





Alsobrooks Administration

~2023~

ANNUAL REPORT

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I am Prince George's Proud to share our 2023 Annual Report, highlighting the transformational work we have done in year five of the Alsobrooks Administration.

As we continue to build on the successful work we have accomplished in our first term, we have not stopped delivering on all six of our Proud Priorities.



Dear Prince Georgians,

Last year, we made historic investments in the future of our young people. We invested \$2.8 billion into our school system, an historic amount of funding, and opened six new schools through an innovative public-private partnership. We also continued providing new opportunities for our young people to stay engaged through our Alsobrooks Youth Leadership Institute and by opening a new, state-of-the-art Bladensburg Branch Library.

In response to the rise in crime in communities across the nation, we made significant and increased investments in our public safety agencies and continued investing in our Hope in Action Anti-Violence Project. We also launched new programs focused on re-entry, including the Pathways to Government program and Employer Incentive Initiative, helping returning citizens gain meaningful employment opportunities across the County.

A decade-long process finally came to a close with Prince George's County being selected as the home of the new FBI headquarters. The site selected in Greenbelt will bring 7,500 jobs to the County, as well as all the contractors associated with the FBI. It will be an anchor that, over time, will attract new companies to Prince George's and transform our local economy for generations.

Our government has also placed a continued focus on supporting local, small, and minority-owned businesses, with nearly half of our County Government agencies meeting or exceeding a 50% procurement spending goal with small and minority businesses this year. Our Economic Development Corporation hosted a Latino Business Accelerator program, as well as a C-Suite Accelerator program focused on women and minority-owned businesses. In addition, Employ Prince George's launched the mobile American Job Center to bring employment opportunities directly to the residents we serve.

As we continue to grow and develop, we have not forgotten about affordable and workforce housing. We completed construction on five new housing projects that provide quality, affordable housing for seniors and families. We also expanded a program that helps preserve existing homeownership in the County, especially for seniors.

With a focus on stronger and healthier communities, we broke ground on a new, state-of-the-art public health center for our Health Department which will replace the aging Cheverly Health Center. We continued the rollout of our countywide curbside composting program and secured a federal Climate-Smart Commodities grant, helping us mitigate the impact of climate change. To better manage flooding caused by climate change, we continued implementing an aggressive stormwater management plan while launching a new sandbag distribution program.

Finally, we continue to build an even more inclusive County Government for all Prince Georgians. We hired the County's first LGBTQIA+ Liaison in my office, and the Prince George's Police Department hosted our County's inaugural Pride Walk at National Harbor. We also continued the rollout of our Language Access program across County Government, ensuring language barriers do not prevent access to critical services for residents.

I want to thank my leadership team and the entire Prince George's County Government. We could not have accomplished so much last year without each and every government employee. I am so proud of all you do every day to serve our residents.

I also want to sincerely thank Prince Georgians, for placing your trust in me and continuing to partner with this government every day. We cannot do this work alone, and your consistent engagement allows us to continue building a government that is even more responsive, transparent, and accountable.

As we enter another year, our Administration remains committed to delivering on the promises we have made since day one. Our work together will continue to ensure Prince George's County remains the Crown Jewel of Maryland for generations to come.

Yours in service.

Angela Alsobrooks

Angela alsobrooks

Prince George's County Executive

Stakeholder Quotes









"As a 43-year Prince Georgian resident who raised a family and serviced my community in various ways, I think Prince George's County is a great place to live, work, and create memories for families to come."

~ Neville Crockett, District 7

"I moved to Prince George's County around the year 1973 and had the opportunity to buy my home and support my family. My husband and I raised our children in a great neighborhood where we loved our neighbors like our family. I take great pleasure in living in the great Prince George's County and serving my community and enjoy working with the elected officials to continue to help make Prince George's County a great place to work and live."

~ Mamie Small. District 4

"I have lived in Prince George's County for 30 years. It is a great place to live. I have seen the growth in our community. We have seen a stronger focus on development. What makes Prince George's County such a special place to live is, the ability of the people and the government to work together to resolve matters of concern. It is also the friendliness of the County employees; like the guys who pick up my trash and recycling. They are always kind and pleasant."

~ Sharon Ford, District 7

"Doing business in Prince George's County and working together is a great opportunity that I have not experienced in doing business elsewhere. The community is so welcoming."

