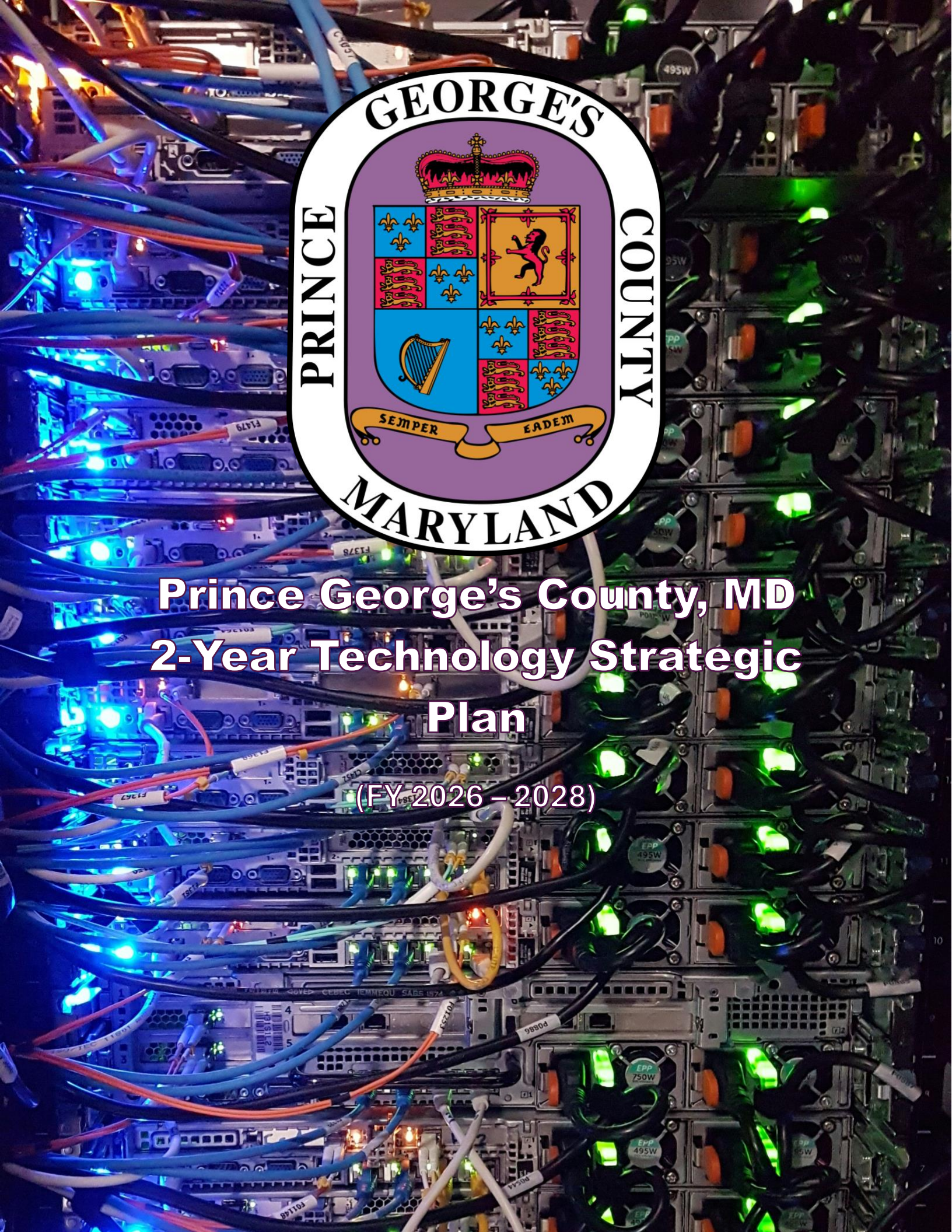

Prince George's County, MD 2-Year Technology Strategic Plan

(FY 2026 – 2028)

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Section 1.0 Executive Summary

Introduction

Prince George's County, Maryland is a suburban county of nearly 500 square miles nestled just east of Washington, D.C., within the Capital Region. Home to close to one million residents, it is the second-most populous county in Maryland. The county is currently led by County Executive Aisha Braveboy who won a County-wide special election created by former County Executive, Angela Alsobrooks, being elected to U.S. Senate.

Serving as a vital hub for federal operations, it hosts multiple major federal facilities, including Joint Base Andrews, the U.S. Census Bureau headquarters, NASA's Goddard Space Flight Center, the USDA's Beltsville Agricultural Research Center, and the U.S. Geological Survey's Patuxent Wildlife Research Center. On the higher-education front, the county is home to several prominent institutions such as the University of Maryland, College Park, University of Maryland Global Campus, Capitol Technology University, and Prince George's Community College, among others.

"The 2-Year Technology Strategic Plan is designed to transform this vision into action, using a flexible and iterative roadmap that will position Prince George's County as a thriving hub."

The local economy is driven by sectors such as public administration, health care and social assistance, and construction. Demographically, the population is majority Black or African-American (approximately 59 %), followed by Hispanic/Latino residents (~15 %), White (non-Hispanic) residents (~11 %), and Asian (non-Hispanic) residents (~3.9 %).

1.1 Strategic Context

Prince George's County Government is at a pivotal moment in its economic and technological trajectory. With a marked decline in federal jobs, contracts, and grants that have historically been essential to the County's prosperity, a strategic pivot is required. The County is now seizing the opportunity to become a national leader in technology-driven governance and innovation by focusing on technology as the preferred industry for economic growth, workforce development, and service delivery. The 2-Year Technology Strategic Plan is designed to transform this vision into action, using a flexible and iterative roadmap that will position Prince George's County as a thriving hub for innovation and as the wealthiest majority-people-of-color county in the United States.

This strategic context acknowledges that self-sufficiency and local investment are essential for future resilience. Rather than relying on diminishing federal support, the County is doubling down on cultivating a vibrant tech ecosystem fueled by local entrepreneurs, small and mid-sized tech firms, and public-private partnerships. Anchored in the County's "Elevate Prince George's" and OIT's mission to act as a change agent, the plan focuses on scaling innovation, increasing efficiency, and

enhancing constituent services through emerging technologies such as artificial intelligence, automation, and quantum computing.

Strategic investments will be concentrated in high-potential areas like the Innovation Corridor and designated Downtowns, aligning with the broader Plan 2035 goals for economic revitalization and infrastructure development. Through this, Prince George's County will nurture homegrown tech talent by building a career pipeline for students and jobseekers and supporting minority business enterprises (MBEs) and tech startups with scalable growth opportunities. The plan will also include robust mechanisms for measuring progress in areas such as job creation, digital service adoption, business development, institutional capacity, cybersecurity readiness, and overall wealth growth.

