PRINCE GEORGE'S FORWARD TASK FORCE

Visions for Tomorrow (Short-Term Recommendations)

Presentation to the County Council
Tuesday, January 12, 2021 at 10:15am

Opening Remarks

Dr. Charlene Dukes and Mr. David Velazquez, Co-Chairs

Government Operations Work Group

Former Governor Martin O'Malley, Chair

Government Operations Specific Focus Areas

Performance
- New performance evaluation system for individual employee performance; Metrics reporting related to the effectiveness of functions across County government.

Customer-Facing Services
- Provide virtual services to citizens where possible and, if not possible, provide services in a manner that protects the public and employees.

Internal and External Risks
- Reduce County government risk of exposure to cyber events and mental health training for managers - both related to increased working at home

Continuity of Government (COG)
- Ensure the County has user-friendly Continuity of Operations (COOP) and COG plans that govern our actions in the midst of a catastrophic event.

Visions for Tomorrow/Short-Term Recommendation 1

Continuity of Government (COG) Plan (Existing)

Appendices to current plans in response to 40% less staff are being submitted to the Office of Emergency Management.

3-Day Table Top Exercise to enable agencies to test operations if presented with a 40% loss in staff.

The COG plan will ensure County government is prepared to provide essential services to residents during COVID or other catastrophic event.

Visions for Tomorrow/Short-Term Recommendation 2 Individual Employee Performance (New)

Establish a timeline where all employees are evaluated on a fiscal year basis

Develop intentional employee goals which are measurable and aligned with the County's goals

Develop targets to measure the performance of County agencies to improve service delivery

Visions for Tomorrow/Short-Term Recommendation 3

Cybersecurity Enhancements (Existing)

Update the cybersecurity policy for appropriate use behavior due to increased teleworking.

Cybersecurity training to increase employee awareness of threats (phishing, malware) to reduce risk to County systems

Due to increased stress created by COVID, provide managers with mental health training to recognize employee issues and recommend intervention

Visions for Tomorrow/Short-Term Recommendation 4

Customer-Facing Services (Existing)

Analysis of the inventory of services performed by the contractor

Development of a roadmap for the services chosen to be converted

Conduct an inventory for the next set of agencies whose mission directly serves the public.

Visions for Tomorrow/Short-Term Recommendation 5
Mental Health Training
(New)

Re-introduce training that focuses on the definition of mental illness and recognizes an employee is under duress

Make sure management has tools to identify and deal with problems in the workforce with appropriate services or interventions

Assure employees they are not alone and improve coping skills

Visions for Tomorrow/Short-Term Recommendation 6

Dashboards and Performance Management Systems (Existing)

- Implement a Performance Management Dashboard
- Using a framework for internal County Agencies
- Improve operational effectiveness, human capital and resource use

Education Recovery Work Group

Dr. Darryll Pines, Chair

Education Recovery Special Focus Areas (5)

- Resetting the PreK-12 Academic Plan and Delivery Models
- Expansion of Online Learning and Technology Supports
- Rethinking Opportunities and Delivery Models in Post-Secondary Education
- Resource Allocation
- Closing the Digital Divide-Optimizing Secure Technology

Education Recovery Visions for Tomorrow/Short-Term Recommendations

- **Reimagination of Personnel Resources** (Existing)
  - Reimagine personnel resources to allow students to benefit from the learning delivery method that best amplifies their ability whether it be online, classroom, personalized instruction, or combination thereof.
  - To further enhance this effort, we would properly map education assets, expand Summer Youth Enrichment Programs, and align County digital resources.

- **Expand Parent Support Center Program** (Existing)

  Extending the Community school concept to promote a holistic approach to supporting the entire community.

- **Beyond SAT & ACT** (New)

  Launch a major communication and marketing campaign advising families of the new college admission criteria for University of Maryland, Bowie State University, Prince George's Community College, and other higher education institutions.

Education Recovery Visions for Tomorrow/Short-Term Recommendations

- **Youth Matter** (New)

  Promote and celebrate notable youth and young adult enrichment programs offered throughout Prince George's County. Provide tangible rewards and recognition for participants who excel and share their stories throughout the community.

