



FORMULA 2040 - 2024 PROGRESS REPORT

*Approved by the Prince
George's County Planning
Board on December 12, 2024*



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ACKNOWLEDGEMENTS

The Prince George's County Planning Board serves as citizen representatives that shape and maintain livable neighborhoods leading to healthy lifestyles for County residents. This Board, in partnership with Montgomery County Planning Board, serve as the deciding body for The Maryland-National Capital Park and Planning Commission (M-NCPPC) – a bi-county agency set up by the Maryland General Assembly in 1927. Specific to Prince George's County residents, M-NCPPC administers the public recreation program. The Prince George's County Commissioners oversee the work carried out by the Department of Parks and Recreation (the Department).

On December 12, 2024, the Department presented the following report to the Prince George's County Planning Board. This information is a necessary self-assessment for the CAPRA reaccreditation and provides an update to the previously adopted Formula 2040 Progress Report (completed in 2019). This work is also foundational to the initiation of the Department's Functional Master Plan Update (i.e., Formula 2040)."

Acknowledging the adoption of this report by the Prince George's County Planning Board, the Department also extends special thanks to the following people for their continued collaboration in the next phase of our planning process.

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To all the stakeholders that helped to finalize the 2024 Assessment / Formula 2040 Progress Report.



MESSAGE FROM THE DIRECTOR:

The Department of Parks and Recreation's Formula 2040 Functional Master Plan for Parks, Recreation, and Open Space was originally adopted by the Prince George's County Council ten years ago. The Department's vision to provide the exemplary experiences (i.e., the formula: Parks + Recreation = Experience) is only truly realized through constant effort, evaluation, and retooling. We are committed to provide an updated assessment that evaluates the Department's progress every five years. Our last review in 2019 provided insights that have helped to guide the Department's work over the last five years.

The Department's goals for increased Connectivity, Economic Development, and Health and Wellness remain the same. Each goal is an essential element of the Department's strategy to provide recreational services that meet the needs of our evolving and diverse community. The challenge of engaging residents is achieved through building capacity and providing new programs that strengthen community partnerships and facilitate the Department's effective presence in the community. Developing performance metrics, tracking improvements linked to physical and mental health benefits (e.g., active use of trail connections and open spaces), and being well positioned to capitalize on funding opportunities all guide the provision of new recreational programs and park facilities.

This year's assessment ("2024 Progress Report") summarizes the implementation of key actions prescribed by the plan, in preparation for a formal plan update, which will begin in the first quarter of 2025. The upcoming update of Formula 2040 will continue to support and recognize the strong relationship between park facilities and recreational programs and will remain consistent with the current plan's goals, objectives, while identifying the necessary actions to meet the desired objectives before the year 2040.

We acknowledge and appreciate the contributions of staff members and other stakeholders. Furthermore, we welcome any additional comments on our second Progress report.

Regards,



Bill Tyler, Director
Department of Parks and Recreation
The Maryland-National Capital Park and Planning Commission



2024 PROGRESS REPORT HIGHLIGHTS

Throughout the development of the 2013 Formula 2040: Functional Master Plan for Parks and Open Space (“Formula 2040”), The Department worked with community stakeholders to identify goals that would positively impact Prince George’s County residents and the quality of user’s experience. This 2024 Progress Report reinforces our sustained commitment by assessing the status of implementation and highlighting recent achievements (since the first Progress Report in 2019) relative to the overarching goals.

NOTABLE ACHIEVEMENTS SINCE 2019

Connectivity

- ◆ Established Parks Direct – Updated registration system
- ◆ Increased Mobile Programs (e.g., Sankofa Mobile Museum, Arts on Roll Van)
- ◆ Added 22 miles of natural surface trails
- ◆ Completed 7.5 miles of trail improvements
- ◆ Equipped 110 Park Facilities with Wi-Fi Access
- ◆ Stop Light Model expanded from 3 levels to 6 levels to be more inclusive for the county residents

Economic Development

- ◆ Secured \$25M Federal RAISE Grant for increased trail access between Prince George’s County, Washington, D.C., and Montgomery County
- ◆ Acquired 1,624 acres of parkland
- ◆ Secured \$991,000 to renovate a kayak and boating ramp along the Potomac River
- ◆ Won \$400,000 Stormwater Management Grant

Health and Wellness

- ◆ Offered RYSE Up Program at 20 playgrounds
- ◆ Completed New Multi-generational Facilities – Southern Area Aquatics and Recreational Complex (SAARC, Service Area 9)
- ◆ Constructing the Marlow Heights Community Center (Service Area 7)
- ◆ Offered more than 2,400 classes in Health and Fitness
- ◆ Utilized Parks Direct and SMARTlink (registration data) to inform decisions

DEPARTMENT OF PARKS & RECREATION

OUR MISSION

To provide, in partnership with our citizens, a comprehensive park and recreation program, facilities and services which respond to changing needs within our communities. We strive to preserve, enhance and protect our open spaces to enrich the quality of life for present and future generations in a safe and secure environment.

OUR VISION AND CORE VALUES

- ◆ The Department of Parks and Recreation's vision is shaped by its core values:
- ◆ Provide stewardship of our county's natural, cultural, and historical resources.
- ◆ Foster the need of our residents for recreational pursuits in a leisure environment; and
- ◆ Provide the highest standard of excellence in public service through cooperative partnership with our diverse community.

CORE VALUES

- ◆ Leadership & Innovation • Achieving excellence
- ◆ Sustainability • Protecting natural resources
- ◆ Preservation of Open Space • Protecting green space
- ◆ Quality • Maintaining a high standard of service
- ◆ Fairness • Meeting a variety of interests
- ◆ Diversity • Responding to cultural needs
- ◆ Healthy Communities • Encouraging active participation
- ◆ Accessibility & Safety • Focusing on usability





**PROGRESS
REPORT
HIGHLIGHTS**

FORMULA 2040 VISION

In 2040, the parks and recreation system in Prince George's County is enjoyed by a diverse mix of residents and visitors. Parks and open spaces are integral to the fabric and character of the community and provide places of respite and beauty. Natural, recreational, cultural, artistic, and historical resources provide enriching experiences, enjoyment, fun, and health for all people.

The preservation of parkland and natural areas continues with a focus on connecting people to the land and each other. Residents are both aware of and active participants in an array of recreational and leisure opportunities. Residents are strong advocates for and stewards of the parks and recreation system.

We are approaching the halfway point of this 25-year plan and are beginning to realize the outcomes of the goals envisioned for the parks and recreation programming. The Department is proud of its achievements and the work completed to date. We acknowledge that work remains to be done and look forward to the challenge of completing the efforts of the Formula 2040 plan.

OVERVIEW

The Formula 2040 Progress Report is the result of the inclusive process that was developed to chronicle the Department's success in implementing the goals and policies in the Functional Master Plan. Formula 2040 was adopted by the Prince George's County Planning Board (See Planning Board Resolution No. 13-23) and approved by the County Council in 2013. The purpose of the 2019 and 2024 Progress Reports is to highlight and track the performance of the Department with respect to achieving the goals set out in Formula 2040. These goals are:

- ◆ Connecting residents socially and physically to parks, facilities, and programs;
- ◆ Enhancing the physical and mental health of our patrons, and the environmental health of our communities; and
- ◆ Investing in facilities and programs to stimulate economic growth in the County.

Progress on Formula 2040's three main goals, four strategies, and 22 objectives are presented in this report, which is intended to track the performance metrics to measure, monitor and assess progress towards the goals enumerated in Formula 2040. In support of the goals and objectives, this Progress Report provides a sampling of progress to date. The strategic direction of this plan provides guidance for an exciting future in Prince George's County. The last five years have strengthened the Department's intentionality in planning and programming. The goals of this report are:

- ◆ Coordinate strategic planning implementation, required accountability reporting and decision-making support;
- ◆ Increase transparency, and accountability among strategic planning, institutional management, M-NCPPC accreditation, and other state and local reporting requirements; and
- ◆ Optimize usefulness of data and reports at all levels.

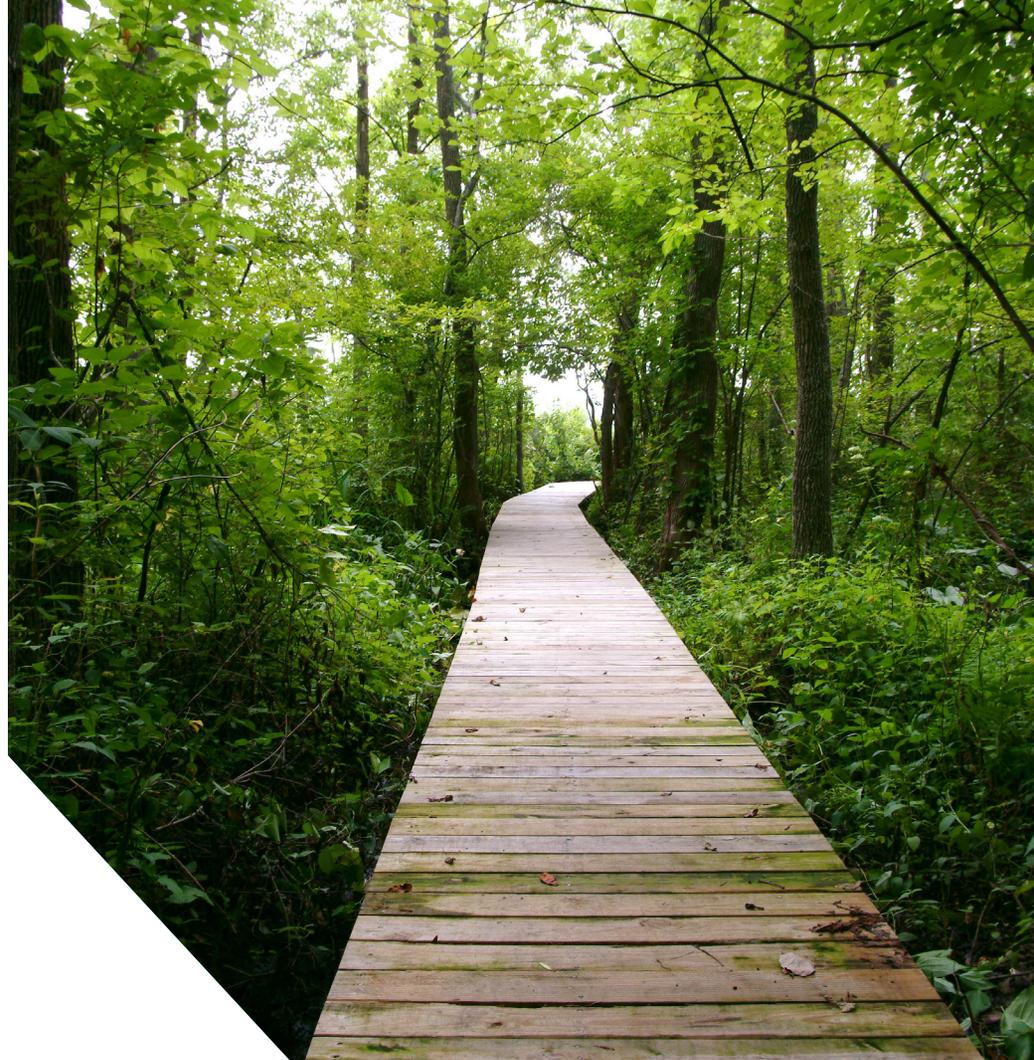
Moving forward, progress will be measured by and against the satisfaction of our constituents, the tax-paying public and professional organizations, and reaccreditation by the National Recreation and Parks Association (NRPA) and the Commission for Accreditation of Parks and Recreation Agencies (CAPRA). This profile requires a broad portfolio of excellence that spans land acquisition, planning, design and engineering, technology, recreation, programming, arts, sports, and trades and maintenance.



