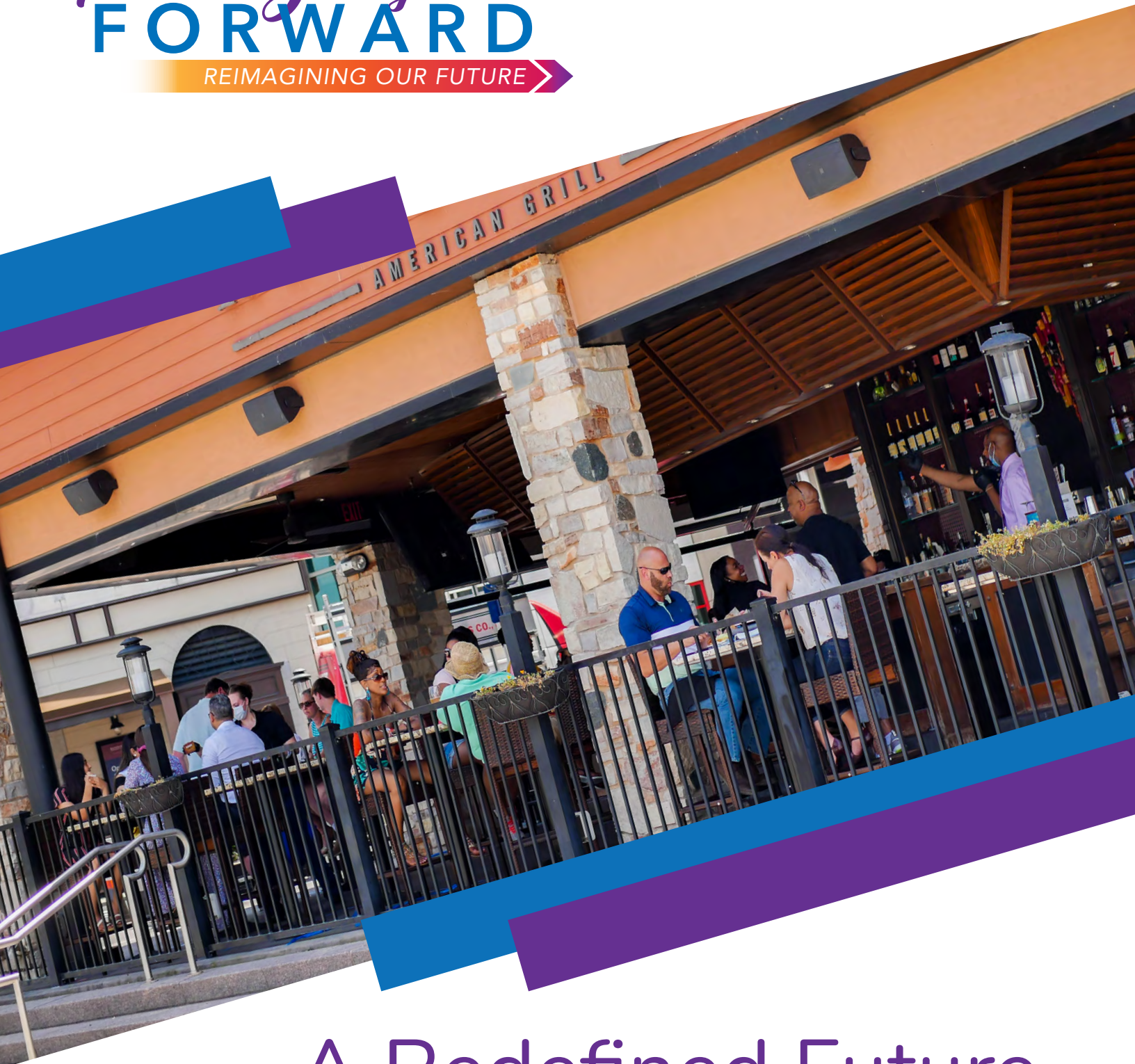


# Prince George's FORWARD

REIMAGINING OUR FUTURE



## A Redefined Future

Final Report

June 2021

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“Prince George’s County is getting closer to a new post-pandemic normal every day.”

## Dear Prince Georgians,

Prince Georgians have worked hard to combat this pandemic and our residents are getting the COVID-19 vaccine when the opportunity arises. Widespread vaccination is a critical step to ending this pandemic and getting our County and community back on their feet.