Key pillars of the plan include fostering a resilient local tech industry, accelerating digital government services, strengthening institutional agility, and modernizing infrastructure. The strategy will be governed by a living roadmap approach, subject to annual measurement, adjustment, and cross-agency coordination, thereby ensuring transparency, accountability, and long-term success. By cultivating, measuring, and executing this ambitious roadmap, Prince George's County is not only responding to current economic headwinds but is also boldly positioning itself as a national model for inclusive, innovation-led growth.

"Prince George's County will nurture homegrown tech talent by building a career pipeline for students and jobseekers and supporting minority business enterprises (MBEs) and tech startups with scalable growth opportunities."

1.2 County Mission, Vision & Core Values

The Office of Information Technology's Technology Strategic Plan is in full alignment with the mission, vision, and core values of the Braveboy Administration, ensuring that every initiative, investment, and innovation supports the County's commitment to excellence, transparency, equity, and service to our residents and businesses.

1.3 Strategic Purpose

The purpose of this 2-Year Technology Strategic Plan for Prince George's County Government is to create a forward-thinking, actionable roadmap that leverages technology to drive inclusive economic growth, improve government efficiency, and enhance the quality of life for all residents. In response to the ongoing decline in federal funding and job opportunities, the plan is designed to reposition Prince George's County as a self-sustaining, innovation-driven economy where technology is the primary engine of advancement. It seeks to build a resilient foundation for digital transformation across government operations while fostering a thriving ecosystem for tech-based business development, entrepreneurship, and workforce empowerment, especially for communities that have been historically underrepresented in the tech sector.

The vision for this strategic plan is to firmly establish Prince George's County as a national leader in technology-enabled governance and innovation. It aspires to make the County a model of equitable prosperity by using technology as a catalyst to unlock opportunity, close wealth gaps, and modernize public service delivery. Over the next two years, the County will harness emerging technologies such as artificial intelligence, automation, and data analytics to drive smarter decision-making, improve public safety, support education, and streamline constituent engagement. By doing so, the County will not only adapt to economic shifts but will also accelerate toward becoming the wealthiest majority-people-of-color jurisdiction in the country, built on the strength of a dynamic and inclusive tech economy.

1.4 Summary of Major Themes and Outcomes Aligned with Strategic Pillars

The 2-Year Technology Strategic Plan for Prince George's County Government is structured around five interdependent strategic pillars that work collectively to drive innovation, economic inclusion, and operational excellence across the County. These strategic pillars guide the County's efforts to not only respond to economic challenges but also proactively shape its future as a national model of tech-driven governance and inclusive growth.

"The vision for this strategic plan is to firmly establish Prince George's County as a national leader in technology-enabled governance and innovation."

1.4.1 Empower a Thriving Local Tech Ecosystem

This pillar focuses on creating an environment where technology companies based in Prince George's County can grow, scale, and become national leaders. The plan emphasizes investment in innovation hubs, expansion of access to capital, and targeted support for small and minority-owned tech businesses. Key outcomes include increased tech startup formation, expanded public-private partnerships, and job creation within the County's borders. By building a self-sustaining ecosystem, the County reduces dependency on federal opportunities and creates new streams of local revenue and wealth.

1.4.2 Build a Robust Technology Career Pipeline

To ensure that residents benefit directly from the growth of the tech sector, the plan includes aggressive efforts to develop local talent through education, training, and workforce development programs. This includes partnerships with K-12 schools, community colleges, and universities, as well as alignment with employer needs through apprenticeships and certifications in high-demand fields like AI, cybersecurity, and cloud computing. The goal is to prepare Prince George's County residents, particularly youth and underrepresented communities, for long-term, high-paying careers in technology.

1.4.3 Transform Government Through Emerging Technologies

Government operations will be modernized by adopting cutting-edge technologies such as artificial intelligence, robotic process automation (RPA), data analytics, and digital service delivery platforms. This transformation will drive efficiency, improve customer service, and enable more transparent and responsive governance. Outcomes include faster permitting and licensing, streamlined procurement, data-informed policy decisions, and a significant reduction in manual, repetitive tasks through automation.

1.4.4 Deploy Interceptive Technology for Public Safety, Health, Environment, and Education

This pillar focuses on applying advanced technology to proactively address some of the County's most pressing challenges. Smart surveillance systems, AI-based threat detection, air and water quality monitoring, and predictive health analytics will be deployed to improve public safety and environmental stewardship. In the education sector, technology will be used to bridge digital divides and improve outcomes for students. The intended results are safer communities, healthier environments, and more equitable access to quality public services.

"Government operations will be modernized by adopting cutting-edge technologies such as artificial intelligence, robotic process automation (RPA), data analytics, and digital service delivery platforms."

1.4.5 Modernize Infrastructure & Strengthen Cybersecurity

To support the rapid advancement of digital services and connected systems, the County will invest in the modernization of its IT infrastructure, including cloud-first strategies, broadband expansion, and enterprise architecture standardization. Simultaneously, cybersecurity will be elevated as a core operational priority, with enhanced risk management, incident response capabilities, and training across all departments. These efforts will ensure that County systems remain resilient, secure, and capable of scaling with future demand.

Collectively, these strategic pillars and their associated outcomes position Prince George's County to lead as a resilient, inclusive, and future-ready jurisdiction, one where technology is not only a tool for efficiency but also a foundation for equitable prosperity and long-term economic transformation.

1.5 Pivoting from Federal Dependency to Local Innovation

For decades, Prince George's County's economic growth and job market have been closely tied to federal employment, contracts, and grant funding. However, with a marked and ongoing decline in these traditional sources of opportunity, the County now stands at a critical inflection point. Rather than continuing to rely on an uncertain federal landscape, this strategic plan boldly shifts the focus toward cultivating a resilient, self-sustaining local innovation economy powered by technology.

This pivot is both a necessity and an opportunity. By investing in homegrown innovation, the County can harness its greatest assets, which are its people, its institutions, and its entrepreneurial spirit, to create new pathways for wealth generation and job creation. The 2-Year Technology Strategic Plan prioritizes the development of a robust tech ecosystem comprised of local companies, founders, and technologists who reflect the diversity of the County itself. By reducing dependency on external funding and emphasizing scalable, tech-enabled ventures, Prince George's County will strengthen its economic independence and long-term stability.