PROGRESS
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HIGHLIGHTS

PART I —
GOALS

The three main goals **(Connectivity, Health and Wellness, and Economic Development)** reaffirm and align the Formula 2040 vision to the 2010 and Beyond themes by creating a framework to categorize strategies. This structure is essential for directing decision-making and tracking progress over time. These goals include objectives that act as performance standards and place-based indicators.



CONNECTIVITY

PART I — GOALS

Residents will have better access to quality parks, trails, recreation facilities, programs, and neighborhood institutions (e.g., schools). This first goal establishes a physical connection and social network between nine services areas within the County.

Objective: Level of Service (LOS)

Match the provision of parkland, trails, indoor recreational facilities and outdoor amenities to the needs of residents with Prince George's County service areas using Level of Service (LOS) standards. LOS standards are place-based indicators of how well the Department provides access to land and facilities.

Recommendation from the Land Preservation, Parks, and Recreation Plan (LPPRP)

- ◆ Meet countywide trail LOS targets by building out 100 percent of the planned/proposed trails in Department parklands (84.2 miles), and by building 20 percent of the planned/proposed trails outside of Department parkland (110.9 miles).
- ◆ Fill missing gaps in the regional trail network.
- ◆ Complete repairs to the existing trail network.
- ◆ Begin feasibility studies in underserved areas of the County.
- ◆ Take advantage of opportunities presented by public works projects and private development activities to leverage trail development.
- ◆ Focus land acquisition for developed parks in underserved areas of the County, identified through the LOS, proximity, and equity analyses.

2019 Status

- ◆ These LOS standards are applied to the nine specific service areas in the 2017 Land Preservation, Parks, and Recreation Plan (LPPRP) to better understand where there are existing gaps in service. The resulting information is used to identify the need for new facilities, repurposing of existing facilities, land acquisition and to negotiate the dedication of land and recreational facilities through the mandatory dedication ordinance. Implementation of this approach should reduce future capital costs for parks and recreation facilities and services.
- ◆ The trail network objective seeks to expand trails to 400 miles by 2040 to meet the LOS standard of 0.4 miles hard surface trail and 0.1 miles of natural surface trail per 1,000 residents.
- ◆ The land (parkland) acquisition objective seeks to increase parkland to 34,735 acres to meet the LOS standard of 35 acres per 1,000 residents.
- ◆ The recreation and aquatic facilities objective seek to implement a standard of two square feet of indoor recreation space, including 0.5 square feet of aquatic center space, per the neighboring population within the respective service area.



2024 Status

- ◆ Level of Service is measured using the 9 service areas that are defined in the Formula 2040 Plan. Prince George's County currently uses LOS standards at the countywide level for system components such as baseball fields, tennis courts, playgrounds, and parkland acreage. These LOS standards are applied to the 9 specific service areas to better understand where there are existing gaps in service.
- ◆ The resulting information is used to identify the need for new facilities, repurposing of existing facilities, land acquisition, and to negotiate the dedication of land and recreational facilities through the mandatory dedication ordinance. Implementation of this approach should reduce future capital costs for parks and recreation facilities and services.
- ◆ According to the 2022 LPPRP the current LOS standards for the County are as follows.
 - ◆ Trails LOS is 0.4 miles per 1000 residents.
 - ◆ Countywide Parkland LOS are:
 - Parkland is 31 acres/1000 residents
 - 20 acres/1000 residents of undeveloped parkland
 - 15 acres/1000 residents developed parkland:
 - 2 acres/1000 residents for neighborhood parks
 - 4 acres/1000 residents for community parks
 - 3 acres/1000 residents special use parks
 - 6 acres/1000 residents regional parks/greenways
 - ◆ Aquatic/Recreational Facility LOS are:
 - Two sq. ft. per population served which is broken down into 1.5 sq ft of nonaquatic space and 0.5 sq ft (2/3 outdoor, 1/3 indoor) of aquatic space.
 - Additionally, every Prince George's County resident should be able to access at least one aquatic/recreational facility within a 15-minute travel time.

**PART I —
GOALS**

The following tables are referenced in the 2022 LPPRP (on pages 46 – 47) and provide additional data that supports the LOS standards for Aquatic / Recreational Facilities:

| Existing LOS - Aquatic Facilities Square Footage | | | | | | | | | |
|--|---------------|---------------|--------------|--------------|---------------|----------|--------------|---------------|--------------|
| | SA1 | SA2 | SA3 | SA4 | SA5 | SA6 | SA7 | SA8 | SA9 |
| Existing Indoor Sq Ft | 32,000 | 14,000 | 0 | 6,500 | 34,000 | 0 | 0 | 9,000 | 9,000 |
| Existing Outdoor Sq Ft | 0 | 18,025 | 7,700 | 0 | 13,250 | 0 | 4,151 | 18,000 | 0 |
| Existing Total Sq Ft | 32,000 | 32,025 | 7,700 | 6,500 | 47,250 | 0 | 4,151 | 27,000 | 9,000 |

Table 1 (LPPRP Table 10)

| Target LOS - Aquatic Facilities Square Footage | | | | | | | | | |
|---|--------------|---------------|---------------|---------------|----------|---------------|---------------|--------------|--------------|
| Splash Pad | 0 | 1,950 | 4,200 | 3,000 | 0 | 3,000 | 1,500 | 0 | 0 |
| Splash Park | 3,000 | 9,925 | 3,875 | 0 | 2,000 | 0 | 4,250 | 1,500 | 3,000 |
| Other Recreational | 2,000 | 9,450 | 3,850 | 1,500 | 3,600 | 2,100 | 6,401 | 13,500 | 1,500 |
| Lap Pool | 0 | 9,000 | 8,375 | 6,500 | 3,400 | 6,500 | 1,500 | 18,500 | 0 |
| Competitive Pool | 30,000 | 15,200 | 33,000 | 8,250 | 38,250 | 10,000 | 30,000 | 0 | 6,000 |
| Demanded ¹ Sq Ft | 35,000 | 45,525 | 53,300 | 19,250 | 47,250 | 21,600 | 43,651 | 33,500 | 10,500 |
| Net Needed Sq Ft (Existing - Demanded) | 3,000 | 13,500 | 45,600 | 12,750 | 0 | 21,600 | 39,500 | 6,500 | 1,500 |

Table 2 (LPPRP Table 11)

| Recommended Indoor Aquatic Facilities Square Footage | | | | | | | | | |
|--|----------|---------------|---------------|--------------|----------|---------------|---------------|--------------|----------|
| Splash Pad | 0 | 0 | 0 | 0 | 0 | 0 | 1,500 | 0 | 0 |
| Splash Park | 0 | 0 | 0 | 0 | 0 | 0 | 2,000 | 0 | 0 |
| Other Recreational | 0 | 1,500 | 0 | 1,500 | 0 | 0 | 6,000 | 0 | 0 |
| Lap Pool | 0 | 0 | 6,500 | 0 | 0 | 6,500 | 0 | 6,500 | 0 |
| Competitive Pool | 0 | 12,000 | 33,000 | 8,250 | 0 | 10,000 | 30,000 | 0 | 0 |
| New Indoor Total | 0 | 13,500 | 39,500 | 9,750 | 0 | 16,500 | 39,500 | 6,500 | 0 |

Table 3 (LPPRP Table 12)

| Recommended Outdoor Aquatic Facilities Square Footage | | | | | | | | | |
|---|--------------|----------|--------------|--------------|----------|--------------|----------|----------|--------------|
| Splash Pad | 0 | 0 | 3,000 | 3,000 | 0 | 3,000 | 0 | 0 | 0 |
| Splash Park | 3,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1,500 |
| Other Recreational | 0 | 0 | 3,100 | 0 | 0 | 2,100 | 0 | 0 | 0 |
| Lap Pool | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Competitive Pool | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| New Outdoor Total | 3,000 | 0 | 6,100 | 3,000 | 0 | 5,100 | 0 | 0 | 1,500 |

Table 4 (LPPRP Table 13)

LOS standards for a range of outdoor park amenities are:

| Gap Between Needed and Existing Facilities per Service Area Based on 2020 Population | | | | | | | | | | |
|--|----------------|--------|--------|--------|-------|--------|--------|-------|--------|-------|
| FACILITY TYPE | CLASSIFICATION | SA1 | SA2 | SA3 | SA4 | SA5 | SA6 | SA7 | SA8 | SA9 |
| Diamond Fields | L 1 | 1 | 0 | 6 | 4 | 2 | 0 | 4 | 0 | 0 |
| | L 2 | 0 | 0 | 0 | 3 | 2 | 0 | 0 | 0 | 0 |
| | 3 | 0 | 3 | 5 | 0 | 0 | 0 | 0 | 0 | 3 |
| Dog Parks | L 1,2 | 2 | 0 | 2 | 1 | 1 | 1 | 0 | 2 | 1 |
| Hard Surface Courts | L 1 | 24 | 0 | 22 | 6 | 0 | 0 | 2 | 0 | 11 |
| | L 3 | 6 | 0 | 0 | 10 | 6 | 10 | 12 | 14 | 14 |
| Picnic Facilities | L1 | 7 | 9 | 9 | 6 | 5 | 0 | 5 | 6 | 4 |
| | L 2 | 28 | 39 | 39 | 26 | 27 | 30 | 33 | 33 | 12 |
| | L 3 | 45 | 59 | 57 | 43 | 42 | 43 | 43 | 46 | 32 |
| Playgrounds | L 1,2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rectangle Fields | L 1 | 2 | 2 | 3 | 3 | 0 | 2 | 2 | 1 | 2 |
| | L 2 | 0 | 0 | 0 | 3 | 3 | 0 | 0 | 0 | 0 |
| | L 3 | 0 | 0 | 0 | 4 | 1 | 0 | 0 | 2 | 1 |
| Skate Park | | 11,121 | 17,721 | 14,423 | 8,948 | 10,402 | 11,173 | 9,465 | 11,305 | 6,178 |

Table 5 (LPPRP Table 8)

**PART I —
GOALS**

According to the Census Bureau, the population in Prince George's County is estimated to be 967,201 in 2024, which is more than what was projected at the time of Formula 2040 Master Plan. So, it is important for the Department to further evaluate its LOS standards.

