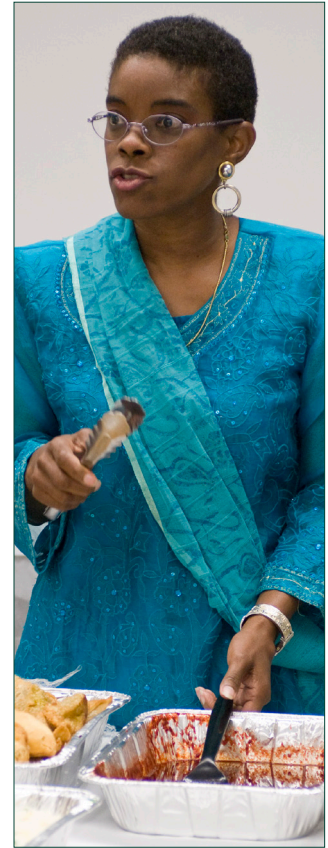


2011

Culture Change Initiative Annual Report



Prince George's County Planning Department
The Maryland-National Capital Park and Planning Commission
www.pgplanning.org



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Culture Change Initiative
Understanding
Ourselves
Understanding
Others







February, 2012

Dear Friends:

I am truly honored and delighted to commend my coworkers in the Prince George's County Planning Department for your ongoing support of, and dedication to, the vision and mission of the Department's successful Culture Change Initiative (CCI). I am also pleased to congratulate you on your outstanding CCI accomplishments during 2011.

The CCI initiative attained an important and critical milestone in 2011, moving from an effort guided by Trinity Transition Consultants, to a full-fledged program directed by staff. This transition occurred seamlessly, thanks to the overwhelming commitment of our employees, and the tireless leadership of the CCI Steering Committee.

Building upon a foundation of CCI principles embraced by the Planning Department and successfully incorporated into its culture, and with plenty of staff feedback, the committee and individual CCI goal teams moved forward to restructure operations and establish priorities, all while continuing to plan and successfully conduct a number of important projects and events. From the very popular Green Week and well-attended monthly Speaker Series, to a performance evaluation study and recommendations, to ongoing sessions of the Cultural Allies Network for Diversity Learning Experiences (CANDLE) and numerous other programs, CCI activities and accomplishments have become integral parts of the Planning Department's work life, and ingrained in its culture.

Since my return as Planning Board Chairman in 2011, I have been proud to witness the embrace of CCI principles and competencies by the Department, and to participate in some of the many interesting events and team-building activities that CCI has engendered. Most of all, I have been excited to witness the incorporation of CCI principles in our hallway conversations and daily interactions. As noted by the renowned author, James Baldwin, "In order to have a conversation with someone, you must reveal yourself." Thank you for having the courage to reveal yourselves through the CCI process, the fortitude to successfully implement staff-directed continuation of the CCI initiative, and the commitment to incorporate CCI principles into our daily work life and organizational culture.

Kudos to all, and best wishes for continued success in 2012!

Very truly yours,

A handwritten signature in cursive script that reads "Betty".

Elizabeth M. Hewlett
Chairman
Prince George's County Planning Board

“We have a little way to go before entering the *Tour de France*.”

Introduction

One of the difficulties of introducing this annual report is that the causes and effects of the year’s events stretch beyond the year being discussed. This year the Culture Change Initiative (CCI) saw the training wheels removed, but we had a pretty good bike to start with, and we have a little way to go before entering the *Tour de France*.

The results of the 2010 census were distributed during the 2010–2011 CCI year. The results reflect a county that was joining its sister jurisdictions in wealth and minority population. However, Prince George’s was diverging from the Washington metropolitan area in several ways. Diversity was decreasing throughout the county and the population was not increasing as quickly as it was in its neighbors. Prince George’s was looking at a year of change brought on by the ongoing effects of the economic downturn and a new county executive.

The same has applied to CCI. The year, in most respects, started in September with the development and administration of the CCI Impact Survey. Distributed to the entire Department, it made a deceptively simple request: Please share what you think of CCI in general and how it has impacted the Department as a whole.

Laying the groundwork for this survey was a decision in early 2010 to end the arrangement with Trinity Transition Consultants. Trinity was a part of CCI from its inception in 2005 and through the first five years of the initiative. In its last series of coaching sessions and meetings, Trinity worked to provide staff with the mechanisms for continuing the initiative’s successes. These included administering peer evaluations for cultural competence and tracking the progress of the Division Action Resource Teams (DARTs) and goal teams.

Presented with the survey, the Department responded and revealed what staff truly believed were CCI’s successes and failures. Some of the responses were not favorable, pointing to concerns about wasted time and resources, increased tensions, and imbalances in participation. The peer evaluations were not well received and were discontinued for a time. Retooled evaluations were re-introduced early in 2011.

However, successes were highlighted. Many respondents identified improvements in interaction between members of staff, or a better understanding of differences between people. CCI had positive results, including teleworking, green initiatives, and performance awards. CANDLE—Cultural Allies Network for Diversity Learning Experiences—was identified as a strong success and CCI has helped staff with useful tools in everyday tasks in the office.

Many staff identified the need for CCI to change. The move from affiliation with Trinity, and the list of successes, opened the way for change and provided a framework for the way forward. Taking this need for change to heart, the CCI leadership and committee co-chairs spent early 2011 remodeling CCI.

This culminated in the restructuring of the goal teams and the elimination of the DART teams.

The co-chairs of the goal teams reviewed their teams' tasks and the work that staff was being asked to do. Of the seven goal teams, two retained their original form. Gauging Impact will continue to track and measure employee successes and sentiment. Employee Development and Training will continue to pursue educational opportunities, including the wildly popular Speaker Series. One goal team, Community Outreach, was retired because it was determined that most staff members engage in community outreach every day in their work teams. The remaining teams—Recruitment and Retention, Work Environment, Communications, and Management Practices—were folded into a single, new goal team called Organizational Culture. This team is now working to develop an action plan, drawing from the projects of the original teams and brainstorming new ideas.

DART teams were the subject of a different discussion, starting with the original purpose of the DARTs. Envisioned as a connection between CCI and the Department's division structure, DARTs were supposed to convey information between the two. However, some DARTs were never very active and others spent a lot of time working on fundraisers. In the end, the DARTs were disbanded.

As of this Annual Report, CCI has been simplified. Organizational Culture is developing its place among the three remaining goal teams. CANDLE continues and regularly participates in Steering Committee meetings. An effort has begun to bring the original vision and principles of cultural competence back into the Steering Committee discussions and meetings.

For CCI, the 2010–2011 year was defined by reflection and change. While not strictly part of the principles of cultural competence, these two concepts underpin everything that happens with the initiative. They show up every time we discuss improvement, recognition, progress, and understanding. CCI will continue to reflect on the state of the Department, the county, and its own program, then make changes to pursue the most positive results.

CCI—Vision, Mission and Principles of Cultural Competence

VISION—Become a more culturally aware and culturally competent organization.

