



## CITY OF COLLEGE PARK, MARYLAND INFORMATION REPORT

**Prepared By:** Bill Gardiner  
Assistant City Manager

**Meeting Date:** 10/22/2024

**Presented By:** Bill Gardiner  
Assistant City Manager

**Originating Department:** Administration

**Topic:** First Quarter FY25 Strategic Plan Update

**Strategic Plan Objective:** OKR#1: Innovate and improve City services to enhance quality, value, and accessibility for all residents.

**Background:**

Each year the Council approves annual strategic plan objectives, and each quarter City departments establish and report on strategic objectives. The summary of the FY25 1st Quarter objectives is attached, and some highlights are noted here.

IT staff were busy upgrading staff computer software and integrating new timeclocks with our financial system. Communications filled the Bilingual Communications Coordinator position and our social media posts have increased in number and languages! HR hosted trainings for many staff and re-introduced staff lunch conversations on equity. Public services staff received training on Accela and implemented the GoGov enforcement module. DPW managed the new College Park Woods facility, which is on track to open at the end of the year. YFS advanced programs for social sports and education assistance.

For the current quarter, the objectives include obligating all ARPA funding and making student housing subsidy awards; completing training on the Tyler personnel actions module; reviewing proposals for the redevelopment of Duvall Field and to manage social sports; and managing renovations to the 4704 Calvert Road house.

**Fiscal Impact:**

The resources required for the FY25 annual objectives will be covered in the FY25 budget.

**Equity & Inclusion Impact:**

Equity and inclusion are embedded in Objectives 2 and 6.

**Council Options:**

This report is to provide the Mayor and Council an overview of the objectives staff worked on during the first quarter of this fiscal year. Staff can respond to questions and comments at the Council Meeting or at other times.

**Staff Recommendation:**

N/A

**Attachments:**

1. 1st Quarter FY25 OKR Summary
2. Five-Year Objectives and FY25 (4<sup>th</sup> Year) Annual Objectives

Explorer

Objectives for City of College Park

Generated on Oct 16th 2024 by Bill Gardiner

2 filters active

Due Date Last QuarterObjective Type Department Objectives

37 objectives found

Select all

Administration13

3735 (94.59%)1 (2.7%)82.6%

Establish new filing protocol to reflect paperless agenda packet and electronic record keeping

100%

Financial Disclosure Statements for 2023

100%

Windows 11 Refresh - Upgrade at least 50% of Windows 10 computers.

100%

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Identify areas for improvement within the existing IT infrastructure and implement solutions to enhance the service experience for City staff.

100%

Network Cabling Replacement for GasBoy

100%

Remove iSolved Timeclocks and Install Tyler Timeclocks

100%

Replace the UPS for the Network Rack in the First Floor TelCo Room

100%

Resolve Council Chambers Projector Lift Malfunction

100%

Upgrade Telecom Rack in Modular Building

100%

Storage Array Replacement Initiative - DPW

100%

Hire new Bilingual Comm Coordinator

100%

Obtain Assistance for Commercial Vacancies

70%

Start Business Education Seminars

70%

Finance2

22 (100%)0 (0%)72.91%

ARPA administration & file Quarterly P & E Report with the U.S. Treasury.

98.33%

Revise/update City's Purchasing & Procurement policy

47.5%

Human Resources4

44 (100%)0 (0%)81.59%

Reestablish connections and conversations on Equity, Inclusive and Belonging with city staff

100%

Continue the development of leadership skills for directors, managers, and supervisors to improve morale and performance.

88.88%

Continue HR/Payroll (Tyler) program training for payroll and evaluations and switch to new system by September 30.

75%

☐


Implement Council-approved RJC projects to carry out the mission of the RJC.

62.5%

Planning & Community Development

6

🕒 6

6 (100%)

0 (0%)

75.27%

<input type="checkbox"/>			Old Parish House Renovations	<div><div></div></div>	<div>100%</div>
<input type="checkbox"/>			Hire Senior Planner	<div><div></div></div>	<div>100%</div>
<input type="checkbox"/>			4704 Calvert Road House	<div><div></div></div>	<div>95%</div>
<input type="checkbox"/>			Old Town Community Garden	<div><div></div></div>	<div>66.66%</div>
<input type="checkbox"/>			Davis Community Garden Project	<div><div></div></div>	<div>50%</div>
<input type="checkbox"/>			Begin RFP Process	<div><div></div></div>	<div>40%</div>

Public Services

4

🕒 4

4 (100%)

0 (0%)