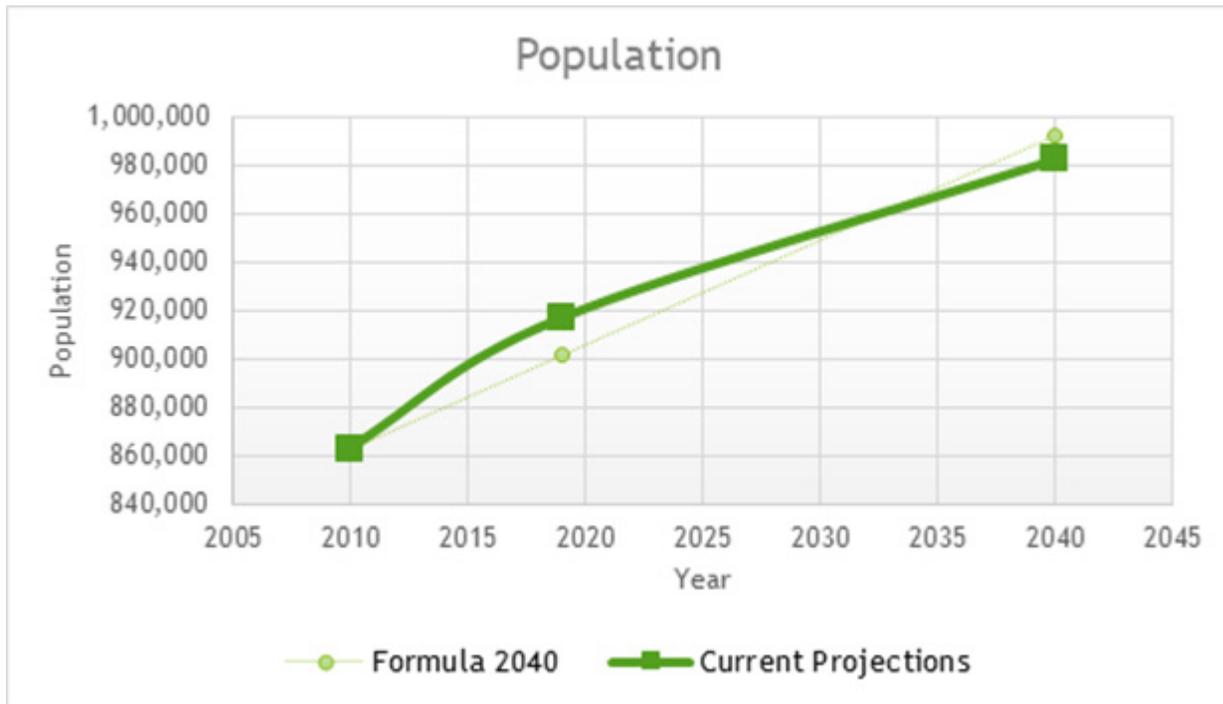


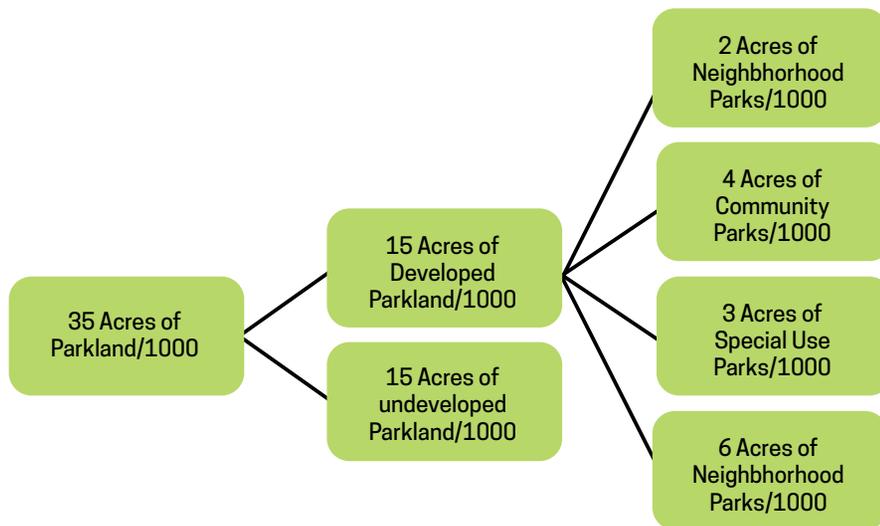
Fig. 1: 2024 Census Data

Holistic Level of Service (HLOS) = Quantity & Proximity & Equity Quantity

The Department currently uses a traditional LOS calculation, described above and recommended by the NRPA, to determine the number of facilities or acres of parkland per person that exists within a geographic service area. This is one key measurement in the Holistic Level of Service analysis. The Formula 2040 Plan established 9 service areas that the Department uses to collect and assess data regarding the level of service provision. Federal, state, and municipal parkland (for the municipalities of Laurel, Greenbelt, Bowie, Hyattsville, and College Park) were used in this analysis. Prince George's County has met the State of Maryland's level of service target of 35 acres per 1000 people and is currently providing a total of 50 acres per 1,000 residents when including Federal, State, Municipal, and M-NCPPC parkland.



PART I — GOALS



PART I — GOALS

OBJECTIVE: TRAIL NETWORK

Increase Prince George's County's M-NCPPC trail network from approximately 90 miles to 400 miles by 2040 to meet the LOS standard of 0.4 miles/1000 persons.

2019 STATUS

Progress on achieving this objective will be tracked using the inventory of trails in relation to existing and projected population. The Department completed the Strategic Trails Plan in 2018, which provides more detailed analysis of the existing paved and non-paved trails systems and provides recommendations on how to grow and maintain the trails system. Since the completion of Formula 2040, we have added 30 miles of trail to the trail network, which is about six miles per year.

We have exceeded the 2040 LOS goal for natural surface trails, which was to increase the networks to more than 100 miles of natural surface trails. The Department has constructed new natural surface trails in the other regional parks such as Watkins and Cosca soon. Finding for trail development will continue to be a priority for the Department as reflected in the Capital Improvement Program (CIP).

2024 STATUS

Progress on achieving this objective is tracked using the inventory of trails in relation to existing and projected population. The 2018 Strategic Trails Plan provides a more detailed analysis of the existing paved and non-paved trails systems and provides recommendations on how to grow and maintain the trails system.



| Meeting Formula 2040 Goals for the Trail Network | | | | | | |
|--|---|--------------|--------------------------|-------------|-----------------------------|--------------|
| | Existing | | Needed to meet 2040 Goal | | In Planned/Proposed Network | |
| | DPR | Other | DPR | Other | DPR | Other |
| | M-NCPPC | | M-NCPPC | | M-NCPPC | |
| | Miles | Miles | Miles | Miles | Miles | Miles |
| Primary trails | 46.2 | 17.3 | 53.8 | 40.0 | 53.8 | 190.6 |
| Secondary trails (+park rds) | 39.1 | 79.0 | 27.2 | 57.6 | 27.2 | 352.3 |
| Recreational trails | | | | | | |
| Paved loop trails in parks | 32.6 | 3.7 | 3.2 | -- | 3.2 | -- |
| Totals: | 117.9 | 100.9 | 84.2 | 97.6 | 84.2 | 542.9 |
| 2040 Goal for Paved Trails | 218.2 Existing + 181.8 Planned = 400 | | | | | |
| Recreational trails | | | | | | |
| Natural surface trails | 47.1 | 68.0 | 0.0 | 0.0 | 30.5 | 67.0 |
| Total: | 115.1 | | | | | |
| 2040 Goal for Nat. Surf. Trails | 100 | | | | | |

Table 6: Trails Network Goals

Since the completion of Formula 2040, we have added 30 miles of trails to the trail network which is about six miles per year. We have met the 2040 LOS goal for natural surface trails. Funding for trail development will continue to be a priority for the Department as reflected in the Capital Improvement Program (CIP). According to the 2022 LPPRP, more than 62% of households have used County trails in the past 24 months and 79% of residents think it's very important to add, expand and improve trails.



PART I — GOALS

OBJECTIVE: LAND ACQUISITION (PARKLAND)

Increase parkland from 27,528 acres to 34,735 acres to meet the LOS standard of 35 acres/1,000 persons. . .

2019 STATUS

This objective will be tracked using the inventory of parkland owned by M-NCPPC in Prince George’s County in relation to existing and projected population. The natural and cultural Resource Acquisition Evaluation Framework defined in the technical papers develop as part of Formula 2040, will be used to help prioritize acquisition of future land. As of January 2019, M-NCPPC owns 28,163 acres in Prince George’s County. To meet the 2040 goal, the Commission must seek to acquire 312 acres annually.

2024 STATUS

This objective is tracked through the inventory of parkland owned by M-NCPPC in Prince George’s County, measured against current and projected population figures. The 2022 LPPRP revised the LOS standard to 31 Acres/1,000 persons. The county has made significant progress in increasing the number of acres per 1,000 residents.

The Department uses the Natural and Cultural Resource Acquisition Evaluation Framework, outlined in the technical papers developed as part of Formula 2040 to prioritize future land acquisitions to develop its own acquisition framework. As of FY 2024, M-NCPPC owns 29,787 acres in Prince George’s County, an increase from 28,828 acres in 2019. In 2022, total undeveloped parkland as shown in the LPPRP was more than 13,500 acres and total developed parkland was roughly 12,500 acres. To meet the Formula 2040 target, the Department must acquire approximately 309 acres annually. However, these goals may need to be reassessed considering updated population growth trends and the rising costs associated with land acquisition.



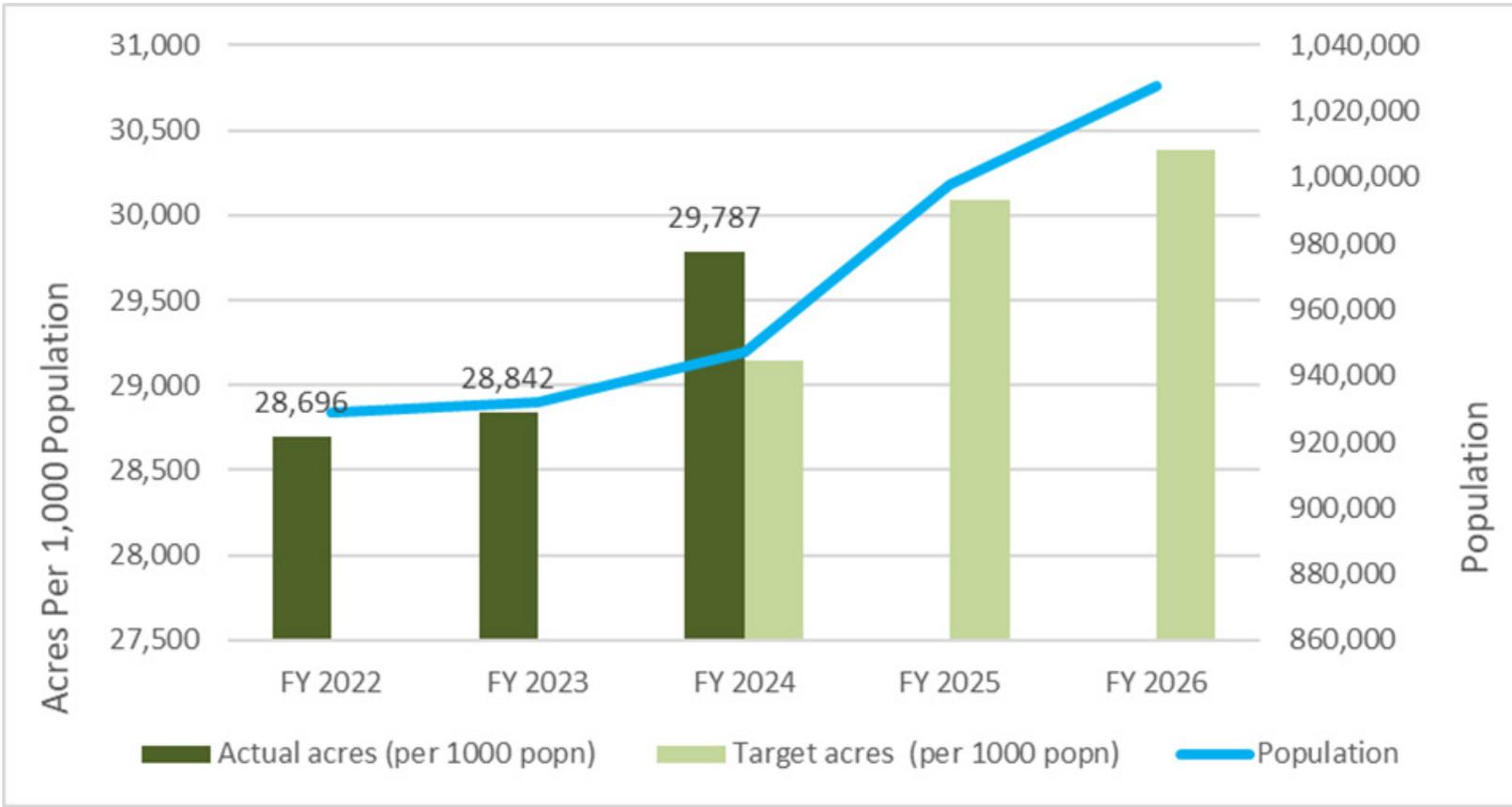


Fig. 3: Trails projections based on population

**PART I —
GOALS**

It is also important to note that the total parkland between M-NCPPC, Federal, State, and Municipal Parkland is 45,562 acres. 2022 LPPRP identified gap and surplus by parkland type and by service area as follows:

