

# Prince George's FORWARD

REIMAGINING OUR FUTURE



## Visions for Tomorrow Summary Report February 2021



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“The arrival of 2021 has brought us many reasons for hope.”

## Dear Prince Georgians,

While we pull together to slow the spread of COVID-19 and take the necessary precautions to protect each other, we can see the light at the end of the tunnel with the arrival of the vaccines. Getting vaccinated to be “Proud to be Protected” from COVID-19 when the opportunity is available is a critical step we can all take to end the spread of this virus, and get the County and our communities back on their feet.

I created the Prince George’s Forward Task Force to focus on the post-pandemic future that Prince Georgians are ready to enter. This Task Force consists of experts whose experience and innovation will help us reimagine what is possible and guide our recovery efforts. While the County government is working every day to meet the health, safety, educational, and economic needs of our residents during this public health emergency, the Forward Task Force is collaborating with our government agencies and listening to residents to create a set of recommendations for our growth based on a foundation of data and innovation.

This dynamic Task Force is prioritizing its work so we can improve how we meet current challenges and rethink our long-term approach to the way we deliver services to our residents. Prince George’s Forward Co-Chairs Dr. Charlene Dukes and David Velazquez, along with each subcommittee — Economic, Health, Education, Government Operations, and Human and Social Services — are developing recommendations rolled out in three phases.

The first report, *Actions Today*, presented the immediate recommendations of the Forward Task Force. Now, the second report with short-term recommendations, *Visions for Tomorrow*, is ready to be shared with our community. I want to sincerely thank our Co-Chairs, Subcommittee Chairs, and every member of the Task Force who worked diligently to craft these critical and insightful recommendations that we plan to implement to improve the lives of Prince Georgians. Both reports can be found at the website [www.princegeorgesforward.com](http://www.princegeorgesforward.com).

Prince Georgians, thank you for your continued sacrifices and for doing your part to keep each other safe throughout this pandemic. Together, we will emerge from this pandemic stronger than ever.

**Angela Alsobrooks**  
Prince George’s County Executive



**Angela D. Alsobrooks**  
County Executive

# Note from the Co-Chairs

It is an honor to serve as co-chairs for the Prince George's Forward Task Force at the request of County Executive Angela Alsobrooks. As Prince Georgians know well, the COVID-19 pandemic has brought unprecedented challenges to how we live and work. Being a part of the County Executive's ambitious plan to reimagine the County's future is one of the most humbling and inspiring experiences we have had.

From the outset, the Forward Task Force was charged with providing concrete, actionable recommendations across a broad spectrum of policy areas to aid Prince George's recovery and equip the County to better respond to future crises. The work demanded that we bring together the brightest leaders and problem-solvers in our area. Our Task Force subcommittees are led by experienced, committed and thoughtful leaders who are experts in their fields and share a deep understanding of our County. They have the knowledge and practical know-how to help our County emerge from this pandemic stronger than ever.

The Task Force's work is organized in five key areas:

- The Health Recovery Subcommittee is chaired by Dr. Joe Wright, Chair, Health Recovery Subcommittee, Senior Vice President and Chief Medical Officer, University of Maryland Capital Region Health.
- The Education Recovery Subcommittee is chaired by Dr. Darryll Pines, incoming President of the University of Maryland, College Park.
- The Economic Recovery Subcommittee is chaired by Tom Graham of TH Graham and Associates.
- The Government Operations Subcommittee is chaired by the Honorable Martin O'Malley, Former Governor of Maryland.
- The Human and Social Services Recovery Subcommittee is chaired by Rosie Allen-Herring, President and CEO of the United Way of the National Capital Area.

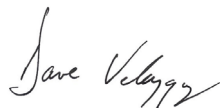
The subcommittees are comprised of Prince Georgians and Marylanders who are diverse in background and professional experience, united by their commitment to ensure a thriving future for Prince George's County.

Given the urgency of need that the COVID-19 pandemic has created, the County Executive asked the Task Force to release its recommendations in three phases. The first report—Actions Today—was released in November 2020 and its actions are being implemented right now. This second report—Visions for Tomorrow—contains the Task Force's short-term recommendations, which will be implemented over the next year. The final report—A Redefined Future—will be released this spring.