Through targeted initiatives that support local startups, expand access to capital, develop a highly skilled workforce, and integrate advanced technologies into public service delivery, the County is positioning itself as a national model for innovation-led governance. This transition from federal dependency to local innovation is foundational to achieving the County's broader vision: becoming the nation's wealthiest majority-people-of-color jurisdiction through strategic investment in technology, equity, and self-determination.

"The 2-Year Technology Strategic Plan prioritizes the development of a robust tech ecosystem comprised of local companies, founders, and technologists who reflect the diversity of the County itself."

Section 2.0 Guiding Principles

The Prince George's County 2-Year Technology Strategic Plan is anchored by five guiding principles that define and govern our approach to technology adoption, innovation, and service delivery. These principles serve as the foundation for decision-making, ensuring that every initiative aligns with our vision, advances our strategic priorities, and delivers measurable value to our residents, businesses, and workforce. By following these principles consistently, we will foster a culture of accountability, inclusivity, and forward-thinking that positions the County as a model for technology-driven governance and sustainable economic growth.

Guiding Principle 1: Equal Access to Opportunities

Prince George's County is home to a wealth of talent, innovation, and entrepreneurial spirit, yet too many County-based businesses have historically been excluded from fully participating in government procurement opportunities. Under the leadership of County Executive Aisha Braveboy, we are committed to changing that reality. Our mission is to create a level playing field where qualified businesses of all sizes, particularly those headquartered in Prince George's County, can bring their services and products to government without unnecessary barriers. We will work diligently to identify and remove obstacles, simplify processes, and enhance transparency in procurement. This includes actively seeking partnerships with local enterprises, fostering open communication, and developing programs that encourage meaningful participation. By streamlining and facilitating access to opportunities, we will not only strengthen our local economy but also ensure that County investments reflect and benefit the diverse business community we proudly serve.

"Our mission is to create a level playing field where qualified businesses of all sizes, particularly those headquartered in Prince George's County, can bring their services and products to government without unnecessary barriers."

Guiding Principle 2: Innovation & Agility

To position Prince George's County as a leader in technology-driven governance, we must embrace bold thinking and decisive action. Through the strategic use of cutting-edge technologies, including quantum computing, artificial intelligence, and other emerging innovations we will develop creative, data-driven solutions to some of our most complex and persistent challenges. Our approach will be both thorough and nimble, enabling us to pivot quickly and respond effectively as new issues arise. By fostering a culture that values experimentation, continuous improvement, and rapid deployment, we will accelerate the County's ability to deliver high-impact results. This commitment to innovation and agility ensures that we not only keep pace with the evolving technological landscape but actively shape it to meet the needs of our residents, businesses, and community partners.

Guiding Principle 3: Transparency & Accountability

Our residents deserve to know exactly how their tax dollars are being invested and the impact those investments are delivering. As we implement transformative technology initiatives, we will ensure full visibility into every stage of planning, procurement, and execution. This means providing clear, accessible reporting on spending, project progress, and measurable outcomes so constituents can see the value of their investment in real time. We will hold ourselves and our partners to the highest standards of integrity, ensuring that decisions are data-driven, resources are used efficiently, and results are delivered as promised. By fostering an open exchange of information and maintaining unwavering accountability, we will strengthen public trust and demonstrate that technological progress in Prince George's County directly translates into tangible benefits for our community.

Guiding Principle 4: Cybersecurity & Resilience

Transformative change happens when diverse voices are heard, valued, and integrated into the decision-making process. In Prince George's County, we will actively engage residents, businesses, community organizations, academic institutions, and government partners to co-create solutions that reflect the needs and aspirations of our entire community. Our approach will ensure that innovation is not developed in isolation, but in collaboration with those it is meant to serve. We will prioritize inclusive outreach, create forums for dialogue, and remove barriers that have historically limited participation from underrepresented groups. By fostering a culture of collaboration and inclusion, we will harness the full strength of our county's talent, perspectives, and ideas, ensuring that every technological advancement is equitable, community-informed, and built for shared success.

"Our approach will ensure that innovation is not developed in isolation, but in collaboration with those it is meant to serve."

Guiding Principle 5: Community-Centric Service Delivery

Prince George's County's technology investments must not only meet today's needs but also stand the test of time. We will design and implement solutions with sustainability at their core, minimizing environmental impact, maximizing operational efficiency, and ensuring long-term viability. At the same time, we will build resilience into our systems, processes, and infrastructure so that we can withstand disruptions, adapt to changing conditions, and recover quickly from unforeseen events. This means proactively planning for scalability, continuity, and cybersecurity while aligning with best practices in environmental stewardship. By integrating sustainability and resilience into every technological initiative, we will safeguard the County's resources, protect our residents & businesses, and position Prince George's County to thrive in an ever-evolving world.

Section 3.0 Current Landscape and Challenge

Prince George's County stands at a pivotal crossroads in its technology journey. While the County is strategically located in the heart of the Washington, D.C. region and has long benefited from proximity to federal agencies, we are now facing a marked reduction in federal jobs, grants, and contracts that have historically fueled economic growth and employment. This shift underscores the urgent need to diversify our economic base and strengthen our local technology ecosystem.

At the operational level, the County's heavy reliance on external vendors and staff augmentation has led to inflated costs, knowledge gaps, and reduced accountability, limiting our ability to develop and retain in-house expertise. Our engagement with industry partners is largely non-federated, occurring in silos without a cohesive, county-wide strategy, and our technology functions remain decentralized across agencies and branches of government, creating inefficiencies and inconsistencies in service delivery.

Compounding these challenges are notable gaps in local technology infrastructure, limited access to investment capital, and insufficient support for entrepreneurship which are barriers that constrain the growth of homegrown tech companies.

At the same time, we face mounting pressure to address critical challenges in public safety, environment, health, and education, which demand innovative, technology-driven solutions.

Perhaps most critically, our technology workforce pipeline remains underdeveloped, with too few structured pathways connecting County residents to high-demand careers in emerging fields such as artificial intelligence, cybersecurity, and quantum computing. Acknowledging these realities is the first step toward transformation, and this strategic plan is designed to directly confront these issues, close systemic gaps, and position Prince George's County for long-term, sustainable success.

"While the County is strategically located in the heart of the Washington, D.C. region and has long benefited from proximity to federal agencies, we are now facing a marked reduction in federal jobs, grants, and contracts that have historically fueled economic growth and employment."