| Gap Between Target and Existing Parkland per Service Area Based on 2020 Population (Acres) | | | | | | | | | | |
|--|-----|-----|-----|-----|-----|-----|-----|-----|-----|------------|
| | SA1 | SA2 | SA3 | SA4 | SA5 | SA6 | SA7 | SA8 | SA9 | COUNTYWIDE |
| Total Parkland Gap | | | | | | | | | | |
| Undeveloped Parkland | | | | | | | | | | |
| Developed Parkland | | | | | | | | | | |

Table 7 (LPPRP Table 4)

| | SA1 | SA2 | SA3 | SA4 | SA5 | SA6 | SA7 | SA8 | SA9 | COUNTYWIDE |
|--------------------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|------------|
| Developed Parkland | | | | | | | | | | |
| <i>Neighborhood</i> | | | | | | | | | | |
| <i>Community</i> | | | | | | | | | | |
| <i>Special Use</i> | | | | | | | | | | |
| <i>Regional/ Greenway/Linear</i> | | | | | | | | | | |

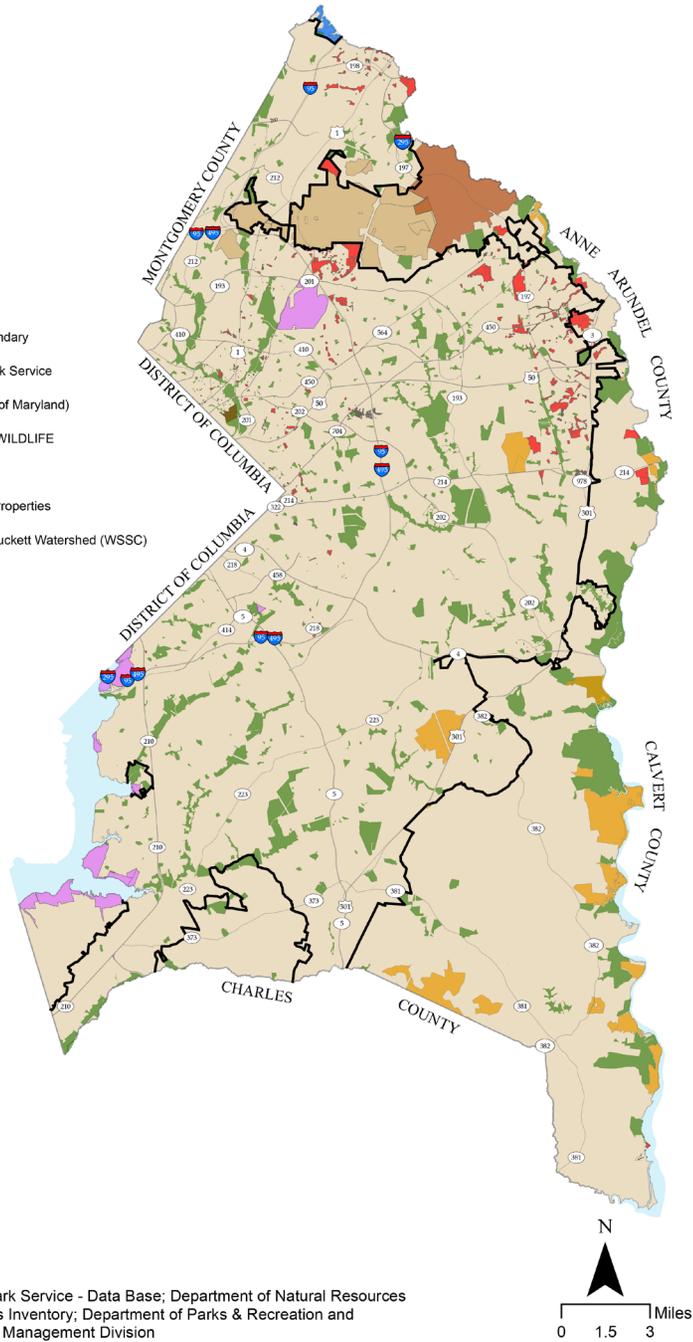
Table 8 (LPPRP Table 5)

| Total Parkland (Acres) By Public Ownership | | | |
|--|------------------|----------------|--------------------|
| M-NCPPC Parkland | Federal Parkland | State Parkland | Municipal Parkland |
| 28,608 | 15,444 | 6,780 | 1,074 |

Table 9 (LPPRP p. 22)

Legend

-  Growth Boundary
-  National Park Service
-  DNR (State of Maryland)
-  US FISH & WILDLIFE
-  BARC
-  M-NCPPC Properties
-  T Howard Duckett Watershed (WSSC)
-  Local Parks



Source: National Park Service - Data Base; Department of Natural Resources State Lands Inventory; Department of Parks & Recreation and Information Management Division



Fig. 4 (LPPRP Map 2.1 Park Properties)

OBJECTIVE: RECREATION AND AQUATIC CENTERS

Implement a standard of -square feet of indoor recreation center, including 0.5 square feet of aquatic center space, per population served.

2019 STATUS

Existing recreation facility and aquatic center space were evaluated by service area to determine countywide need to meet LOS and identified several projects for inclusion in the CIP, including the proposed construction of multigenerational centers. Countywide, this will require department investment in approximately 500,000 square feet of additional regional, multigenerational space by 2040. Since the completion of Formula 2040, the Department has completed the first phase of the Southern Region Technology and Recreation Center (SRTRC) in Service Area 8 and broken ground on the second phase, which is the indoor pool.

Additionally, the SAARC in Service area 9 is a 75,000 square foot recreation complex scheduled to open in 2019. These facilities will be the first two multigenerational centers in Prince George's County. The Department will conduct a level of service analysis and a series of feasibility studies to determine the location of the next multigenerational center. The Department is balancing its effort on this goal between renovating and expanding existing community centers, such as the Peppermill Community Center, while developing a financially sustainable approach to building more multigenerational facilities between now and 2040. For more detailed information on this analysis reference Appendix A of the original Formula 2040 document.

2024 STATUS

Existing recreation facilities and aquatic center spaces were evaluated by service area to determine countywide need to meet the LOS and several projects were identified for inclusion in the CIP, including construction of various multigenerational centers. Since the completion of Formula 2040, in 2013, the Department completed the SRTRC in Service Area 8.

The Aquatic and Wellness Center associated with SRTRC was completed in 2021 and the Department completed the SAARC in 2020 for Service Area 9.



Fig. 5: Southern Area Aquatics and Recreation Complex (SAARC)

Source: pgparks.com

Marlow Heights Recreation Center is currently under construction and will be opened to the public in 2025. The Department has also completed a series of feasibility studies for Service Areas 2, 3, and 4.



Fig. 6: Marlow Heights Community Center

Source: pgparks.com

The LPPRP recommends a LOS of one splash pad per 20,000 residents where no pool exists within a 10-minute drive time. The Department has built a Misting Pad at Walker Mill Regional Park and Jumping Jewels at the Largo Town Center, and the Watkins Regional Park Master Park Development Plan recommended the addition of a splash pad at the Wonderful Wizard of Oz playground.

MULTIGENERATIONAL CENTERS: ANALYSIS AND RECOMMENDATIONS BY SERVICE AREA

The following section provides a location analysis and recommendations summary for Multigenerational Community Recreational Centers in Prince George's County, MD by Service Area based on Appendix A of the Formula 2040 Functional Master Plan for Parks, Recreation and Open Space. **2019 Status**

Service Area 1

This northernmost area is mostly suburban with good access to major roads such as US 1, I-95 and the Baltimore-Washington Parkway. The Department of Agriculture also owns a large percentage of the land area at the Beltsville Agricultural Research Center. By the year 2040, the total population in Area 1 is projected to increase by nearly 20 percent. Even with the large increase in population, Area 1 will not need an abundance of additional square footage to meet the standards outlined in the Plan. In Area 1, the municipalities of Laurel and Greenbelt provide recreational facilities and programs that nearly match the recreational contributions of the Department. This combination results in more than enough nonaquatic recreational space to meet the standard. In fact, the only additional facility required in Area 1 is a 14,063 square foot outdoor aquatic facility.

Original Recommendation

Transform Fairland Sports/Aquatic Center into a Multigenerational Center. Fairland currently contains most of the amenities required of a Multigenerational Center except for flexible, programmable space. An addition of 14,000 square feet of outdoor aquatic space will be built at Fairland.

2019 STATUS

The Department will develop a Master Plan for the Fairland Regional Park in FY20 which will include the feasibility of transforming the Fairland Sports/Aquatic Center into a Multigenerational Center.

Parkland: While the analysis of M-NCPPC owned parkland indicates that Service Area 1 has met its overall LOS targets for total parkland (based on 35 acres per 1000 residents), the targets have not been fully met for the subcategories of undeveloped, neighborhood, and special use parks. Further analysis indicates that the residents' needs for access to developed parkland are partially met by various other public entities. The 16,000-acre National Agricultural Research Center and 5,669 acres the Patuxent Research Refuge are large, primarily undeveloped properties which service as natural resource refuges and passive recreation sites within the service area. The City of Laurel and a portion of the City of Greenbelt are located within this service area. Both provide additional parkland and recreation services within their jurisdiction.

Most residents in this service area are within 1 mile or less of a park. The largest gap in the proximity analysis is centered at the National Agricultural Research Center and 5 the Patuxent Research Refuge. The other gaps are centered over the cities of Laurel and Greenbelt, which are outside of the Prince George's County Metropolitan District which provides the taxation authority for M-NCPPC parks, facilities, and programs.

Facilities: Service Area 1 has largely met the targets for facilities and amenities, except for picnic facilities and hard courts. In addition, planners should look for opportunities to identify locations for dog parks, regionally serving rectangular (2) and diamond fields (1). Other new facilities needed in Service Area 1 include hard courts for basketball, tennis, or futsal, trails, and a splash park, as well as unique facilities. There are many existing parks in this Service Area with space for additional facilities.