Utilizing our values of collaboration, innovation and data-driven solutions, Visions for Tomorrow is a continuation of the Task Force's work toward positioning Prince George's County to emerge from this pandemic stronger than ever. We look forward to sharing our vision with you.



**Dr. Charlene Dukes**  
Co-Chair



**David Velazquez**  
Co-Chair



**William Von Hoene, Jr.**  
Co-Chair



**Dr. Charlene Dukes**

Prince George's Forward Co-Chair  
Former President, Prince George's  
Community College



**David Velazquez**

Prince George's Forward Co-Chair  
President and CEO, Pepco Holdings



**William Von Hoene, Jr.**

Prince George's Forward Co-Chair  
Senior Executive Vice President and Chief  
Strategy Officer, Exelon Corporation

# About Prince George's Forward

The Prince George's Forward Task Force is an engaged group of subject-matter experts and County employees working together to address the impacts of COVID-19 on all Prince Georgians as we guide our path forward.

The Forward Task Force represents the best of Prince George's County — they are innovators, doers, leaders, humanitarians and experts in their fields. Professionally, our Task Force members are doctors, educators, executives, small business owners, and current and former government officials. Personally, they are mothers, fathers, caregivers, grandparents, mentors, volunteers and community members. They care deeply about our communities and the impact COVID-19 has had on them, and they understand firsthand the challenges Prince George's County faces. They are invested in our progress and committed to our success. Our Task Force is, indeed, ours. Because of their deep community connections and commitment to our success, they are uniquely positioned to help solve the challenges COVID-19 has posed for our County.

Each of our Task Force members was handpicked for their unique perspectives and knowledge. We built a world-class group of advisors to confront an unprecedented global health challenge that required an innovative and local approach. The vast combined experience of our Task Force is providing unparalleled insight and concrete, commonsense solutions to move our County forward.

## The Task Force is comprised of five subcommittees:



### Economic Recovery

Finding opportunities to create robust job opportunities and a well-trained workforce



### Education Recovery

Strengthening education to give our children more tools to succeed and spur innovation in our education system



### Government Operations

Seeking innovative solutions and challenging the status quo to meet the ever-changing needs of our County and Prince Georgians



### Health Recovery

Preparing for the future by using a data-driven approach so all Prince Georgians can live a healthy, productive life