MISSION STATEMENT

- ❖ To improve how we work by better serving and communicating with our communities
- ❖ To ensure that our employees are treated fairly, with respect and inclusion
- ❖ To value group and individual differences in a changing environment
- ❖ To recognize the importance of diversity in these efforts

CORE VALUES

Striving for excellence—Continuously improving employees, products, and services in a progressive environment.

Relying on facts—Making informed decisions based on a shared understanding of the facts, context, and research.

Meeting customer needs—Respecting all customers and responding to their needs with integrity, honesty, and dependability.

Valuing contributions—Recognizing each individual effort as important to the success of the Department as a whole.

PRINCIPLES OF CULTURAL COMPETENCE

1. Treat others with respect and dignity, by recognizing, appreciating, and valuing diversity.
2. Take initiative and motivate others regarding diversity and inclusion.
3. Engage in ongoing learning to increase personal effectiveness regarding diversity and inclusion.
4. Understand and effectively communicate the expectations and accomplishments of culture change within the Commission.
5. Make decisions based on equity and fairness.
6. Encourage others to contribute to their full potential by providing support, training, and a positive work environment.
7. Give and receive feedback in ways that are useful for growth and development.
8. Identify and resolve issues relating to cultural diversity in a sensitive, effective, and timely manner.
9. Take appropriate action to eliminate discrimination and harassment.
10. Participate in and contribute to the Commission's cultural events.

These principles, along with our vision, mission, and values, provide the guidance to ensure that we treat each other with respect and dignity. This extends to our relationship with the citizens we serve.

Demographic Update

AFTER SEVERAL YEARS of demographic estimates, we now have the official data from the 2010 census. Earlier census estimates showed that the black population in the county peaked around 2004 and has been declining slightly over the last few years. The 2010 count shows a slight uptick in the percentage of the black population in the county. Further review shows that either the census interim data was incorrect or that the white population has dropped significantly in the last couple of years. The

county's percentage of white population reported by the census is less than 20 percent. The county's hispanic population continued to grow, its percentage more than doubling since 2000.

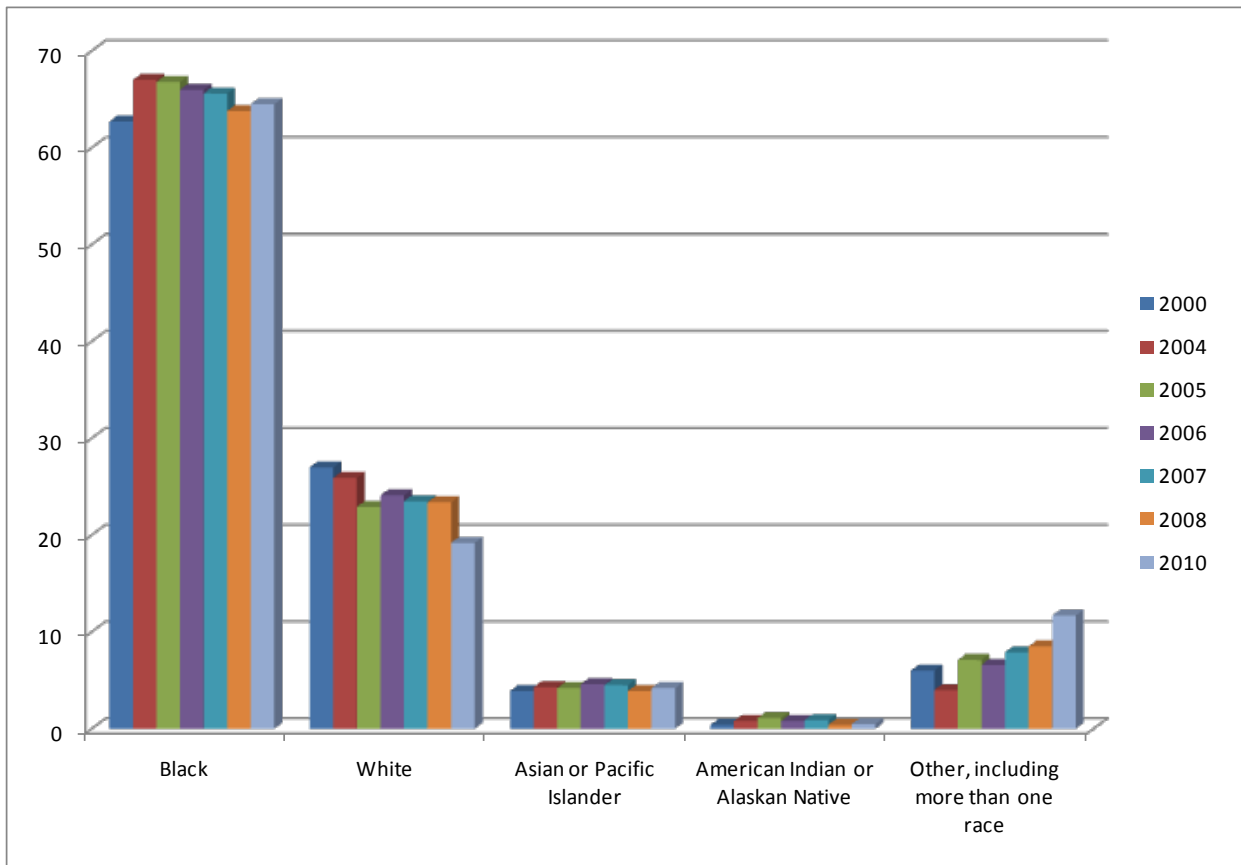
Within the Prince George's Planning Department, the percentage of black/African-American staff continues to slowly increase at nearly the same pace as the percentage of white staff is decreasing. The black/African-American percentage increased 3.7 percent while the white population

Census Data for Prince George's County in Percentages	2000	2004	2005	2006	2007	2008	2010
Black	62.7	67.0	66.8	66.0	65.6	63.8	64.5
White	27.0	25.9	22.9	24.1	23.5	23.4	19.2
Asian or Pacific Islander	3.9	4.3	4.2	4.6	4.5	3.9	4.2
American Indian or Alaska Native	0.4	0.8	1.1	0.8	0.9	0.4	0.5
Other, including more than one race	6.0	4.0	7.1	6.6	7.9	8.5	11.7
Ethnicity							
Hispanic	7.1	9.8	10.9	11.7	12.2	12.2	14.9
Non-Hispanic	92.9	90.2	89.0	88.2	87.8	87.8	85.1
Gender							
Female		51.1	52.0	52.1	52.1	52.1	52.0
Male		48.8	47.9	47.9	47.9	47.9	48.0

decreased by 3.4 percent. The total percentage of non-white and non-black staff has actually decreased from 4.9 percent to 4.0 percent since CCI's initiation in 2005.

