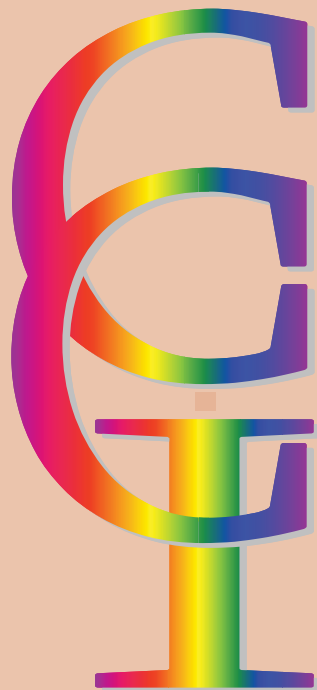




Prince George's County Planning Department

# Culture Change Initiative Annual Report 2010



Culture Change Initiative  
Understanding Ourselves  
Understanding Others



*Prince George's County Planning Department*





**TOP: Bring Your Child to Work Day, 2010.**

Planning Board Chairman Samuel J. Parker, Jr., entertains young guests at the County Administration Building, Upper Marlboro.

**RIGHT: 2010 Black History Month celebration.**

Chairman Samuel J. Parker, Jr., at the event with Planning Director Fern Piret and Deputy Planning Director Albert Dobbins.



**Community Outreach Goal Team**

Ray Dubicki\*  
 Oliphant, Lauren\*  
 Berger, Howard  
 Fairley, Lillian  
 Harrison, La'Tasha  
 Hirsch, Alan  
 Holley, Edward  
 Irminger, Wendy  
 Magee, Yvonne  
 Metzger, Bob  
 Moseley, Sherri  
 Prater, Crystal  
 Smoot, Betty  
 Spriggs, Maria  
 Summerlin, Cheryl

**Recruitment & Retention Goal Team**

Williams Jennings, Tiffany\*  
 Gonzales, Marcy\*  
 Abdullah, M'Balu  
 Adams, Steve  
 Akinlana, Nkosi  
 Alam, Taslima  
 Carson, Mishelle  
 Douglas, Aldea  
 Funk, John  
 Johnson, Terry  
 Jones, Jessica  
 Magee, Yvonne  
 Shaffer, Fred  
 Stouten, Arie  
 Rothrock, Gail  
 Wilson, Chris  
 Wooden, John

**Employee Development & Training Goal Team**

Thompson, Ivy\*  
 Waskelis, Kevin\*  
 Bovenzi, Joe  
 Buxbaum, Karen  
 Contee, Wendy  
 Dent, Theresa  
 Ferguson, Joyce  
 Gallagher, Debbie  
 Garland, Hyojung  
 Goodnow, Mary  
 Guzman, Shannon  
 Hasan, Fatimah  
 Hightower, Rana  
 Irminger, Wendy  
 Kelley, Susan  
 Kosla, Reyna  
 Linkins, John  
 Martin, Maria  
 Middleton, Pat  
 Reidy, Michelle  
 Rovelstad, Craig  
 Ruppe, Angela  
 Salmón, Martín  
 Stachura, Fred  
 Valenza, Joe

**Work Environment Goal Team**

Jovovic, Tamara\*  
 Fritz, Kate\*  
 Abresch, Marc  
 Bond, Teri  
 Carlson-Jameson, Betty  
 Chadwick, Sara  
 Chapman, Lisa  
 Clifford, Keegan  
 Cosby, Michael  
 Davis, Briana  
 DeHuarte, Joseph  
 Dent, Theresa  
 Dobbins, Albert  
 Farris, Laura  
 Gelner, Robert  
 Glascoe, Joanna  
 Green, Barney  
 Grover, Ruth  
 Guzman, Shannon  
 Israel, Evelyn  
 Jones, Catherine  
 Lammers, CJ  
 Mattingly, Nancy  
 Meneely, Michelle  
 Otto, Brenda  
 Philson, Jacqueline  
 Reynolds, Kipling  
 Silor, Jeanette  
 Stachura, Fred  
 Wilson, Yvette

\*Denotes Steering Committee member.

## CCI Teams

**Outgoing Steering Committee Co-Chair:** Nkosi Akinlana  
**Returning Steering Committee Co-Chair:** Lindsay Smith

### Development Review DART

Hirsch, Alan\*  
 Oliphant, Lauren\*  
 Gallagher, Debbie  
 Larman, Brooke  
 Reidy, Michelle

### Information Management DART

Abresch, Toni\*  
 Boonchaisri, Somchai\*  
 Akerley, William  
 Artemova, Marianna  
 Aycoth, Mike  
 Croll, Michael  
 Smith, Lena  
 Taylor, Phil

### Planning Director's Office DART

Brous, Ellen\*  
 Laudemberger, Candy\*  
 Barrett, Ralph  
 Crawford, Janice  
 Dobbins, Albert  
 Mattingly, Nancy  
 Johnson, James  
 Washington, Monique

### Communications Goal Team

Fenton, Cynthia\*  
 Prater, Crystal\*  
 Campbell, Judelle  
 Hutchison, Dale  
 Jenkins, Eric  
 Jones, Jimi  
 Li, Mandy  
 Osei, Christine  
 Smith, Lindsay  
 Thomas, Catrell

### Management Practices Goal Team

Lareuse, Susan\*  
 Abresch, Toni\*  
 Abdelfattah, Ragaei  
 Akins, Vanessa  
 Duffy, Robert  
 Fanta, Asfaw  
 Foster, Harold  
 Fritz, Kate  
 Jones, Jessica  
 Lewis, Ivy  
 Mokhtari, Faramarz  
 Philson, Jacqueline  
 Piret, Fern  
 Williams, Chad

### Gauging Progress Goal Team

Foster, Eric\*  
 Asante, Michael  
 Dehuarte, Joseph  
 Güleriyuz, Gül  
 Jones, Catherine  
 McChesney, Dee  
 Piret, Fern  
 Plumb, Terri  
 Stabler, Jennifer

*\*Denotes Steering Committee member.*



### Community Planning DART

McCune, Kierre\*  
 Wooden, John\*  
 Abdelfattah, Ragaei  
 Bond, Teri  
 Campbell, Judelle  
 D'Ambrosi, Judy  
 Douglas, Aldea  
 Duffy, Robert  
 Ewing, Sonja  
 Israel, Evelyn  
 Smoot, Betty  
 Waskelis, Kevin  
 White, Samuel

### Countywide Planning DART

Osei, Christine\*  
 Vance, Pat\*  
 Vines, Wil

July 2010

## Dear Friends and Colleagues:

ON BEHALF of the Prince George's County Planning Board and The Maryland-National Capital Park and Planning Commission, I am delighted to congratulate you on achieving an exceptional milestone—the fifth anniversary of the Prince George's Planning Department's Culture Change Initiative (CCI)!

From the 2005 launch of CCI with the development of comprehensive, guiding “Cultural Competence Principles,” to the May 2010 Asian Pacific Heritage Month Celebration, the CCI program has evolved and matured through your commitment and creativity, along with the commitment and creativity of the entire Planning Department staff.

The impressive roster of CCI team building activities and projects—ranging from bus tours, cookouts, bowling socials, and community food drives to newsletters, surveys, and a commitment to sustainability through the annual “Green Week” celebration—has been impressive, both in the scope of offerings as well as in the amount of wide-reaching support provided by staff.