2024 STATUS

Parkland - The overall LOS targets for developed parkland have been met; however, that is due to a significant surplus of developed parkland. The 2020 Target Total Parkland for Area 1 is 3,538 acres and there are 7,633 acres existing (see Tables 2 and 3 of the LPPRP). The LOS has not been met for undeveloped parkland, as the 2020 target is 2,022 acres and only 962 acres exist. Area 1 developed parkland has a gap in neighborhood and special use parks. This information can be useful when influencing parkland dedications, Acquisitions are prioritized in areas where the level of service.

Facilities - New construction should primarily focus on dog parks (level 1 and 2), hard surface courts (level 1), picnic facilities (levels 1, 2 and 3), and rectangular fields (level 1). The gap between needed and existing facilities (based on the 2020 population), is most significant pertaining to diamond fields (levels 2 and 3), playgrounds (levels 1 and 2), and rectangle fields (levels 2 and 3).

2024 RECOMMENDATIONS

- ◆ Utilize the Park Enhancement Program to replace aging facilities and infrastructure and add new facilities, particularly in Equity Focus Areas like South Hill Manor, South Laurel, Ammendale, and Contee.
- ◆ Conduct a master plan for the Fairland Regional Park, including the adjacent 40 acres to be dedicated as part of the Parkland Dedication Program for the Konterra area.
- ◆ Enhance connectivity by connecting trails to park facilities, schools, activity centers, transit hubs, and areas of new development.
- ◆ Utilize the Parkland Dedication Program to ensure new residents have adequate access to parks.
- ◆ Focus acquisition efforts on neighborhood and special use parks.



Service Area 2

Area 2 is the northernmost area inside the Beltway, and it shares a large border with the District of Columbia. The eastern boundary of the area is Kenilworth Avenue, and it extends as far south as US 50. The Green Line Metro Rail and the planned Purple Line Metro Rail will provide outstanding public transportation to Area 2 residents. The University of Maryland is also in Area 2 and the population around the university is expected to increase by a large margin. By the year 2040, the total population in Area 2 is projected to increase by nearly 20 percent. In contrast with Area 1, Area 2 needs a large amount of aquatic and nonaquatic space to meet the standard: 143,284 nonaquatic square feet and 9,911 outdoor aquatic square feet.

Original Recommendation

1. Transform Prince George's Plaza Community Center into a multigenerational center. The new multigenerational center will be in the vicinity of the existing center. It will have 80,000-square feet of nonaquatic space and 11,000 square feet of outdoor aquatic space. Area 2 is urbanized. It includes the Prince George's Plaza Metro station and the Prince George's Plaza Shopping Center. According to 2040 projections, the density of this area will increase.
2. Construct a new community center to supplement the North Brentwood Community Center. The new center should be located along the US Route 1 corridor and should have access to public transportation. It will have 55,000-square feet of nonaquatic recreational space.
3. Construct two new 12,000-square foot gymnasiums. One gymnasium will be placed at Langley Park Community Center, and one will be placed at the Hollywood Elementary School in College Park.
4. Construct an 8,000-square foot addition of nonaquatic recreational space at the Rollingcrest-Chillum Community Center.

2019 STATUS

Staff will secure a consultant to conduct a countywide feasibility study in FY20 to be used for determining the location of the next multigenerational center. Staff is also preparing to undertake a series of feasibility studies for maintenance and expansion of existing community centers that have existing funding in the Capital Improvement Program or recommendations for improvements or expansion to implement policies in Formula 2040. One of the feasibility studies to be conducted in FY20 will be for the expansion at Rollingcrest-Chillum Community Center. The Langley Park Community Center is under consideration for the location of a new high school.

2024 STATUS

Parkland: The overall level of service targets for parkland have not been met due to the low number of regional, greenway, and special use parks in this service area. There are not many large parcels of developable land in this service area, therefore, it is unlikely that M-NCPPC will increase the amount of regional parkland in this area. However, many of the Department's Stream Valley Parks are in this service area and it is well served by trails.

The targets for neighborhood and community parks in this Service Area have been met. In addition, the area includes 13 municipalities (including College Park, Hyattsville, and Riverdale Park), many of which provide additional municipal parkland. 74% of residents are within a ¼ mile of a park and 100% of residents in the service area are within 1 mile of a park, making it a very well-served Service Area.

Facilities: Construction of new facilities in Service Area 2 should focus on level 3 diamond fields, trails, picnic facilities, and level 1 rectangular fields, as well as unique facilities. Due to its density of both population and facilities and the number of aging facilities, Service Area 2 has received consistent CIP investment from FY17-FY21 and has the highest number of CIP projects in the current CIP.

2024 RECOMMENDATIONS

- ◆ Acquire neighborhood parkland in the Lewisdale/Langley Park/Adelphi area to increase the walkability of parkland in some of these very densely populated areas.
- ◆ Focus on opportunities to acquire land for both developed and undeveloped parks to meet the identified targets.
- ◆ Enhance connectivity by connecting trails to park facilities, schools, activity centers, transit hubs, and areas of new development.
- ◆ Increase the number of urban parks serving these communities through the Parkland Dedication Program and explore opportunities to develop parks near metro stations.
- ◆ Utilize the Park Enhancement Program to replace aging facilities and infrastructure particularly in the low equity areas of Adelphi, Chillum, Langley Park, Avondale, Prince George's Plaza, Kirkwood, Queenstown, Kaywood Gardens, and Bladensburg.

Service Area 3

Area 3 is outside of the Beltway and suburban in character. This large area encompasses most of Bowie and it extends as far south as Lottsford Road. An abundance of major roads provides the community with great access via automobiles. Population growth is projected to be low—a mere 4 percent increase through the year 2040. However, a large amount of both aquatic and nonaquatic recreational facility square footage is needed to meet the needs of the current population: 107,763-square feet of nonaquatic recreational space, 20,005-square feet of indoor aquatic space, and 20,457 of outdoor aquatic space.

Original Recommendation

1. Expand Glenn Dale Community Center into a multigenerational center. There will be three major additions to the center: a 65,000-square foot nonaquatic recreational space addition, a 20,000-square foot indoor aquatic recreational space addition, and a 20,000-square foot outdoor aquatic recreational space addition.
2. Add 20,000 nonaquatic square footage to Good Luck Community Center.
3. Add 20,000 nonaquatic square footage to Bowie Community Center.

2019 STATUS

Staff will secure a consultant to conduct a countywide feasibility study in FY20 to determine the location of the next multigenerational center. Staff is also preparing to undertake a series of feasibility studies for maintenance and expansion of existing community centers that have existing funding in the Capital Improvement Program or recommendations for improvements or expansion to implement policies in Formula 2040. One of the feasibility studies to be conducted in FY20 will be for the expansion of the Good Luck Community Center. 2024 status

2024 STATUS

Parkland - All residents of Service Area 3 live within 1.25 miles of a park. The municipalities of Bowie and Greenbelt also provide additional parkland and recreational services to residents in this Service Area. Our analysis indicates that this service area only needs undeveloped parkland. However, the currently undeveloped park surrounding the shuttered Glenn Dale Hospital, Enterprise Park, and the Patuxent River Park, which functions similarly to regional park, are in this Service Area. The Department will be conducting Master Plans for all three parks prior to the next LPPRP (2027). The proximity analysis shows that the unincorporated communities of Mitchellville and Fairwood would benefit from additional parks.

Facilities - Planning for the Good Luck Community Center is underway with construction expected to start in Spring 2025. Construction of new facilities in Service Area 3 should focus on level 1 and level 3 diamond fields, dog parks, level 1 hard surface courts for basketball, tennis, or futsal, trails, picnic facilities, level 1 rectangular fields, and splash pads, as well as unique facilities. Service Area 3 has received consistent CIP investment from FY17-FY21.

2024 RECOMMENDATIONS

- ◆ Redesign existing parks to include additional facilities and/or acquire community parkland in Mitchellville or Fairwood.
- ◆ Conduct master plans for Patuxent River Park, Glenn Dale Park, and Enterprise Park.
- ◆ Utilize the Park Enhancement Program to replace aging facilities and infrastructure, particularly in the low equity areas of Goddard, Glenn Dale, and Lanham.
- ◆ Enhance connectivity by connecting trails to park facilities, schools, activity centers, transit hubs, and areas of new development.
- ◆ Utilize the Parkland Dedication Program to ensure these new residents are adequately

Service Area 4

Area 4 is a mature developed area inside the Capital Beltway. The northern portion consists of Greenbelt National Park and the southern border is Landover Road. The proposed Purple Line light rail will run almost the length of the area along MD 410 providing the residents with fast and efficient public transportation. The total area population is projected to increase by roughly 10 percent by the year 2040. Most population growth will occur near the intersection of MD 410 and MD 450. To meet the service standard, 62,477-square feet of nonaquatic recreation space must be built and 26,833 of outdoor aquatic square space must be built.

Original Recommendation

Acquire land near the intersection of MD routes 450 and 410 to build a multigenerational center. This location has a high-density population, great access to major roads, and the Purple Line will provide fast and efficient public transportation. The new multigenerational center will bring Area 4 up to standard with 62,500-square feet of nonaquatic recreation space and 26,833-square feet of outdoor aquatic space.

2019 STATUS

Staff will secure a consultant to conduct a countywide feasibility study in FY20 to determine the location of the next multigenerational center.

2024 STATUS

Parkland - While most of the residents of this service area are within 1 mile of a park, there is a very low number of community and special use parks in Service Area 4 in relation to the population it serves. Greenbelt National Park, which is 952 acres in size, fills the regional park need for this service area. This service area is the smallest service area in land area and the second smallest in population.

Facilities - Construction of new facilities in Service Area 4 should focus on level 1 and 2 diamond fields and level 1, 2, and 3 rectangular fields. Acquiring land and developing additional fields for all levels of youth and adult sport play is a priority for this service area. In addition, facility development should focus on dog parks, hard surface courts, trails, picnic facilities, and splash pads, as well as unique facilities. This service area had the lowest number of CIP projects completed from FY17-FY21 and has the second lowest number of projects in the current CIP.

2024 RECOMMENDATIONS

- ◆ Redesign existing parks to include additional facilities and/or acquire community parkland in the eastern or southwestern part of the service area.
- ◆ Focus on opportunities to acquire land for undeveloped parks to meet the identified targets.
- ◆ Utilize the Park Enhancement Program to replace aging facilities and infrastructure, particularly in the Equity Focus Areas Spring Hill Lake, Bladensburg, Dodge Park, Glenarden, and West Lanham Hills.
- ◆ Develop new a new multi-use sports field and amenities at Glenridge Park to complement the new Glenridge Middle School's facilities and the planned multi-generational center for Service Area 4 that is planned at this location.
- ◆ Enhance connectivity by connecting trails to park facilities, schools, activity centers, transit hubs, and areas of new development .
- ◆ Increase the number of urban parks serving these communities through the Parkland Dedication Program and explore opportunities to develop parks near metro stations.

Service Area 5

Area 5 straddles the eastern corner of the district. Its northern border is Landover Road, and its southern border is Pennsylvania Avenue. The Blue Line Metro Rail service runs the length of the area providing the residents with fast and efficient public transportation. Area 5 also contains the Municipality of District Heights. The population is projected to grow nearly 10 percent by the year 2040. Despite the growth, this area currently has sufficient indoor recreation space to meet the needs of a growing population. With over 10 community centers, the current nonaquatic square footage in Area 5 exceeds the standard by a large margin. The only additional facility required in Area 5 is 21,368-square feet of outdoor aquatic facility.