3.1 Summarized Set of Challenges:

- Reduction in federal jobs, grants, and contracts
- Overreliance on external vendors and staff augmentation
- Non-federated engagement with industry partners
- Decentralized technology functions in agencies and branches of government
- Gaps in local tech infrastructure, investment, and entrepreneurship support

- Urgency to address critical local challenges (public safety, health, education)
- Underdeveloped tech workforce pipeline

Section 4.0 Strategic Pillars and Goals

In response to the pressing challenges outlined in Section 3.0, Prince George's County will pursue a focused set of strategic goals designed to strengthen our technology ecosystem, improve service delivery, and drive equitable economic growth. These goals are intentionally aligned with our guiding principles to ensure consistency, accountability, and measurable impact.

4.1 Strategic Pillar 1: Empower a Thriving Local Tech Ecosystem

Goal: Develop a self-sustaining, innovation-driven economy led by homegrown tech ventures

Prince George's County has the talent, location, and potential to become a hub for innovation-driven growth but realizing that potential requires deliberate action to create an environment where technology can truly thrive. Our goal is to develop a self-sustaining, innovation-led economy powered by homegrown technology ventures that are competitive regionally, nationally, and globally. This means aligning County policies, resources, and partnerships to accelerate the growth of local tech companies, foster collaboration, and attract sustained investment.

To achieve this, we will cultivate improved outcomes for County agencies by engaging directly with our community-based innovators and entrepreneurs, ensuring their solutions address real operational needs. We will establish a Prince George's Innovation Fund to provide critical early-stage and growth capital for startups and scale-ups, fueling their ability to compete in fast-moving markets. Through Tech Prince George's, a coalition of County-headquartered tech companies, we will build a unified voice for our technology sector, one that advocates for shared interests and drives collaboration. Strategic Technology Zones and business incubators will be designated in key areas of the County, supported by targeted tax and lease incentives to encourage both startups and established firms to put down roots here.

"Our goal is to develop a self-sustaining, innovation-led economy powered by homegrown technology ventures that are competitive regionally, nationally, and globally."

In addition, we will partner with anchor institutions such as the University of Maryland (UMD), Bowie State University (BSU), Capitol Technology University (CapTechU), and Prince George's Community College (PGCC) to promote research and development collaboration, workforce development, and technology commercialization. Finally, we will create a Procurement Access Program that prioritizes County-based technology firms and offers a pathway for displaced federal workers to transition into private-sector technology roles.

By combining targeted investment, strong institutional partnerships, and a supportive business environment, we will position Prince George's County as a destination for innovation, where technology companies not only launch, but grow, scale, and lead the way in solving the challenges of tomorrow.

4.1.1 Initiatives

- Cultivate improved outcomes for agencies through community-based engagement
- Establish a *Prince George's Innovation Fund* to support tech startups and scale-ups
- Launch *Tech Prince George's* – a coalition of County-headquartered tech companies
- Designate *Technology Zones* and incubators in strategic parts of the County with tax/lease incentives
- Partner with anchor institutions (UMD, Bowie State, CapTechU, PGCC) for R&D collaboration
- Develop a *Procurement Access Program* that prioritizes County-based tech firms and displaced federal workers

4.2 Build a Robust Technology Career Pipeline

Goal: Equip residents with the skills and pathways to thrive in emerging tech careers

For Prince George's County to fully realize its vision of becoming a technology-driven economy, our residents must have direct access to the skills, training, and opportunities needed to excel in high-demand, emerging technology careers. Our goal is to equip current and future members of our workforce with the requisite tools to thrive in industries such as artificial intelligence, cybersecurity, quantum computing, data analytics, and other fields that will define the economy of tomorrow. By aligning education, workforce development, and industry engagement, we will create clear and attainable pathways from learning to earning, ensuring that local talent powers the County's tech future.

"Our goal is to equip current and future members of our workforce with the tools to thrive in industries such as artificial intelligence, cybersecurity, quantum computing, data analytics, and other fields that will define the economy of tomorrow."

To accomplish this, we will launch the PGC AI & Emerging Tech Academy, a specialized program for high school and community college students that provides hands-on learning in AI, coding, robotics, and other next-generation technologies. We will create FutureReady PGC, a digital platform that matches residents with technology training programs, certifications, internships, and job openings in real time, ensuring that no opportunity is missed. In partnership with Employ Prince George's, we will expand apprenticeship and internship programs that give residents valuable, paid, on-the-job experience with local employers.

Recognizing that technical skills alone are not enough, we will integrate the "Cracking the C-Code" curriculum into school and workforce programs to cultivate the critical soft skills such as communication, collaboration, and leadership that are essential for long-term career success. Finally, we will establish an AI Talent Incubator in collaboration with private-sector technology partners to identify, develop, and retain top AI and emerging tech talent within the County.

Through these initiatives, Prince George's County will build a resilient and inclusive technology workforce pipeline, one that not only meets the needs of local employers but also provides residents with life-changing opportunities to lead in the industries shaping our future.

4.2.1 Initiatives

- Launch the *PGC AI & Emerging Tech Academy* for high school and community college students
- Create *FutureReady PGC* – a digital platform that matches residents with tech training and jobs
- Partner with Employ Prince George's for apprenticeship/internship programs
- Integrate "Cracking the C-Code" curriculum into school and workforce programs
- Establish an *AI Talent Incubator* with private tech sector partners

4.3 Transform Government Through Emerging Technologies

Goal: Deliver smarter, faster, and more secure constituent services using AI, automation, and quantum

Prince George's County has an opportunity to redefine the way government serves its residents by harnessing the full potential of emerging technologies. Our goal is to deliver smarter, faster, and more secure constituent services through the strategic application of artificial intelligence, automation, quantum computing readiness, and advanced data analytics. By modernizing our technology foundation and embracing innovation, we will create a government that is not only more efficient, but also more responsive, transparent, and equitable.

"We will establish an AI Talent Incubator in collaboration with private-sector technology partners to identify, develop, and retain top AI and emerging tech talent within the County."

We will begin by strengthening governance through Project & Portfolio Management (PPM), ensuring that every technology investment is aligned with County priorities, well-managed, and outcome driven. Through the launch of Digital Government 360, an AI-powered constituent interaction platform, residents will have seamless, personalized access to County services across multiple channels. We will transition critical systems to cloud-first architecture with quantum-ready

infrastructure, ensuring scalability, resilience, and futureproofing for the next generation of technology.