In embracing the Cultural Allies Network for Diversity Learning Experiences, (CANDLE) and other pathways to understanding and personal growth, CCI participants have effected a cultural change in the organization that will be felt for years to come. Innovative initiatives begun under the CCI umbrella, like the launching of the Department's telework program, the institution of a new Departmental awards program, and the incorporation of CCI principles into the Management Performance Evaluation System, have resulted in positive improvements to the workplace. The Planning Department's CCI program has rightly earned its place as a model program to be emulated by the entire Commission.

As we celebrate five years of personal and professional growth and progress under the CCI program, and as we reinforce our respect for and commitment to the value of diversity within our organization, it is my honor to thank and commend the members of the CCI Steering Committee and the CCI teams for their outstanding dedication and willingness to devote time and talent to the CCI goals. Appreciation and congratulations also go to the entire Planning Department staff and the management team for their ongoing enthusiasm and support of CCI.

Working and learning together over the past five years, you have truly demonstrated that, in the words of Helen Keller, “together we can do so much.” Sincere congratulations and best wishes for continued success.

Best regards,

Samuel J. Parker, Jr., AICP  
 Chairman  
 Prince George's County Planning Board



### Director's Letter

**I**N MAY, we celebrated the fifth anniversary of our Department's Culture Change Initiative (CCI). During this time, we have witnessed a remarkable transformation in the way we treat each other and also in how we interact with the citizens and communities that we serve. We learned that it is okay to talk about sensitive issues and to reflect on uncomfortable questions. That is one way we learned how important our differences are and how those differences enrich our workplace.

During this process we have been fortunate to have the tutelage of the Trinity Transition Consultants to help us along the way; however, as you know, this is Trinity's last year with our Department's CCI program.

Over the years our program has moved from its infancy—where we tried and sometimes failed—to at least adolescence. Now, it is time for us to let go of the hands that have led us and to continue this journey to cultural maturity by ourselves. Trinity has helped us build a strong foundation and they have shared their knowledge and training so we are very well-prepared to move ahead.

Our newest organizational initiative is the inclusion of *Demonstrate Cultural Competence* on every employee's performance evaluation. Over the past two years, our managers have been held accountable for this function, and it has been an insightful tool to obtain feedback on what we intend and how we *perceive* our interactions with others to be compared to how others *receive* what we do and how we do it, the impact of our actions. Early on, there were some surprises; however, that input, as well as the evolution of our CCI training, has resulted in positive changes. I know that there are still some people in our organization that do not see those changes or work to achieve them and, unfortunately, they may never do so. That is not a failure of our CCI program; it indicates that there is still work to be done.

During this time there also have been institutional changes within the Commission that acknowledge the value of diversity in our workplace: expansion of benefits to domestic partners; renewed commitment and support of the officers of our organization to the Diversity Council; and new celebrations such as Lesbian, Gay, Bisexual, and Transgender Month and Asian-Pacific Heritage Month.

There have been policy and organizational changes within our Department, too. I will just highlight our expanded telework program as one such change that arose from staff initiative and Goal Team championing as a pilot program to become what I consider to be a successful, well-functioning work alternative. I mention this in part because of my initial skepticism which may have stemmed from a different generational perspective. What I learned from our Culture Change Initiative impelled me to look beyond my own perspective and be willing to see how well it could work. Most of us could probably tell such a story that suggests growth and the ability to change through CCI.

I am honored by the commitment and work that each of you has done to get us where we are today. I know that it has not been easy to manage the demands of a substantial work program with the obligations of our CCI program. But I commit to you that going forward our work in CCI will be an integral part of the Department's work program.

We have not taken small steps; they are giant steps in the right direction, and I am so proud of your accomplishments.

Sincerely,

Fern Piret, Planning Director  
Prince George's County Planning Department



- ❖ Popcorn and a Movie fundraiser for the Winter Festival.
- ❖ Divisional lunch at a restaurant.
- ❖ Second Annual Divisional Round-Up luncheon in August/September.
- ❖ Food drives.
- ❖ Expansion of the We Care Program to include the provision of support services (e.g., lawn mowing, errands, etc.).
- ❖ Departmental Ice Cream Social.
- ❖ New issues of *The Scoop*.
- ❖ New Brown Bag sessions on topics related to professional development and training.
- ❖ Project newsletter.



**South River Hush** by KATE FRITZ.  
The photo was taken at Broad Creek  
on South River during a December  
2009 snowstorm. Kate used a  
Canon Powershot point-and-shoot.

## Introduction

AS WE MOVE into the sixth year of our Culture Change Initiative (CCI), the Commission and Department remain committed to an inclusive work place that recognizes the value of a diverse staff population. CCI provides the means, through CANDLE and other group events, for a continuous learning experience. We know from Census data that in this county we serve an increasingly diverse population with a number of growing minority groups.

Since the 2000 Census, the population of Prince George's County has increased from 801,515 to an estimated 826,924 (American Community Survey [ACS], 2006–2008 estimates). In this period it was estimated that the Black/African-American population increased from 62.7 percent to nearly 67 percent in 2004, about the time the CCI initiative started, but decreased to less than 64 percent at the time of the 2008 ACS. In 2008, the White/Caucasian population was estimated to be 23.4 percent, slightly higher than in 2005 (22.9 percent), but still less than was counted in 2000 (27 percent).

Who are the newest county residents? Ethnically they are largely Hispanic (7.1 percent in 2000; 12.2 percent in 2008); they belong to other smaller racial groups; or they identify with more than one race category (6 percent in 2000; 8.5 percent in 2008).

CCI is much more than another form of sensitivity training; it is a demonstrated corporate philosophy to create a work environment that appreciates the value of all its employees. It is designed to create a corporate culture that is attractive for recruitment and retention, reduces negative employee perceptions, and improves staff morale. It provides training and support to its staff so that our customers are assured that they have been treated fairly and are respected as individuals. The intent exceeds any narrow thinking limited to race and gender and involves differences in ethnicity, nationality, religion, gender, disabilities, language, and sexual orientation.

Two major changes will take place this year. First, the Department has ended its formal relationship with Trinity Transition Consultants, which provided a guiding hand since our first baby steps on this journey. Dr. Deborah Egerton and her associate, Manny Brandt, were more than consultants; they were our constant teachers, our cheerleaders, and even occasional confidants. While we will miss their presence, their lessons and diversity toolbox will surely remain with us. The second change is the addition of a new CCI performance measurement for all staff. Several years ago a CCI team developed ten Principles of Cultural Competence. These ten principles have been condensed into five Performance Standards and incorporated into a new Essential Job Function: Demonstrates Cultural Competence. Department managers have been evaluated on their success at developing these competencies for the last two years and beginning in July 2010, all staff employees will be similarly evaluated as part of their performance reviews.

CCI will continue to provide a learning environment to help us better serve the residents of Prince George's County and to encourage personal growth in a culturally rich work environment. The 2010 Annual Report looks back on last year's accomplishments, reflects on CCI's fifth anniversary, and sets the stage for the future.

## CCI Vision, Mission, and Principles of Cultural Competence

AS WE CELEBRATE five years of the Culture Change Initiative, the Department continues to recognize its vision in becoming a more culturally aware and culturally competent organization. Our mission statement tells us how we fulfill this vision:

- 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

Our core values are the basis for the way we do business. Together they set our direction and provide a framework for growth and development. Our core values, in particular, are closely tied to the rationale for our Culture Change Initiative. These values are:

- **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.