Original Recommendation

Create an outdoor aquatic facility at Walker Mill Regional Park. With the new turf field, new imagination playground, new picnic pavilions and plenty of parking, the new outdoor aquatic facility at Walker Mill Regional Park will transform the park into an attraction that residents from all over the County will enjoy.

2019 STATUS

The Department will develop a Master Plan for Walker Mill Regional Park in FY20 which will include the feasibility locating an outdoor aquatics facility on the north side of the park.

2024 STATUS

Parkland - While Service Area 5 has not met the targets for undeveloped parkland, this service area is very close to meeting the LOS goals for developed parkland types. The goal for specialty parks has been met. 60 percent of this service areas is within a quarter mile of a park and 100 percent is within $\frac{3}{4}$ mile.

Facilities - Construction of new facilities in Service Area 5 should focus on level 2 and 3 diamond fields, dog parks, picnic facilities, and level 1 and 2 rectangular fields, as well as unique facilities. While this service area has been identified as an Equity Focus Area, there has been substantial CIP investment here.

2024 RECOMMENDATIONS

- ◆ Redesign existing parks to include additional facilities and/or acquire neighborhood parkland in the central and eastern parts of the service area in communities like Peppermill Village, District Heights, Forestville, and the Addison Road Metro Station.
- ◆ Focus on opportunities to acquire land for both developed and undeveloped parks to meet the identified targets.
- ◆ Enhance connectivity by connecting trails to park facilities, schools, activity centers, transit hubs, and areas of new development and along the Central Avenue Connector Trail.
- ◆ Increase the number of urban parks serving these communities through the Parkland Dedication Program and explore opportunities to develop parks near metro stations
- ◆ Utilize the Park Enhancement Program to replace aging facilities and infrastructure.

Service Area 6

Area 6 is planned to transition from a suburban area to a more urbanized area. The Blue Line Metro Rail extends into Area 6 and a planned extension of Metro Rail will run through the heart of the planned Westphalia Development, which is expected to increase population density significantly. The total population in Area 6 is projected to increase by 40 percent through the year 2040. A new recreational facility, Westphalia Community Center will be at the heart of the development. The new center will have nearly 20,000-square feet of nonaquatic recreation space. The additional square footage needed in Area 6 reflects the large growth in population: 83,272-square feet of nonaquatic recreation space, 22,244-square feet of indoor aquatic recreation space and 44,488-square feet of outdoor aquatic recreation space.

Original Recommendation

Construction of the new multigenerational facility on Department property at Randall Farm near Dr. Henry C. Wise High School and Barack Obama Elementary School and a 20,000-square foot nonaquatic addition to the South Bowie Community Center.

2019 STATUS

Staff will secure a consultant to conduct a countywide feasibility study in FY20 to determine the location of the next multigenerational center.

2024 STATUS

Parkland - While Service Area 6 has met the target for undeveloped and developed parkland overall, it has not met the target for neighborhood parks. Service Area 6 is outside the Capital Beltway and the built environment in the eastern and southern portions is suburban to rural. One of the large gaps in proximity is centered around the community of Westphalia where a new regional park is currently under construction to serve those residents. Many of the other gaps in proximity are in areas that are sparsely developed with residential uses.

Facilities - Construction of new facilities in Service Area 6 should focus on dog parks, level 3 rectangular fields, picnic facilities, hard courts for basketball, tennis, or futsal, outdoor aquatics, and splash pads, as well as unique facilities. This Service Area has had substantial and consistent CIP investment from FY17-FY21.

2024 RECOMMENDATIONS

- ◆ Acquire neighborhood parkland in the area along US Route 301 and near the Kettering community.
- ◆ Utilize the Park Enhancement Program to replace aging facilities and infrastructure particularly in the low equity areas near Largo, Oak Grove, and neighborhoods along the Western Branch Stream Valley Park.
- ◆ Continue to implement to recommendations of the Watkins Regional Park Master Plan and construct the new Westphalia Regional Park.

Service Area 7

Area 7 is the most southern area inside the Capital Beltway. It extends from Pennsylvania Avenue to the Potomac River, and it shares much of its border with the District of Columbia. The Green Line Metro Rail provides this area with access to fast and efficient public transportation. Population is projected to stay relatively constant with less than a 5% increase by the year 2040. The additional square footage required to meet the standard is 21,169-square feet of nonaquatic recreation space, 15,737-square feet of indoor aquatic recreation space and 24,203-square feet of outdoor aquatic recreation space.

Original Recommendation

1. Transform Marlow Heights Community Center into a multigenerational center by adding 21,000-square feet of nonaquatic recreation space and 16,000-square feet of indoor aquatic recreation space.
2. Add 24,203-square feet of outdoor aquatic space required at Hillcrest Heights Community Center.

2019 STATUS

Staff is preparing to undertake a series of feasibility studies for maintenance and expansion of existing community centers that have existing funding in the Capital Improvement Program or recommendations for improvements or expansion to implement policies in Formula 2040. The expansion of both the Marlow Heights Community Center and the Hillcrest Heights Community Center will be explored through feasibility studies in FY20.

2024 STATUS

Parkland - Service Area 7 has not met the targets for undeveloped and developed parkland overall. It has not met the targets for neighborhood, special use, or regional parkland. Due to the urban nature of the built environment, it is unlikely that additional regional parkland would be acquired in this service area. The 289-acre Oxon Cove and Oxon Hill Farm, which are owned and operated by the National Park Service, are in this service area and serve some of the regional/specialty park needs of the area's residents.

Facilities - Construction of the new Marlow Heights Community Center is currently underway and is slated for completion in Spring of 2025. Construction of new facilities in Service Area 7 should focus on level 1 diamond fields, hard courts for basketball, tennis, or futsal, picnic facilities, trails, level 1 rectangular fields, and splash pads, as well as unique facilities. This service area had a low number of CIP projects completed from FY17-FY21 and has the lowest number of projects in the current CIP. Most communities in this service area are within Equity Focus Areas.

2024 RECOMMENDATIONS

- ◆ Redesign existing parks to include additional facilities and/or acquire neighborhood parkland near Suitland-Silver Hill, Gordon's Corner, Marlow Heights, and near the Branch Avenue Metro Station.
- ◆ Focus on opportunities to acquire land for both developed and undeveloped parks to meet the identified targets.
- ◆ Increase the number of urban parks serving these communities through the Parkland Dedication Program and explore opportunities to develop parks near metro stations.
- ◆ Utilize the Park Enhancement Program to replace aging facilities and infrastructure.
- ◆ Enhance connectivity by connecting trails to park facilities, schools, activity centers, transit hubs, and areas of new development.

Service Area 8

Area 8 extends from the Capital Beltway to the southern tip of Prince George’s County along the Potomac. The population of Area 8 is projected to grow by roughly 10% by the year 2040. Most of the growth is projected to be in the northern part of the area near the National Harbor. The Southern Regional Technology and Recreation Complex (SRTRC) will be the area’s multigenerational center. It will be located near Tucker Road Community Center along a major road. This center is already under construction and will have 37,000-square feet of nonaquatic recreation space and 10,000-square feet of indoor aquatic recreation space. By the year 2040, Area 8 will only require 21,556-square feet of nonaquatic recreation space.

Original Recommendation

Build an addition to the Potomac Landing Community Center. This is the southernmost community center in the area, and the expansion will provide better recreational activities to the residents in the southern part of the area.

2019 STATUS

Staff is preparing to undertake a series of feasibility studies for maintenance and expansion of existing community centers that have existing funding in the Capital Improvement Program or recommendations for improvements or expansion to implement policies in Formula 2040. One of the feasibility studies to be conducted in FY21 will be for the expansion at Potomac Landing Community Center.

2024 STATUS

Parkland - While Service Area 8 has met the targets for undeveloped and developed parkland overall, it has not met the targets for community parks. Fort Washington National Park and Piscataway Park, both operated by the National Park Service, serve the regional park needs of this area. Only 23% of the service area is located within ¼ mile of a park so additional neighborhood parks and community parks would be appropriate.

Facilities - Construction of new facilities in Service Area 8 should focus on Level 1 and 3 rectangular fields, dog parks, hard courts for basketball, tennis, or futsal, and picnic facilities, as well as unique facilities.

2024 RECOMMENDATIONS

- ◆ Redesign existing parks to include additional facilities and/or acquire neighborhood parkland near the communities of Accokeek, Piscataway, and Friendly.
- ◆ Utilize the Park Enhancement Program to replace aging facilities and infrastructure, particularly in the low equity areas of Oxon Hill, Oaklawn, Windbrook, and Henson Creek.
- ◆ Utilize the Parkland Dedication Program to ensure these new residents are adequately served by parks.
- ◆ Enhance connectivity by connecting trails to park facilities, schools, activity centers, transit hubs, and areas of new development.

Service Area 9

Area 9 is located in the southernmost part of Prince George's County. It is predominantly farmland. There are several planned subdivisions that will increase population density in the Brandywine area. The overall population of Area 9 will increase by over 25% by 2040

Original Recommendation

1. The planned Brandywine area multigenerational center will have approximately 52,000-square feet of nonaquatic recreation space, 28,000-square feet of indoor aquatic recreation space and an additional 19,000-square foot outdoor aquatic space. The center is to be located near the intersection of MD 5 and US 301.
2. Construct 15,000-square feet nonaquatic recreation addition to Baden Community Center. This is the southernmost community center in the Department's system. The expansion will provide better recreational activities for the residents in the southern part of Area 9.

2019 STATUS

Service Area 9 has a deficit of diamond fields, playgrounds, and skate parks. Per the original Formula 2040 Master Plan (Appendix A), Area 9 has two community centers and one specialty center totaling roughly 69,851 square feet of nonaquatic facilities. By 2040, this Area is targeted to receive 15,438 square feet, based on a projected population of 56,859 residents. SAARC (indicated in the original Formula 2040 Plan as Brandywine Community Center) has an indoor pool (roughly 28,000 square feet). However, Formula 2040 recommends an additional 18,953 square feet of aquatic facilities to meet the level of service.

2024 STATUS

Parkland – While Service Area 9 has met the target for undeveloped and developed parkland overall, it has not yet met the need for neighborhood and special use parks. The residential development in this Service Area tends to be larger lot, single-family homes, with ample green space and HOA parks. Due to the suburban / rural nature of this Service Area, most of the gaps in the proximity analysis are in rural areas. This Service Area is home to Rosaryville State Park, Cosca Regional Park, a large portion of Patuxent River Park, and multiple stream valley parks. The community of Clinton would benefit from an additional neighborhood park.

Facilities - Construction of new facilities in Service Area 9 should focus on level 3 diamond fields, dog parks, hard surface courts, picnic facilities, level 1 and 3 rectangular fields, and splash park, as well as unique facilities.

2024 RECOMMENDATIONS

- ◆ Redesign existing parks to include additional facilities and/or acquire neighborhood parkland near the community of Clinton.
- ◆ Utilize the Park Enhancement Program to replace aging facilities and infrastructure, particularly in the communities of Rosaryville, Marlton, and Brandywine.
- ◆ Utilize the Parkland Dedication Program to ensure these new residents are adequately served by parks

Health and Wellness

The physical, mental, environmental, and cultural health of all residents will be improved through the integration of fitness and wellness programs and events. This second goal takes a closer look at programming and the active use of park facilities to play a vital role in the community.

