERS:**

**Other Comments:**



## **B. Community Engagement**

All stakeholders are actively engaged in achieving our vision and building community.

### Objectives

1. The City leverages the rich talent and skill in the community.
2. The City creates appealing opportunities for engagement that generate significant involvement in City-sponsored or co-sponsored community, social, and cultural events and public meetings.
3. Tools used for engagement vary from more traditional mechanisms such as meetings to social media and electronic means such as Constant Contact, listservs, and the City website.
4. The City allocates sufficient staff resources for community engagement.

### *2020 Council Priorities*

- Communications Officer
- Social media

**QUESTION:** What would you change, add, or delete to the descriptive statement or objectives?

**ANSWERS:**

**Other Comments:**



### C. Environmental Sustainability

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.

#### Objectives

1. The City reduces its impact on the environment through collaboration, research, and the adoption of best practices to incentivize reduced energy usage.
2. The City has well-managed and attractive natural resources, such as parks, trails, and outdoor recreation areas.
3. The City supports new development that is sensitive to environmental issues and that strives to limit impacts on the environment.

#### *2020 Council Priorities*

- Community gardens and permaculture
- Adopt a City Operations and a Citywide Sustainability Plan
- Partner with agencies to fund and implement stormwater management improvements
- Partner with the UMD Partnership in Active Learning for Sustainability (PALS)

**QUESTION:** What would you change, add, or delete to the descriptive statement or objectives?

**ANSWERS:**

**Other Comments:**



## D. Growth and Development

Work with partners to facilitate significant investment along Route 1, in the College Park metro area, and the Hollywood Commercial District to expand commercial development and housing options and increase the tax base to finance improvements in services and infrastructure.

### Objectives

1. The City has stable neighborhoods with growing housing options, particularly additional home ownership opportunities.
2. The City government is responsive to new development proposals and provides the community and developers with timely, consistent, structured processes and collaboration.
3. Resources are provided for City services to meet increases in demand or changes in community needs / desires.
4. City residents have high quality public pre-K through 12th grade education options and opportunities for lifelong learning.

### *2020 Council Priorities*

- Focus economic investment in priority development areas:
  - Downtown College Park (south of Guildford Road to College Avenue)
  - Promote development in the College Park metro station area
  - Redevelop Route. 1 corridor area to create walkable nodes and residential infill
  - Facilitate redevelopment of the Hollywood Commercial District
  - Create a strategy for use of the City-owned Calvert Road property
- Innovation District
- Partner with UMD to strengthen Prince George's County Public Schools serving College Park residents

**QUESTION:** What would you change, add, or delete to the descriptive statement or objectives?

**ANSWERS:**

**Other Comments:**



## E. Resilient Infrastructure

The City's infrastructure, including roads, sidewalks, paths, internet, utilities, parks, playgrounds, City Hall, and other city facilities are constructed and maintained at a high quality standard and meet the needs of residents, employees, and visitors.

### Objectives

1. College Park regularly evaluates its public infrastructure and facilities and provides funding so that all facilities meet the expectations of residents and the planned growth of College Park and surrounding neighborhoods.
2. College Park's infrastructure is resilient and designed to function under potentially adverse conditions.

### *2020 Council Priorities*

- Complete streets network and bike and pedestrian trails
- Route 1 Corridor Reconstruction
- Build a new City Hall
- Plan for parks, playgrounds, and open space
- Extend surveillance cameras

**QUESTION:** What would you change, add, or delete to the descriptive statement or objectives?

**ANSWERS:**

**Other Comments:**



## F. Effective Leadership

The City models excellent leadership and teamwork among Council, staff, and community partners to achieve the City's vision and goals.

### Objectives

1. The Council and staff have a clear vision for the community and have engaged and inspired community members who embrace a positive view of College Park's future.
2. The Council acts as one policy body, clearly communicates expectations to staff, and provides leadership for advancing College Park's vision and strategic plan.
3. The Council balances the need to be both responsive and decisive and communicates its actions clearly and frequently to residents.
4. The City develops leaders who listen, challenge perceptions, educate community members, and help people see things from different points of view.