The Department's staff complement is declining due to continuing budget constraints. To help address these constraints the Commission instituted a "soft" hiring freeze. A "soft" hiring freeze means that any vacancy the Department would like to fill must be approved by the Planning Board. Every vacancy is considered by the Senior Management Team (SMT)

Prince George's County Demographics



Data for Prince George’s County Planning Department from Annual Personnel Management Reports—in Percentages							
	2005	2006	2007	2008	2009	2010	2011
Black	36.6	36.1	36.6	37.9	41.0	39.1	40.3
White	54.5	54.9	54.9	53.9	52.0	51.3	51.1
Asian/Pacific Islander	4.1	4.2	4.3	4.1	3.0	4.1	4.6
American Indian or Alaska Native	1.4	1.4	1.2	0.6	1.0	1.0	1.1
Hispanic*	3.5	3.5	3.1	3.6	4.0	4.6	2.9
*Race/Ethnicity data captures Hispanic employees as a separate category for analysis purposes							
Gender							
Female			54.0	56.0	56.0	57.0	55.0
Male			46.0	44.0	44.0	43.0	45.0

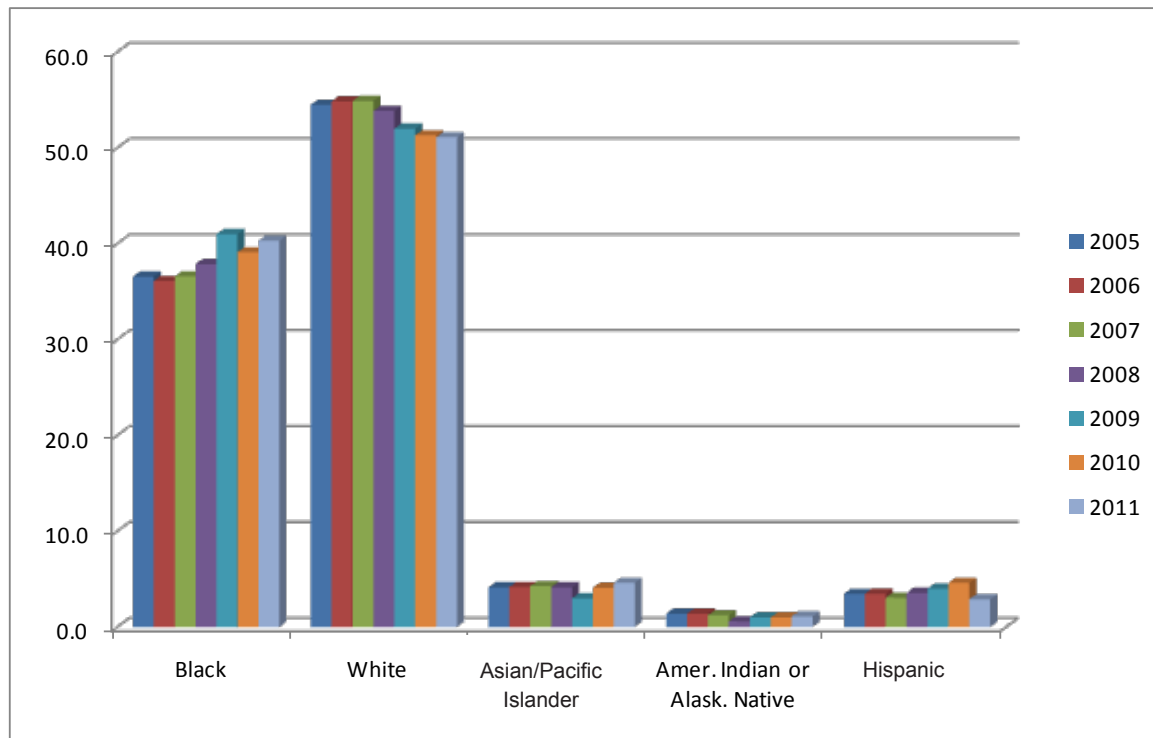
and a collective decision is reached as to whether that vacancy is critical to meeting our mission and work program priorities. If the SMT agrees, a formal request is brought before the Planning Board for its approval.

The result is that our staff complement has reduced from a peak of nearly 200 a couple of years ago to 170 as of December 31, 2011. While the budget and staff numbers continue

to shrink, it seems the work program is much slower to react. This, of course, means that there is more pressure on remaining staff to meet the work program demands.

As work demands increase—and your co-worker may not seem as calm and collected as usual—try to remember the lessons we have learned from our Diversity Toolbox that can help us respond and reflect on unexpected behavior.

Prince George’s County Planning Department—Employee Demographics



Highlights and Key Accomplishments

Surveys

Following the CCI retreat at Watkins Regional Park in July of 2010, the Gauging Progress Team's goals were revised and its name changed to the Gauging Impact Goal Team to reflect the changes. The new team goals are:

- ❖ Prepare, administer, and update the annual Departmental CCI survey.
- ❖ Evaluate and report on the impact of various CCI efforts throughout the Department.

At a meeting in July immediately following the retreat, team members raised many questions about the changes, which resulted in the first of several important discussions on the team's role and the impact of CCI on the Department.

As a result of the July 2010 team meeting, it was decided to undertake the CCI Impact Survey, which was conducted between August 23 and September 8, 2010, via the SurveyMonkey.com website. The timing of the survey allowed for participation by staff retiring under the September 1, 2010, retirement incentive. This survey was structured, as an essay, around the question: "How has CCI impacted you and/or the Planning Department?" Respondents were also asked to indicate the duration and level of their involvement with CCI. Although analyzing and reporting the results presented a challenge, the respondents' perceptions of CCI were illuminating.

The team held five work sessions in September and October 2010 to develop meaningful quantitative and qualitative evaluations of the responses. Team member Dee McChesney's work in identifying common themes from the 66 impact survey responses presented the team and the Steering Committee with an excellent evaluation of the essay responses. The team reported the survey results in October 2010 to the Steering Committee. A crosstab of the essay responses with the length of time and level of CCI involvement was prepared in November 2010. Each of the three impact survey reports were posted to the J Drive as they were completed and shared with staff.

These are the six most frequent themes to emerge from the impact survey:

- ❖ Better understanding/increased awareness or perceptions of differences and reactions (19).
- ❖ Positive interaction with staff (11).
- ❖ CCI has not addressed or changed the internal culture, has diverted from initially stated goals, or has not delivered what was promised or expected. Enthusiasm has soured (10).
- ❖ It is time to end/reduce/repurpose CCI (9).
- ❖ Has been useful in day-to-day tasks, personal and professional growth, and enabling leadership roles (8).
- ❖ CCI is a waste of taxpayers' money. It is too expensive for the return (8).

In 2011 the Gauging Impact Goal Team focused on conducting the first annual survey following the Watkins retreat. The previous annual surveys conducted by Trinity were

reviewed and updated, in part using the results of the impact survey. The 2011 Annual Survey was conducted between May 12 and June 3, 2011; 113 responses were received. The results were shared with staff in June 2011. These were the key results:

- ❖ 69 percent felt valued by their supervisors.
- ❖ 84 percent felt valued by their co-workers.
- ❖ 68 percent felt supported by their supervisors.
- ❖ 63 percent felt their work was valued and appreciated by the Department.
- ❖ 53 percent felt regularly stressed at work.
- ❖ 66 percent felt they were provided with the tools they need to do their jobs.
- ❖ 72 percent felt that cultural/heritage celebrations should continue as CCI events.
- ❖ 66 percent felt Green Week should continue as an independent event.
- ❖ 66 percent felt the Speaker Series should continue as an independent event.
- ❖ 62 percent felt that Summerfest should continue as an independent event.
- ❖ 60 percent felt that the Winter Festival should continue as an independent event.