### Principle 1. Treat others with respect and dignity by recognizing, appreciating, and valuing diversity:

- ❖ Exhibit positive and welcoming body language (smile, look people in the eye, give a warm handshake, etc.).

- ❖ Greet everyone.
- ❖ Work with diverse groups and cultural patterns.
- ❖ Communicate constructively and in a friendly manner.
- ❖ Pronounce names correctly.
- ❖ Listen to show interest in what the other is saying.



### Principle 2. Take the initiative and motivate others regarding diversity and inclusion:

- ❖ Talk openly about diversity issues in staff meetings and other appropriate forums and also, informally, in one-on-one interactions.
- ❖ Model a spirit of constructive inquiry.
- ❖ Promote team building.
- ❖ Flex work styles.
- ❖ Support a work environment free of fear, retribution, and suspicion.
- ❖ Provide encouragement.

At a recent retreat for the CCI Steering Committee, Management Team, and future CANDLE Facilitators, some of these questions were addressed. Participants developed proposals for new items for the CCI Action Plan, how to increase and ensure participation in CCI activities, topics for this year's CANDLE sessions, enhancing Departmental communication, and more. Over the next several months, the Steering Committee, along with the DART and Goal Teams, will be working to incorporate these recommendations into their action plans in a manner that strengthens CCI's focus on increasing cultural competence.

CCI is an initiative that succeeds because the diverse workforce participates. We as Department staff look forward to the 2010-2011 CCI year as one in which we can continue to enhance learning and understanding about the diversity of our workforce. Although leaner budgetary times will mean some changes to how the Department celebrates diversity, cultural learning and promotion will continue with the same level of energy and enthusiasm!

If there is an event or issue that you want to facilitate or get involved in to promote the principles of CCI, there is a Goal or DART Team out there for you! The teams continue to develop new ideas for future events. In addition to hosting many of the same 2009-2010 events, some of the major new ideas planned for 2010-2011 include:

- ❖ 2010 Envision/CCI Speaker's Series.
- ❖ Creation of telework "support" groups for both staff and managers.
- ❖ Review and monitoring of the new CCI Evaluation Process for staff.
- ❖ Study of the current core/bandwidth hours policy.
- ❖ Green Week 2011.
- ❖ More green building tours.
- ❖ Creation of a diversity web page for the Department.
- ❖ CCI Annual Departmental Survey.
- ❖ LID/ESD demonstration project (e.g., rain garden).
- ❖ Initiatives to reduce paper usage in the Department.
- ❖ Educational presentation/seminar on healthy eating at home.
- ❖ Healthy snack fundraiser for the Winter Festival.

Lauren Oliphant and Kierre McCune attended the CCI retreat held on June 29, 2010, for the Steering Committee, Management Team, and future CANDLE Facilitators.





A CCI retreat was held in June 2010.

AS WE REFLECT upon the past year and the fifth anniversary of CCI, we continue to take pride in our accomplishments! Looking forward to our sixth year, we enter a new phase of CCI, one in which we will sustain and grow the success of the initiative on our own.

As in past years, we will continue to concern ourselves with:

- ❖ Improving participation in CCI events and activities, particularly amongst staff members that have not shown an interest in CCI.
- ❖ Sustaining the interest of those who are currently involved in CCI and recognizing their hard work and contributions.
- ❖ Integrating CCI into our work program and making it a priority while also satisfying our current workload.

Over the last year, Dr. Brenda Conley of Trinity Transition Consultants interviewed all Goal Team Co-Chairs to discuss successes and challenges of the initiative.

The results of her interviews led her to highlight several major questions, including:

- ❖ What is the next generation of CCI?
- ❖ What do team chairs need in terms of support to help sustain CCI?
- ❖ How well do the current action plans facilitate and drive the work of CCI?
- ❖ How does the Department incorporate CCI into the fabric of the organization so that some of the critical functions performed by staff volunteers becomes institutionalized and a part of standard operating procedures?

**Principle 3. Engage in ongoing learning to increase personal effectiveness regarding diversity and inclusion.**



- ❖ Read, attend seminars, and participate in discussions regarding diversity and inclusion.
- ❖ Promote community relations and outreach (work with informed support networks where communities are full partners in decision making).
- ❖ Conduct assessments (identify and understand the needs of individuals, families, and groups).
- ❖ Study approaches to knowing.
- ❖ Hold conversations reflecting a recognition that the managers/leaders are knowledgeable/conscious of diversity issues.

THE CORE values are embodied in the ten Principles of Cultural Competence, which were developed by all levels of staff and management:

1. Treat others with respect and dignity, by recognizing, appreciating, and valuing diversity.
2. Take the 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 genuinely 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.

**Principle 4. Understand and effectively communicate the expectations and accomplishments of cultural change within the Commission.**

- ❖ Consistently monitor Commission policies and spearhead their timely implementation.
- ❖ Provide the assurance that there is a serious commitment on the part of the Commission to address diversity issues.

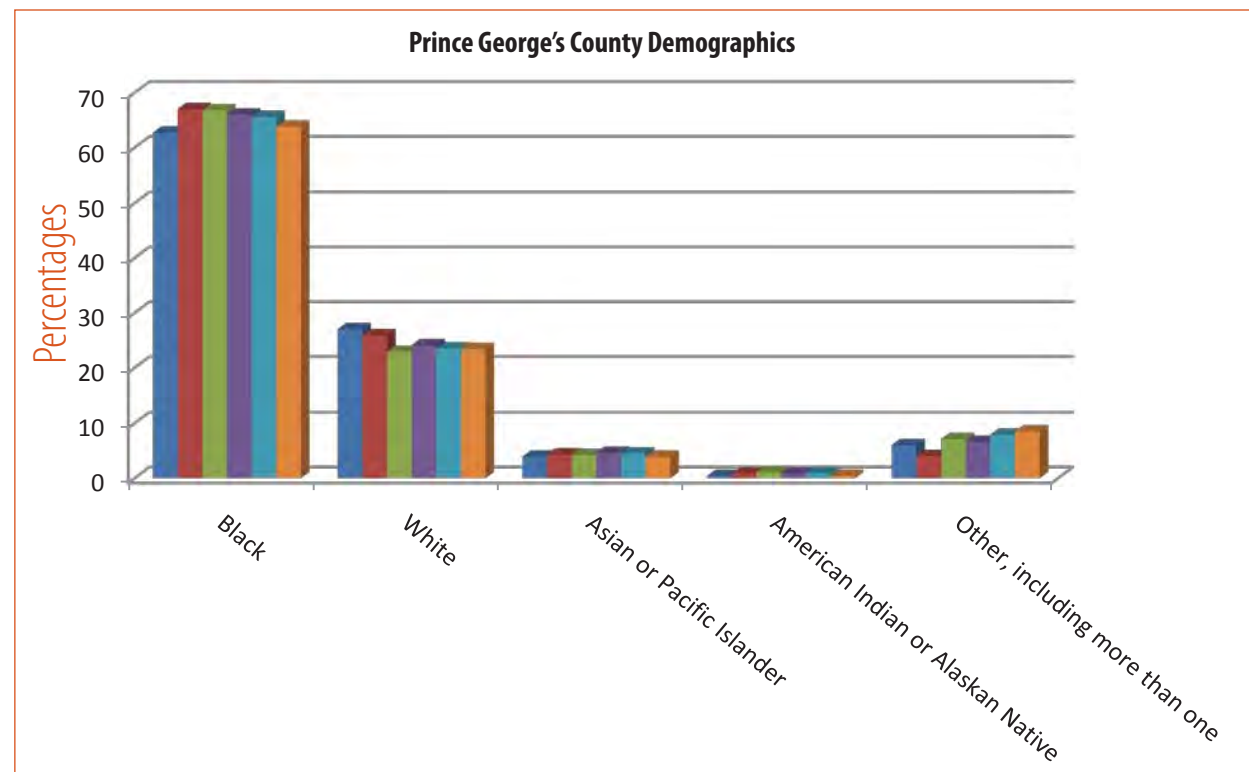
## “Change,” a Single Constant

SINCE 2005, when the CCI program began, there has been a steady increase in the employment numbers for both Black/African-American and Hispanic employees in the Department. The sharpest increase occurred between 2007 and 2009 when the Department’s staff complement increased