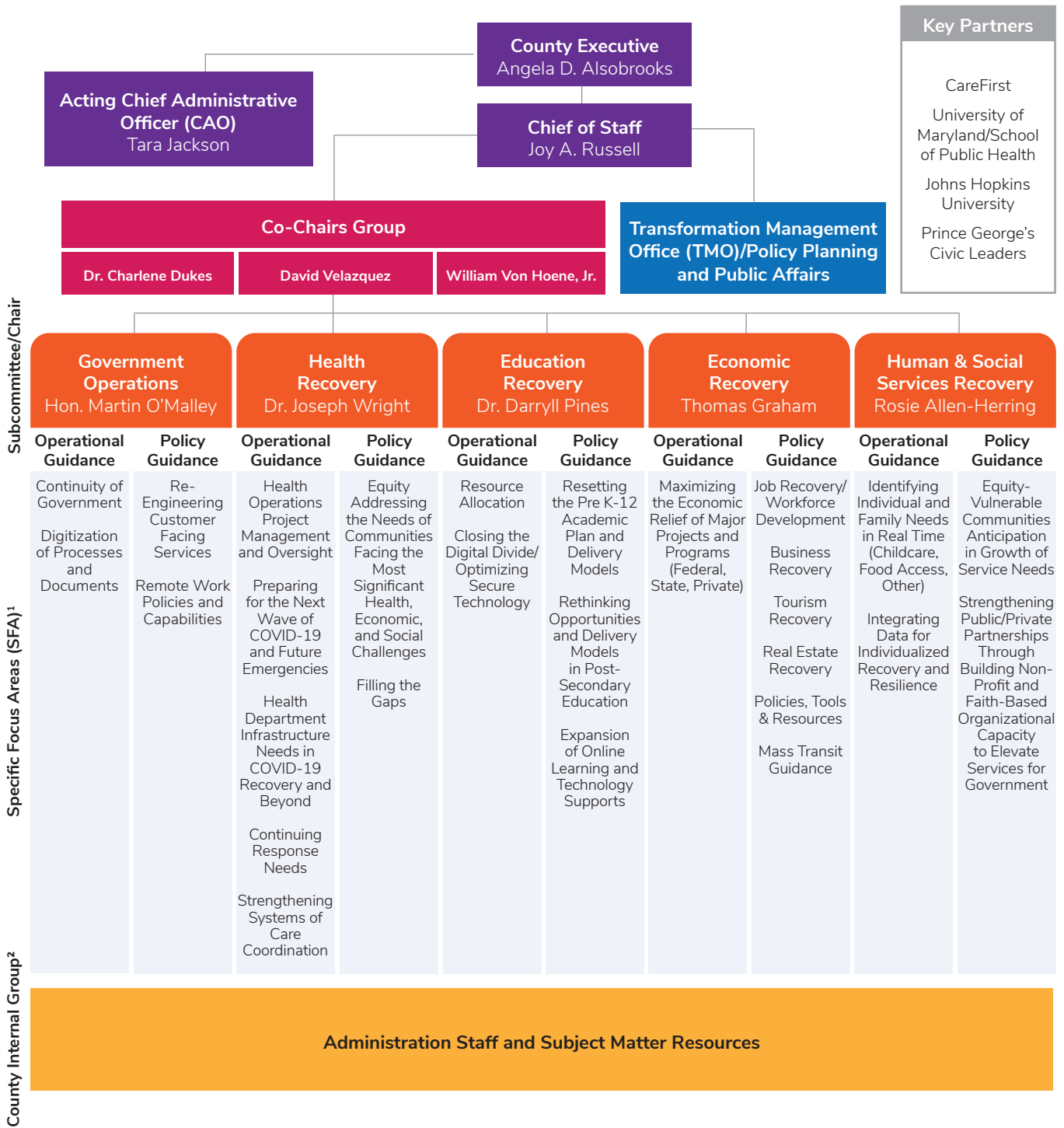


### Human and Social Services Recovery

Reimagining human services to bolster our County's proud record of being one of the best places to work, live and thrive



# Task Force Organizational Chart



<sup>1</sup>SFAs are the focus areas for each subcommittee  
<sup>2</sup>County Internal Group supports subcommittee Chair and respective subcommittee

# Economic Recovery Subcommittee



## Message from the subcommittee chair

Igniting a quicker recovery for residents and our businesses is central to the Forward Task Force's work. Our Economic Recovery Subcommittee has presented strategies that enhance business growth while encouraging innovation and expanding access to jobs for County residents. Through collaboration and innovation, we can maximize economic relief and position the County for greater growth in the months and years to come.

### Thomas Graham

Chair, Economic Recovery Subcommittee  
Principal, TH Graham and Associates

## Recommended Actions

<b>Improve the Regulatory Process to Attract More Economic Development Initiatives</b>	Review the County regulatory processes and make the necessary changes to build one of the most efficient and best-in-class systems in the region; which will attract developers and encourage investors to build and expand in Prince George's County.	New Initiative
<b>Economic Development Communications and Marketing Strategy</b>	Create a strategic campaign focused on economic development that targets specific industries and creates brand awareness based on the County's strengths and capacity.	Existing Initiative
<b>DPIE Customer Satisfaction Survey</b>	The DPIE Customer Satisfaction Survey will provide the administration with much needed insight and guidance to improve the regulatory process and attract new business development.	New Initiative