~ Thivanka Hettiarachchi, District 5

"Your home is your "Happy Place & Sanctuary" through the good & not so good life events. It is the place that I chose to capture "My Peace." I have resided in Prince George's County for four decades and some change. Advocating, Volunteering and more, I have lifted my voice to support many facets of our County. I am more than "Prince George's Proud." I am Prince George's Committed!!"

~ Sharon Sims-Colbert, District 8

Education

Prince George's County will provide high-quality educational services in safe learning environments that will not only ensure that our students are college and career ready, but are also well-rounded and globally-competitive citizens.



School Construction

 Opened 6 new schools for 8,000 students during the 2023-2024 school year through phase 1 of the Alternative Construction Program (ACF)

Supporting our Teachers

 Class Act program distributed over \$30,000 worth of supplies to educators at several Prince George's County Title 1 Schools through the Office of Community Relations

Sustainable Education

- Conducted the Prince George's Envirothon through the Prince George's Soil Conservation District (PGSCD), reaching over 100 high school students
 - The PGSCD awarded \$13,500 in higher education scholarships to County high school students in 2023, with a total of \$47,000 in scholarships since 2013

Career and Technical Education

- Expanded CTE program at Crossland High School
 - Crossland High School now a Career and Technical Education Center
- Hosted a CTE Forum showcasing student entrepreneurship

School Funding

- Funded a historic amount of school funding, \$11.4 billion over 4 years
- Exceeded maintenance of effort by \$108 million over 4 years

Food Composting

 Won a \$50,000 USDA grant for piloting food scrap composting in some Prince George's County Public Schools

Youth Development

In collaboration with local businesses, non-profits, community organizations, and athletic/academic programs, we strive to provide our kids with well-rounded opportunities for growth.



Summer Programs

- Hired nearly 3,000 young people ages 14-22 for summer jobs and enrichment opportunities through the 2023 Youth@Work/ Summer Youth Enrichment Program (SYEP)
- Provided free summer enrichment opportunities for 1,000 County youth through the Alsobrooks Summer Passport Experience
- Launched a Forensic Science Camp through the Police Department's Office of Community First, helping inspire youth ages 10-15 while cultivating an interest in the field of forensic science
- Created a Young Entrepreneurs Program through the Police Department to teach young people ages 11-17 how to successfully develop business ideas into comprehensive start-up business plans
- Launched the inaugural Camp Embers Program through the Fire/EMS Department to introduce young women ages 14-18 to professions in the fire service





New Library Facility

 Unveiled a new, state-of-the-art Bladensburg Branch Library

Youth Leadership

- Welcomed our inaugural class of the Alsobrooks Youth Leadership Institute, an immersion-learning program for youth interested in County Government and community service
 - Inducted the Alsobrooks Youth Leadership Institute Class of 2024



Quality of Life Supported by High Performance Government

When it comes to public services, Prince Georgians should expect timely and accurate information, rapid deployment of resources, proven tactics and strategies, and efficient follow-up delivered with a standard of excellence.

Community Engagement

- Office of Community Relations (OCR)
 hosted the inaugural Red Jacket Awards
 Ceremony, giving out nearly 100 awards
 to community leaders and stakeholders
- OCR attended 458 meetings and events reaching 30,602 residents
 - The OCR Common Ownership Communities (COC) Unit serves residents living in homeowners associations (HOA), condominium associations, and cooperative housing associations (CO-OPs). COC met with over 100 HOAs, condominium associations, and CO-Ops through the COC Roadshow









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LGBTQIA+ Support

- Hired the County's first-ever LGBTQIA+ Liaison and established the LGBTQIA+ Advisory Board, helping County Government better connect with and serve the LGBTQIA+ community
- Police Department hosted the inaugural Pride Walk at National Harbor

Immigrant Support

- Created the Language Access Awareness Campaign to inform residents about their language access rights through the Office of Human Rights
- Our Office of Multicultural Affairs participated in 118 outreach events, including hosting the Latino Business Roundtable, African and Hispanic Heritage Month events, International Women's Day, and other multicultural events

Recycling/Waste Diversion

 Achieved the highest recycling and waste diversion/ source reduction rate in the State of Maryland

Modernizing Government

 Launched a new County Government website through the Office of Information Technology

Economic Development

Prince George's County has worked to ensure that our residents, businesses, and institutions are all active participants in the thriving marketplace and have opportunities to enjoy our economic growth.