### *2020 Council Priorities*

- The City Council and staff commit to developing a highly effective partnership and continuous learning.
- Staff succession plan

**QUESTION:** What would you change, add, or delete to the descriptive statement or objectives?

**ANSWERS:**

**Other Comments:**



## G. Excellent Services

College Park has high quality, consistent, and cost-effective services in every department that contribute to a desirable, welcoming, and safe City for all.

### Objectives

1. All City services are responsive to the community's needs, add value, improve the quality of life, and utilize technologies effectively.
2. Services are aligned with the City vision and goals, including becoming a top 20 college town, and are implemented in a cost-effective manner.
3. City policies are communicated clearly and professionally and are implemented and enforced equitably.
4. 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 very safe community.
5. City staff are highly trained, solution-oriented, and committed delivering excellent services.

### *2020 Council Priorities*

- Gather metrics and audit departments
- Develop a technology plan
- Online payment and permitting
- Animal shelter

**QUESTION:** What would you change, add, or delete to the descriptive statement or objectives?

**ANSWERS:**

**Other Comments:**



6. In closing, ask the group:

**QUESTION:** What is one bold initiative that you believe would be transformational for College Park?

**ANSWERS:**



# City of College Park, Maryland

## Strategic Plan Framework 2020

March 2, 2015

On February 4 and 7, 2015, the College Park City Council and key staff came together to begin drafting a five-year strategic plan for the community. A full report of those deliberations is in a separate document. As a follow up to this work, the Strategic Planning Steering Committee met on February 9 to discuss the draft from the Council sessions and made adjustments to the framework. These changes included refining the language of and placement of priorities, and adding ongoing initiatives from the last five-year strategic plan and the work of the Neighborhood Quality of Life Committee. The document was provided for Council review and additional changes were made during the Council work session on February 17 and a special work session on February 24. The plan below includes Council's changes and has been approved by Council for public comment.

### College Park's Strategic Planning Framework

#### Vision

The City of College Park is a vibrant and prosperous top 20 college town, which has established collaborative relationships for the benefit of the community. The City is known for distinctive and connected neighborhoods, thriving commercial districts, cultural amenities, attractive green space and streetscapes, convenient transportation systems serving all users, and a strong sense of community pride.

#### Mission

The Council and staff provided input on the mission statement which the staff will further develop at the staff workshop. The group will begin with the existing mission and take the comments and suggestions into consideration at the staff workshop.

#### Values

The Council and staff provided input on values which the staff will further develop at the staff workshop.



## Goals

Goals are the long-term overarching areas in the city or “things that must go well” in order for the City to achieve its vision. Each goal statement is followed by key objectives—specific steps to move the City closer to achieving its goals and ultimately its vision. Below the key objectives are Council priorities (action items) that directly relate to the goal and one or more of the objectives. The 2020 priorities include a description of the problem that needs to be solved and what success would look like. The staff will further refine these and develop an action plan for each Council priority at the staff workshop.

The 2020 Strategic Plan Goals are:

8. One College Park
9. Community Engagement
10. Environmental Sustainability
11. Growth and Development
12. Resilient Infrastructure
13. Effective Leadership
14. Excellent Services

### Goal 1: One College Park

The City of College Park and its residents, the University of Maryland and its students, faculty and staff, and all stakeholders are connected to the community as a whole and work together for the best interest of College Park.

#### Objectives:

4. Residents have opportunities to form positive relationships with students, members of diverse cultural groups, and residents from different neighborhoods.
5. All College Park residents, including University faculty, staff, and students, feel connected to the City in addition to their neighborhood.
6. College Park is a place where empathy, diversity, and respect of different groups provide greater understanding and community strength.