after a substantial expansion in our work program. New, more aggressive recruitment from all minority categories enabled an increase in the percentage of Black/African American staff from 36.6 percent to 41 percent and an increase in Hispanic employment from 3.1 percent to 4 percent.

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

In the next few years, budget limitations are likely to see reductions in our staff complement rather than increases. What impact will this have on our demographic make-up? According to a recent count, nearly



## Diversity Council Update

**I**N MAY this year the Diversity Council (DC) finalized a new draft strategic plan for presentation to department heads and the Commission for its approval. The new plan was the result of a series of DC meetings during which members developed the purpose and goals of the draft Strategic Plan for Diversity and Inclusion, FY 2011. The DC’s new strategic plan will be released after it has been presented to the full Commission.

The DC has also compiled a Diversity Council Handbook that details its history, mission, composition, and duties. Finally, the DC is scheduling a celebration of its tenth anniversary in the fall.

### What is the Diversity Council?

Established by Commission Resolution 00-12 on June 21, 2000, the Diversity Council is a committee of employees appointed to assist M-NCPPC “with the strategic development and implementation of diversity policies and programs.”

The current Diversity Council started its term in October 2008. Sharon Suarez of the Montgomery County Research and Technology Center and Vanessa Akins from Community Planning North Division, Prince George’s County Planning Department, presently serve as co-chairs. Betty Carlson-Jameson and Rob Meintjes represent the Planning Department on the Council.

The Diversity Council’s tasks include the development of a vibrant strategic plan that embraces diversity and inclusion as core values of M-NCPPC and develops and charts an integrated, coordinated, structured approach to diversity and cultural competency within the Commission.

### Background

In September last year, a DC delegation met with M-NCPPC Chairman Samuel J. Parker, Jr., and Vice-Chairman Royce Hanson to assess their expectations of the Diversity Council. Both Mr. Parker and Royce Hanson requested firm proposals on the resources needed to pursue the DC’s mission.



Royce Hanson



Samuel J. Parker, Jr.

Mr. Parker said he had been happy with the direction Trinity Transition Consultants had taken CCI in Prince George’s County. He indicated that most diversity-related changes at M-NCPPC tended to be consultant driven. “Does the Diversity Council see its role as different to that of CCI (which I have supported)? Or does the Diversity Council see itself as an entity that would take over the Culture Change Initiative and drive it throughout the Commission?”

Manny Brandt from Trinity told the Chairman and Vice-Chairman that the Diversity Council was needed more now than ever, pointing out that most organizations the size of M-NCPPC had offices dedicated to cultural change. Vanessa Akins pointed out that the DC would need resources if it was to be mandated to change diversity policy.

Culture change efforts have been taking place in various forms in the past five years. The Diversity Council’s role is to help link resources and provide support and alignment of all of these efforts throughout the Commission.

## CCI Meeting Protocols

**A** MEETING is a meeting is a meeting... Right? Wrong. The community we serve is a dynamic population, much different from the residents of twenty or even ten years ago. So the way in which the Department conducts its meetings with the community must change as well.

In an effort to increase our ability to connect to our customers, Trinity Transition Consultants provided staff with training on CCI Meeting Protocols. These protocols are intended to enhance external meetings by promoting learning, modeling inclusion, affirming self-respect, and increasing trust. Doing so means we must actively engage with our audience to

identify and address diversity challenges that may be present, recognize and eliminate actions that exclude participation, address smoldering issues, and employ the platinum rule by treating others as they wish to be treated.

Meeting organizers take into account much more than the logistics of where a meeting will be held and who to invite. They establish shared goals based on input from the customers, they consider the various learning styles of their audiences, language, and terminology factors that may be present. They also explore ways to arrange the meeting space to draw everyone into participation and minimize

the power dynamic. Each meeting is then evaluated and improvements are incorporated into the planning of future meetings to benefit from lessons learned. Taking the extra time to pay attention to what may seem like small details can enhance our understanding of our communities and lead to more productive outcomes.



Dr. Deborah Egerton and Manny Brandt from Trinity Transition Consultants.

### “We Care” Program

**T**HE “We Care” program, now two years old, was created to provide a vehicle to support staff during their time of illness and loss. Six fundraising events this year netted the program \$867. These

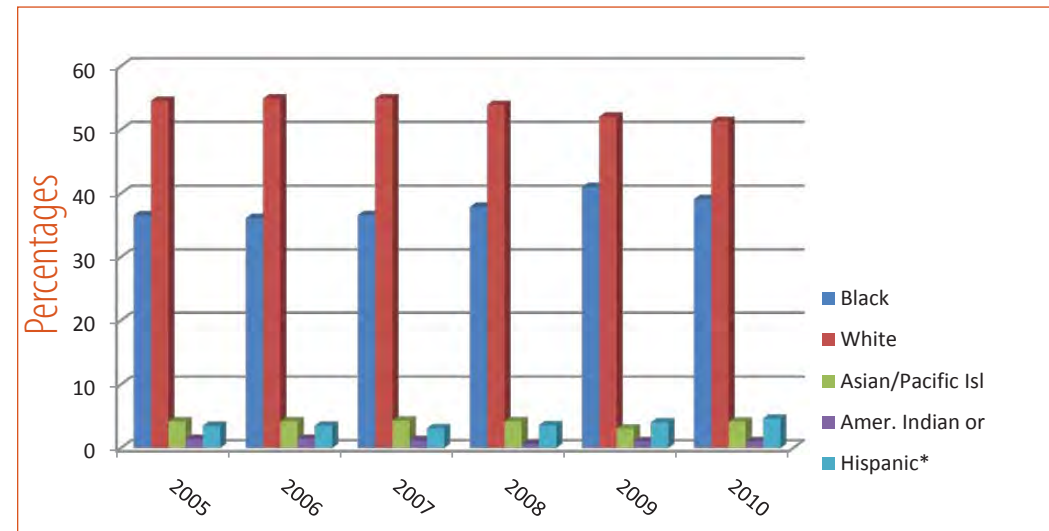
contributions, which came from both individual contributors and team events, kept the fund healthy and helped our co-workers know we cared about them. Although the most common expression of concern might be a floral arrangement or fruit basket, staff have begun to think more creatively about future expressions

of comfort; for example, offering to shovel snow, cut grass or run errands for a colleague in need. The evolution of these acts of generosity demonstrates that even during stressful times, we are committed to help others in need. It speaks volumes about this organization and its people: we do, indeed, care.