## Economic Recovery Subcommittee Members



Name	Organization
Hon. Anthony Brown	U.S. House of Representatives
April Richardson	Culinary Partnerships and Food Opportunities
B. Doyle Mitchell	Industrial Bank
Brunson Cooper	Corenic Construction Group
Chris Bloyer	Washington Football Team
Chris Borgal	National Harbor
Daniel Flores	Greater Washington Board of Trade
Hon. David Harrington	Prince George's County Chamber of Commerce
Derrick Perkins	Bank of America
Francey Youngberg	Melwood
Gary Michael	NAI Michael
Jair Lynch	Jair Lynch Real Estate
Hon. Jim Estep	Greater Prince George's Business Roundtable
Kerry Watson	MGM National Harbor
Korey Neal	K. Neal Truck and Bus Center
Mark Lawrence	Inncuvate
Hon. Mel Franklin	Prince George's County Council
P. Michael Errico	PMELLC
Rick Edson	HCADC
Stephanie Williams	Bozzuto Management
Dr. Wayne A.I. Frederick	Howard University



# Education Recovery Subcommittee



## Message from the subcommittee chair

The pandemic has challenged our community to reimagine how we provide high-quality educational services in a post-COVID world, leveraging the best of in-person, hybrid and virtual learning environments. From K-12, we will ensure that our students are college- and career-ready, well-rounded and prepared for today's globally competitive reality. We are committed to ensuring our institutions of higher education offer the highest-quality experience, worthy of the caliber of our students. This Administration is also committed to a holistic approach to empower youth to achieve their full potential.

### Dr. Darryll Pines, PhD

Chair, Education Recovery Subcommittee

President-Designate, University of Maryland College Park

## Recommended Actions

<b>Reimagination Of Personnel Resources</b>	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.	Existing Initiative
<b>Expand Parent Support Center Program</b>	Expand the Community school concept to provide holistic support to the entire community; promote children's well-being by providing comprehensive support to the whole family through PGPCS.	Existing Initiative
<b>Beyond SAT &amp; ACT</b>	Launch major communication and marketing campaign to inform families of new college admissions criteria putting less weight on SAT and ACT scores, and what the consequences of this new criteria mean to them and how their children prepare for higher education at University of Maryland, Bowie State University, Prince George's Community College, and other higher education institutions.	New Initiative
<b>Youth Matter</b>	Promote and celebrate successful youth and young adult enrichment programs in Prince George's County; provide tangible rewards and recognition to outstanding participants and share their stories around the community.	New Initiative
<b>Online Teacher Assistants</b>	Partner with outside entities like the local Universities/Colleges to provide online tutoring or assistant services for students struggling. Add teacher assistant roles to provide more support for students and teachers to ensure students understand the concepts being taught and can succeed in class.	New Initiative

## Education Recovery Subcommittee Members

Name	Organization
Dr. Alvin Thornton	Prince George's County School Board
Dr. Aminta Breaux	Bowie State University
Dr. Christyl Johnson	NASA
Duane Deason	2U, Inc.
Dr. Falecia Williams	Prince George's Community College
Hon. Joanne C. Benson	Maryland State Senate
Lupi Quinteros-Grady	LAYC
Dr. Marco Clark	Bishop McNamara High School
Dr. Monica Goldson	Prince George's County Public Schools



# Government Operations Subcommittee



## Message from the subcommittee chair

COVID-19 has challenged the County to continue meeting the needs of our residents while maintaining the safety of employees and maximizing virtual resources. Our Forward Task Force Government Operations Subcommittee is releasing several recommendations that use commonsense and data-driven solutions to rethink how we serve Prince Georgians — not just in the midst of this pandemic but in the future. Residents should expect timely and accurate information, rapid deployment of resources, implementation of proven tactics and consistent follow-up delivered with a standard of excellence.