#### Ongoing Council Priorities:

- *CMASST monthly meetings of City, PGPD, UMPD, UMD Resident Life, UMD Greek Life, UMD Fire Marshal, UMD Office of Student Conduct, State’s Attorney, PGPOA*
- *Enforcement of Student Code of Conduct off campus*
- *Grant program for neighborhood events*
- *Good Neighbor Day, College Park Day events*
- *Email notification of code violations*
- *Good Neighbor recognition program*



## **Goal 1 2020 Council Priorities**

### **1a. Increase interaction among long-term residents and UMD students, faculty, and staff**

- Problem:
  - Little connection with UMD by long-term residents; little connection of students with the community beyond campus or where they live
  - Residents do not often use UMD amenities; students do not often use City amenities
  - No central point of information about UMD or City programs, events, etc.
  - Only three percent of UMD faculty and staff live in College Park
  
- Success:
  - Programs and events that bring students and long-term residents together – some on campus and some in neighborhoods
  - Community building between students and long-term residents
  - Residents attending more events on campus with discount rates
  - Students becoming more involved in City events
  - Build on ideas generated at the Think-a-thon
  - Increase in percentage of UMD faculty and staff who live in College Park to seven percent by 2020

### **1b. Bridge differences between neighborhoods and the City as a whole**

- Problem:
  - Residents in some neighborhoods do not feel connected to the City as a whole or feel that the City values certain neighborhoods more than other neighborhoods
  - Few opportunities for residents from all parts of the City to interact
  
- Success:
  - City increases city-wide community-building events
  - Community events between north and south College Park
  - Better communication and understanding regarding citywide benefits of projects and City services

### **1c. Facilitate a range of quality housing options that respect neighborhoods**

- Problem:
  - Some housing options, particularly for students, are poorly maintained and negatively impact the neighborhoods
  - The City does not have a large mix of quality housing options close to amenities, such as condominiums, apartments, townhouses, and new detached homes that might be more attractive for millennials, baby boomers, and families.



- Success:
  - Landlords maintain their properties and abide by City and County ordinances
  - New single-family detached homes, townhouses, and condominiums are developed near or in conjunction with amenities where possible
  - An affordable student coop housing program is successfully integrated into College Park's residential neighborhoods

#### **1d. Increase the number of owner-occupied single-family homes**

- Problem:
  - Increases in single-family detached rental properties destabilize neighborhoods, limit the stock of homes for owner-occupancy, and discourages property reinvestment
  - Expanding single-family rental housing for students in neighborhoods can cause conflicts between long-term residents and some students
- Success:
  - More single-family homes are owner-occupied
  - Reinvestment in older housing stock by current and new owner-occupants
  - Greater availability of for-purchase housing for young professionals and families

#### **1e. Research and implement measures that will allow residents to age in place**

- Problem:
  - Independent seniors who want to stay in their current home or move to a suitable residence in the City may not have the proper infrastructure, resources, or options.
- Success:
  - An intergenerational day center for children, seniors and adults with disabilities with additional support and resources (i.e. classes, trips, medicine)
  - A one-stop resource and referral system by Youth and Family Services
  - Partnerships with County, State, non-profits, and/or outside agencies
  - Consideration of recommendations from the Aging in Place Task Force

## **Goal 2: Community Engagement**

All stakeholders are actively engaged in achieving our vision and building community.

### **Objectives:**

5. The City leverages the rich talent and skill in the community.
6. The City creates appealing opportunities for engagement that generate significant involvement in City-sponsored or co-sponsored community, social, and cultural events and public meetings.
7. Tools used for engagement vary from more traditional mechanisms such as meetings to social media and electronic means such as Constant Contact, listservs, and the City website.