Affordable Housing

- Completed 3 housing projects, delivering 321 new and preserved housing units, 305 of which are affordable and preserved 500 units of existing affordable housing
- Launched the new Faith Based Development Initiative Program to assist faith-based institutions interested in developing affordable housing opportunities on underutilized land
- Expanded the Homeownership Preservation Program (HOPP) through an additional \$750,000 in funding from the HITF to continue to preserve existing homeownership

Cultivating a Local Business Ecosystem Through Procurement

 Nearly half of all agencies or operating entities in County Government met or exceeded a 50% procurement spending goal with small and minority businesses

Redevelopment Projects

- Former Prince George's Hospital Center Redevelopment
 - Broke ground on the 45-acre medical campus redevelopment project with a goal of creating a new mixed-use activity center consisting of 1,350 residential units, 40,000 square feet of retail, a hotel, and offices
- Livingston Square Shopping Center Redevelopment
 - This 11-acre, 73,000 square feet shopping center has all newly constructed retail stores including a 43,000 square foot grocery store, restaurants, medical facilities, and other amenities

Assisting Job Seekers

- Enrolled 7,679 residents in the newly expanded Virtual Career Center, connecting them with resources that strengthen their career opportunities
- Launched the American Job Center (AJC) Mobile Unit to support and assist our most vulnerable residents and hard-to-reach communities
- Created and helped retain nearly 2,000 fulltime jobs through our ongoing county-based business procurement initiatives, part of nearly \$419 million in planned capital expenditures

Providing Technical Assistance to County Businesses

- Hosted the Latino Business Accelerator Program
 to support the Latino business community through
 one-on-one support and consulting services, including assistance with business planning, establishing
 credit, managing bank accounts, marketing, branding
 and licensing
- Hosted the C-Suite Accelerator Program to support county-based women and minority-owned businesses through leadership, marketing, finance, and product development assistance
- Assisted 1,365 businesses through the Level Up Program and direct business development support
 - Businesses accessed more than \$6 million in approved business loans and an additional \$5.9 million in other public/private funding, creating and retaining 657 jobs

Blue Line Corridor

- Attracted \$769 million in investments along the Blue Line Corridor through locally based and minority-lead development projects
 - · Pavilion at Lottsford
 - · Park Place at Addison
 - Hampton Park
 - 210 on the Park
 - The Epiphany at 6500 Central
- Developed detailed plans and public participation processes for 2 of the 5 signature projects funded through the Maryland Stadium Authority
 - Wayne K. Curry Civic Plaza
 - Youth Sports Fieldhouse

FBI Headquarters

- Selected as the home of the new FBI headquarters
 - The site selected in Greenbelt will bring 7,500 jobs to the County

Healthy Communities

Our Administration has worked to promote, enhance, and preserve the physical, mental health, and wellbeing of all Prince Georgians.



Expanding Healthcare Access

- Broke ground on a new, state-of-the-art public health facility that will provide a range of healthcare services to County residents
- Opened the new ER at the University of Maryland Laurel Regional Medical Center
- Received two vital grants from the Substance Abuse and Mental Health Services Administration (SAMH-SA) to combat the impact of substance abuse on our communities
 - The Healthy Transitions and System of Care grants total a \$7.7 million investment, over a fiveyear period, supporting behavioral health programs for youth, young adults, and their families
- Opened a brand new, 23,000 square foot state-of-theart medical unit for inmates housed at the Department of Corrections

Beautification and Litter

- Collected 925 tons of litter
- Hosted Spring and Fall Growing Green with Pride beautification events
- Our bi-annual events now average over 4,000 registrants each season
- Hosted 147 Saturday Community Clean-Ups to improve convenient neighborhood access to public roll-off dumpsters
- Launched our Median Beautification Program to plant new trees, shrubs, flowers, and ornamental grasses in 10 pilot neighborhoods
- · Cleaned over 220 delinquent lots

Serving our Seniors

- Implemented the Elderly Property Tax Credit program to assist seniors with their property taxes and provide the opportunity to remain in their homes and age in place
 - Over 24,000 applications have been received
- Secured Healthy Fresh Meals, a locally based food vendor that provides farm to table, hot, fresh nutritious meals for the Senior Nutrition Program's Congregate Meal Program
 - Provided 18,502 meals at congregate meal sites and home-delivered 193,000 meals