I am Prince George’s Proud to say that because of the Prince George’s Forward Task Force, the County is well-positioned to emerge from the pandemic stronger than ever. I convened the Forward Task Force soon after the start of the pandemic last year because our community couldn’t wait to start making necessary changes until the pandemic was over. We had to act urgently and with purpose to make changes to improve the lives of our residents. Every member of the Task Force understood the stakes and rose to the challenge. This skilled team of experts all worked towards one goal – developing innovative, data-driven and actionable recommendations to guide our recovery towards a redefined Prince George’s County.

I asked the Forward Task Force Co-Chairs, Dr. Charlene Dukes and David Velazquez, along with each subcommittee — Economic, Health, Education, Government Operations, and Human and Social Services — to present their recommendations in three phases. The first report, Actions Today, put forward recommendations that could be implemented immediately. The second report, Visions for Tomorrow, focused on recommendations that could be implemented over the short-term. This third and final report, A Redefined Future, presents the Forward Task Force’s long-term recommendations. These thoughtful recommendations are innovative, data-driven, and impactful, which is what I have come to expect from the Forward Task Force. With the release of this report, I will turn my focus to implementing the recommendations to enable our County to better deliver services and make a difference in the lives of all our residents.

Thank you, Prince Georgians, 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.

Sincerely,

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



**Angela D. Alsobrooks**  
County Executive

# Note from the Co-Chairs



**Dr. Charlene Dukes**

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

It has been an honor to serve as co-chair 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 redefine Prince George's future is one of the most humbling and inspiring experiences I have had.

From the outset, the Forward Task Force was charged with being audacious and forward-thinking while providing concrete, actionable recommendations across a broad spectrum of policy areas to aid recovery in Prince George's County. All of the recommendations enable the County to more effectively and efficiently serve its residents; ensure a continued focus on innovative and transformative practices to speed recovery now and into the future; and position the County to better respond to future crises. The work necessitated bringing together the brightest leaders and problem-solvers in our region. Our Forward Task Force subcommittees are led by experienced, committed and thoughtful leaders who share a deep understanding of and love for our County.

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

- The Health Recovery Subcommittee is chaired by Dr. Joseph Wright, Senior Vice President and Chief Medical Officer of the University of Maryland Capital Region Health.
- The Education Recovery Subcommittee is chaired by Dr. Darryll Pines, President of the University of Maryland.
- The Economic Recovery Subcommittee is chaired by Thomas 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.

Thank you for reading this report. Please get a COVID-19 vaccine.

Sincerely,

A handwritten signature in black ink that reads "Charlene M. Dukes".

**Charlene Mickens Dukes, Ed.D.**  
Co-Chair



**David Velazquez**

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

When County Executive Angela Alsobrooks formed the Forward Task Force, she asked for bold, actionable, data-driven recommendations that would produce both short-term and long-term results. This task force was charged with developing new ways of serving residents in an unprecedented and daunting time; it was an ambitious undertaking. County Executive Alsobrooks set the tone by selecting Charlene Dukes and Bill von Hoene, two well-respected and accomplished local leaders, to chair the task force. When Bill had to step down for health reasons, I was honored to fill his role.

I am proud to have co-chaired the team that has delivered on County Executive Alsobrooks's vision and I thank her for her leadership. The Forward Task Force's innovative and commonsense solutions reflect the high caliber of its members, all of whom volunteered their time and energy for this effort. Each of the five subcommittees is comprised of Prince Georgians and Marylanders who are diverse in background and professional experience and united by their commitment to ensure a thriving future for the County. They are leaders in the community and in their field. Most importantly, they know how to get things done and they care about the people they serve. I want to extend a personal thank you to them for making the Forward Task Force a success.

Given the urgency of need that the COVID-19 pandemic created, the County Executive asked the Forward 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 now. The second report—Visions for Tomorrow—was released in January 2021 and contains the Task Force's short-term recommendations, which will be implemented over the next year. This third report—A Redefined Future—reflects the final phase of recommendations, which will be implemented over the long term.

Without a doubt, the recommendations of the Forward Task Force have already begun to position Prince George's County to emerge from this pandemic stronger than ever. The years ahead look bright. Thank you for allowing us to share our vision with you.

Sincerely,

A handwritten signature in black ink that reads "David Velazquez".