Objective: Programs

Ensures that at least 70 percent of all programs will include a health and wellness component, and participants are required to register through Parks Direct to track and solicit feedback.

Recommendation from the Land Preservation, Parks, and Recreation Plan (LPPRP)

- ◆ Aggressively pursue the goal of 70 percent registration for each program.
- ◆ 75% of programs should incorporate a wellness or fitness component.
- ◆ Continue to expand outdoor health and wellness events like Yoga in the Parks and Club 300, a free program for senior citizens interested in walking.
- ◆ Fill the gaps in the LOS analysis by focusing the acquisition and facility construction in underserved areas.

2019 STATUS

- ◆ Since Formula 2040 was adopted, the Department has conducted a needs assessment for a new registration system that would have more robust data capture and reporting. In 2017, the Department successfully implemented Parks Direct to replace an older system. Parks Direct enhances the Department's ability to track and report on program registration. This foundational action will enable the Department to more aggressively pursue the program registration goals in the coming years. The industry best practice for program registration is 70 percent. The Department will track the number of programs that meet the 70 percent target using Parks Direct. Additionally, programs should incorporate a wellness or fitness component into the curriculum of at least 75 percent of all programs by 2017. As of 2019, 70 percent of wellness programs have included fitness elements

2024 STATUS

- ◆ According to a 2011 report, the county's adult obesity rate of 32 percent exceeds the national average which is 25 percent. The Department is committed to working with the relevant agencies in the county to improve the overall health (physical, mental, and environmental) of Prince George's County residents and promote a wellness ethic for the community. In addition, the Department will work to facilitate better access to its fitness and wellness programs and events.
- ◆ The Department has achieved an increase in the number of programs that offer health and wellness benefits. Figure 7 (to the right), 8 and 9 (on page 47) demonstrate increased participation in health and wellness programs.
- ◆ Aquatics and Athletic Facilities Division: The number of instructional swim classes/courses offered increased from 756 in FY 2022 to 1,312 in FY 2024, which resulted in an overall increase in the number of participants from 3,822 in FY 2022 to 10,840 in FY 2024.

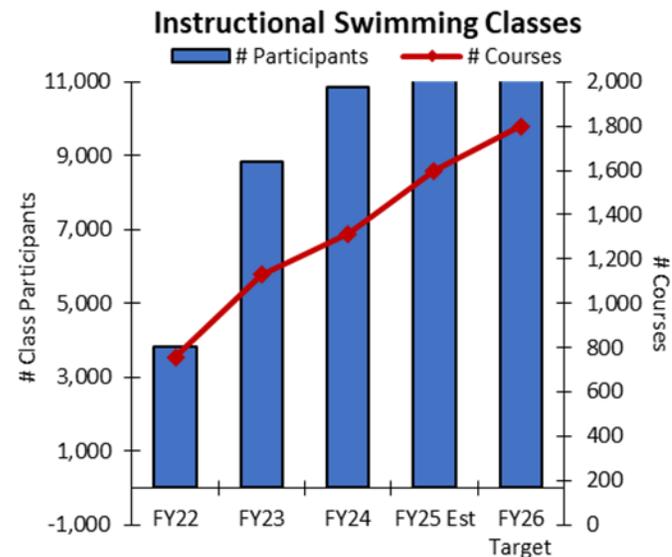


Fig. 7: FY26 AAFD performance measures for instructional swimming classes

OBJECTIVE: REDUCE OBESITY COUNTYWIDE

Support efforts to reduce the 32 percent of Prince George’s County adult population that is obese by 10 percent over the next 10 years.

2019 STATUS

According to a 2011 report, the county’s adult obesity rate of 32 percent exceeds the national average which is 25 percent. The Department is committed to working with the relevant agencies in the county to improve the overall health (physical, mental, and environmental) of Prince George’s County residents and promote a wellness ethic for the community. In addition, the Department will work to facilitate better access to its fitness and wellness programs and events.

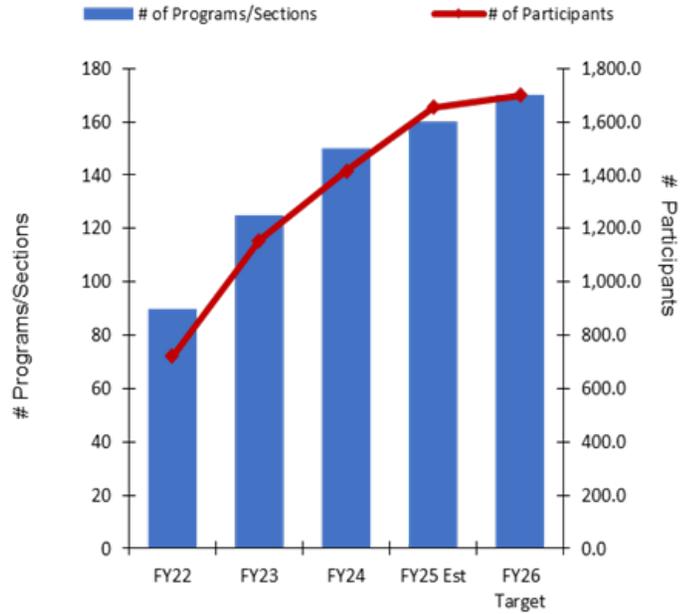
2024 STATUS

Obesity in Prince George’s County is primarily caused by harmful dietary practices and a lack of physical exercise, according to research (Sandoval, 2023). Furthermore, Sandoval (2023, para. 7) reports that in 2021, the obesity incidence in Prince George’s County was 34.3%, a greater percentage than the state norm. Thus, obesity is a significant health concern in Prince George’s County and deserves special consideration.

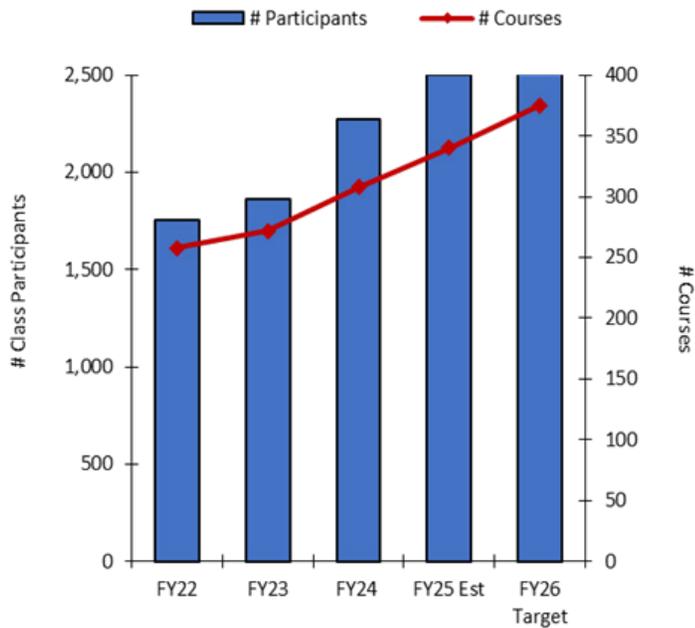
Measuring the reduction of obesity has proven to be difficult to measure by the Department. The Health and Wellness division is working to employ several programs to improve the overall fitness and health of residents. Many of these programs include key health indicators reported by the residents which is the beginning of a means to track the overall health of residents.

The Department has seen an increase in participation in health and wellness activities and programs. For example, and referencing the tables below, Participation in the Jr. Golf Program also doubled from 720 in FY 2022 to 1,416 in FY 2024. Participation in the Instructional Tennis Classes increased from 1,753 in FY22 to 2,270 in FY24. Participation in Land Group Fitness Classes increased from 7,565 in FY22 to 8,738 in FY24. Participation in the Instructional Water Fitness Classes doubled from 5,207 in FY22 to 11,702 in FY24. The overall attendance at the aquatic facility increased from 210,261 in FY22 to 304,759 in FY24.

Jr. Golf Programming



Instructional Tennis Classes



Figs. 8 & 9: FY26 AAFD performance measures for junior golf and instructional tennis

ECONOMIC DEVELOPMENT

The third goal is to contribute to the Prince George's County economy and financial sustainability of the community. Formula 2040 sets the following objectives related to this goal.

Objective: Economic Impact

Increase the fiscal benefits generated by the Department facilities in Prince George's County by an average of two percent per year.

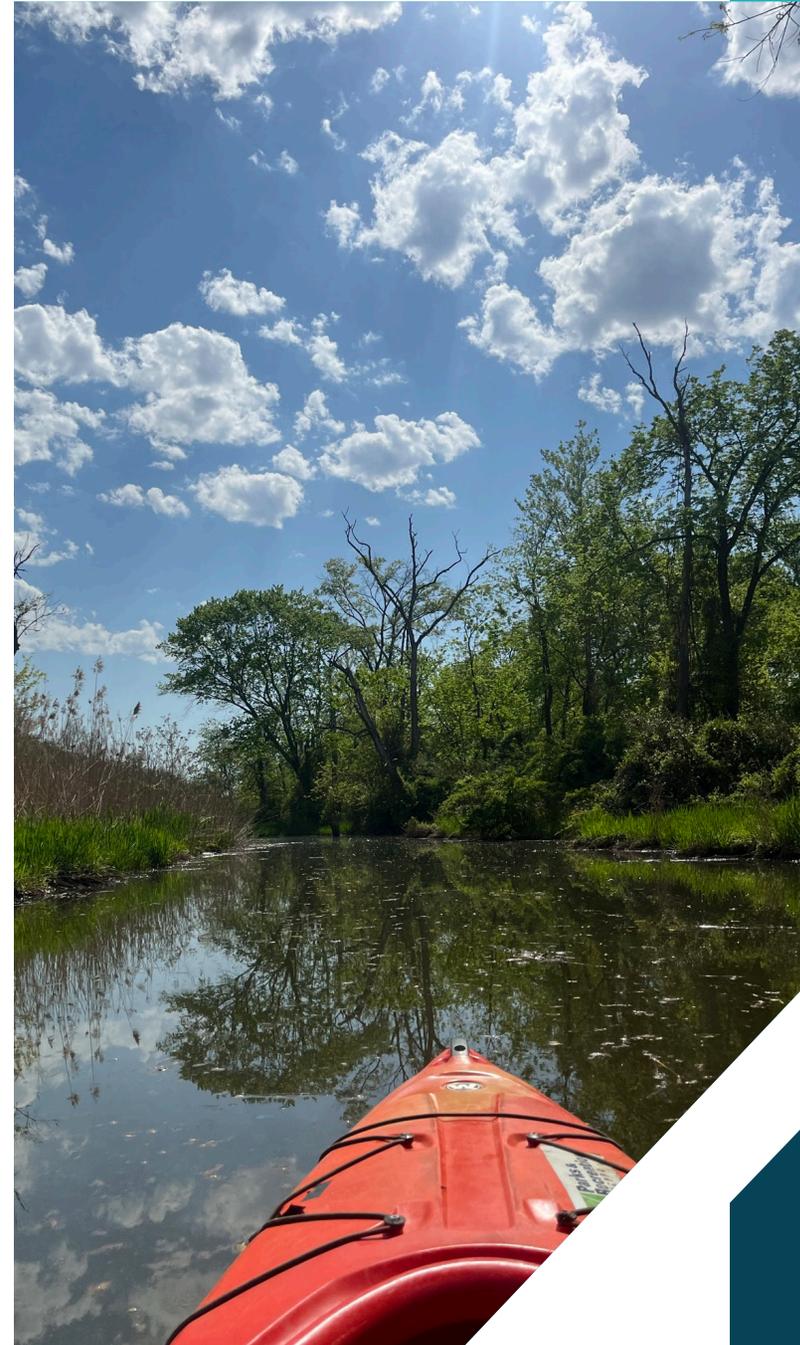
2019 STATUS

The Department has been a key player on many projects that will grow the economy of the County, such as the Purple Line, SAARC, stormwater management, and Transit Oriented Development (TOD). The Department has met many challenges in its effort to find a reliable dataset to benchmark the economic benefits of the Department's parks and recreation programs and services. The Department will work with the Planning Department, County Convention and Visitors Bureau and other relevant entities to determine ways of measuring the current and future economic impact of our program to set a baseline for tracking this element. NRPA has conducted a national study on the impacts of parks and recreation and in 2010 the state of Maryland conducted the Maryland State Parks Economic Impact and Visitors Study; however, we still lack local data on this subject.