Stormwater Management

- Implemented a new community Sandbag Program and distributed more than 15,000 sandbags to residents living in flood-prone areas
- Restored 500 acres of impermeable surface, totaling 5,230 acres restored to reduce the impact of storm-related flooding
- Completed 6,830 linear feet or 1.3 miles of stream restoration projects
- Secured more than \$3.7 million in grants to support stream restoration projects

Sustainability and Agriculture

- Launched PGC Composts, a countywide curbside composting program
 - Distributed composting materials to over 90,000 households
- Launched the first season of the Urban Farm Incubator at Watkins Regional Park, which provides resources and technical support to 14 farmers with 10 farm businesses on 9 plots
- Assisted more than 63 urban farmers and 50 stakeholders and educated more than 2,400 residents on urban farming as well as soil and water conservation through the Urban Ag Program
- Piloted the Climate-Smart Local Producers Program through a \$3.25 million USDA Climate Smart Commodities Grant focused on reducing barriers to practice implementation on existing and new farms

Safe Neighborhoods

We believe that the cornerstone of maintaining safe communities is an unyielding commitment to establishing and maintaining positive collaboration between County Government, law enforcement and the communities we serve.







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Re-entry

- Established the Re-entry Advisory Council, which consists of representatives from County and State agencies, educational institutions, nonprofit organizations, businesses, and the community who work to impact the lives of returning citizens in Prince George's County
- Hosted the first Returning Citizens Summit through our Returning Citizens Affairs Division, featuring a series of panel discussions with experts on the transition from incarceration to the community
- Launched the Pathways to Government (PTG) Initiative to provide employment opportunities for returning citizens within County Government
- Launched the Employer Incentive Initiative, which provides up to \$5000 reimbursement for private sector employers for every returning citizen hired

Mental Health

 Implemented the 9-1-1 portion of the Mental Health Call Diversion process through our Office of Homeland Security's Public Safety Communications

New Training Facilities

- Opened the new Emergency Vehicle Operations Course (EVOC) Training Facility, a 2,600 square feet course for driving training
- Broke ground on the Police Department's new Special Operations Division Center

2023 Annapolis Legislative Session

In collaboration with our County Delegation, we advocated for the needs of Prince Georgians during this year's Legislative Session to ensure that our County's legislative priorities were met.



State Funding

 Secured more than \$2.1 billion in State aid for Prince George's County

Economic Development

- Secured \$200 million for the FBI headquarters to help them relocate to Greenbelt
- Secured \$50.7 million for the renovation of the Downtown New Carrollton Transit Hub at the New Carrollton Metro Station
- Secured \$12 million for the demolition of the old Cheverly Hospital, with \$5 million preauthorized for next year
 - Unlocks \$1 billion in new mixed-use development at the site
- Secured \$8 million for the creation of developable parcels in Largo along the Blue Line Corridor
 - Supports continued transit-oriented development along the Blue Line
- Passed legislation to give Prince George's County representation on the Maryland Stadium Authority
- Passed legislation to allow the County to establish business improvement districts that focus on equity

Healthcare

- Secured \$27 million to continue construction of the new cancer center at the University of Maryland Capital Region Medical Center in Largo
- Secured \$6 million for the construction of a new tower for obstetrical care (pregnancy) at Luminis Health Doctors Community Medical Center

Education

 Passed legislation to establish a Teacher Development and Retention Program

Re-entry

 Secured \$500,000 to establish the Prince George's County Re-entry Employment Incentive Program through Employ Prince George's to help employ returning citizens

Arts

- Passed legislation to expand the tax credit for film production activities
- Secured \$100,000 for the Prince George's Arts and Humanities Council Film Office to support local filmmakers