8. The City allocates sufficient staff resources for community engagement.

***Ongoing Council Priorities:***

- *Public information on city programs and services*
- *Explore ways to better disseminate crime information*
- *Utilize a Comcate-type of system for online reporting of problems*

**Goal 2 2020 Council Priorities:**

**2a. Communications Officer**

- Problem:
  - There is limited formal or regular City communication; inconsistency in communication design and structure; and no single point of contact for news outlets and UMD relations.
- Success:
  - An informed community due to uniform communication on relevant issues, proactive education, and close relations with press and staff.
  - Build on Shop College Park website; increase FYI publication from UMD and send to residents
  - Joint marketing between UMD and City on co-sponsored events, City events, and UMD events

**2b. Social Media**

- Problem:
  - No staff resources.
  - Limited social media engagement with College Park Connected (no Twitter, Facebook, etc.).
  - No strategic, regular dissemination of information.
- Success:
  - Saturation on social media with relevant information about City events and news.
  - Residents are knowledgeable about city news and events
  - Increased subscriptions on social media accounts



## Goal 3: Environmental Sustainability

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.

### Objectives:

4. The City reduces its impact on the environment through collaboration, research, and the adoption of best practices to incentivize reduced energy usage.
5. The City has well-managed and attractive natural resources, such as parks, trails, and outdoor recreation areas.
6. The City supports new development that is sensitive to environmental issues and that strives to limit impacts on the environment.

### Ongoing Council Priorities:

- *Hollywood Gateway Park – next steps include property purchase and obtaining Program Open Space or other funding*
- *Sustainability Plan for City Operations underway*
- *Sustainable Maryland Certified*

### Goal 3 2020 Council Priorities:

#### 3a. Community gardens and permaculture

- Problem:
  - Healthy fresh food options are limited.
- Success:
  - Community gardens that provide food and community engagement opportunities for our residents
  - Examples of edible plants that can be grown locally in public areas

#### 3b. Adopt a City Operations and a Citywide Sustainability Plan

- Problem:
  - City has many sustainability-related goals and initiatives, but does not have a plan to implement them.
- Success:
  - The City develops, adopts, and implements a City Operations Sustainability plan and a Citywide Sustainability Plan, and regularly monitors progress.



### **3c. Partner with agencies to fund and implement stormwater management improvements**

- Problem:
  - Some stormwater problems in the City may not get addressed without partnering with outside agencies that either control the infrastructure or have funding for improvements.
- Success:
  - The City has implemented improvements / solutions to stormwater problems, and has received funding for the projects.

### **3d. Partner with the UMD Partnership in Active Learning for Sustainability (PALS)**

- Problem:
  - The City does not have the capacity or expertise to research best practices in some areas of sustainability that will be necessary to achieve its sustainability goals.
- Success:
  - The City and PALS develop research projects under the PALS umbrella that provide the City resources and data it uses to become more sustainable.

## **Goal 4: Growth and Development**

Work with partners to facilitate significant investment along Route 1, in the College Park metro area, and the Hollywood Commercial District to expand commercial development and housing options and increase the tax base to finance improvements in services and infrastructure.

### **Objectives:**

5. The City has stable neighborhoods with growing housing options, particularly additional home ownership opportunities.
6. The City government is responsive to new development proposals and provides the community and developers with timely, consistent, structured processes and collaboration.
7. Resources are provided for City services to meet increases in demand or changes in community needs / desires.
8. City residents have high quality public pre-K through 12th grade education options and opportunities for lifelong learning.

### ***Ongoing Council Priorities:***

- *Continued advocacy for State funding for Baltimore Avenue reconstruction*
- *Maintain up-to-date inventory of available sites for redevelopment*
- *Matching grant programs for small business to locate in College Park and/or improve their business*
- *Annual Economic Development report*



- *Support of the College Park Academy*
- *Lakeland Stars mentoring program*
- *Grants to public schools serving College Park residents*