**David Velazquez**  
Co-Chair

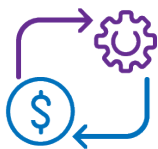
# About Prince George's Forward

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**

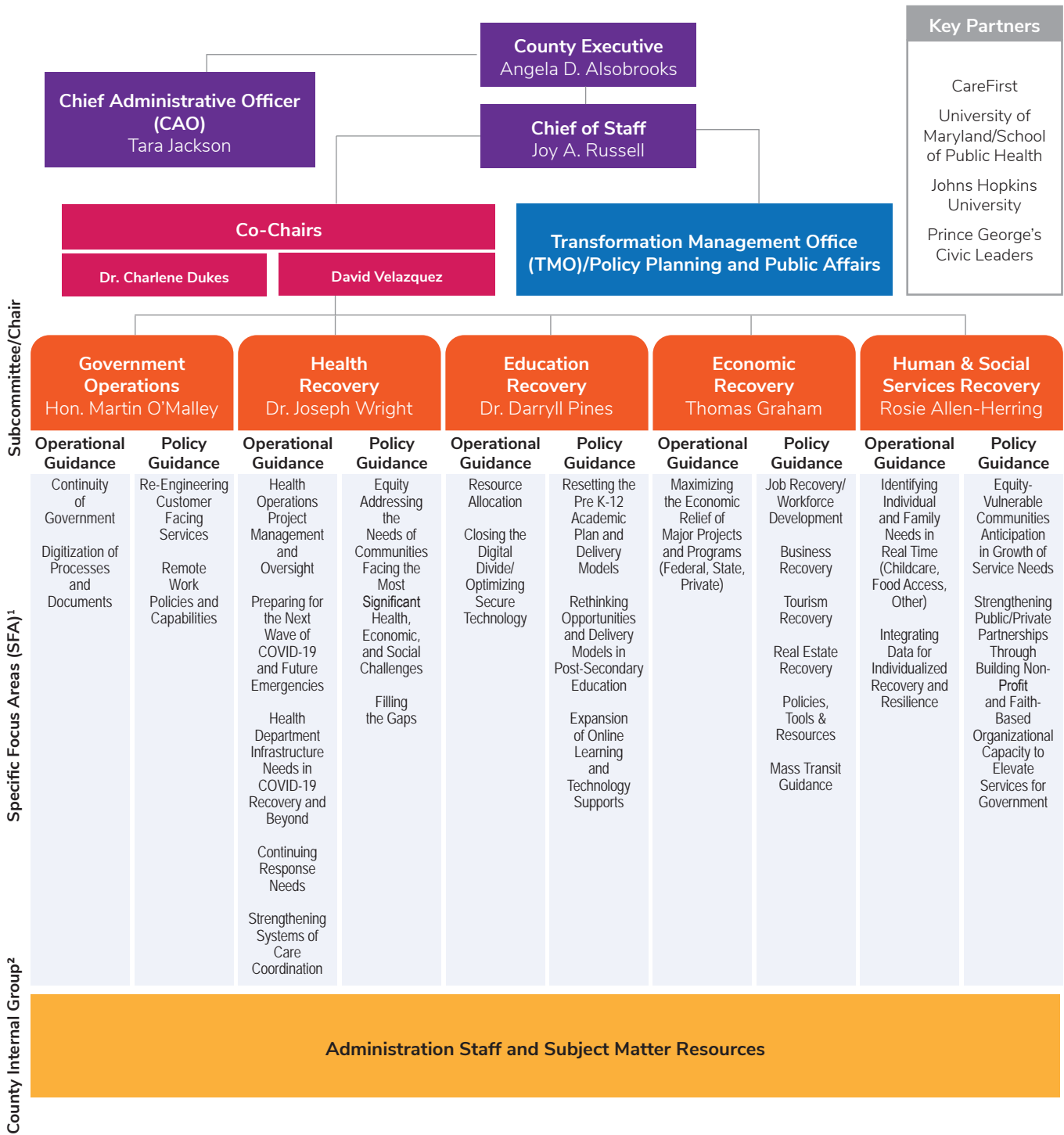
Preparing for the future by using a data-driven approach so all Prince Georgians can live a healthy, productive life



### **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

<p><b>Create Lasting Capital Access for Small and Minority Businesses</b></p>	<p>Design hub(s) where businesses can connect with lenders and get technical help with building their capital.</p>	<p>Existing Initiative</p>
<p><b>Establish an Economic Resiliency Function as Part of a Broader Prince George's County Resiliency Plan &amp; Program</b></p>	<p>Develop and implement strategies to create a resilient economy that survives downturns and supports sustainable growth; measure and boost inclusive economic growth which will attract and grow businesses and retain/upskill workers; align with the other area economic resiliency efforts.</p>	<p>New Initiative</p>
<p><b>Develop a Countywide Workforce Development Strategy</b></p>	<p>Connect Prince George's County's small and medium-sized businesses to local colleges and universities to recruit and hire graduating seniors; coordinate County agency human resource recruitment efforts so they prioritize hiring Prince George's County residents; ensure residents receiving County agency-provided human service benefits are connected to workforce development resources to lower the unemployment rate.</p>	<p>New Initiative</p>
<p><b>Improve the Entire Regulatory Process to Attract More Economic Development Initiatives/ Businesses</b></p>	<p>Convene a group of technical experts and community stakeholders, appointed by the County Executive with input from the County Council, charged with reviewing and recommending improvements to the County's entitlements process.</p>	<p>Existing Initiative</p>