Youth Development	 Provided energy literacy programming to 400 summer youth through the County's Sustainable Energy Division Created the Prince George's County YES (Youth Experiencing Success) Center, a partnership between the Department of Social Services and the Circuit Court, to provide comprehensive wraparound services for youth aging out of the foster care system Launched the Guaranteed Basic Income (GBI) pilot program that provides services for youth aging out of foster care including job training, housing, and food to help navigate the transition into independent adulthood Established the Youth Drop-In Center as part of the new Youth Homeless Demonstration Project as a no-barrier drop facility for youth and young adults in need of housing, healthcare, and other basic needs through a Systems of Care grant Hired 2 youth ages 18-25 with developmental and/or intellectual disabilities for County Government jobs through the Department of Family Services' Project HIRE program
2023 Legislative Session	 Secured \$20 million for a Maryland Next Level Sports & Entertainment Innovation Center to support the next generation of student athletes and leaders Secured \$5 million for the renovation of the Shepherd's Cove Homeless Shelter for Women and Children Secured \$2 million for the construction of additional floors and bed space at MedStar Southern Maryland Hospital Secured \$500,000 for the renovation of the Behavioral Health Emergency Department at Luminis Health Doctors Community Medical Center Secured \$100,000 for Prince George's County Court Appointed Special Advocates (CASA) Secured \$17.5 million for the Marlboro Hall Renovation at Prince George's Community College Secured \$1.1 million for the new Thurgood Marshall Library and Commons building at Bowie State University Passed legislation to establish the Transit-Oriented Development Capital Grant and Revolving Loan Fund Passed legislation to protect and preserve forests as the County grows in a smart way Passed legislation to help attract, support, and retain firefighters and EMS personnel Passed legislation to double the number of speed cameras on Route 210

Quality of Life Supported by High Performance Government	 Implemented programs within the Department of Corrections to improve technology use for both staff and inmates Received 129,550 calls through PGC311 with an average call answer time of 10 seconds Completed the final phase of the Momentum rollout, improving the permitting system Since the launch in May 2023, over 20,000 applications have been processed, with over 10,000 being permitted. Won a Clean Fuels Technical Assistance Program grant from the Maryland Energy Administration to electrify the Resource Recovery Division's fleet Brown Station Road Sanitary Landfill received the Bronze Award from WSSC during the 15th Annual Pre-treatment Recognition Award Ceremony Deployed 122 public Electric Vehicle Charging Stations (EVCS) at various County Government buildings Revised permitting guidelines for Electronic Vehicle Charging Stations (EVCS) and solar, streamlining the permitting process Installed solar canopy systems at five County Government sites, generating enough electricity to power over 400 homes free of charge for 15 years Improved the time to fill a County Government position to an average of 83 days Adopted a manual for the Board of Ethics, setting forth the board policies, procedures, and other information for future Boards Ranked #1 Digital County in our population category by the Center for Digital Government for the third consecutive year Enhanced cybersecurity program by implementing multi-factor authentication and encryption, completing assessments, and continuing cybersecurity awareness campaigns and trainings Hired a Deputy Director/Deputy Chief Information Officer and a Chief Information Security Officer within the Office of Information Technology County fleet recognized as an industry leader, ranking #3 in the 100 Best Public Fleets and #14 in the Green Fleets of North America
Education	 Opened two new Judith P. Hoyer Center Early Learning Hubs, also known as a "Judy Centers," at Bradbury Heights Elementary School and Rosa Parks Elementary School that offer services and resources for youth and their families Hosted summer school programming at all five Judy Centers Re-opened school-based health centers at Bladensburg High School, Northwestern High School, Fairmont Heights High School, and Oxon Hill High School Expanded access to Hazel Health services to PGCPS students throughout the school day during the 2023-2024 school year, including charter schools Installed murals at three Prince George's County Public Schools Distributed more than 1,200 backpacks and over 25,000 school supplies to students grades Pre-K to 12 through the 2023 DPW&T Stuff TheBus Back-to-School Supply Drive PGCPS increased the presence of in-school mental health clinicians from 168 to 202 schools for the 2023-2024 school year