- **Online Teacher Assistants** (New)

  Implementing teacher assistants to provide support to teachers and students.

Human and Social Services Recovery Work Group

Ms. Rosie Allen-Herring, Chair

Human and Social Services Recovery-Specific Focus Areas (4)

Integrating Data for Individualized Recovery and Resilience

Strengthening Public Private Partnerships through Building Non-Profit and Faith Based Organizational Capacity

Identifying Individual and Family Needs in Real Time

Equity - Addressing Vulnerable Communities, Anticipation of Growing Needs, and provision of Adequate Infrastructure

Human and Social Services Recovery Visions for Tomorrow/Short-Term Recommendations

- **Reinforcing Efforts to Provide Safe Housing for Survivors of Domestic Violence and Human Trafficking** (New)

  The SFA recommends supporting the work of the County's existing efforts in the Department of Family Services and the Prince George's County Victims' Services-Housing/Homelessness Coalition by expanding capacity through identification of possible resources

- **Food Distribution Coordination Enhancement** (Existing)

  Build out the previous Visions for Tomorrow/Short-Term Recommendation idea of having a Food Distribution Czar by continuing to improve and build on the existing Food Distribution GIS map, including making it more interactive and user friendly.

- **Improving County COVID-19 Webpage** (Existing)

  Improving access to information regarding COVID-19 to the public by transforming the current webpage for COVID-19 information in the County into an easy to navigate information portal.

Human and Social Services Recovery Visions for Tomorrow/Short-Term Recommendations

- **Beyond Foster Care Resource Center** (Existing)

  Fixing a gap in our service system that currently drops foster children that have been wards of the state, previously abuse, abandoned and/or neglected and then cut off at age 21 with no other resource options.

- **Faith-Based and Nonprofit Communication and Coordination** (Existing)

  Develop implementation partnerships between the two sectors in order to apply for grants and increase programs and services for the county residents.

- **GrandPad Funding and Distribution** (New)

  Buy and distribute GrandPads to seniors; GrandPads are tablets intended for senior citizens with large text and icons and only essential features for ease-of-use. This will help reduce the social isolation seniors disproportionately experience, reducing the negative health outcomes associated with loneliness while also ensuring increased compliance with shelter-in-place recommendations.

Human and Social Services Recovery Visions for Tomorrow/Short-Term Recommendations

- **Creation of an Eviction PSA to Educate Residents (Continuation of Actions for Today)** (Existing)

  With the Governor's Eviction order, the CDC Eviction order and enhanced legal assistance for households facing eviction, residents must be made aware of the protections and resources available to them in the event of a pending eviction.

- **Identifying Local Funding for On-Going Rental Assistance** (New)

  The SFA recommends that the County identify a renewable funding stream to provide emergency or short term rental assistance for low and moderate income households.

- **Create Unified Database of Human Services Resources** (New)

  Build off and consolidate existing asset mapping efforts and internal agency resource lists to create a unified database for human service referrals.

Human and Social Services Recovery Visions for Tomorrow/Short-Term Recommendations

- **Property Tax Default Anticipation Mechanisms** (New)

  Create property tax default anticipatory mechanisms that will prevent homeowners who are unable to pay their property tax due to a less in income related to COVID-19 from losing their homes.

- **All Weather Docking Stations** (New)

  Build out the previous Visions for Tomorrow/Short-Term Recommendation idea of having a Food Distribution Czar by continuing to improve and build on the existing Food Distribution GIS map, including making it more interactive and user friendly.

Health Recovery Work Group

Dr. Joseph Wright, Chair

Health Recovery - Specific Focus Areas (7)

Health Operations Project Management and Oversight

Preparing for the Next Wave of COVID-19 and Future Emergencies

Continuing Response Needs

Health Department Infrastructure Needs in COVID-19 Recovery and Beyond

Equity – Addressing the Needs of Communities Facing the Most Significant Health, Economic and Social Challenges

Strengthening Systems of Care Coordination

Filling the Gaps

Health Recovery Visions for Tomorrow/Short-Term Recommendations

- **Health Department Funding Plan** (New)

  Practically put, health departments have to be ready 24/7 to serve and protect their communities. This requires access to a wide range of critical data sources, robust laboratory capacity, preparedness and policy planning capacity, and expert staff.