To accelerate innovation, we will establish PGC AI Labs within the Office of Information Technology (OIT) as a testing ground for AI-driven solutions such as chatbots, predictive analytics, and other tools that improve service delivery. We will automate back-office processes in HR, finance, licensing, and other administrative functions using Robotic Process Automation (RPA), freeing up staff to focus on higher-value tasks. Applying advanced data science techniques, we will optimize workflows for 311, permitting, and emergency response, enabling faster and more accurate service delivery.

"We will transition critical systems to cloud-first architecture with quantum-ready infrastructure, ensuring scalability, resilience, and futureproofing for the next generation of technology."

Transparency will be enhanced by refreshing Open PGC data dashboards to provide real-time insights to both internal stakeholders and the public. Finally, we will formulate robust AI data governance frameworks to guide ethical, secure, and accountable collaboration with technology vendors.

Through these initiatives, Prince George's County will establish itself as a leader in technology-enabled governance, delivering services that are as dynamic, responsive, and forward-thinking as the community we serve.

4.3.1 Initiatives

- Strengthen governance through Project & Portfolio Management (PPM)
- Implement *Digital Government 360* – an AI-powered platform for constituent interactions
- Transition of critical systems to *cloud-first* architecture with quantum-ready infrastructure
- Develop *PGC AI Labs* within OIT to pilot solutions for service delivery (chatbots, predictive models, etc.)
- Automate back-office processes (HR, Finance, Licensing, etc.) using RPA
- Use data science to optimize 311, permitting, and emergency response workflows
- Refresh Open PGC data dashboards for internal and external transparency
- Formulate AI data governance frameworks for interfacing with vendors

4.4 Deploy Interceptive Technology for Public Safety, Health, Environment, and Education

Goal: Leverage AI and sensor fusion to detect, prevent, and respond to pressing community issues

Prince George's County faces complex, interrelated challenges that demand proactive, technology-driven solutions. Our goal is to leverage artificial intelligence and sensor fusion to detect, prevent, and respond to issues before they escalate, strengthening public safety, improving community health, protecting our environment, and advancing educational equity. By adopting interceptive technologies, we will move from reactive responses to proactive prevention, ensuring a safer, healthier, and more resilient County.

We will expand the use of AI-based weapon detection in schools and public spaces to deter and prevent acts of violence, working closely with law enforcement, educators, and community leaders to ensure responsible deployment. Public safety operations will be strengthened through upgrades to technology systems that enhance effectiveness, transparency, and accountability in policing, emergency response, and community engagement. By integrating real-time data platforms for crime analytics, traffic management, and emergency coordination, we will give first responders and decision-makers the tools to act quickly and effectively.

In health, we will launch a Smart Health Surveillance Pilot to track key community health indicators such as disease outbreaks, hospital capacity, and environmental risk factors, allowing for earlier interventions. Environmental protection will be advanced by deploying sensors to monitor air quality, water purity, and flood risk zones, providing actionable data for environmental justice and disaster preparedness. In education, we will introduce a Connected Classrooms Initiative that uses AI tutors, hybrid learning technology, and targeted digital equity programs to ensure all students have the tools and support they need to succeed in a modern learning environment.

"Public safety operations will be strengthened through upgrades to technology systems that enhance effectiveness, transparency, and accountability in policing, emergency response, and community engagement."

Through these targeted initiatives, Prince George's County will create an integrated network of interceptive technologies, ensuring that our public safety, health, environment, and education systems are not only responsive, but anticipatory, protecting and empowering our community at every level.

4.4.1 Initiatives

- Expand use of AI-based weapon detection in schools and public spaces
- Upgrade public safety technology to allow for more effective and transparent outcomes
- Integrate real-time data platforms for crime analytics, traffic, and emergency management
- Launch a Smart Health Surveillance Pilot for tracking community health indicators
- Deploy Environmental Sensors for air quality, water purity, and flood risk zones
- Launch a Connected Classrooms Initiative using AI tutors and hybrid tech for digital equity

4.5 Modernize Infrastructure & Strengthen Cybersecurity

Goal: Provide secure, scalable infrastructure that enables rapid innovation and protects critical assets

A strong, secure, and scalable technology foundation is essential for enabling innovation and safeguarding the systems that keep Prince George's County running. Our goal is to provide modern infrastructure that supports rapid technological advancement while protecting critical assets from evolving threats. By unifying governance, upgrading systems, and adopting forward-looking security measures, we will create a technological environment that is resilient, efficient, and capable of sustaining long-term progress.

We will begin by consolidating shadow IT across all agencies and implementing a unified IT governance model that standardizes systems, processes, and procurement. This will reduce duplication, eliminate inefficiencies, and ensure that technology investments align with Countywide priorities. We will upgrade aging infrastructure using a resilient, zero-trust architecture that protects data, applications, and networks from both internal and external threats.

To further strengthen our defense posture, we will establish a Countywide Cybersecurity Command Center to centralize monitoring, threat detection, incident response, and security training. Operational efficiency will be improved by transitioning from a staff augmentation model to a managed services model, increasing accountability, reducing management overhead, and enabling the County to focus on strategic priorities. Finally, we will adopt quantum-safe encryption protocols and future-proof systems to ensure our infrastructure remains secure in the face of next-generation computing capabilities.

"Prince George's County will create a robust, adaptable, and secure technology environment, one that accelerates innovation while ensuring the highest levels of protection for our residents, data, and public services."

Through these measures, Prince George's County will create a robust, adaptable, and secure technology environment, one that accelerates innovation while ensuring the highest levels of protection for our residents, data, and public services.

4.5.1 Initiatives

- Consolidate shadow IT and establish *Unified IT Governance Model*
- Upgrade aging infrastructure with *resilient, zero-trust architecture*
- Create a *Countywide Cybersecurity Command Center*
- Transition from staff augmentation to *Managed Services Model* to increase accountability
- Adopt quantum-safe encryption protocols and future-proof systems

Section 5.0 Cross-Sector Partnerships & Governance

The success of Prince George's County's technology transformation depends on strong, intentional partnerships that unite government, industry, academia, and the community in a shared vision for innovation. By fostering a collaborative governance model, we can ensure that strategic initiatives are guided by diverse expertise, grounded in the needs of our residents, and built on a foundation of accountability and transparency. This approach will allow the County to move beyond isolated efforts toward a coordinated, cross-sector framework that accelerates progress and maximizes impact.