Data for Prince George’s County Planning Department from Annual Personnel Management Reports—in Percentages						
	2005	2006	2007	2008	2009	2010
Black	36.6	36.1	36.6	37.9	41.0	39.1
White	54.5	54.9	54.9	53.9	52.0	51.3
Asian/Pacific Islander	4.1	4.2	4.3	4.1	3.0	4.1
American Indian or Alaska Native	1.4	1.4	1.2	0.6	1.0	1.0
Hispanic*	3.5	3.5	3.1	3.6	4.0	4.6

\*Race/Ethnicity data captures Hispanic employees as a separate category for analysis purposes

Prince George’s County Planning Department—Employee Demographics



30 Department staff members are currently eligible for retirement and a few more will become eligible in the next year. A retirement incentive program established to help reduce future personnel costs could encourage several of those currently eligible to retire now rather than later. If a significant number of these employees retire, the Department’s demographic profile could be substantially altered. Over a third of those eligible to retire are white males and another quarter of them are white females. Not surprisingly given their lengths of service, many of these employees are in management or other leadership positions in the Department.

It will be a challenge to replace the institutional knowledge of such seasoned staff; however, this transition also creates opportunities for new leadership, and for recruitment from an increasingly

diverse pool of job candidates. Staff that regularly participate in CCI events and training, and Goal Team and DART members are already preparing for the next stage in the Commission’s life.

Understanding the Principles of Cultural Competence, knowledge of our CCI Toolbox, and the willingness to commit time and energy to the CCI experience will all be valuable evidence of an individual’s dedication to our mission. Those staff members that continuously demonstrate their commitment through their actions will be recognized for that effort by their managers and colleagues as the peer evaluation process is initiated. Their cultural knowledge will enable them to “walk the walk,” serve as informed representatives of our Department, and be prepared when leadership is needed.

# The Year in Review

**O**VER THE past year, CCI continued to be a vibrant force throughout the Planning Department. Thanks to the work of the Goal and DART Teams, there were many opportunities to gather with co-workers, share creative ideas, participate in social and cultural activities, and learn more about ourselves. Equally important is the less obvious work done by the Goal Teams; their efforts in research, analysis, surveying, benchmarking, and gauging progress continued to enable our Department to improve our current processes and policies and attain the goals we established to become a more culturally competent organization. The following is a recap of the year's greatest accomplishments:

## Goal Team Initiatives

### Community Outreach

In July 2009, the team initiated a quarterly food drive to make its presence known and ensure the Planning Department aided the less fortunate year round. The first food drive collected over 279 pounds of nonperishable items, which were donated to the Salvation Army. In October, the team worked with the Development Review DART Team to coordinate a food drive in conjunction with the Halloween celebration. Everyone who entered the costume contest was asked to donate canned goods. A total of 323 pounds of food was donated to the United Communities Against Poverty (UCAP). In March, another drive was held and 125 pounds was collected and donated to UCAP.

In an effort to increase the Planning Department's presence in the community, Cheryl Summerlin attended several community events (Maryland Day, Annual Heritage Day, Bowie Fest, and Marlborough Day) and staffed an information table to distribute the new Citizen's Handbook, information on *Envision Prince George's*, and flyers for the updates to the Zoning Ordinance and the Landscape Manual. She will be working with the Parks Department to attend more events in the upcoming months.



## How to Get Involved

**T**HE CCI program has completed its fifth year. There have been open discussions on race, ethnicity, religion, gender, sexual orientation and sexual harassment in the work place. Information on CCI activities and values is continually disseminated to all employees. The information shared with employees included the CCI Principles of Cultural Competence and its relevance to the communities that we interact with and serve.

CCI is embarking on its sixth year, one which will present challenges, new ideas, and new solutions. The program has been sustained by the many staff that have volunteered to join a DART or Goal Team. Some of these staff serve in a leadership capacity on these teams and also participate in Steering Committee meetings. Many staff members attend CANDLE meetings to explore a wide range of topics relevant to the modern work place in general and the Planning Department in particular. Volunteers have made

the many CCI related initiatives huge successes. New employees are provided CCI basic baseline training to update them on our ongoing journey.

Beginning July 1, 2010, we will be taking our first steps without the strong leadership and guidance of the Trinity Transition Consultants. How will this absence impact the future? We will answer this question by our own actions. How many of us will step up and contribute to the ongoing learning process? Who will help keep CANDLE alive by becoming facilitators? Who will become their divisions' next DART leaders or team members?

Taking CCI to the next level will require a commitment from everyone. Only through your involvement will new ideas be generated and new challenges met. Active participation in CCI activities by every employee is supported and encouraged by every level of management from the Chairman to your section supervisor. Let us get involved and participate in CCI for a better Planning Department. Get involved and stay involved.

## 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 in 2005 with a small group of senior managers, CANDLE quickly grew to embrace a much larger population. Fully half of the Department's current employees have been to at least one CANDLE session. This is a welcome surprise given the somewhat intimate nature of the discussions. Some of the topics covered this year included race, gender, language, disabilities, physical appearance, stereotypes, religion, and seasonal celebrations. Through self-assessments and engaging dialogue, staff explored 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.

This year one unique CANDLE session featured a discussion about homelessness and mental illness with a group who had viewed the film "The Soloist." As the Department becomes fully self-directed in CCI, CANDLE for the coming year will take on a new format by offering a variety of activities for broader appeal. Book discussions, exploration of the "CCI Toolbox," and staff-facilitated dialogue on hot topics and current affairs will provide a chance to make this forum truly our own. Everyone in the Department is welcome to attend the sessions held on the first Tuesday of every month in the CAB Board Room.

## CCI and New Hire Orientation

**R**ECRUITMENT is key to any thriving organization. In an effort to keep our CCI program fresh and to encourage new members to join, the Department has incorporated a segment about the CCI initiative into its orientation session for new employees. Between July 1, 2009, and June 30, 2010, nine new employees received copies of the CCI Annual Report and heard brief overviews of what our “Culture Change” is really about. The history of CCI, its goals, as well as past programs and activities are included in the overview. New employees are also introduced to “CCI Tuesdays,” the Goal and DART Teams, and some of the other many opportunities to get involved. These are just the first steps.

Another key component of growing our membership is offering “baseline” training for new employees. The training, titled, “CCI Respectful and Inclusive Workplace” is conducted at least once annually to familiarize recently hired employees with key concepts and tools to effectively participate in CCI. This day-long training is designed to:

- Improve how we work by better serving and communicating with our communities
- Ensure that employees are treated fairly and with respect
- Value group and individual differences in a changing environment
- Recognize the importance of diversity in these efforts

A total of 26 employees attended baseline training sessions on June 2, 2009 and on June 2, 2010. We look forward to their contributions and new perspectives as we continue on our cultural journey.



### Communications

Early in CCI’s five-year history, a Communications Team was created to develop a newsletter. In 2008, the team was re-established with the mission to raise awareness and understanding of CCI. The team was responsive to its initial employee survey, providing a tool for information sharing about CCI through the design and content development of a quarterly newsletter, *The Scoop*. In October 2009, the inaugural issue of *The Scoop* was distributed to staff, followed by the Winter edition in January 2010, and the Spring edition in May 2010.