#### **Goal 4 2020 Council Priorities:**

##### **4a. Focus economic investment in priority development areas:**

1. Downtown College Park (south of Guildford Road to College Avenue)
  - Problem:
    - The current downtown area primarily serves students
    - There are not wide choices for retail and restaurants downtown
  - Success:
    - Downtown College Park attracts residents from the entire city (students and long-term residents)
    - Improved range of retail and dining establishments
    - All neighborhoods and residents consider downtown as “their’ downtown
2. Promote development in the College Park metro station area
  - Problem:
    - College Park metro station area is under-developed/under-used.
  - Success:
    - Mixed use development, increased ridership, increased tax base, diversity of housing options, mitigation of environmental issues
    - New development on Prince George’s County and MNCPP owned property
3. Redevelop the Rt. 1 corridor area to create walkable nodes and residential infill.
  - Problem:
    - Rt. 1 north of downtown is an auto-dominated commercial strip with no identifiable centers
  - Success:
    - Reconstructed Rt. 1 is safer for autos and has significantly improved facilities for pedestrians and cyclists.
    - New development clustered at walkable nodes per the sector plan
4. Facilitate Redevelopment of the Hollywood Commercial District
  - Problem:
    - The Hollywood commercial district is dated and uninviting for new retail and customers.
  - Solution:
    - Invest in public infrastructure improvements that will trigger additional private sector investment.



5. Create strategy for use of the City-owned Calvert Road property
  - Problem:
    - The mostly-vacant historic property is under-utilized
  - Success:
    - A new use that provides public amenities.

#### **4b. Innovation District**

- Problem:
  - University of Maryland research is often commercialized outside College Park and the City does not benefit from higher employment, a stronger tax base, and other advantages usually associated with a research institution.
- Success:
  - A thriving innovation district that provides appropriate work space and amenities to attract young professionals and entrepreneurs to live in College Park and contribute to the City's social and economic capital.

#### **4c. Partner with UMD to strengthen Prince George's County Public Schools serving College Park residents**

- Problem:
  - School quality is cited as a barrier to attracting UMD faculty/staff and families in general to live in College Park.
  - College Park loses young families when children approach school age.
- Success:
  - More families stay in College Park because they see good K-12 public options.
  - College Park Academy provides an option for residents.
  - Greater interaction between UMD and local public schools.

## **Goal 5: Resilient and Quality Infrastructure**

The City's infrastructure, including roads, sidewalks, paths, internet, utilities, parks, playgrounds, City Hall, and other city facilities are constructed and maintained at a high quality standard and meet the needs of residents, employees, and visitors.

### **Objectives:**

1. College Park regularly evaluates its public infrastructure and facilities and provides funding so that all facilities meet the expectations of residents and the planned growth of College Park and surrounding neighborhoods.
2. College Park's infrastructure is resilient and designed to function under potentially adverse conditions.



### **Ongoing Council Priorities:**

- *Develop complete and green streets policy and create a network of proposed streets and bike trails (summer 2015)*
- *Develop a citywide bicycle plan (summer 2015)*
- *Implementation of a bike share program*
- *Bike to Work Day*
- *Settle outstanding issues related to completion of the Berwyn portion of the trolley trail*
- *Public security cameras and license plate readers*

### **Goal 5 2020 Council Priorities:**

#### **5a. Complete streets network and bike and pedestrian trails**

- Problem:
  - Many College Park streets are congested with auto traffic, but are not safe for pedestrians, cyclists, seniors, and people with disabilities.
- Success:
  - The City has in place and implements a plan for walking and bicycling facilities that will accommodate and encourage walking and cycling for transportation and recreation.

#### **5b. Route 1 Corridor Reconstruction**

- Problem:
  - Route 1 in College Park has too many access points, too few medians, is unattractive, and does not have adequate and safe pedestrian and cycling facilities
- Success:
  - A reconstructed Route 1 with consolidated access points, safe medians, excellent cycling and pedestrian facilities, underground utilities, and attractive landscaping

#### **5c. Build a new City Hall**

- Problem:
  - Existing facility does not meet the space and configuration requirements for staff
  - Existing facility does not create a civic space or visually contribute to downtown
- Success:
  - Collaborate with UMD to redevelop the entire block with the Route 1 frontage for City Hall, new retail and office space, and a plaza.