At the center of this framework will be a Technology Advisory Council composed of representatives from government, leading technology companies, universities, and community organizations. This council will serve as a think tank and strategic guide, advising on policy, emerging technology trends, investment priorities, and ways to align County initiatives with broader economic and social goals. Its work will be complemented by Innovation Officers, a group of agency IT Coordinators who serve as champions, empowered to lead the implementation of strategic initiatives within their respective agencies. These Innovation Officers will bridge the gap between Countywide strategy and day-to-day execution, ensuring that innovations are adopted consistently and effectively across the government.

"At the center of this framework will be a Technology Advisory Council composed of representatives from government, leading technology companies, universities, and community organizations. This council will serve as a think tank and strategic guide, advising on policy, emerging technology trends, investment priorities, and ways to align County initiatives with broader economic and social goals."

To ensure responsible and equitable deployment of artificial intelligence, the County will build on the momentum of CR-061-2024 by maintaining the PGC AI Task Force. This task force will focus on AI governance, ethics, bias mitigation, and equitable access, providing recommendations that safeguard residents' rights while enabling the benefits of AI to be widely shared. By formalizing AI oversight, the County will position itself as a national leader in responsible AI adoption.

Finally, technology should never be developed in isolation from the people it serves. Through Community Co-Creation Labs, residents will be invited to participate in the design, testing, and refinement of pilot programs, ensuring that solutions are both innovative and deeply aligned with community needs. These labs will foster transparency, build trust, and empower residents to shape the future of technology in Prince George's County.

By institutionalizing these partnerships and governance structures, Prince George's County will create a dynamic ecosystem where innovation is inclusive, accountable, and sustained by the collective efforts of all stakeholders.

5.1 Outcomes

- **Tech Advisory Council**: Includes government, industry, academia, and community leaders
- **Innovation Officers Network**: Departmental champions to implement strategic initiatives
- **PGC AI Task Force**: Continuation of CR-061-2024 to guide AI governance, ethics, and equity
- **Community Co-Creation Labs**: Residents collaborate on tech pilot programs

Section 6.0 Metrics & Success Indicators

To ensure this 2-Year Technology Strategic Plan translates into tangible outcomes, Prince George's County will track a focused set of key performance indicators (KPIs) that measure economic impact, operational excellence, cybersecurity posture, and resident experience. Each KPI below includes: a clear definition, the calculation method, baseline and target-setting approach, data sources, reporting cadence, ownership, and an equity lens. Baselines will be established during plan kickoff (Q1 of Year 1) and published on the Open PGC dashboards; targets will include both "floor" (minimum) and "stretch" goals aligned to annual budget and capacity.

KPI One: Percentage increase in County tech jobs and internships

- **What it measures:** Growth in local technology employment and work-based learning that feeds the talent pipeline.
- **How it's calculated:** % increase = (currenttechjobs+internships)−baseline (current tech jobs + internships) − baseline(currenttechjobs+internships)−baseline ÷ baseline × 100. Jobs are counted via PGC Economic Development Corporation (EDC)/Workforce data and recognized industry codes; internships include paid placements with County government, anchor institutions, and County-headquartered firms.
- **Baselines & targets:** Baseline set from the prior fiscal year; set Year-1 and Year-2 growth targets with separate sub-targets for high-priority roles (AI, cybersecurity, data).
- **Data sources & cadence:** Employ Prince George's, OHRM, participating employers, and school/college partners; quarterly public reporting, monthly internal review.
- **Ownership:** OIT (workforce analytics), Employ Prince George's, and EDC.
- **Equity lens:** Disaggregate participation by zip code, school cluster, age, gender, and other available factors to ensure inclusive access.

"To ensure this 2-Year Technology Strategic Plan translates into tangible outcomes, Prince George's County will track a focused set of key performance indicators (KPIs) that measure economic impact, operational excellence, cybersecurity posture, and resident experience."

KPI Two: Number of County-based tech companies supported

- **What it measures:** Depth and breadth of County support to homegrown tech ventures through grants, procurement, incubation, and advisory services.
- **How it's calculated:** Count of unique County-headquartered tech firms receiving at least one qualifying support action (e.g., Innovation Fund award, Tech Prince George's participation, lease/tax incentive, County pilot/procurement, incubator residency, formal advisory). Track intensity (light/medium/deep) for quality.
- **Baselines & targets:** Baseline of supported firms in prior year; set annual growth and "graduation" targets (e.g., from incubator → revenue → procurement).

- **Data sources & cadence:** Innovation Fund CRM, TEDCO, EDC, SAP Ariba, incubator reports; quarterly public updates.
- **Ownership:** EDC, Procurement, and OIT Innovation.
- **Equity lens:** Track MBE/CBSB status, startup stage, and sector to avoid concentration of benefits.

KPI Three: Time-to-resolution for constituent service requests

- **What it measures:** Speed and reliability of service delivery across 311, permitting, licensing, and similar workflows.
- **How it's calculated:** Median hours from ticket creation to closure, plus 90th percentile (P90) and SLA attainment rate by request type and channel (web, phone, kiosks, chat). Include reopened-case rate and first-contact resolution for completeness.
- **Baselines & targets:** Use prior 12 months as baseline; set SLA targets by category (e.g., critical, standard) and drive P90 down while improving first-contact resolution.
- **Data sources & cadence:** Digital Government 360, 311 platform, permitting systems; monthly public dashboard, biweekly internal ops review.
- **Ownership:** OIT (DG360/analytics) with participating agencies.
- **Equity lens:** Map performance by geography and time of day; ensure improvements reach historically underserved areas.

KPI Four: Percentage automation of core back-office functions

- **What it measures:** Degree of process automation (RPA/AI workflow) across OHRM, Finance, Procurement, OMB, and DPIE.
- **How it's calculated:** % automation = (automated steps ÷ total eligible steps) × 100, validated against an approved process inventory. Supplement with cycle-time reduction and error-rate change to reflect value, not just coverage.
- **Baselines & targets:** Establish "automation readiness" inventory in Q1; set phased targets by function (e.g., invoice processing, onboarding, vendor enrollment).
- **Data sources & cadence:** RPA platform telemetry, SAP logs, process mining; quarterly public reporting, monthly steering review.
- **Ownership:** OIT Automation Center of Excellence, Director of Finance/Director of OHRM for functional sign-off.
- **Equity lens:** Reinvest time savings into high-touch services and digital inclusion efforts; monitor workforce impact and provide reskilling.