94.37%

<input type="checkbox"/>			Transition from Accela enforcement module to GoGov enforcement module by September 30.	<div><div></div></div>	<div>100%</div>
<input type="checkbox"/>			Process service requests via GoGov in a timely and efficient manner, utilizing electronic processes.	<div><div></div></div>	<div>95%</div>
<input type="checkbox"/>			Accept, review, and process all building permits, licenses, and via Accela in a timely and efficient manner, utilizing electronic processes.	<div><div></div></div>	<div>92.5%</div>
<input type="checkbox"/>			Enhance staff and public accessibility for ACA modules for permits and licensing with support from Vision33 and other Accela partners as needed...	<div><div></div></div>	<div>90%</div>

Public Works

5

🕒 5

4 (80%)

0 (0%)

55.02%

<input type="checkbox"/>			Woods Clubhouse 75% completed	<div><div></div></div>	<div>85%</div>
<input type="checkbox"/>			Promote the use and acquisition of city vehicles efficiently to reduce carbon footprint, and reduce the impact on the environment.	<div><div></div></div>	<div>65.11%</div>
<input type="checkbox"/>			Expand and improve our tree canopy, community gardens, and parks.	<div><div></div></div>	<div>50%</div>
<input type="checkbox"/>			Reduce the amount of solid waste collected and increase recycling by educating residents and implementing City policies.	<div><div></div></div>	<div>50%</div>
<input type="checkbox"/>			Hollywood sidewalk construction	<div><div></div></div>	<div>25%</div>

Youth, Family & Senior Services

3

🕒 3

2 (66.66%)

1 (33.33%)

80%

<input type="checkbox"/>			Residents have access to targeted social and recreational activities.	<div><div></div></div>	<div>100%</div>
<input type="checkbox"/>			Provide educational support platforms available to all students residing in College Park to improve student performance..	<div><div></div></div>	<div>87.5%</div>
<input type="checkbox"/>			Achieve and maintain a fully staffed City department to implement City's goals to engage populations in the City appropriately.	<div><div></div></div>	<div>52.5%</div>

# City of College Park FY 2022 – 2026 Strategic Plan

## Five-Year Objectives and

### FY25 Annual Objectives

#### OKR #1

##### **Innovate and improve City services to enhance quality, value, and accessibility for all residents.**

High quality City services have always been a focus for the City. The City will continue to innovate service delivery and improve the quality of services to meet the needs of all residents. A few examples include increasing online services, improving language and other accessibility, and ensuring our staff are knowledgeable in delivering our services. To measure success on this objective we will use responses to questions in the Bi-Annual Community survey, as well as break down those responses by ethnic and racial groups to ensure that everyone experiences services similarly.

##### ***Proposed FY25 Annual Objective:***

*Expand language accessibility and the delivery of City information across various media, and improve functionality of online services and technology for staff to provide services more efficiently and more securely.*

#### OKR #2

##### **Celebrate our history and diversity to highlight our unique character and build on the strengths of our community.**

College Park has a wealth of history and diversity that makes it a unique community—but much of this has been untapped. We will strive over the next five years to highlight our historical and cultural past and the characteristics that make us exceptional. This will help us identify more ways to bring the community together to learn, recognize, and celebrate where we came from and how together we will achieve our vision for College Park. To identify success in this area, we are looking at different aspects of the community's experience through the Bi-Annual Community Survey.

##### ***Proposed FY25 Annual Objective:***

*Present the draft Lakeland Neighborhood Land Use Plan for City Council consideration and approval and implement the Restorative Justice Commission research project and scholarship program. Expand communications and awareness of the history of City neighborhoods and events.*

#### OKR #3

##### **Preserve and enrich our environment and natural beauty to attract people and sustain our City's future.**

College Park is known for its tree canopy and beautiful nature areas. We intend to preserve, improve, and expand our nature spaces. In addition to preserving these spaces, we must also create a sustainable City that continues to reduce negative impacts on the environment through lower emissions and less waste, and higher levels of recycling and composting. For this objective, we measure success by two aspects: the community's experience of the natural environment and appearance of College

Park; and our reductions in emissions and waste. We are committed to providing great natural spaces and a sustainable, environmentally friendly City.

***Proposed FY25 Annual Objective:***

*Complete projects that enhance open space and recreation facilities in the City and complete a new community garden in north College Park and new community center in College Park Woods. Continue to expand food scrap collections and improve our tree canopy.*

**OKR #4**

**Enhance safety and quality of enforcement to advance our reputation as a safe City.**

In recent years, College Park has improved how safe the community feels and we will continue these efforts over the next five years. We want to create a City in which the community and public safety staff work together, and people feel safe at all times and places throughout the City. We will enhance safety by increasing positive interaction with law enforcement and improving safety infrastructure. We believe that the most important measures of success are how safe our community feels and reductions in crime. Therefore, our key results focus on the community's perceptions of safety and enforcement; ensuring that sense of safety is not impacted by race or ethnicity; and reducing the crime rate.