The survey responses created a framework for taking CCI from a Trinity-led structure to a staff-led structure. In terms of changes, we heard:

Where *not* to change

- ❖ CANDLE
- ❖ Education on awareness and perceptions
- ❖ CCI as a venue
- ❖ Employee-led activities

Where to change

- ❖ Management-staff communication
- ❖ Streamline CCI structure
- ❖ Movement of some CCI activities into Department culture and work processes

Where to ask more questions

What do you want to hear from Management?—That management-staff relations and communication will be improved. A success with regard to this issue is the communication regarding the impact of and response to the flood. Management should also continue all-hands meetings.

What isn't working with regard to Communication?—*Scoop* newsletter is not working. The Communications Goal Team has since been folded into Organizational Culture and the *Scoop* newsletter retired.

What is wasteful?—Spending so much time at meetings, preparing and carrying out fundraisers, and staff being drawn away from their routines. This led to the retirement of DARTs and the merging of goal teams.

Recent changes in the CCI program reflect the concerns that were voiced in the survey. The CCI program has been streamlined by retiring DARTs and restructuring the goal teams. Some CCI initiated programs, such as Go Work, Go Green, and Telework Monitoring stand on their own as an ongoing part of our Department culture. CANDLE continues to be a core element of CCI. In addition to these changes, the CCI Impact Survey results also played a role in changing the following after the Watkins retreat:

- ❖ The procedure was revised for rating the CCI job function on employees' annual performance evaluations.
- ❖ The goal and DART teams revised their action plans to refocus on issues brought up during the retreat.
- ❖ The Speaker Series has become a regular event.
- ❖ The Steering Committee has begun to refocus on CCI principles and behaviors.

Remember Dr. Deborah Egerton and Manny Brandt talking about “sharing success (and failure) stories” and creating a “hierarchy of results?” Looking ahead, the Gauging Impact Goal Team will close this loop by bringing the annual survey results to CANDLE as a discussion topic. In addition, communication concerns will be a strong component of the Organizational Culture Team’s work program. It is important that we continue to consider staff input as we move forward with our CCI goals. Stay tuned!

CCI: A Continuing Evolution

Henry David Thoreau said, “Things do not change; we change.” Each year, it seems the Culture Change Initiative undergoes some transformation. This past year was no different, and that is a good thing. It means we are evolving! Change shows progress. It allows us to grow, both individually and as an organization.

Over the years, we have learned and grown culturally through many staff-led CCI initiatives, events, and activities. In this past year alone, we have seen CANDLE continue to inspire after staff began to develop and lead the presentations. We have witnessed CCI programs and initiatives, such as Telework, Community Outreach, and Go Work, Go Green, develop to become an integral part of Department business. Through continuous gauging of CCI’s impact, we have come to realize that our needs change, and what once was an important element of the program may no longer be

required. Recognizing this evolution, members of the Steering Committee discussed the need for possible changes in the structure of the Culture Change Initiative. In July and August 2011, the chairs of the DARTs and goal teams met and made the following major recommendations:

- ❖ The retirement of DARTs.
- ❖ The establishment of Telework and Go Work, Go Green as Department initiatives in their own right.
- ❖ The retirement of some goal teams.
- ❖ The combination of some goal teams to create a new team called “Organizational Culture.”

DART chairs met in July 2011 to discuss the future of the DART teams. Out of the discussion came the following thoughts:

- ❖ New DART membership was challenging. Once on the DART, it was difficult to recruit new members so current members could not move on to different CCI activities.
- ❖ DARTs had come to focus mostly on fundraising, which did not seem to be in keeping with their original intent. Additionally, fundraising in the Department was occurring without action from DARTs.
- ❖ The original purpose and intent of DARTs remained unclear.
- ❖ Several of the DARTs had become inactive.

Due to these reasons, the DART chairs questioned whether the continuation of DARTs was purposeful and a good use of the investment of time and effort. Therefore, it was recommended that DARTs be retired.

Similarly, goal team chairs met and discussed the purpose and accomplishments of each goal team. The discussion led the chairs to conclude that some teams had accomplished their stated goals either partially or in full. It was determined that the following initiatives have become institutionalized in the Department and that they should be established as Department functions outside of CCI:

- ❖ Telework.
- ❖ Community Outreach.
- ❖ Go Work, Go Green.

Additionally, the following observations were made:

- ❖ The Work Environment Team had made significant progress towards many of the goals of the proposed Commission policy regarding sustainability.
- ❖ The CCI Newsletter required great time and effort with very low readership.
- ❖ The Employee Development and Training Team has had much success with the Speaker Series, brown bag/lunch and learns, and the survey, and wanted to continue these efforts.
- ❖ The Gauging Impact Team's finest hour was the CCI essay survey which allowed an open forum and generated much discussion. The team wanted to capture the success/failure stories and distribute this data in the future.

The chairs also determined that the following existing teams had several overlapping functions and responsibilities:

- ❖ Management Practices.
- ❖ Recruitment and Retention.
- ❖ Work Environment (functions outside of Go Work, Go Green).
- ❖ Communications.

As a result of these observations, the goal team chairs made the following recommendations:

- ❖ In order to streamline and make the best use of our resources and efforts, it was decided to combine the efforts of the Management Practices, Recruitment and Retention, Work Environment, and Communications

teams as part of a new team called Organizational Culture.

- ❖ Establish monitoring of the Telework program as a Department initiative in its own right.
- ❖ Establish Go Work, Go Green as a Department initiative in its own right. Transfer organizational non-sustainability work environment culture goals to the Organizational Culture Team.
- ❖ Develop a Departmental Sustainability Committee, outside of CCI, comprised of team members from the Work Environment Team's Go Work, Go Green subcommittee.
- ❖ Retire the Community Outreach Team. Due to great strides in outreach to the community, it was determined that the Community Outreach Team had accomplished its goals. However, as we move forward with our goal team missions, a priority goal should include the consideration of how we can, and will, continue to better serve the "harder to reach" citizens of Prince George's County.
- ❖ Continue the Telework Monitoring and Go Work, Go Green efforts as Department functions outside of CCI.
- ❖ Goal team chairs should meet quarterly to share information and collaborate.
- ❖ CCI goal teams should be strategic and continue to evolve each year. Goal teams should establish strategic priorities at the beginning of each CCI year and serve in an advisory capacity to the Steering Committee with recommendations to SMT.