KPI Five: % reduction in cybersecurity vulnerabilities and incidents

- **What it measures:** Strengthening of the County's security posture through fewer exploitable weaknesses and fewer/less severe incidents.
- **How it's calculated:** Year-over-year % reduction in (a) open, exploitable vulnerabilities (CVSS ≥ 7) after remediation windows and (b) confirmed incidents, plus mean time to detect/respond (MTTD/MTTR). Track MFA coverage, privileged access audits, and zero-trust control adoption as leading indicators.

- **Baselines & targets:** Baseline from prior risk register; set quarterly reduction targets and maximum exposure windows by severity.
- **Data sources & cadence:** Vulnerability scanners, SIEM/SOAR, EDR, IAM logs; monthly CISO scorecard, quarterly public summary.
- **Ownership:** CISO Office and Cybersecurity Command Center.
- **Equity lens:** Protect resident data across all services; publish plain-language summaries to maintain transparency without exposing risk.

KPI Six: Percentage of constituent satisfaction with digital services

- **What it measures:** Resident satisfaction and trust in the County's digital experiences.
- **How it's calculated:** Post-transaction customer satisfaction (CSAT) (1–5 or 1–10 scale) aggregated across services; complement with Net Promoter Score (NPS), task completion rate, and digital accessibility conformance (WCAG). Weight results by volume to avoid small-sample bias.
- **Baselines & targets:** Establish baseline via unified survey and analytics in Q1; set annual CSAT/NPS improvements and minimum accessibility conformance thresholds.
- **Data sources & cadence:** DG360 feedback modules, web/app analytics, accessibility scans; monthly public dashboard, quarterly deep-dive.
- **Ownership:** OIT Digital Services with agency service owners.
- **Equity lens:** Track satisfaction by device type, language, and channel; ensure multilingual support and accessible design.

6.1 Governance, assurance, and public reporting

All KPIs will be defined in a published data dictionary (owners, formulas, sources, and SLAs) and surfaced on refreshed Open PGC dashboards. The Technology Advisory Council will review KPI progress quarterly; the Innovation Officers Network will own corrective actions within their departments. Internal audits (semiannual) will validate data integrity, and results will inform budget adjustments and initiative reprioritization. Where appropriate, KPI improvements will be codified into vendor performance clauses and employee performance plans, ensuring that metrics remain not just numbers on a dashboard, but drivers of sustained, measurable progress for Prince George's County.

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6.2 Key Performance Indicators

- % increase in County tech jobs and internships
- # of County-based tech companies supported
- Time-to-resolution for constituent service requests

- % automation of core back-office functions
- % reduction in cybersecurity vulnerabilities and incidents
- % of constituent satisfaction with digital services

Section 7.0 Implementation Timeline

The following phased implementation schedule provides a structured roadmap for executing the initiatives outlined in this strategic plan. The sequencing balances the need for early wins with long-term scalability, ensuring that each milestone builds on the momentum and infrastructure established in preceding quarters. This approach allows for agility, continuous feedback, and alignment with the County's fiscal planning cycles.

FY2026 – Laying the Foundation for Transformation

- ### Q1 FY2026 – Launch Innovation Fund & PGC AI Academy; IT Governance Restructuring

  The County will formally launch the Innovation Fund, a dedicated financing mechanism to support pilot projects, emerging technology deployments, and public-private partnerships that align with strategic priorities. Simultaneously, the PGC AI Academy will open its doors, providing specialized training for students, job seekers, and County employees in artificial intelligence, automation, and advanced analytics. In parallel, a restructuring of the County's IT Governance Model will be implemented, consolidating shadow IT functions, establishing centralized decision-making processes, and ensuring all technology investments align with the strategic roadmap.

  "The County will commence Digital Government 360, a comprehensive modernization of digital service delivery designed to provide constituents with secure, intuitive, and accessible online interactions."

- ### Q2 FY2026 – Begin Digital Government 360 Rollout; AI Labs Pilot Projects

  The County will commence Digital Government 360, a comprehensive modernization of digital service delivery designed to provide constituents with secure, intuitive, and accessible online interactions. Concurrently, AI Labs will initiate pilot projects across multiple agencies, co-developed with community, academic, and industry partners to test and refine AI applications in real-world County contexts.

- ### Q3 FY2026 – Automation of Key Back-Office Services; AI for Public Safety Integration

  Key administrative and operational processes will be automated to improve efficiency, reduce processing times, and enhance service consistency. In addition, AI-powered public safety systems will be integrated into targeted areas, leveraging predictive analytics and multimodal sensor platforms to improve emergency response times, threat detection, and community safety outcomes.

- Q4 FY2026 – Talent Incubator Fully Operational; Health/Environmental Pilot Launches

  The Talent Incubator, designed to connect trained residents with internships, apprenticeships, and full-time employment in County-based technology companies, will become fully operational. In parallel, health and environmental technology pilots will launch, including initiatives to monitor environmental quality, deploy telehealth capabilities in underserved areas, and apply AI-driven analytics to public health data for improved decision-making.

FY2027 – Scaling and Integration

- Q1 FY2027 – Midpoint Evaluation and Community Showcase of Outcomes

  At the plan's midpoint, the County will conduct a comprehensive evaluation of performance metrics, budget efficiency, and community impact. This will be followed by a Community Showcase, where residents, partners, and stakeholders can view demonstrations of implemented technologies, review results, and provide feedback that will inform the second half of the plan.

  "The County will deploy interceptive technologies covering public safety, health, environmental monitoring, and education across all relevant core service areas, ensuring these solutions are standardized and operational on a large scale."