- Distributed more than 1,300 coats to youth through the Office of Community Relations' annual Winter Coat Drives
- Assisted more than 100 homeowners with the help of 3,200 volunteers through the Annual Christmas in April initiative
- Office of Community Relations led 7 signature events and attended 100 community events through its annual 100 Events of Summer initiative
- Department of Corrections received a Residential Substance Abuse Treatment grant in the amount of \$211,920 from the Governor's Office
- Department of Corrections received a Collaborative Crisis Response and Intervention Training Program grant for \$250,000 from the Department of Justice
- Prince George's Soil Conservation District received the Farm Credit Award for Outstanding District
- Installed 71 Best Management Practices (BMPs) on 1,897 acres of land and developed 40 soil and water quality conservation plans that cover 2,701 acres
 - Committed \$644,093 in federal funding to County farmers to help improve soil health and water quality in the County
- Launched a Housing Discrimination awareness campaign through the Office of Human Rights
- Launched a Human Trafficking billboard campaign through the Office of Human Rights
- Hosted animal adoption events, yielding 2,069 pet adoptions
- Established an Animal Intake Unit within the Animal Services Division to divert the number of animals entering the facility and to educate owners about available resources and animal care
- Completed 3 residential drainage improvement projects:
 - Longfellow Street in the Town of Riverdale Park
 - Wallace and Windom Roads in the Town of North Brentwood
 - Linwood Court in Lanham
- Unclogged over 1,200 inlet structures
- Department of Social Services' Summer SNAP program provided \$1.2 million in funding to reduce hunger and poverty for over 10,000 youth
- Expanded our mobile food market footprint through the Maryland Market Money program. increasing access to fresh fruits and vegetables for SNAP/EBT participants
- Prince George's County's Health Connect exceeded its annual enrollment targets by 150%, assisting more than 20,000 households confirming 15,753 new enrollments
- The Health Department's PreventionLink Program entered a 5-year, \$5 million cooperative with the Centers for Disease Control and Prevention (CDC), allowing us to continue our efforts to reduce the impact of diabetes, hypertension, and stroke among residents
- County Health Department becomes first jurisdiction in the State of Maryland to receive Full Plus Recognition as National Diabetes Prevention Program Umbrella Hub Organization from Centers Disease Control and Prevention (CDC)
- County Health Department's Behavioral Health Division provided over 40 community-based behavioral health clinician trainings in Trauma Focus Cognitive Behavioral Therapy, an evidence-based trauma intervention for children, youth, and families
- Maryland Children's Health Program assisted 15,027 customers in navigating the Maryland Health Connection System and verified 25,348 applications for residents seeking health insurance
- Completed a comprehensive Community Needs Assessment for Prince George's County youth and families through the Department of Family Services
- Department of Family Services served 755 youth and 626 parents through a community partnership to combat food insecurities, providing a total of 35,408 meals
- Department of Family Services received a 3-year, \$786,775 grant from the Administration for Community Living (ACL) to enhance the quality of life for residents affected by dementia

Healthy Communities

Economic Development	 Announced new program guidelines for the Pathway to Purchase program allowing new families access to affordable home loans Successfully hosted the 2nd Minority Construction Industry Day, presenting more than \$600 million in planned construction to County businesses Opened the County's first Fogo de Chao Restaurant at the National Harbor Completed the redevelopment at Aster College Park, a mixed-use development project with 393 market-rate multi-family units and 70,000 square feet of retail Created an affordable housing dashboard highlighting the creation and preservation of over 6,000 units, with over 4,880 committed affordable since July 2020 Increased our Right of First Refusal (ROFR) Preservation numbers by 545 units, increasing the total number preserved to 1,452 units since FY 2021 Employ Prince George's new pre-apprenticeship programs graduated a total of 27 individuals Employ Prince George's new apprenticeship programs graduated 42 residents who secured valuable positions in various fields such as patient care, peer recovery, line cook, cyber security, and automotive technician, resulting in more than \$1.5 million in earnings for the graduates Employ Prince George's awarded the 2023 International Economic Development Council Silver Award for the Apprenticeship Innovation Program Employ Prince George's awarded a \$20,000 Apprenticeship Expansion Fund to the University of Maryland Capital Region Health for the training of Patient Care Technician apprentices
Safe Neighborhoods	 Opened the Police Department's new Canine Training Facility Implemented the Comfort Canine Program through the Fire/EMS Department to enhance the mental wellness of our firefighters and paramedics Implemented the Length of Service Award Program (LOSAP) application through the Fire/EMS Department to streamline the process for LOSAP benefits to volunteer members Piloted a Mentoring Program for employees within the Fire/EMS Department aimed at improving confidence, communication, leadership skills, and other personal and professional development Successfully executed the development and adoption of the 2023 Prince George's County and City of Laurel Hazard Mitigation Plan (HMP) The required HMP enables the County and partners to submit for State and Federal Hazard Mitigation Assistance funds that could total over \$15 million with a five-year renewal period Reduced 9-1-1 Specialist vacancies nearly 40% within the Office of Homeland Security's Public Safety Communications through a public outreach campaign

Office of the County Executive Wayne K. Curry Building 1301 McCormick Drive, Suite 400 Largo, MD 20774

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