These recommendations led to the establishment of the following CCI Teams for the 2011–2012 CCI year:

- ❖ Organizational Culture: The Organizational Culture Goal Team promotes effective working relationships that foster a positive work environment among a diverse workforce by ensuring that management and staff engage in fair, inclusive, and transparent policies and practices; and by improving communication across all levels of the Planning Department.
- ❖ Employee Development and Training.
- ❖ Gauging Impact.
- ❖ CANDLE: to continue staff-led presentations, but as a goal team with chair representation to the Steering Committee.

In October 2011 we held our annual Open House in which staff were given the opportunity to join these CCI teams

as well as other staff-led Department groups. If you have not joined a group, please consider doing so. If you have thoughts or ideas to contribute, please contact the

appropriate team or the Steering Committee. The success of the Culture Change Initiative depends on each of us and on all of us. We look forward to hearing from you.

CANDLE: Cultural Allies Network for Diversity Learning Experiences

CANDLE provides a safe and comfortable forum for staff to learn about themselves while exploring the many dimensions of diversity.

From its inception by Trinity Consultants in 2005, CANDLE has evolved as a staff-run effort that attempts to increase and sustain the knowledge, awareness, and skills imparted by the CCI program.

Through self-assessments and engaging dialogue, staff explore the elements of diversity and their relationship to the workplace. Applying this knowledge to everyday situations and interpersonal issues helps us all to be more thoughtful and inclusive where we live, work, and play.

Some of the topics covered this year included religion, leadership, conflict management, generations in the workplace, and seasonal celebrations. One of the most popular topics however, was “Life after 5:00 p.m.” This topic

exposed the hobbies and other activities of staff after they leave work. The session was a great opportunity to share experiences and better understand our co-workers.

During the upcoming year CANDLE will continue to explore the challenges and opportunities that exist in a diverse workplace. The topics for 2012 will include:

- ❖ Lesbian, gay, bisexual, transgender (LGBT): how we can be allies.
- ❖ Feedback: different styles and expectations.
- ❖ Nationalities and ethnicities: explore the relationship between ethnicity and religion, e.g. Judaism.
- ❖ Groups within groups.
- ❖ Commonalities: our likes, dislikes, and shared human condition.
- ❖ Repeat: organizational change, leadership.
- ❖ Training for new hires: The Sponsor System (new handbook under production).

Facilitators are always open to suggestions for our monthly topics. We encourage staff to become CANDLE members.

Year in Review



Green Week

Go Work, Go Green began under the CCI umbrella and then transformed into more of a Departmental culture. It has since evolved into a separate initiative within the Department.

This is a major goal of CCI: to change the culture of our organization. Go Work, Go Green is an excellent example of how CCI has influenced Departmental culture.

The Prince George's County Planning Department celebrated its 3rd Annual Green Week from April 18–21, 2011. The theme was “Water” and featured various activities from educational presentations to the installation of a rain garden. The Planning Department and the Department of Parks and Recreation partnered in many activities throughout the week. New partnerships were forged that will hopefully lead to more exciting activities and events in the future.

The Chesapeake Bay Foundation (CBF) and the Anacostia Watershed Society (AWS) kicked off the week with a lively discussion about incorporating water resources into master planning and how the new Chesapeake Bay Total Maximum Daily Load (TMDL) might impact land development.

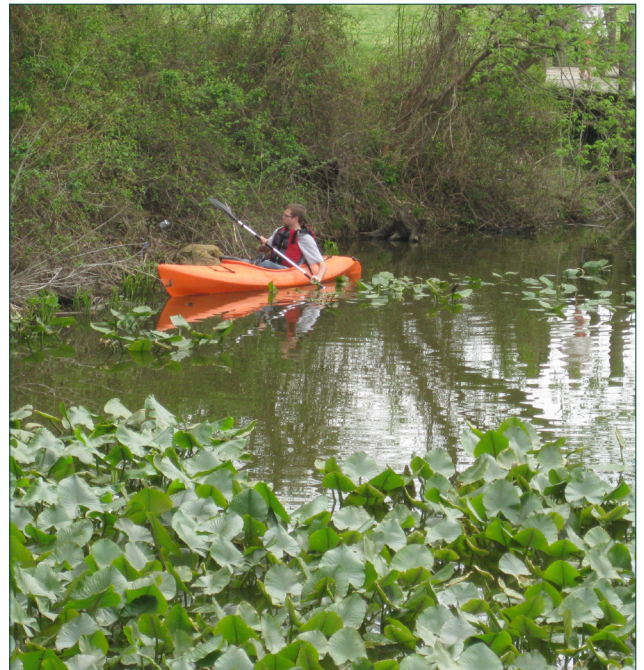
The rain held out on Tuesday, allowing for staff to pick up trash around Schoolhouse Pond. Approximately 15 staff members assisted in this effort, and helped beautify this resource that we all value so much. Thanks to Chris Garrett from the Department of Parks and Recreation for bringing trash bags, pickers, kayaks, and of course, for hauling away the truck full of trash.

Wednesday dawned with beautiful weather, perfect for planting Upper Marlboro's first rain garden at our Lakeside complex. Staff helped transplant the native plants that were raised by Claire Porterfield (Department of Parks and Recreation) in the greenhouses at Randall Farm. Phil Wilson, Hank Boerlage, and James Radcliff Sr, all from Southern Area Maintenance, helped prep the rain garden area the week prior by helping to excavate, amend the soil, install rock and landscape fabric, and mulch the area. Through the Go Work, Go Green initiative, Kate Fritz and Sara Chadwick started the rain garden planning in November 2010, bringing in the Department of Parks and Recreation for early discussions. Kate made various presentations to management, the CCI Steering Committee, staff, the Town of Upper Marlboro, and the Lakeside Complex Homeowners Association. Sara utilized her skills as a landscape architect to design the planting plan and draft the technical schematics that were required for the



stormwater permit. The rain garden is a retrofit to an existing stormwater inlet. It also assisted in alleviating flooding issues along the sidewalk while helping to slow down, spread out, and soak in, the stormwater from the Lakeside complex roofs. Stormwater runoff from the roofs and sidewalks in this area is being diverted from Schoolhouse Pond to help alleviate the runoff pollution to this body of water.

Green Week concluded with another successful open house, organized by Tamara Jovovic with the help of many other staff members. Featuring ten exhibits—including those by Planning Department staff, the Department of Environmental Resources, the Washington Suburban Sanitary Commission, and the University of Maryland Master Gardeners—the open house highlighted ways in which visitors could reduce water use and protect water quality. The open house prided itself in supplying practical information that visitors could use at home and at work.





PRINCE GEORGE'S COUNTY PLANNING DEPARTMENT
2011 Speaker Series

During the past year, the Prince George's County Planning Department Speaker Series continued with numerous interesting sessions through the efforts of the Employee Development and Training (ED&T) Goal Team in conjunction with the Department's Culture Change Initiative.

Each program was well attended by anywhere from 40–60 participants. Participation by agencies other than M-NCPPC is increasing. As the third year of this program begins, a Speaker Series e-invitation with a new e-mail account (PGCspeakerseries@ppd.mncppc.org) was created with the help of new subcommittee members. The new e-mail account will help establish a cohesive database for future outreach to county employees, sister agencies, and citizen groups.

