

CITY OF COLLEGE PARK, MARYLAND

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*Office of the
Mayor*

Andrew M. Fellows
Mayor

February 2010

Dear College Park Community,

It is with great pride that I am sharing our City of College Park draft Strategic Plan for 2010-2015. Your Councilmembers, former Mayor and City staff spent considerable time throughout 2009 creating this forward-looking plan. We also want to thank the residents and business owners that participated in our community focus groups or responded to our survey. I am sure that you will agree that our collective efforts have resulted in a solid roadmap for strengthening and improving our City.

This strategic plan aims to articulate a sharper vision for the City of College Park; highlighting our top priorities and helping us to be better prepared to assess new opportunities in the next 5 years. In developing this plan, we factored in the current economic climate and understand the challenge of implementing a vision for the future when it is unclear how we might meet all of our obligations in the present. We believe having a vision for the future of our City helps ensure we stay focused on what all of you believe is most important.

We also recognized that these are rapidly changing times that require flexibility and creativity. The action plan currently being prepared is incremental and will guide us with specific steps for accomplishing the goals and objectives in the plan. In this way, we will take on what we can manage and have the resources to support. With increasing budget constraints facing the City, we will also be prepared to adjust some of our expectations in our plan.

College Park is in a unique position. We have the authority to influence many aspects of our community, but we also have to work collaboratively with County, State and Federal government on many issues. Our new strategic plan will help us focus on key issues where the City plays an important advocacy role that is ongoing regardless of financial constraints.

We hope that each of you who took the time to participate in the planning process sees something reflected in the plan that speaks to you. Moving forward, we will continue to count on your interest in city business and your participation in community life to help make College Park an even better place to live.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Fellows", written over a horizontal line.

Andrew Fellows
Mayor

Home of the University of Maryland



Draft Strategic Plan 2010-2015

City of College Park City Council
Approved (insert date)

City of College Park Strategic Plan 2010-2015
Draft #4 February 3, 2010

**City of College Park
Draft Strategic Plan 2010-2015**

Acknowledgements..... 3

Detailed Strategic Plan 6

I: Organization Identity..... 6

 Proposed New Mission Statement 6

 Vision 7

 Core Operating Principles 7

 Primary Customers 8

 Supporting Partners 8

II: Strategic Direction 2010-2015 8

 Summary of Most Important Points in our Environment 8

 Strategic Direction & Results 2010-2015 9

 Goals & Objectives 10

III. Strategic Planning Process Overview 11

 Background and History 2010-2015 Strategic Planning Process 11

 Implementing the Plan 11

APPENDIX A: Strategic Planning Vocabulary 13

APPENDIX B: Focus Group Participants 15

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 Councilmembers 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. Stulich, Councilmember, District 3	*Stephanie E. Stulich, 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 over the next five years. 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 a 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. In addition, the city intends to hold a public hearing in early 2010 to obtain feedback on the draft strategic plan.

Execcutive 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" document.

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, 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 Council of College Park

The City Council will be recognized for its solid collaborative working relationship with residents and with the University of Maryland, Prince George's County, other nearby municipalities . Our cooperative relationships with residents and our partners will help the City Council realize its 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, 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 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:

- Goal I:** Convenient transportation options that improve local travel and reduce traffic congestion.
- Goal II** Lead the community in environmental conservation, protection, restoration, and energy efficiency.
- Goal III** Consistent high-quality and cost-effective public services that contribute to a safe, welcoming City for individuals of all ages.
- Goal IV** Neighborhoods that are safe, peaceful and attractive and retain their own unique identity.
- Goal V** Expand the local economy and tax base with smart redevelopment strategies.

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 action plan outlining steps to implement the strategic plan will be developed separately.

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.¹
- **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 that lives, raises families, 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 works for everyone's benefit.

Meaning behind the Mission²

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, neighboring city governments, Prince George's County, and the University of Maryland. We believe a wide range of perspectives and experiences is important for on-going strengthening of College Park, and seek out and 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, 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

¹ 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.

²Explanatory 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 works for everyone's benefit: 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 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 Council of College Park

The City Council will be recognized for its solid collaborative working relationship with residents and with the University of Maryland, Prince George's County, other nearby municipalities . Our cooperative relationships with residents and our partners will help the City Council realize its vision of prosperity and vitality for the City.

Core Operating Principles

The City of College Park will strive to:

- Maintain a sense of community with integrity, wherein each resident, 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 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
- 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
- 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.³ 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.

Environment and Sustainability:

- Continue being a leader in "leading edge" green programs and community education.

³ 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.

- 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 business 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 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, 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 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 annual implementation action plan.

Goal I Convenient transportation options that improve local travel and reduce traffic congestion.

Objectives:

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

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

Objectives:

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

Goal III Consistent high quality public services that contribute to a safe, welcoming City for individuals of all ages.

Objectives:

1. Improve public schools in College Park through collaboration with strategic partners including the Prince George's County Public Schools and the University of Maryland.
2. Expand recreational, social, and cultural activities for city residents, especially seniors and youth.
3. Utilize contract police and collaborate with other policing agencies in the region to improve public safety and reduce crime.

Goal IV Neighborhoods that are safe, peaceful and attractive and retain their own unique identity.

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 permanent and temporary residents.
4. Establish capital improvement programs for neighborhood improvement projects.

Goal V Expand the local economy and tax base with smart redevelopment strategies.

Objectives:

1. Encourage revitalization of development along Route 1 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.

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 its 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 aligns 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.

APPENDIX A: Strategic Planning Vocabulary

Mission Statement

An organization's mission statement is an opportunity to convey, in a concise and compelling way, the difference your organization is aiming 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 can describe 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 may include:

- 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 major 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 in its work.

Core Operating Values

Core operating values are the fundamental values or ideals at the heart of the organization. They articulate the ideals 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 carries out 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 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, called the 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 from 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 the next 3 years 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 activities. When the collection of activities is accomplished, they indicate goal achievement.

APPENDIX B: Focus Group Participants

Marcus Afzali
Hugo Arce
Renata Barski
Gloria Aparicio Blackwell
Marcia Booth
Heather Bourne
Wendy Child
Donna Chin
Diana Claburn
Justin S. Clarke
Carole Clemmer
Dick Conti
Ellen Fox Davis
Paul Davis
Lisa Ealley
Adele Ellis
Janet Evander
Karen Garvin
Dennis Passarella George
Clay Gump
Alan Hew
Jennifer Hill
Greg Hnarakis
Stasia Hutchison
Jeanne Jennings

Fazlul Kabir
Byrne Kelly
John Krouse
Lee Lachman
Linda Lachman
Carol Lindblom
Thibeaux Lincecum
Cindy Lollar
Deron Lovaas
Kim Lugo
Cassia Martin
Charles McCrudden
Tara McLoughlin
Harriet McNamee
Dave Miles
Denise Mitchell
Leslie Montroll
Mark Montroll
Andy Mozynski
Joanne Mozynski
Christine Nagle
Carol Nezzo
Janice Oppelt
John Payne
Patrick Perfetto

David Quon
Jennifer Rigg
Bill Robertson
Betty Rodenhausen
Ann Rowe
Linda Sahin
David Kidwell-Slak
M. Sarwar
Bob Seward
Douglas Shontz
Mark Shroder
Joe Smith
Thomas Stokes
Jessica Sutter
Geoff Trout
Judith Wang
Robert Weber
Mark Wimer
Margaret Wood

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