### Employee Development and Training

In 2009 the team shifted from passive activities, such as e-mailing development and training opportunities for staff, to organizing training sessions and a speaker series.

In January the team launched Lunch-and-Learn Brown Bag sessions designed to educate staff on Commission programs and policies, such as the tuition assistance program, the reclassification process, the NEOGOV on-line job application process, conference and workshop attendance, the deferred compensation program, and membership in the credit union. Each of the lunchtime sessions had a modest and interested group of staff. These sessions will continue through December 2010. Beginning in June 2010, the team initiated a Planning Department speaker series that forms part of the Planning Board Agenda. It is an opportunity for staff to earn AICP credits and be informed about industry trends. The team continued its involvement and support of the annual Asian Pacific Heritage Month event, participation in the Succession Planning subcommittee, and other CCI events.

A member of the Silk Road Dance Company performs at the Department’s Asian Pacific Heritage Month event in May this year.



### Gauging Progress

The Gauging Progress Goal Team supported the CCI evaluation effort by working with other CCI teams to create surveys and obtain feedback on how departmental CCI events were perceived, what could be done to improve participation, and the quality of these events. A total of seven surveys were completed since May 2009. To assist in the administration of surveys, the department purchased a professional account subscription to SurveyMonkey.com, which allows tabulations and reports to be prepared in addition to collecting responses. The team has been working to post the survey results in the J Drive in an effort to make the results more widely available and help inform staff and managers in CCI discussions.

The survey responses have been helpful in evaluating the need for changes. For example, the location and timing of some of this year’s events changed based on the responses from last year’s surveys, most notably, the Winter Festival location moving to the new Lake Presidential Country Club. Several issues emerged from the survey results, including (1) the

relevance of some events to CCI, (2) featuring more or better exposure to diverse cultural experiences at events, and (3) the decision to combine the Winter Festival (a paid event held offsite) with a departmental staff meeting.

In addition, a baseline survey of new hires was conducted to gauge knowledge and perceptions concerning diversity and cultural competence (this will be followed up with a panel survey of the same individuals to evaluate changes in responses since the baseline survey). An update to the departmental survey (last conducted in 2007) is being developed, and the team hopes to distribute it later in 2010.

**Management Practices**

In August 2009, the Management Practices Goal Team created the Telework Review Committee, which is responsible for monitoring the telework program for fairness and equity in implementation, selection, participation, and operation. Since August 2009, the subcommittee has gathered and reviewed data for the Telework Report, worked on establishing a Teleworker Support Group, and examined the link between compressed work schedules and the telework program. Since the program was reintroduced to the department last year, 18 percent of staff have been approved to telework.

In December 2009, the Succession Planning Joint Subcommittee was absorbed under the Management Practices Goal Team. The subcommittee has been developing a program that responds to the expected retirement of many long-term employees.

Other activities included reviewing the planner salary survey study, reviewing results of the 2005 CCI survey results to produce new ideas for team action items, and examining the tuition assistance program.

**Recruitment and Retention**

The Recruitment and Retention Goal Team was busy behind the scenes analyzing the recruitment efforts of local planning agencies, as well as researching recruitment best practices for other government agencies and the private sector. Based on their research, the team proposed several recommendations for enhancing the Department’s web presence for recruiting purposes. Suggestions included:

- ❖ Establishing a presence on social networking sites, such as Facebook and Twitter.
- ❖ Adding a “Diversity Page” to the Planning Department website.
- ❖ Enhancing the Department’s current employment page by adding a dedicated Planning Department Career Path page.
- ❖ Enhancing the Collegiate Internship opportunities page and including information on the Graduate Assistant Program and the joint scholarship with the National Forum for Black Public Administrators (NFBPA) offered to a minority student in a planning-related field.



Students who worked at the Planning Department in 2009 under the Collegiate Internship Program.

**What is a Goal Team?**

The Goal Teams are made up of staff members from across the Planning Department, organized in the seven teams that follow:

- **The Communications Team** creates and maintains ongoing CCI communication across the department, principally through the quarterly publication *The Scoop*.
- **The Community Outreach Team** strengthens partnerships with diverse communities to foster mutual understanding and support and to enhance the provision of excellent service to our diverse customer base.
- **The Employee Development and Training Team** provides training to the entire workforce, promoting employee growth and development, cultural competence, and an inclusive environment.
- **The Gauging Progress Team** evaluates and reports on the progress of various CCI efforts throughout the organization; reviews vendor diversity practices to ensure the Department’s suppliers and service providers reflect and support the diversity of the county.
- **The Management Practices Team** cultivates leadership by example, and ensures that management demonstrates fair and inclusive practices that support a diverse, cross-cultural staff.
- **The Recruitment and Retention Team** ensures that recruitment, hiring, and promotion practices are transparent, easily understood, and a reflection of our commitment to diversity; ensures that the workplace is diverse, cross-culturally appealing, and welcoming in order to enhance the retention of talented and productive employees.
- **The Work Environment Team** promotes and maintains a sustainable, positive, diverse, and flexible work environment that enhances the performance and retention of existing employees; aids in the recruitment of new employees and serves as a model for environmentally- and socially-conscious work environments that are also healthy.

**What is the Steering Committee?**

The Steering Committee functions as a “Board of Directors.” It includes senior managers, co-chairs from each Goal Team, and co-chairs from each DART. The Steering Committee is responsible for creating and sustaining conditions that enable cultural competence within the Planning Department. The committee ensures the alignment of efforts between Goal Teams and DARTs.



Members of the Goal Teams and DART Teams celebrate CCI's fifth anniversary.

## Organization

THE PROGRAM comprises three units, including teams on a division level (the Division Action Resource Teams, DARTs,) as well as on a Department-wide level (Goal Teams and the Steering Committee).

### What are DARTs?

The DARTs represent each of the six divisions of the Planning Department. These teams are responsible for implementing the CCI strategies via activities held at the division level. Team members attend monthly CCI meetings.

### What do DARTs do?

The DARTs are the implementation arm of the Culture Change Initiative, focused on their specific divisions. They promote activities that increase respect and diversity awareness among co-workers. DARTs engage in on-going learning events that encourage participation from their co-workers. DARTs sometimes coordinate with each other in facilitating events. Through the planning and implementation of these events, the DARTs support the Planning Department's commitment to cultural awareness by creating an atmosphere of inclusion—with a little bit of fun!

### How do I become part of my division's DART?

This is very easy! Contact any member from your division from the list on the last page of this report. Be ready to bring your creativity and energy, and become another cultural ally!

The team also examined the five steps of the recruiting process that are internal to the Planning Department. After analyzing feedback from management team members, as well as statistics from the commission's Recruitment and Selection Services Team, the Recruitment and Retention Goal Team proposed internal timeframes for each step to serve as guidelines for hiring managers and help ensure an efficient recruitment process.

Additionally, the team examined the role of the internship program in recruiting and learned that the Planning Department has hired a total of 111 collegiate interns from 1995 to November 2009. Of these, approximately 11 percent were later hired on a full-time basis since 1995. In May and June, the team co-sponsored several career development workshops on resume building and cover letter preparation, which were facilitated by Wanda Fells and Robbin Brittingham from Recruitment and Selection Services. In the coming year, the team plans to prepare recommendations based on their research of retention best practices within local governments, the private sector, and the federal government.