Thanks to Facilities Manager Eric Spencer's support, the team secured the use of the first floor media room from the County Executive's Office. This room has state of the art audio and video equipment, which enables professional-quality presentations. This environment promotes lively Q&A sessions and short discussions among the participants.

Recommendations for topics and potential speakers have come from staff who are participating in conferences and lectures outside the office, such as APA and the Housing Conference. We hope this continues.

As people discover educational value in the series, requests for videos of our events are increasing.

During 2011, these programs were presented:

Date	Title
11/30	The Future of TOD in Prince George's County
10/26	Regional Planning Initiatives in Metropolitan Washington
9/28	Growing for the Right Reasons
7/27	How to Best Honor the Past and Plan for the Future: Development and the Archeology Review Process in Prince George's County
6/22	Urban Agriculture—Successful Urban Farming in the Heart of Prince George's County
5/25	Sector Planning and Non-Traditional Partnerships: The Port Towns Example
4/27	Watershed Management—Achieving Total Maximum Daily Loads (TMDLs)
3/23	Planning and GIS-Future Trends
1/26	Engaging the Public on Issues that Matter

Let's Talk About It

In 2011, the ED&T also continued the “Let's Talk About...” series to discuss Commission programs and policies. The ED&T will continue to work on an interesting, diverse, and timely series of programs during 2012.

CCI Evaluation For All Staff

Beginning in the fall of 2010, a CCI Job Function was added to everyone’s Performance Evaluation. This was the same Job Function that was used to evaluate supervisors. The job function included five performance standards that were created from the ten CCI Principles of Cultural Competency. A modified 360 degree review process included scoring and comments from the employee, the employee’s supervisor, and six fellow staff members selected by the employee’s Division Chief.

Initially, scoring for each of the performance measures was based on a 1–5 scale with the supervisor and peer evaluator scores averaged to create an overall score for the employee. The 1–5 score average was then converted to a rating of 0, 1, or 2 to be consistent with the Commission’s Performance Management rating system. It became apparent very quickly that there were problems with this scoring structure and possibly other factors related to the survey process and peer review.

In January 2011, the Planning Director suspended the scoring part of the CCI Job Function (peer and supervisor comments were still solicited) and appointed a team of supervisors to revisit the CCI Job Function. The team was asked to:

- ❖ Review the Job Function
- ❖ Revise the CCI scoring/rating system
- ❖ Review the survey tool being used

The team reported to the Director and Senior Management Team in May 2011. The team reported that it reviewed:

- ❖ The consistency in applying Performance Standards and Ratings.
- ❖ The order of the survey questions.
- ❖ The two different ranking systems used on the survey and the evaluation.
- ❖ The selection of respondents to the survey.

As a result the team made five recommendations that were adopted:

- ❖ Modify the CCI survey rating to coincide with the current Performance Evaluation rating system (0, 1, or 2).
- ❖ Modify the survey to follow the same order as the Performance Standards.
- ❖ Modify the Performance Standards for the CCI Job Function by incorporating all ten Principles of Cultural Competency.
- ❖ Improve consistency in selecting survey respondents; allow staff to have input in the selection of survey respondents.
- ❖ Create more transparency in the process by better standardization in the Department.

The new system became effective in September 2011 and so far seems to be working more effectively. While staff continue to be concerned about the concept of peer review and/or the use of the Principles of Cultural Competency as Performance Standards, the revised rating system is not creating the scoring anomalies experienced the first time around.

The CCI Steering Committee and SMT will continue to monitor the evaluation processes to assure it is being administered consistently and fairly throughout the Department.

Diversity Webpage Created

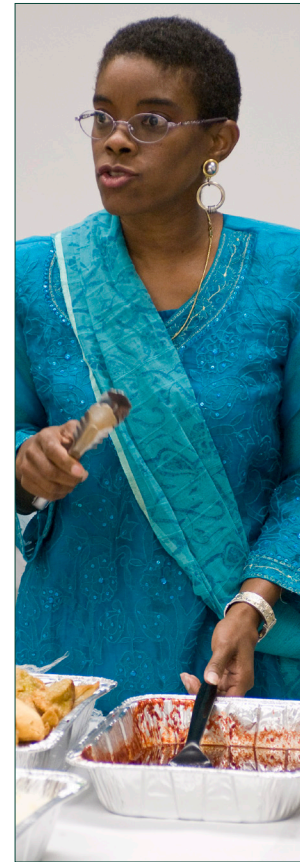
Diversity and cultural awareness are very important in today’s workplace. As a means of promoting our Department’s



commitment to diversity, the Recruitment and Retention Goal Team developed a diversity page that was added to the Planning Department’s main web site in April 2011. Under the leadership of M’balu Abdullah,

developing the page was truly a collaborative effort among all the goal team members. Our mission was to create a page that explains the importance of diversity and inclusion in our Department and highlights all the different initiatives we have in place. In addition to the main landing page, the site includes links to five diversity themed pages, including a message from the Planning Director, our initiatives, programs and activities in the workplace, diversity in our community, and a “frequently asked questions about diversity” page. Visitors to the page can also find links to the CCI Vision and Mission Statements as well as the Principles of Cultural Competence that guide our initiative. In addition, links are provided to the CCI Annual Reports from 2007–2010. Check it out at: http://www.pgplanning.org/About-Planning/Diversity_and_Inclusion.htm

Heritage Events



Asian-Pacific Heritage

In March 2011, Japan was hit hard with a magnitude 9 earthquake, triggering a 33 foot tsunami. Over 50 million people were affected and thousands more were reported missing after entire communities were washed away. In honor of Asian Pacific Islander Heritage Month, the Prince George's

Planning Department hosted several events to help those recovering from the tsunami in Japan. Themed “Stand with Japan,” coordinators held several fundraisers to help the Japanese Red Cross. As a result of the fundraising events, the Planning Department donated \$275 to the Japanese Red Cross to help with the relief efforts.

To help educate staff on the effects of the tsunami, the 2011 program featured a presentation

about rescue and recovery efforts by Fairfax County Search and Rescue Teams in Japan. Planning Department staff members were able to see before and after photos of towns impacted by the earthquake and tsunami. Additionally, in celebrating the rich heritage of Asian and Pacific Islanders, Taslima Alam, a Bangladeshi native and event coordinator, provided a brief lecture and sari demonstration.

Heritage Events

Black History Month

On February 2 and February 9, 2011, the Planning Department kicked off the 2011 Black History Month activities with tours of the Mary Surratt House, located at 9110 Brandywine Road in Clinton, MD. In commemorating the 150th anniversary of the American Civil War and the role African-Americans and others played in the war, the Surratt House presented a quaint historic location for us to step back in time through a guided tour of the 1852 historic site and a Civil War exhibit.