## 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
Hon. Erik L. Barron	Maryland State Delegate
Francey Youngberg	Melwood
Gary Michael	NAI Michael
Jair Lynch	Jair Lynch Real Estate
Hon. Jim Estepp	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, University of Maryland College Park

## Recommended Actions

<b>Analytics for Informed Engagement &amp; Enhanced Learning</b>	Formalize peer-peer/parent-parent supports in an online forum platform to improve feedback loops regarding teaching, learning, and social-emotional needs; includes creating an academic accountability tracking system to monitor student outcomes.	New Initiative
<b>Broadband Expansion Strategy, Opportunities and Needs Assessment</b>	Identify all strategic and tactical details plus any obstacles tied to expanding internet access in underserved areas; conduct a gap analysis to find the areas without stable broadband coverage which worsens the digital divide between students.	New Initiative
<b>Enhancing Communication And Consensus Across County Leadership</b>	Have PGCPSS executives, County Executive, County Council, etc. meet on a more consistent basis and more intentionally; remain flexible and agile while paying attention to the County's constantly changing demographics and student needs.	New Initiative
<b>Financial Maintenance Workgroup for New Technology</b>	Put together a workgroup to develop a long-term financing plan for the unavoidable maintenance costs stemming from the new technology that was purchased to reach a 1:1 student to device ratio.	New Initiative
<b>Leadership Development/ Entrepreneurial Ideation Program</b>	Do a thorough analysis of the alignment between the leadership development process and administrative certification programs; create an entrepreneurship/leadership focused dual-enrollment program that emphasizes creating innovators with social responsibility and encourages students to develop the critical 21st century skills they will need to succeed.	New Initiative
<b>Teaching and Learning in VUCA: Research Partnership Program and Data Repository</b>	Build a partnership made up of our local universities/colleges, PGCPSS, private schools, and private education companies (tutors, 2U, etc.) to develop a data bank of problems/issues that have surfaced due to the pandemic experience; use the results to support further research, especially at the doctoral level.	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>Enterprise-Wide Performance Management</b>	Develop metrics and target data for a dashboard that gives county agencies a framework to measure their performance in delivering critical services; this “stat” data will improve County operational effectiveness and response times for 911, Fire, Ambulance, Foodborne Illness, and other critical services.	New Initiative
<b>Continued Digitization of Documents and Processes</b>	Continue digitization projects in Department of Permitting, Inspections and Enforcement (DPIE) and the Office of Human Resource Management (OHRM) and start new digitization efforts in other agencies based on the greatest need and potential to improve service delivery; encourage agencies to stop using hard copy documents and promote use of technology tools available in the County Information Technology (IT) enterprise. Establish an IT Projects fund to support new systems that will get rid of manual and paper processes in the long-term.	Existing Initiative
<b>Continued Conversion of Public-Facing Services to On-Line</b>	Converting “more” services to on-line is a necessity in the new digital society and supports providing services with optimal productivity while working virtually.	Existing Initiative
<b>Continued Cybersecurity Enhancements</b>	The changing cyber threat landscape requires continually implementing better protections. The County’s cyber hygiene must be diligently monitored to ensure compliance with County policy and law.	Existing Initiative
<b>Secure Internet Access for Working Virtually</b>	Continuity of internet access is critical for productivity during remote work, thus providing redundancy for better resiliency and avoiding lost productivity. Expand issuance of smart-phones, wi-fi, hot spots, and other signal boosting equipment.	New 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>Board of Health (BOH) Composition, Enhancement and Reconfiguration</b>	Guided by the 2020 Rand Study, strategically align the Board of Health's makeup with the functions and responsibilities needed to improve the overall health and well-being of all Prince Georgians; three step approach will improve response time, coordination and collaboration.	Existing Initiative
<b>Community Influencer Program</b>	Use individuals (influencers) that have large followings of, and are trusted by, Prince Georgians and can pass on messages to their large following; the County will use this group to help spread clear and concise messaging to make sure accurate information is sent out.	New Initiative
<b>Healthcare Database of Residents and Needs</b>	Collect and store patient health information in a database to allow clinicians to track patients' conditions over time; use of Electronic Health Records can help clinicians give patients more effective treatment that better fits a patient's needs; aids the County's response time by making residents' critical healthcare information readily available.	New Initiative
<b>Develop a Best Practices Model To Guide The Behavioral Health Division Towards A Fully Integrative System</b>	Identify the top 5 best practices, based both on similarly sized Health Departments in other jurisdictions and on our County's needs; implement best practices and create staffing plans and recruitment strategies accordingly; identify the strategic partners, stakeholders, and resources needed to successfully implement best practices.	New Initiative
<b>Health Department - Addressing Future County Health Needs</b>	Review Health Department's current organizational needs and capability gaps to create a sustainable, "right-sized" budget; modernize operations and programs. Collect insights and best practices on structure from local and state health department experts (an Actions Today Recommendation created the Expert Advisory Group); budget to improve the structure; adjust financial and budget processes and infrastructure to guarantee necessary funding. A better organized, funded and higher functioning Health Department will ensure that all populations can access services and programs meant to improve health outcomes.	Existing Initiative
<b>Expand the Prince George's Health Assures Program Funding</b>	Improve the overall health, mental well-being and quality of life for all Prince George's residents by expanding the Prince George's Health Assures program to cover the County's uninsured.	Existing Initiative