### Work Environment

The Work Environment Goal Team sponsored a number of brown bag sessions highlighting sustainability and covering subjects such as "Buying and Eating Local," recycling, supporting "Car Free" day, and LEED® Neighborhood Design. The team organized several tours to educate staff about local sustainability efforts. Tour sites included the Prince George's County Recycling Facility in Capitol Heights in August 2009, the Maryland Recycling Facility in November 2009, and a Green Building Tour of Barack Obama Elementary School in April 2009. The team also hosted a very successful Green Week in April, which included a clean-up of Schoolhouse Pond, and a Home and Garden Open House.



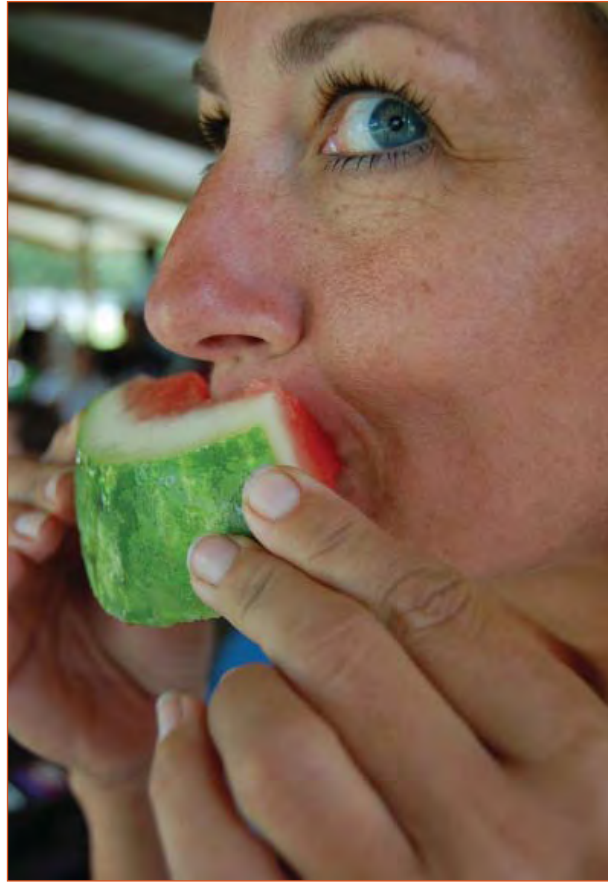
The Work Environment Goal Team formed the subcommittee GROOVE (Gathering to Redesign Ordinary Offices into Vibrant Environments). GROOVE's purpose is to enhance the appearance of meeting rooms and offices within the Department. GROOVE was instrumental in having the Planning Department's conference rooms painted and recommending new artwork for the walls.

Finally, the Work Environment Goal Team formed a subcommittee to address local transit options. They updated the Prince George's County Planning Department's website with additional transit alternatives. They also created a two-page brochure that summarized the commuting options for staff that work in Upper Marlboro and Largo.

## DART Team Initiatives

### Activities

Author and nutritionist Adelle Davies states: “We are indeed much more than what we eat, but what we eat can nevertheless help us to be much more than what we are.” The Planning Department DARTs helped “us” to “be more than what we are” through the food we ate. A myriad gastronomical activities included soda tastings, crab feasts, comfort foods, sub sandwiches, and more formal feasts, such as the annual summer cookout, pot lucks, and holiday luncheons. Through food, we learned about each other, our cultural similarities, how to work and play together, and how to remain abreast of current events and Planning Department projects.



### Fundraising

The DARTs have had a very active year of fundraising. The monies collected have gone toward supporting the “We Care” Program and the Winter Festival. Over \$2,300 was collected through the following activities: snack sales, bake sales, a wine and cheese basket raffle, Popcorn and a Movie, “Walk the Boards,” and a silent auction. Some teams raised funds in even more creative ways, for example, a PDO DART Team member requested donations for the “We Care” fund in exchange for notary services.



One of the more notable fundraising events was the Community Planning DART Team’s second silent auction held in December 2009 to raise funds for Habitat for Humanity of Prince George’s County and the Winter Festival. A total of \$1,374.40 was raised, with the

## Findings from the Gauging Progress Team

THE GAUGING Progress Goal Team continues to support CCI by creating and administering staff surveys to evaluate how Departmental CCI events are perceived and what can be done to improve the quality of these events and participation.

The Department uses SurveyMonkey.com, which provides tabulations and reports in addition to collecting responses. This tool has been used to administer all of the surveys over the past 12 months.

In addition, a baseline survey of new hires was conducted last year to gauge knowledge and perceptions concerning diversity and cultural competence (the baseline survey will be followed up with a panel survey of the same individuals to evaluate changes in responses since the baseline survey).

The following surveys have been completed since May 1, 2009:

- ❖ Pre-CCI Baseline Training Survey 2009
- ❖ Asian-Pacific Heritage Survey 2009
- ❖ CCI Bowling Social Survey 2009
- ❖ Cookout at Watkins Park 2009
- ❖ Ice Cream Social 2009



- ❖ Winter Festival Survey 2010
- ❖ Green Week 2010

The survey responses have been helpful in evaluating the need for changes to cultural and social programs and events. For example, the location and timing of some of this year’s events were adjusted based on the responses from last year’s surveys. A notable example was the Winter Festival location moving to the Lake Presidential Country Club.

Over the last year, several issues concerning future programming have emerged from the survey results and merit consideration by the Steering Committee. These topics include:

- ❖ Reassessing the relevance of some events to CCI.
- ❖ Featuring more—or better—exposure to diverse cultural experiences at events.
- ❖ Evaluating the success of the decision to combine the Winter Festival (a paid event held offsite) with a Departmental staff meeting (open to all staff).

An update to the Departmental CCI survey (last conducted in 2007) is being developed and will be distributed later this year.

The Gauging Progress Team has been working to post all survey results in an easily accessible location to make the results available and to inform staff and managers of CCI matters. The team is working to devise a single and simple procedure for posting the full reports downloaded from SurveyMonkey for this purpose.

The Gauging Progress Team lost one of its co-chairs to retirement this year, Terri Plumb. One CCI strategy that the team was assigned was to “ensure that suppliers and service providers reflect and support the diversity of the overall community.” Before she left, Terri reported that Departmental tracking and reporting capabilities to monitor MFD compliance on purchases of goods and services are now in place.



**Bring Your Child to Work Day in April**

Staff were encouraged to bring their daughters and sons to work to participate in a day of fun with fellow employees and their children. The “Bring Your Child to Work” team organized a full day of activities, starting with introductions and a continental breakfast. Every child was issued a Department photo identification badge. The group enjoyed a guided tour of the pond (complete with snake sightings!) and a pizza lunch, and worked with a mentor and fellow team members to build a city. The day concluded with a presentation of certificates and an ice cream social.

**Asian-Pacific Month in May**

This second annual event featured a presentation by Henry Zhang on Development Review in China; a lecture on Asian culture, dance, and costuming by Dr. Laurel Gray; traditional dance performances by Dr. Gray’s Silk Road Dance Company; and a delicious Chinese food luncheon.

**LGBT Month in June**

June was Lesbian, Gay, Bisexual and Transgender Pride Month. Activities in this annual, Commission-wide event help raise awareness of the American gay rights movement and the challenges faced by members of this community. Staff



volunteers have hosted successful programs over the past several years by making special arrangements to have noted guest speakers and representatives of support groups address our employees. This year was no exception, on June 22, CJ Lammers and Manny Brandt from Trinity Consultants planned and hosted a Commission-wide event at PRA entitled “How to Be an Ally.”