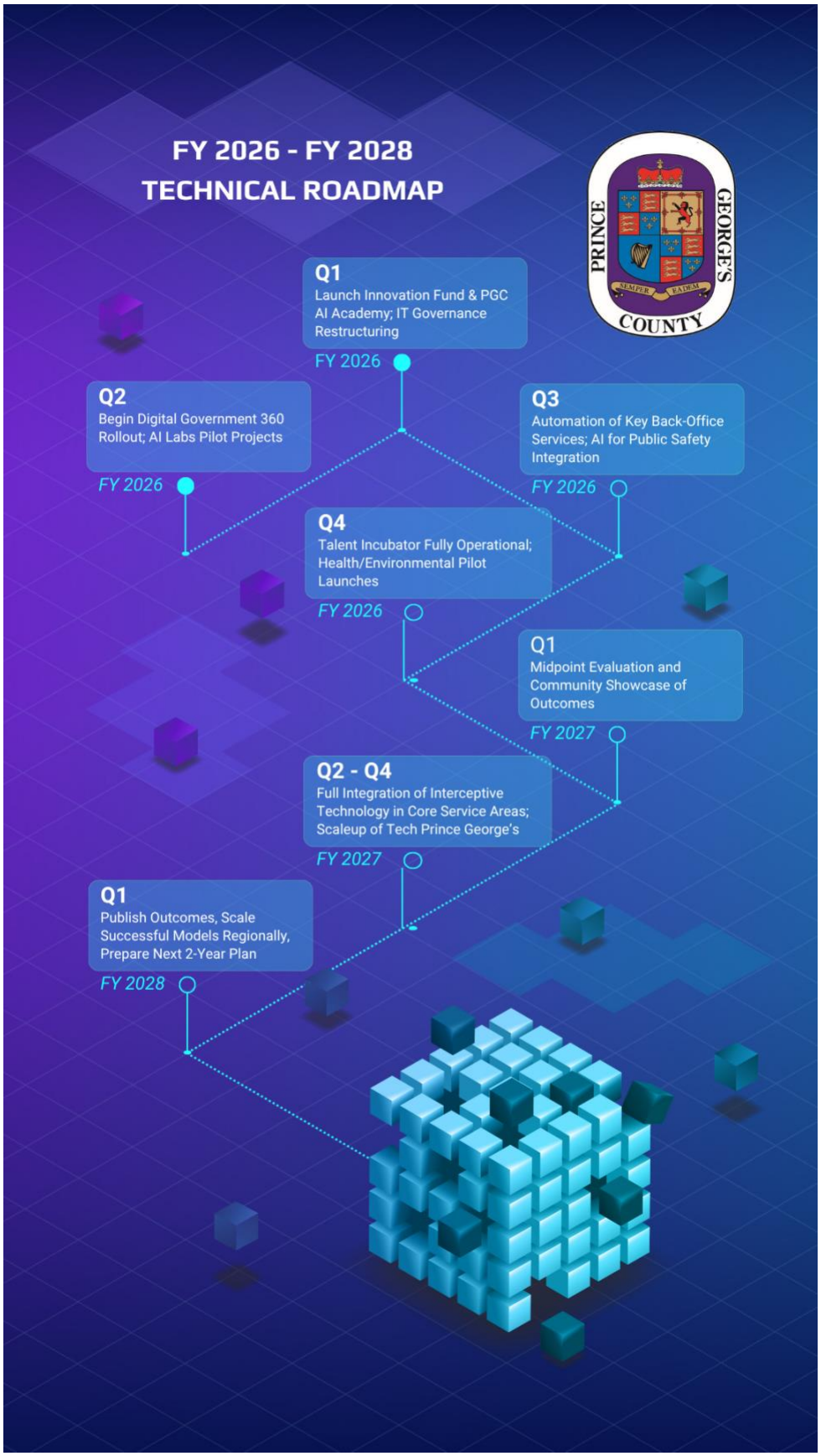
- Q2–Q4 FY2027 – Full Integration of Interceptive Technology in Core Service Areas; Scaleup of Tech Prince George's

  The County will deploy interceptive technologies covering public safety, health, environmental monitoring, and education across all relevant core service areas, ensuring these solutions are standardized and operational on a large scale. The Tech Prince George's initiative, designed to support and expand the local tech ecosystem, will also enter a scaleup phase, incorporating additional business incubation resources, expanded mentorship networks, and targeted industry recruitment campaigns.

FY2028 – Sustaining Momentum & Regional Leadership

Publish Outcomes, Scale Successful Models Regionally, Prepare Next 2-Year Plan

- The final year will focus on documenting and publishing outcomes, including key performance indicators, cost savings, constituent satisfaction, and socio-economic impact. Proven solutions will be prepared for regional scaling, positioning Prince George's County as a national leader in technology-driven governance. Simultaneously, planning will begin for the next 2-year strategic plan, ensuring continuity, momentum, and alignment with emerging trends and opportunities.


FY 2026 - FY 2028
TECHNICAL ROADMAP
PRINCE GEORGE'S COUNTY
Q1
Launch Innovation Fund & PGC AI Academy; IT Governance Restructuring
FY 2026
Q2
Begin Digital Government 360 Rollout; AI Labs Pilot Projects
FY 2026
Q3
Automation of Key Back-Office Services; AI for Public Safety Integration
FY 2026
Q4
Talent Incubator Fully Operational; Health/Environmental Pilot Launches
FY 2026
Q1
Midpoint Evaluation and Community Showcase of Outcomes
FY 2027
Q2 - Q4
Full Integration of Interceptive Technology in Core Service Areas; Scaleup of Tech Prince George's
FY 2027
Q1
Publish Outcomes, Scale Successful Models Regionally, Prepare Next 2-Year Plan
FY 2028

Section 8.0 Conclusion: Future-Ready Prince George's County

Prince George's County stands at the threshold of a transformative era, poised to reinforce its reputation as a resilient, tech-forward jurisdiction that embraces innovation as a driver of economic growth and community well-being. The initiatives outlined in this strategic plan not only modernize government operations and service delivery but also establish the County as a national model for how local innovation can solve pressing challenges, foster equitable opportunities, and deliver measurable results.

By strategically cultivating a robust technology ecosystem and embedding artificial intelligence into core public services, Prince George's County is positioning itself as a regional leader in the emerging AI economy, generates high-quality jobs, nurtures homegrown talent, and attracts investment from across the nation. Most importantly, this plan reclaims the County's economic narrative, pivoting from historical dependence on federal jobs, contracts, and grants toward sustainable, technology-driven independence. This future-ready approach ensures that Prince George's County not only competes but thrives in the global digital economy, setting the standard for inclusive, innovation-led growth well into the next decade.

"This future-ready approach ensures that Prince George's County not only competes but thrives in the global digital economy, setting the standard for inclusive, innovation-led growth well into the next decade."

8.1 Outcomes

- Reinforces the County's position as a resilient, tech-forward jurisdiction
- Showcases local innovation as a national model
- Positions Prince George's County as a regional leader in the AI economy
- Reclaims the County's economic narrative from federal dependence to tech independence

9.0 Contact Information

To engage with Prince George's County Government's Office of Information Technology (OIT), please contact us via the following channels.

- **Email:** cio@pgcmd.gov
- **Phone:** 301-883-5440
- **Web:** www.princegeorgescountymd.gov/departments-offices/information-technology
- **Physical Address:** 9201 Basil Court, Suite 250, Largo, MD 20774

We look forward to interacting with you!