**Social Justice, Diversity, Equity & Inclusion Training for all County Employees and Contract Employees**

Identify and acquire an effective and relevant Social Justice, Diversity, Equity and Inclusion Training Program to administer to all County employees/contract employees upon hire, with an annual refresher on the training's key aspects; program should aim to educate the County workforce on implicit bias and systemic racial, economic and health inequities experienced today by Prince George's County's diverse population, with the end goal of having the County's workforce serve its residents through a racial equity lens.

New 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>Communications Accessibility Audit for Individuals Needing Accommodations</b>	Standardize a formal accessibility policy to ensure all content provided by all Prince Georges’ County agencies is accessible to residents with disabilities; clearly post notification and access instructions for individuals with disabilities on agencies’ websites that are used by the public; all Prince George’s County agencies’ staff will be given guidance on how to meet the needs of persons seeking reasonable accommodations for County services.	Existing Initiative
<b>Establishing an “Age Friendly County”</b>	Make the infrastructural and programmatic improvements needed for Prince George’s County to earn an “Age Friendly County” designation from AARP by 2030.	New Initiative
<b>Family Stabilization Center</b>	Create a program addressing the needs of families facing depression, anxiety, lack of support, loss of security and the shame and embarrassment that sometimes stems from separation caused by incarceration.	New Initiative
<b>All Access Food Services App</b>	Create a coordinated, easy-to-use, interactive application that addresses all food-related issues in the County covering distributions, give-a-ways, farmer’s markets, food pantries and more; this will help develop an understanding of how to access healthy foods in our County and where healthy foods are needed the most.	New Initiative
<b>Hotspot Hang-out Program</b>	Make Wi-Fi access available for all Prince Georgians 24/7 using public facilities and by adding public hotspot outposts throughout the County.	New Initiative
<b>Joint Session With Housing Opportunities for All</b>	Convene a session with the Housing Opportunities for All Workgroup; invite the input of individuals in the County who represent the interests of special populations made particularly vulnerable due to COVID-19.	Existing Initiative

**Social Service Referral Portal Partnership**

Enable County residents to access necessary health and human services such as food and rental assistance, etc., using a confidential and always available online portal; requires a partnership with, verifying information available from, and promoting access to an existing platform called FindHelp.org.

Existing 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 L. Baker, III	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





# In Conclusion

The work of the Forward Task Force is complete, and the focus now turns to successful implementation of approved recommendations. Many of the recommendations are already in progress or have been completed. You can track their progress on [princegeorgesforward.com](http://princegeorgesforward.com) where the Forward Dashboard will be updated on a regular basis.



A conversation held on February 8, 2021 between County Executive Angela Alsobrooks and Anthony Fauci, M.D., Director of National Institute of Allergy and Infectious Diseases, National Institutes of Health (NIH).

Discussing the importance of the COVID-19 vaccine to end this pandemic and to recover better than ever. This was just one of the many activities that stemmed from the work of the Prince George's Forward Task Force.





## COVID-19 Actions Today Summary Report

“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.”



## Visions for Tomorrow Summary Report February 2021

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



## A Redefined Future Final Report April 2021

“Prince George's County is getting closer to a new post-pandemic normal every day.”