**Hispanic Heritage Month in September/October**

Employees from both counties participated in this Commission-wide event at the Prince George’s Ballroom to recognize Latino culture and its contributions to the workplace and community. In 2009, participants enjoyed traditional Latin American food while Eileen Torres, from the Parks Department, led a presentation entitled, “The Influence of Latin Culture on American Popular Culture.” Former Executive Director, Oscar Rodriguez, along with department heads Mary Bradford (Montgomery County Parks), Ronnie Gathers (Prince George’s Parks and Recreation), and Fern Piret (Prince George’s Planning Department), extended their greetings and visited with staff.



ABOVE AND BOTTOM LEFT: 2010’s Walk-the-Boards participants.

Winter Festival receiving \$100 and the remainder going to Habitat for Humanity. Over 27 items and services, including handmade jewelry, baked goods, PC repair services, and a condo stay in Ocean City, were donated by employees to be used for the auction.

“Walk the Boards,” organized by the Information Management DART Team, was another fundraiser that was very popular and raised \$448 for the “We Care” Program. Seventeen walkers and two dogs participated in the walk on a beautiful spring

day. Sixty-two employees sponsored the walkers’ laps around School House Pond. The event’s success has prompted the IMD DARTs to organize another board walk in the near future.

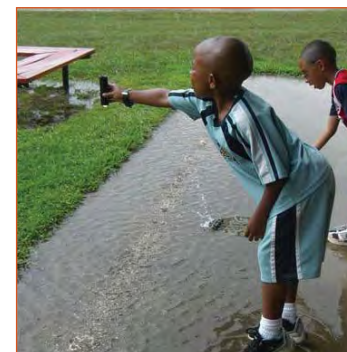
**Annual Cookout in the Park**


Despite the torrential rain, over 200 employees and their families turned out at Watkins Park to eat, play, and socialize. When the sun finally came out, the grounds were still too wet for soccer or baseball, but everyone enjoyed the catered food, board games, and fabulous door prizes. As part of the CCI canned food drive effort, staff were encouraged to bring canned items to the cookout to be donated to the Salvation Army. Those who brought canned items were eligible to win prizes from a raffle drawing. All unconsumed food from the cookout was donated to a local shelter.

**Winter Festival**

On January 29, 2010, the second annual Winter Festival was held at Lake Presidential Golf Club at Beech Tree. This year, more than 100 guests attended. The celebration included a buffet, door prizes, and a donation to the “We Care” program. In a change of format, this year’s celebration was also combined with the Departmental staff meeting. The agenda included a message from the Director and new employee introductions.

Cookout participants braved the rain in 2009.



2005	2006	2007	2008	2009	2010—Five Years
<ul style="list-style-type: none"> <li>❖ CCI Launched.</li> <li>❖ First CCI Survey Administered.</li> <li>❖ CCI Steering Committee Appointed.</li> <li>❖ CCI Charter Developed.</li> <li>❖ Strategy Resource Teams (SRTs) and Division Action Resource Teams (DARTs) Activated.</li> <li>❖ Principles of Cultural Competence Developed.</li> <li>❖ CCI Baseline Training Implemented for All Employees.</li> <li>❖ CCI Action Plan Formulated.</li> <li>❖ CCI Diversity Newsletter Published.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Introduction of Monthly CANDLE Events.</li> <li>❖ CCI Awards Program Initiated.</li> <li>❖ CCI Logo Introduced.</li> <li>❖ Diversity Recruitment and Retention Strategies Developed.</li> <li>❖ First CCI Annual Summer Cookout.</li> </ul> 	 <ul style="list-style-type: none"> <li>❖ First CCI Bus Tours.</li> <li>❖ First CCI Annual Report Published.</li> <li>❖ CCI Principles Incorporated into Performance Evaluations for Managers.</li> <li>❖ CCI Online Phone Directory Established.</li> <li>❖ CCI Steering Committee Leadership Rotation Instituted.</li> </ul>	<ul style="list-style-type: none"> <li>❖ First CCI Bowling Social.</li> <li>❖ Formation of the “New Planners” Group.</li> <li>❖ Revision of the Diversity/CCI Action Plan.</li> <li>❖ First CCI Open House.</li> <li>❖ Evolution of SRTs to Goal Teams.</li> <li>❖ “We Care” Fund Established.</li> <li>❖ Second CCI Survey Administered to Evaluate the Performance of the Initiative.</li> </ul> 	 <ul style="list-style-type: none"> <li>❖ First Annual Green Week held.</li> <li>❖ First Asian Pacific Heritage Month Celebration.</li> <li>❖ Community Outreach Food Drives Begin.</li> <li>❖ Telework Review Committee Launched.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Activation of The CCI Meeting Protocols.</li> <li>❖ CCI Principles Incorporated into Performance Evaluations for All Employees.</li> <li>❖ Planning Department Speaker Series Launched.</li> <li>❖ CCI Retreat Held to Brainstorm the Way Forward for the Next Phase of CCI.</li> </ul> 

In addition, the Performance Recognition Award recipients from the past year were honored. This included Planning Department Director Fern Piret’s announcement of the first recipient of the Director’s Award: Marc Abresch!

**Community Planning DART**

Building upon the successes of the previous year, the Community Planning DART continued in its efforts to nurture minds, bodies and spirits through the establishment of a lending library, a healthy eating initiative, and philanthropic efforts. This team also sponsored a “Lunch and Learn” session featuring colleague Bill Washburn’s presentation on “Railvolutions.” Strategies under development for later this year include increasing communication between divisions, including a volunteer component to the “We Care” program, instituting office etiquette guidelines, and organizing a seasonal fundraiser.

**IMD DART**

In July 2009, the IMD DART team conducted “Listening Sessions” with staff to gather feedback on technology needs as a follow up to Statement 13 (Technology) on the Second CCI Departmental Survey. Through these sessions, the team hoped to educate staff about their current processes and also make improvements where possible. Responses gathered from these sessions were analyzed and shared with Dale Hutchison, IMD Division Chief.

The IMD DART also organized the “Popcorn and a Movie” event featuring “The Soloist.” Twenty-three people participated in the event and the DART team raised \$100 for the Winter Festival. A follow-up discussion of the movie was the theme of the January 2010 CANDLE session.

**Nationally Recognized Annual Events**

**Black History Month in February**

In celebration of this year’s National Black History Month theme, “The History of Black Economic Development,” the Department’s program featured a presentation by students from the Prince George’s Community College’s Principles of Acting II class. Under the direction of interim Theatre Program Director Ms. Gina Alvaredo, the student actors delivered an emotional performance based loosely on concepts and scenes from the well-known theatrical production, “A Raisin in the Sun,” the Langston Hughes poem “Let America Be America Again,” and a prayer by Reverend Joseph E. Lowery entitled, “Reverend Lowery Inauguration Benediction.” The program opened with a spirited drum call by Nkosi Akinlana. Chairman Sam Parker of the Prince George’s County Planning Board welcomed Department staff with a statement on the history of black economic self-empowerment and its relationship to the theme of Black History Month. In addition, the Black History Month committee gave a PowerPoint presentation entitled “Looking Back,” which highlighted previous Planning Department Black History Month programs from 1996 to the present. A culturally-themed lunch followed the program.