Additionally, the Planning Department presented a self-guided tour of “Honor Roll of Excellence: Prince George’s County Public Schools named in honor of African-Americans.” This free-standing exhibit was displayed throughout the month of February 2011 in the first-floor lobby of the County Administration Building. The Black History Program, Natural and Historical Resources

Division, Prince George’s County Department of Parks and Recreation, was the developer and curator of this exhibition. The 2011 activities concluded with a brief presentation on Wednesday, February 23, 2011, in the fourth floor board room.

Department staff on a guided tour of the Mary Surratt House in Clinton.



Hispanic Heritage

The theme for Hispanic Heritage 2011 was “Many Backgrounds, Many Stories, One American Spirit.” M-NCPPC kicked off with a bag lunch speaker series on September 19, 2011, featuring Lillian Almodavar, Deputy Director, US Army Corps of Engineers, who presented “Panama Canal Expansion and its Impact on the USA.”

On September 26 the Speaker Series featured “Latin Heritage at the American History Museum” presented by Magdalena Mieri, Director of Programs in Latino History and Culture at the Smithsonian Institution’s National Museum of American History.

The final presentation featured Nancy Navarro from the Montgomery County Council. It was hosted at Brookside Gardens.

The M-NCPPC Annual Hispanic Heritage Month Celebration was held on October 12, 2011, at the Prince George’s Ballroom in Landover. This event featured Hispanic cuisine as well as a salsa demonstration and instruction led by dance instructor and choreographer Judicita Condezo.

The Department’s 2012 Hispanic Heritage Month events will depend on the availability of a chair and the interest expressed in the program. The Department currently participates in the program at the Commission level.

Looking Forward

“Be the change that you wish to see in the world.”

Mahatma Gandhi

The 2010–2011 CCI year was an important one for the initiative, the Department, and all members of staff. Over the course of the year, there has been quite an evolution in our Culture Change Initiative, reflecting many themes discovered through the 2010 CCI survey and culminating with the restructuring of the program. As a result, we see a more streamlined CCI with an emphasis placed directly on our vision to become more culturally aware and competent. As we move forward, it will be imperative that we, as an organization, chart a course that continues to focus on the values and principles of CCI: respecting diversity, appreciating differences, encouraging contributions, and promoting new opportunities to learn and grow.

Toni Abresch and Ray Dubicki started off the first CCI meeting of 2012 with the broadest sketch of that course. The themes for CCI 2012 will be:

- ❖ **Inspiration**
- ❖ **Communication**
- ❖ **Implementation**

First, inspiration is a novel concept: both an end and a means. Relying on the strengths of CCI, and a continued openness and enthusiasm among the staff, we hope to bring about an inspiring, culturally competent workplace. Good, fresh, inspired ideas will make this a better place and improve our work. The Steering Committee Co-Chairs are working to encourage contribution of new ideas and present frequent opportunities to practice the principles of CCI. One of these new ideas, for example, includes incorporating a discussion about a current diversity topic at the beginning of every monthly Culture Change Initiative meeting. We also hope to draw inspiration from where we have been and where we started by maintaining focus on our CCI values, principles, and mission. There is a concerted effort to put the CCI values, principles, and mission on documents and agendas and keep them in front of the staff as often as possible in order to rethink and renew them—and to derive inspiration.

Second, communication has been repeatedly identified as a weakness in the Department. Whether between staff and management, between divisions, or between projects, the focus that we bring to individual tasks sometimes translates into a lack of focus on being open with co-workers. CCI allows us to refocus.

Through CCI, we step back, broaden our focus, and take the opportunity to think differently. With the advent of the new Organizational Culture team, for which communication is an important aspect, we hope to improve our communications in CCI and throughout our work program.

Finally, implementation: the CCI actions that have been most well received are the events and activities. From CANDLE, to the Speaker Series, to Telework, there has to be an actual result to the ongoing discussions and studies. As we move forward, we must continue to act upon inspired ideas and have the courage to implement successful, results-oriented solutions. We must continue to gauge our progress and recognize our successes and failures. We must continue our efforts. Thomas Edison said, “I have not failed. I have just found 10,000 things that do not work.”

The most steadfast foundation of CCI now, and into the future, is this: we shall not fear failure, so long as we are trying.

Promoting positive change takes thoughtful effort. It takes a change in attitude, a change in behavior. It isn't easy. Frederick Douglass said, "If there is no struggle, there is no progress." The changes in the structure of our CCI program reflect our continued organizational vision to become more culturally aware and competent. They show our willingness to keep making the effort to change our culture. This is progress.

We have a new CCI. We have a new year. We have an opportunity to do something great.

Mahatma Gandhi said, "Be the change that you wish to see in the world." As we continue to move forward with our Culture Change Initiative here in the Prince George's Planning Department, this is our goal. It is a goal for us as individuals and it is a goal for us as an organization. We are steadily moving forward, and with our combined talents, our continued efforts, and our willingness to be open to new and different ideas, we are steadfastly becoming the change we wish to see!



Bring Your Child to Work Day

On Thursday, April 28, 2011, seventeen children in grades one through eight joined parents and staff volunteers from the Prince George's County Planning Department to celebrate National Bring Your Child To Work Day with a fun-filled day of learning and field experiences. This year's itinerary was designed to introduce the kids to many

of the wonderful facilities and programs the Commission has to offer. Following a meet 'n greet and continental breakfast with Planning Director Fern Piret, the group departed by bus for the Jug Bay natural area. Upon arrival, they were greeted by Department of Parks and Recreation naturalist Greg Kearns and other Parks and Recreation staff members who provided terrific nature education programs, lunchtime activities, and tours of the Patuxent Rural Life Museums and Mt. Calvert

historic archeological site. Because of the wet weather, the group had to forgo pontoon boat rides and other outdoor activities, but the rain did not put a damper on the fun. Upon returning to the County Administration Building, participants gathered for follow-up discussions, an ice cream social, and a presentation of certificates and "goody bags." Afterwards, the children joined their parent or guardian in their workplace for the remainder of the afternoon.

Letter from the Director

February 2012

**Culture Change Initiators and
Planning Department Staff
County Administration Building/Lakeside Offices
Upper Marlboro, Maryland**

Dear Friends:

We are now well into the seventh year of our Culture Change Initiative and we are experiencing changes in it that appear to be the natural results of a maturing initiative. Goal teams have merged or reassembled and DARTs no longer stand as separate units. CANDLE has become a brighter focus on the diversity that sometime confounds but, as we are still learning, always enriches us. Revisiting the tenets that established this initiative, these newly formed or energized groups are re-engineering themselves and forging new action plans. This has resulted in expanded and enriched work groups that are reaching beyond our early expectations. The results of these efforts will be a deeper integration of how we do our jobs with how we interact with each other and the citizens we serve. I see these changes as very positive ones.

This is an exciting time for our Department. It is extremely rewarding to see the active support for our heritage groups who helped pilot our early journey. They continue efforts to promote diversity and inclusion. Certainly, the recent excellent Black History Month programs and celebrations illustrate our enthusiasm and our continued learning. Thanks to the team that produced them and to all of you who have put so much effort and thought into our learning journey this year.