**The Honorable Martin O'Malley**  
 Chair, Government Operations Subcommittee  
 Former Governor, State of Maryland

## Recommended Actions

<b>Continuity of Government</b>	Continuity of Government plans will be completed by June 2021, and COOP training for appointing authorities and agency COOP managers is complete; agencies are finishing plans that will address up to a 40% loss of staff in the pandemic.	Existing Initiative
<b>Individual Employee Performance</b>	Create a more streamlined employee performance evaluation system; replace the current paper-based evaluation system which uses pieces of paper and email; establish consistent timeline for performance evaluations based on fiscal year instead of hiring date; develop measurable employee goals which are in line with County goals.	New Initiative
<b>Cybersecurity Enhancements</b>	Reduce the County's increased risk of cyber events due to more employees working from home and accessing the County's network through the internet; update cybersecurity awareness training for employees and update cybersecurity telework cyber security policies to outline acceptable behavior.	Existing Initiative
<b>Customer-Facing Services</b>	Further analysis of the inventory of services provided by certain agencies during the quick win phase; develop a roadmap for services to be changed from semi-manual tasks done by an employee in an office to a completely digital process.	Existing Initiative
<b>Mental Health Training</b>	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.	New Initiative
<b>Develop Dashboards and Performance Management Systems for Internal County Agencies</b>	Implement a performance management dashboard and systems to provide a framework for internal County agencies to improve their operational effectiveness, human capital, and resource use.	Existing Initiative

# Government Operations Subcommittee Members

Name	Organization
Artis Hampshire-Cowan	Leveraged Leadership Group, LLC
Terry Speigner	NGEN
Hon. Tracy Gant	Prince George's County Municipal Association

Supported by the administration's Government Operations internal working group



# Health Recovery Subcommittee



## Message from the subcommittee chair

Improving Prince Georgians' health outcomes and bolstering our health systems has never been more important. The Forward Task Force's Health Recovery Subcommittee has proposed changes that promote and enhance the physical and mental health and well-being of all Prince Georgians. Task Force members are also focused on the County's health preparedness in the event of another crisis, shoring up our internal infrastructure, rethinking how we collaborate within the health community and improving efficiencies in communication.

### Dr. Joseph Wright, MD

Chair, Health Recovery Subcommittee  
Senior Vice President and Chief Medical Officer  
University of Maryland Capital Region Health

## Recommended Actions

<b>Health Department Funding Plan</b>	Outline a 3-year funding plan to meet the needs of the Health Department to build Countywide programs and infrastructure to support the health and wellness of County residents; provide the Health Department with 24/7 access to critical data sources, laboratory capacity, preparedness and policy planning capacity and expert staff.	New Initiative
<b>Countywide Testing</b>	Clarify the local drivers of the current testing platform in Prince George's County and modify as needed, to offer tests to Prince George's County residents.	Existing Initiative
<b>Assess Health Department Data Infrastructure</b>	Assess the numerous County data systems, infrastructure and programs within the Health and Human Services agencies; identify the jurisdiction/ agency/organization that uses the best practices for recording and analyzing data; create a plan for implementing those best practices.	New Initiative
<b>COVID-19 Vaccine Program Deployment</b>	Develop a COVID-19 mass vaccination program for Prince George's County.	New Initiative
<b>Behavioral Health and Addiction Opportunities</b>	Ensure all Prince George's County Hospitals include SBIRT (Screening, Brief Intervention, and Referral to Treatment) in their standardized care for patients who seek care for any reason.	New Initiative
<b>Creative Recruitment and Hiring Methods (to Attract Multi-Lingual Candidates)</b>	Identify creative recruitment and hiring methods to attract and retain bilingual employees to meet the County's language needs.	New Initiative
<b>Public Health Emergency Preparedness (PHEP) Program</b>	Plan program that enables a quick and coordinated response from public health workers to County residents during an emergency or future pandemic to save ALL lives and prevent negative outcomes, especially in the most vulnerable populations.	Existing Initiative

# Health Recovery Subcommittee Members

Name	Organization
Casiya Thaniel	Microsoft
Catalina Sol	La Clinica del Pueblo
Christine Wray	MedStar Southern Maryland
Djawa Hall	SEIU1199
Dr. Geoff Mount-Varner	Physician
Maria Gomez	Mary's Center
Maria Tildon	CareFirst
Dr. Mohan Suntha	University of Maryland Medical System
Nancy Ross	Healthcare Professional
Patricia Arzuaga, Esq.	Prince George's County Latino Advisory Board
Deneen Richmond	Doctors Community Hospital
Dr. Terrence Fullum	Howard University



# Human and Social Services Recovery Subcommittee



## Message from the subcommittee chair

As your government, we serve you — our residents. Now more than ever, in this time of need, Prince Georgians should feel local government’s presence and understand the resources available to residents. The Forward Task Force’s Human and Social Services Recovery team is working to expand and strengthen partnerships, connect allied organizations for greater efficiencies, and improve communications to provide additional resources to families and residents.