- **Countywide Testing** (Existing)

  Clarify the local drivers of the current testing platform in Prince George's County and modify as needed.

Health Recovery Visions for Tomorrow/Short-Term Recommendations

- **Assess Health Department Data Infrastructure** (New)

  Assess the multitude of County data systems, infrastructure and programs within the Health and Human Service agencies. Data systems are not integrated and therefore make it a challenge to capture data and analyze.

- **COVID-19 Vaccine Program Deployment** (New)

  Implementation of a COVID-19 vaccine program for Prince George's County. This will be a mandated public health effort and response.

Health Recovery Visions for Tomorrow/Short-Term Recommendations

- **Behavioral Health and Addiction Opportunities** (New)

  Ensure all hospitals in Prince George's County integrate Screening, Brief Intervention and Referral to Treatment (SBIRT) interventions into the standardized care for patients who seek care for any reason.

- **Creative Recruitment and Hiring Methods (to Attract Multi-Lingual Candidates)** (New)

  Identify creative recruitment and hiring methods to attract/encourage candidates that will assist in meeting the language needs of the County.

Health Recovery Visions for Tomorrow/Short-Term Recommendations

- **Public Health Emergency Preparedness (PHEP) Program** (Existing)

  Program planning for public health workers to enable their quick response and provide a coordinated response to save ALL lives and prevent negative outcomes especially for the most vulnerable populations.

Economic Recovery Work Group

Mr. Thomas Graham, Chair

Economic Recovery Specific Focus Areas

- Jobs recovery/Workforce Development
- Business Recovery
- Tourism Recovery
- Economic Relief
- Real Estate Recovery
- Policies, Tools & Resources
- Mass Transit Guidance

Improve the regulatory process to attract economic development opportunities (New)

- Improve the regulatory permitting process timeframes and systemic complexities.

- Re-examine the development fee structure.

- Increase flexibility to quickly fill critical vacant positions in permitting and inspections.

- Create an Ombudsman position, outside of DPIE, that will work directly with customers to resolve issues and challenges.

- Implementation of this recommendation will attract new economic development opportunities to further grow the County's tax base and create new employment opportunities.

Achieve 50% public procurement with Small, Minority, and County Based Businesses (CBB's) **(Existing)**

- Increase **CBB** vendor participation through enhanced engagement with local business organizations and County initiatives such as the **Green Book**

- Provide capacity building support and resources to increase procurement opportunities.

- The implementation of this recommendation will increase revenue for **CBB's** and generate new jobs for County residents.

Tourism Communications and Marketing Strategy **(Existing)**

- To utilize the County's major attractions and current infrastructure to develop a unified strategic marketing and communications plan.

- Implementation of this recommendation will develop brand identity to expand development in the tourism sector.

Economic Development Communications and Marketing Strategy (Existing)

- To develop a targeted strategic campaign to attract specific business sectors.

- The implementation of this recommendation will develop brand awareness around the County's strengths and in alignment with its capacity to expand development in the sectors identified.

Department of Permitting, Inspections and Enforcement (DPIE)
Customer Satisfaction Survey **(New)**

- To survey past and present customers to gauge their experience navigating the permitting and inspection process.

- Implementation of the **DPIE** Customer Satisfaction Survey will provide the administration with the requisite insight, analysis and guidance to improve the regulatory process.

- The outcomes will be used to establish a baseline for future performance.

Questions and Closing Remarks
Dr. Charlene Dukes and Mr. David Velazquez, Co-Chairs

For any questions or comments, please email: pathforward@co.pg.md.us

For general information on our Prince George's Forward Task Force, go to: www.princegeorgesforward.com