I am confident that we will continue to bring new perspectives and new projects to the Department through our Culture Change Initiative. If you have not yet found a part of the initiative that calls to you, I urge you to explore the opportunities a little further. New ideas and innovations are most welcome. At the same time, we acknowledge the importance of reaffirming our commitment to the vision with which we started and the principles of cultural competence we developed to guide our personal and organizational behavior.

Sincerely,



Fern Piret
Planning Director



CCI Teams

2010–2011 CCI Steering Committee

Chairs

Dubicki, Ray
Smith, Lindsay

Members

Abresch, Toni
Akerley, Bill
Akins Mosley, Vanessa
Brous, Ellen
Chadwick, Sara
DeHuarte, Joseph
Dobbins, Al
Duffy, Robert
Foster, Eric
Glascoe, Joanna
Gonzales, Marcy
Hirsch, Alan
Hutchison, Dale
Lareuse, Susan
Lewis, Ivy
Mattingly, Nancy
McCune, Kierre
Piret, Fern
Reidy, Michelle
Summerlin, Cheryl
Thompson, Ivy
Washington, Monique
Williams-Jennings, Tiffany
Wooden, John

Annual Report Team

Abresch, Toni
Chadwick, Sara
Dubicki, Ray
Foster, Eric
Gonzales, Marcy
Hutchison, Dale
Jones, Jimi

Community Planning DART

Campbell, Judelle
Douglas, Aldea
Duffy, Robert
Duke, Roberto
Garland, Hyojung
Israel, Evelyn

Jovovic, Tamara
McCune, Kierre*
Salmón, Martín
Smoot, Betty
Umeozulu, Chidy
Washburn, Bill
Washington, Lisa
Waskelis, Kevin
White, Sam
Wooden, John*

Countywide Planning DART

Vines, Wil

Development Review DART

Flanagan, Kenneth
Gallagher, Debbie
Hirsch, Alan
Hughes, Michelle
Jones, Catherine
Larman, Brooke
Meneely, Michelle
Nguyen, Quynn
Otto, Brenda
Pompey-Green, Retha
Reidy, Michelle
Reidy, Patrick

Information Management DART

Aycoth, Mike
Artemova, Marianna
Croll, Mike
Jarvis, Dave
Rotondo, Chris

Planning Director's Office DART

Brous, Ellen*
Crawford, Janice
Dobbins, Albert
Johnson, James
Kelley, Susan
Mattingly, Nancy*
Washington, Monique

Communications Goal Team

Akerley, Bill*
Bond, Teri
Fenton, Cynthia

Grover, Ruth
Hutchison, Dale
Israel, Evelyn
Jenkins, Eric
Li, Mandy
Pompey-Green, Retha
Prater, Crystal
Smith, Lindsay
Washington, Monique*
Wright, Elaine

Community Outreach Goal Team

Berger, Howard
D'Ambrosi, Judy
Dubicki, Ray
Gallagher, Debbie
Hirsch, Alan
Irminger, Wendy
Kosack, Jill
Mayah, Will
Mezni, Faouzi
Moseley, Sherri
Nguyen, Quynn
Oliphant, Lauren
Reidy, Michelle*
Reidy, Patrick
Smoot, Betty
Spriggs, Maria
Summerlin, Cheryl*

Employee Development & Training

Burt, Mark
Contee, Wendy
Dent, Theresa
Duffy, Robert*
Duke, Roberto
Ewing, Sonja
Fanta, Asfaw
Ferguson, Joyce
Garland, Hyojung
Gelner, Robert
Hasan, Fatimah
Hightower, Rana
Hutchison, Dale
Martin, Maria
Middleton, Pat
Taylor, Phil
Thompson, Ivy

* Indicates co-chair

Washburn, Bill
Waskelis, Kevin

Gauging Impact

Asante, Michael
Chellis, Whitney
DeHuarte, Joseph*
Foster, Eric*
Guleruyz, Gul
Kowaluk, Ted
Mangalvedhe, Jay
McChesney, Dee
Mokhtari, Faramarz
Piret, Fern
Stabler, Jennifer

Management Practices Goal Team

Abresch, Toni*
Akins Mosley, Vanessa
Foster, Harold
Jones, Jessica
Lareuse, Susan*
Lewis, Ivy
Mezni, Faouzi
Mokhtari, Faramarz
Philson, Jackie
Piret, Fern
Sligh, Susan
Taylor, Phil

Recruitment and Retention

Abdullah, M'balu
Adams, Steve
Akinlana, Nkosi
Alam, Taslima
Fenton, Cynthia
Fields, Meika
Fritz, Kate
Funk, John
Gonzales, Marcy*
Johnson, Terry
Jones, Jessica
Kosla, Reyna
Shaffer, Fred
Stouten, Arie
Williams, Chad
Williams-Jennings, Tiffany*
Wooden, John

Work Environment Goal Team

Campbell, Judelle
Dobbins, Albert
Finch, Kim
Gelner, Robert
Green, Barney
Jones, Catherine
Kosack, Jill
Lammers, CJ
Masog, Tom
Meneely, Michelle
Moore, Cecelia
Nguyen, Quynn
Philson, Jackie
Reynolds, Kipling
Rivera, Geeta
Salmón, Martín
Shean, Mike
Silor, Jeanette
Tapscott, Gena
Townsend, Don
Thomas, Gary
Washington, Lisa
Wilson, Yvette

Go Work, Go Green, Green Week Committee

Abresch, Marc
Carlson-Jameson, Betty
Chadwick, Sara
Clifford, Keegan
Dehuarte, Joe
Farris, Laurie
Fritz, Kate
Gelner, Rob
Green, Barney
Jovovic, Tamara
Lammers, CJ
Meneely, Michelle
Nguyen, Quynn
Salmón, Martín
Silor, Jeanette
Wilson, Yvette

Asian-Pacific Islander Heritage

Alam, Taslima*
Brous, Ellen
Fairley, Lillian

Jenkins, Eric
Lareuse, Susan
Li, Mandi
Rivera, Gita
Thompson, Ivy
Wilson, Kathleen

Black History Month 2011

Committee Members

Abdullah, Mbalu
Akinlana, Nkosi
Brous, Ellen
Fairley, Lillian
Osei, Christine A.*
Otto, Brenda
Townsend, Don
Washburn, Bill
White, Sam
Williams-Jennings, Tiffany*

Volunteers

Alam, Taslima
Contee, Wendy
Duckett, Donata
Fields, Earnest
Fields, Meika
Pompey-Green, Retha
Smothers, Lori

Hispanic Heritage

Kathleen Wilson, Commission
Event Committee Member;
Lillian Fairley, Volunteer

Candle Facilitators

Abresch, Marc
Abresch, Toni
Akins Mosley, Vanessa
Brous, Ellen
Chadwick, Sara
Douglas, Aldea
Ewing, Sonja
Hirsch, Alan
Irminger, Wendy
Israel, Evelyn
Jones, Jimi
Osei, Christine
Summerlin, Cheryl

* Indicates co-chair





Culture Change Initiative
Understanding Ourselves
Understanding Others



Prince George's County Planning Department