### Rosie Allen-Herring

Human and Social Services Recovery Subcommittee  
President and CEO, United Way of the National Capital Area

## Recommended Actions

<b>Reinforcing Efforts to Provide Safe Housing for Survivors of Domestic Violence and Human Trafficking</b>	Support Prince George’s County’s existing efforts in its Department of Family Services and the County’s Victims’ Services Housing/Homelessness Coalition to safely house or rehouse people leaving domestic violence and human trafficking situations by identifying possible resources to expand capacity.	New Initiative
<b>Food Distribution Coordination Enhancement</b>	Design coordinated system across all public and private resources to better reach citizens that need food assistance; build on the existing Food Distribution GIS map to distribute and deliver food to those who need it more efficiently.	Existing Initiative
<b>Improving County COVID-19 Webpage</b>	Improve the public’s access to information on COVID-19 by making the County’s COVID-19 webpage into an easy to navigate information portal.	Existing Initiative
<b>Faith-Based and Nonprofit Communication and Coordination</b>	Develop partnerships between the faith-based and nonprofit sectors in the County to share strategies on applying for grants that can increase programs and services available to County residents and to identify the potential for synergistic efforts.	Existing Initiative
<b>GrandPad Funding and Distribution</b>	Initiate as a PILOT program to buy and distribute GrandPad devices for senior centers/assisted living facilities/hospitals to make it easier for isolated seniors in our community to communicate with others and lessen the negative effects of isolation caused by COVID-19.	New Initiative
<b>Creation of an Eviction PSA to Educate Residents</b>	Build off and consolidate existing asset mapping efforts and internal agency resource lists to create a unified database for human service referrals.	Existing Initiative
<b>Identifying Local Funding for On-going Rental Assistance</b>	Identify or develop a renewable funding source that can give emergency or short-term rental assistance to low-and-moderate income Prince George’s households.	New Initiative

**Create Unified Database of Human Services Resources**

Use existing asset mapping and internal agency resource lists to create one, unified database of third-party service providers and social service supports in the County to use for human service referrals; supports potential long-term goal of creating an updated “Referral Hub”/Resident Assistance Portal of available social service providers and partners in the County.

New Initiative

## Human and Social Services Recovery Subcommittee Members

Name	Organization
Daphne Forbes	Microsoft
Rev. Dr. Jo Ann Browning	Ebenezer AME Church
Pastor John K. Jenkins, Sr.	First Baptist Church of Glenarden
Hon. Rushern Baker, II	Baker Strategy Group
Hon. Sheila Tillerson Adams	Prince George’s County Circuit Court
Hon. Sydney Harrison	Prince George’s County Council
Tammy Bresnahan	AARP
Tonia Wellons	Greater Washington Community Foundation
Rev. Tony Lee	Community of Hope AME
Erin Bradley	AOBA





# What's Next

Our “Visions for Tomorrow” report represents our collective work of assessing successful government programming and conceptualizing innovative ideas that will be swiftly expanded and begin implementation this fiscal year with a focus on recovery. This is the second report since we started our work together, representing the short-term recommendations that followed on the heels of the Actions Today recommendations.

The Forward Task Force has now turned its attention to the final phase of recommendation development,

the long-term recommendations. “A Redefined Future,” the final report, is expected to be completed in March 2021 and will reflect an implementation timeline for the totality of recommendations that spans beyond fiscal year 2021.

This last report phase will allow us to achieve the collective mission of fully reimagining Prince George’s County and how your government will evolve in this new reality to meet the needs of all our residents regardless of where they live, work or play.



“Our goal is to not just get back to where we were before this pandemic, not to return to the world of the past, but to go faster and farther for our residents than we ever have before.”

**Angela Alsobrooks**  
Prince George’s County Executive



[www.princegeorgesforward.com](http://www.princegeorgesforward.com)

[Pathforward@co.pg.md.us](mailto:Pathforward@co.pg.md.us)