#### **5d. Parks, Playgrounds, and Open Space**

- Problem:
  - The City's growing population increases the demand for active and passive recreation space, but there are limited opportunities to expand recreation areas.
- Success:
  - City has a long-term recreation facilities plan that identifies opportunities for expansion and enhancement of existing facilities to meet future needs.

#### **5e. Extend Surveillance Cameras**

- Problem:
  - Crime and the perception that certain areas are not safe reduces pedestrian use of streets, trails, and parks.
- Success:
  - Installation of cameras or other equipment that enhances reality and perception of safety and leads to increased use.

### **Goal 6: Effective Leadership**

The City models excellent leadership and teamwork among Council, staff, and community partners to achieve the City's vision and goals.

#### **Objectives:**

5. The Council and staff have a clear vision for the community and have engaged and inspired community members who embrace a positive view of College Park's future.
6. The Council acts as one policy body, clearly communicates expectations to staff, and provides leadership for advancing College Park's vision and strategic plan.
7. The Council balances the need to be both responsive and decisive and communicates its actions clearly and frequently to residents.
8. The City develops leaders who listen, challenge perceptions, educate community members, and help people see things from different points of view.



## Goal 6 2020 Council Priorities

### **6a. The City Council and staff commit to developing a highly effective partnership and continuous learning**

- Problem:
  - The City's vision and goals are ambitious and cannot be achieved without a strong Council-staff relationship.
- Success:
  - Open communication, trust, and respect for Council and staff roles
  - Joint focus and allocation of time to achieving the City's vision
  - Increased trust in government and commitment to the City by residents and stakeholders due to effective leadership by Council and staff.

### **6b. Staff Succession Plan**

- Problem:
  - There is no succession plan for city manager and senior staff retirements.
- Success:
  - Create plans and procedures in advance of senior staff retirements
  - Provide training and development for existing staff

## Goal 7: Excellent Services

College Park has high quality, consistent, and cost-effective services in every department that contribute to a desirable, welcoming, and safe City for all.

### **Objectives:**

1. All City services are responsive to the community's needs, add value, improve the quality of life, and utilize technologies effectively.
2. Services are aligned with the City vision and goals, including becoming a top 20 college town, and are implemented in a cost-effective manner.
3. City policies are communicated clearly and professionally and are implemented and enforced equitably.
4. 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 very safe community.
5. City staff are highly trained, solution-oriented, and committed delivering excellent services.

### **Ongoing Council Priorities:**

- *Streamlining City permitting processes*
- *Establishing permitting process guide*



## Goal 7 2020 Council Priorities:

### **7a. Gathering metrics/auditing departments**

- Problem:
  - We don't know how effective City services are or whether we are making progress over time.
  - The City produces a lot of data but it is not always presented or organized in a manner that provides useful information.
- Success:
  - City Council, residents and stakeholders clearly understand the cost and effectiveness of all City services and the progress that we are making or not making toward improving quality of life and other important goals.

### **7b. Develop Technology Plan**

- Problem:
  - The City has old systems, expensive licensing and services, and products that may require more staff resources than newer systems.
- Success:
  - Old systems are replaced with modern, efficient and integrated systems, updated software; cloud-based storage; improved accessibility.

### **7c. Online Payment/Permitting**

- Problem:
  - Residents can only submit paper permit applications; permitting in City and county are not integrated online.
- Success:
  - Permit applications, payments, and approval are available online
  - City and county's online permitting systems are inter-connected

### **7d. Animal Shelter**

- Problem:
  - Prince George's County has only one animal shelter in the southern part of the county, and it has a high kill rate. North Prince George's County has the highest adoption rate and compliance. An updated/upgraded facility in northern Prince George's County is needed.
- Success:
  - The County and municipalities in northern Prince George's County combine monies and effort to study the feasibility of a second shelter and provide a new north county shelter based on the results of the study. College Park will be a major influence in the success of this effort.