***Proposed FY25 Annual Objective:***

*Increase capacity and improve procedures to obtain greater compliance with City codes. Identify a potential process for the City to be authorized to issue permits for certain construction projects in lieu of the County permit process.*

**OKR #5**

**Plan and facilitate strategic economic development and smart growth to support a variety of businesses that can thrive and serve the diverse needs of our community.**

In recent years, College Park has experienced significant new development and continued growth because of our proximity to D.C., the University of Maryland, and overall growth of the DMV. We have heard our residents ask for better shopping and entertainment options; and we have also heard concerns about over-development. A focus over the next five years will continue to balance these challenges, while developing a thriving City with the types of businesses and amenities that support the needs of our diverse population. Therefore, we are measuring success by the community's perceptions, the City's growth in the tax base, and the number of unique independent businesses in the City.

***Proposed FY25 Annual Objective:***

*Develop and communicate to all businesses the City's programs and resources that may assist them and that will carry out the City's economic development strategy to grow the City's tax base and attract/grow a range of desired businesses.*

**OKR #6**

**Inspire and nurture a welcoming and inclusive community that encourages and embodies engagement, collaboration, and equity throughout our City.**

College Park is an amazing community that when engaged can accomplish almost anything. We have a wealth of knowledge, culture, and experience to share, so a primary focus is to make sure residents know the many

ways they can participate and impact the community. Residents have contributed to committees, Council meetings and community organizations and events and we thank you! Over the next five years, we will provide more opportunities to meet your neighbors and engage with Council and staff to cultivate our sense of community. Success will be measured by the perceptions of community, opportunities to participate, and communication, as well as increased participation that is representative of our population.

***Proposed FY25 Annual Objective:***

*Implement community events in all parts of the City that engage residents. Execute a pilot social sports program and events connected with UMD football games to reach different groups of residents.*

*Expand staff resources to assist with programs for seniors.*

**OKR #7**

**Expand and promote alternative transportation approaches to build a more interconnected and accessible City for all.**

In College Park residents can walk, bike, metro bus/train, or drive to many destinations. Over the next five years, we will continue to create a City that is interconnected and accessible via all forms of transportation, especially ones that are environmentally friendly. We will identify areas to improve ease of travel and the transportation infrastructure. For this objective, success will be measured by the community's perception of ease of travel by each mode; the quality and amount of infrastructure added to create more access and connectivity; and decreasing the need for car travel when possible.

***Proposed FY25 Annual Objective:***

*Monitor new bike share and bus shelter locations and identify opportunities for improvement and/or expansion. Continue implementation of the City's Complete and Green Streets Plan. Collaborate with M-NCPPC, UMD, and CPCUP to improve the trails network in College Park.*

**OKR #8**

**Foster and sustain an affordable and stable City for individuals and families to live, work, play and retire here.**

College Park is a growing City with the benefits and challenges that come with change. We understand how important it is for our City to remain affordable to develop a thriving, stable, year-round community. We want keep College Park attractive and affordable for individuals and families of all ages, incomes, and ethnicities. We do not have control over the cost of housing; however, we can advocate for a variety of housing options, increased opportunities to work and live in College Park, and strive to keep City services and taxes affordable for retirees. We focused success for this objective on the community's perception on quality, stability, and value. We also want to focus on the level of owner-occupied housing and increasing the number of people who live and work in the City.

***Proposed FY25 Annual Objective:***

*Create the Affordable Housing Task Force per the Council motion and consider developing a policy to encourage affordable units in new projects. Work with partners to expand the types of housing offered in new developments, particularly to provide owner-occupied options. Evaluate the pilot student rental subsidy program.*

## **OKR #9**

**Advocate for improving the quality of education and learning opportunities for our residents and community's future.**

We understand how critical education is to develop a stable community in which families want to raise their children, and K-12 school quality and options for our residents have not been at the level we desire. Although the City has little control over the County education system, we are not shying away from advocating for its improvement. For this objective, we will measure success by the community and parental perceptions of education, awareness, and participation in College Park and UMD opportunities, improvement in graduation rates and working to increase parent membership in PTAs. Together we can make education better.

***Proposed FY25 Annual Objective:***

*Implement and evaluate City programs that support education opportunities for College Park K-12 students, including online tutoring, direct school grants, and support for PTO/PTA groups.*

## **OKR #10**

**Cultivate an empowered and collaborative organizational culture that is high-performing, values employees, and is known for excellence.**

The City of College Park government could not deliver quality services without the wealth of talent, knowledge, experience, and leadership our staff brings to work every day. We know that we can exceed our residents' expectations only if we are performing well as an organization. We must identify ways we can continuously innovate and improve. We measure success here by employee and Council experience, City department collaboration, and effectiveness at completing projects and this strategic plan.

***Proposed FY25 Annual Objective:***

*Continue staff leadership training and staff recognition activities to further improve services and staff productivity. Communicate the City's mission and vision and how the strategic plan directs City resources.*