2024 STATUS

Limited data on the economic impacts of the Department's parks and recreation programs and services exist currently. The Department will work with the National Recreation and Parks Association (NRPA), Maryland State Department of Natural Resources, Prince George's County Economic Development Corporation, and other relevant entities to determine ways of measuring the current and future economic impact of our programs to set a baseline for tracking this objective.

The LPPRP reported that studies show positive economic impacts of parks and recreation in terms of increased property values, employment, visitor/tourism spending, and business activity. This plan also recommended the creation of signature facilities and events designed to attract out-of-county visitors.



OBJECTIVE: COST RECOVERY

Recover 35 percent of parks and recreation system operating costs from revenues generated within 10 years (by 2022). This objective aims to diversify the funding sources to operate the park and recreation system such that the system has more financial resilience than being overwhelmingly dependent on the dedicated property tax revenues. As such, the 35 percent should not be treated as an absolute percentage for the Department to attain. Rather, it is a marker pushing the department to be more strategic and systematic in how it sets the price of programs. There should always be a balance between social equity and the price charged. Therefore, how close the Department is to the 35 percent mark depends on numerous factors such as social equity, market competitiveness, and the overall economic conditions and fiscal health of the Department. The goal is to charge prices that maintain accessibility and affordability in balance with the fluctuations in property tax revenue and overall fiscal health.

2019 STATUS

In 2013, it was estimated that the Department's cost recovery was at six percent; meaning revenues generated as a percentage of costs will need to increase by approximately three percent a year over the next 10 years to meet this objective. A departmentwide team is analyzing current cost recovery levels and working with a consultant to adopt and implement a cost recovery methodology. A business plan is now a key component of feasibility studies for all new facilities.

2024 STATUS

The Department has not yet achieved the six percent cost recovery target. However, in 2024, the Department evaluated and made adjustments to the cost recovery Stop Light Model. The new model moves from three levels to six levels. This change is expected to improve the Department's ability to achieve this goal. These adjustments are anticipated to serve the needs of park patrons and meet current circumstances.



OBJECTIVE: CAPITAL IMPROVEMENTS

Conduct a cost-benefit analysis of 100 percent of new park and recreational facilities proposed for inclusion in the Prince George's County CIP. Use the Capital Project Evaluation Model to set CIP and major maintenance investment priorities.

The CIP and overview from the LPPRP

The Department's proposed FY22-FY27 CIP recommends that only essential projects be included. The priorities of the proposed CIP are:

- ◆ Renovation of some critical parks, playgrounds, fields, facilities, and other amenities
- ◆ Trail renovations and support for new trail extensions and development
- ◆ Park facility safety improvements, ADA and code compliance improvements
- ◆ Projects with minimal impact on the operating budget

Overview of the proposed FY22-FY26 CIP

The first year (FY22) represents the capital budget with the remaining five years targeted for planning purposes. The FY22 budget request is \$58.18 million. The total six-year request is \$215.28 million. The current fiscal outlook combined with the multi-funding support from the CIP creates projected fund balances that allow most projects in the proposed CIP to be undertaken using Pay-As-You-Go (PAYGO) funds support. In fact, nearly 80 percent of the proposed CIP will be PAYGO-funded, which is a more cost-effective way to fund capital projects. Projections for new debt issuances to allow the Department to address the backlog of prior approved projects put negative pressure on the embedded cost structure of the Park Fund, risking structural deficits. Consequently, bond funding has been used to a limited extent with only 18 percent of the plan assuming bond financing. The remaining project funding is through Program Open Space and developer contributions.



The table below shows the funding sources for the proposed FY22-FY27 CIP.

| Summary of Adopted FY22-27 CIP By Funding Source | | | |
|---|-------------------------|------------------------------|----------------------|
| | FY22 BUDGET YEAR | FY23-FY27 PLANNED CIP | 6-YEAR TOTALS |
| Commission General Obligation Bonds | 15,600,000 | 22,500,000 | 38,100,000 |
| PAYGO | 38,550,000 | 138,600,000 | 177,150,000 |
| Grants | 25,620,000 | - | 25,620,000 |
| Program Open Space | 6,803,244 | - | 6,803,244 |
| Developer Contributions | 2,030,000 | - | 2,030,000 |
| TOTALS | 88,603,244 | 161,100,000 | 249,703,244 |

Table 10 (LPPRP p. 70)

The CIP can generally be broken down into five categories: Acquisition, Infrastructure Maintenance, New Construction/Development, Trails, and Other with subtypes in the Acquisition and Infrastructure Maintenance categories.

The table below summarizes the funding for the Proposed CIP by project type.

| Summary of Adopted FY22-27 CIP By Funding Source | | | |
|---|-------------------------|------------------------------|----------------------|
| | FY22 BUDGET YEAR | FY23-FY27 PLANNED CIP | 6-YEAR TOTALS |
| Commission General Obligation Bonds | 15,600,000 | 22,500,000 | 38,100,000 |
| PAYGO | 38,550,000 | 138,600,000 | 177,150,000 |
| Grants | 25,620,000 | - | 25,620,000 |
| Program Open Space | 6,803,244 | - | 6,803,244 |
| Developer Contributions | 2,030,000 | - | 2,030,000 |
| TOTALS | 88,603,244 | 161,100,000 | 249,703,244 |

Table 11 (LPPRP p. 71)

| Summary of Adopted FY22-27 CIP Funding by Project Type | | | | | | |
|--|---------------------|---------------|----------------------|---------------|----------------------|---------------|
| | FY22 BUDGET YEAR | % OF TOTAL | FY23-27 PLANNED CIP | % OF TOTAL | 6-YEAR TOTALS | % OF TOTALS |
| Acquisition | | | | | | |
| Acquisition-Parkland | 8,803,244 | 9.9% | 10,000,000 | 6.2% | 18,803,244 | 7.5% |
| Acquisition-HARP | 1,000,000 | 1.1% | 5,000,000 | 3.1% | 6,000,000 | 2.4% |
| Subtotal Acquisition | \$9,803,244 | 11.1% | \$15,000,000 | 9.3% | \$24,803,244 | 9.9% |
| Infrastructure Maintenance | | | | | | |
| Aquatic | 1,500,000 | 1.7% | 5,000,000 | 3.1% | 6,500,000 | 2.6% |
| Facilities | 28,200,000 | 31.8% | 94,600,000 | 58.7% | 122,800,000 | 49.2% |
| Historic Property | 2,800,000 | 3.2% | 5,000,000 | 3.1% | 7,800,000 | 3.1% |
| Park -Playground-Fields | 4,875,000 | 5.5% | 15,000,000 | 9.3% | 19,875,000 | 8.0% |
| Stormwater | 2,795,000 | 3.2% | 9,000,000 | 5.6% | 11,795,000 | 4.7% |
| Subtotal Infrastructure | \$40,170,000 | 45.3% | \$128,600,000 | 79.8% | \$168,770,000 | 67.6% |
| New Construction/Development | 17,000,000 | 19.2% | 6,750,000 | 4.2% | 23,750,000 | 9.5% |
| Other | 280,000 | 0.3% | 1,250,000 | 0.8% | 1,530,000 | 0.6% |
| Trails | 21,350,000 | 24.1% | 9,500,000 | 5.9% | 30,850,000 | 12.4% |
| TOTALS | \$88,603,244 | 100.0% | \$161,100,000 | 100.0% | \$249,703,244 | 100.0% |

Table 11 (LPPRP p. 71)

The above table shows that the Department continues to invest in renovating and maintaining the existing infrastructure that supports an expansive parks and recreation system. The proposed CIP targets a 76 percent investment of the total plan toward renovating and maintaining the parks and recreation system.

Overall, the spending in the proposed FY22-FY27 CIP balances the needs of a changing and growing County with the goal of maintaining the existing park infrastructure that residents rely on and enjoy.

Policies in the Formula 2040 plan will continue to be used to help prioritize needs within the constraints of other priorities and available funding. When financial capacity increases, capital budgets will focus on achieving more LOS goals identified in this LPPRP, while continuing to maintain the current infrastructure.

Guided by the Department's Formula 2040 Master Plan, mid- and long-range plans have been developed for three of the County's four regional parks which will guide CIP requests for those facilities for the next 15 to 20 years. In total, there are more than \$100 million worth of enhancements for the three regional parks detailed in the implementation chapters of each plan. In addition, the County recently completed feasibility studies to guide the construction of three of the planned multi-generational centers. These facilities are estimated to cost between \$85-\$110 million each, and long-range capital planning has been established to fund these new facilities along with the required maintenance of existing properties and sites. The Department has completed facilities assessment for assets.

2019 STATUS

The Department is developing a strategy that will require all major projects recommended for inclusion in the CIP to be backed by a feasibility study that analyzes the relative costs and benefits of proceeding with the project. The Department conducted a Multigenerational Center feasibility study for the SAARC, which will be the County's first such facility. Subsequent projects will be subject to feasibility studies before beginning design. The Department has also conducted an exercise to define the different types of feasibility studies that will be undertaken for various project types including existing site upgrades, facility expansions, property acquisition, and new facilities. Feasibility studies will improve project delivery on complex projects that require significant budgetary commitments by:

- ◆ Confirming the project scope
- ◆ Examining the practicability of a proposal, business venture or idea
- ◆ Assessing potential solutions to the business problem, or opportunity, and determining which of these are viable for further analysis
- ◆ Determining the viability of an idea to ensure a project is environmentally, legally, or technically feasible and economically justifiable
- ◆ Projecting funding and resource requirements
- ◆ Measuring the ability/likelihood to complete a project successfully and provide the information required to make a "Go/No Go" decision

Taking these steps will have a positive impact on the financial sustainability of the Department by providing an objective, transparent basis for decision-making on capital improvements.

2024 STATUS

- ◆ The Department completed a feasibility study for the next multi-generational centers service areas 2, 3, and 4 in 2022; construction for each center is projected at \$110-\$150 million per project.
- ◆ Funding has been secured to design and begin construction of the next multi-generational center for Service Area 2 at the current location of the Prince George’s Plaza Community Center, the oldest existing center in the system.
- ◆ The feasibility study for the next multi-generational centers identified that residents of Service Area 4 need social services such as Meals on Wheels, etc. which may lead to unique partnerships at that location.
- ◆ The Department is preparing to begin in the second quarter of 2025 the feasibility study for the multi-generational center in Service Area 1, which is in Fairland Regional Park.

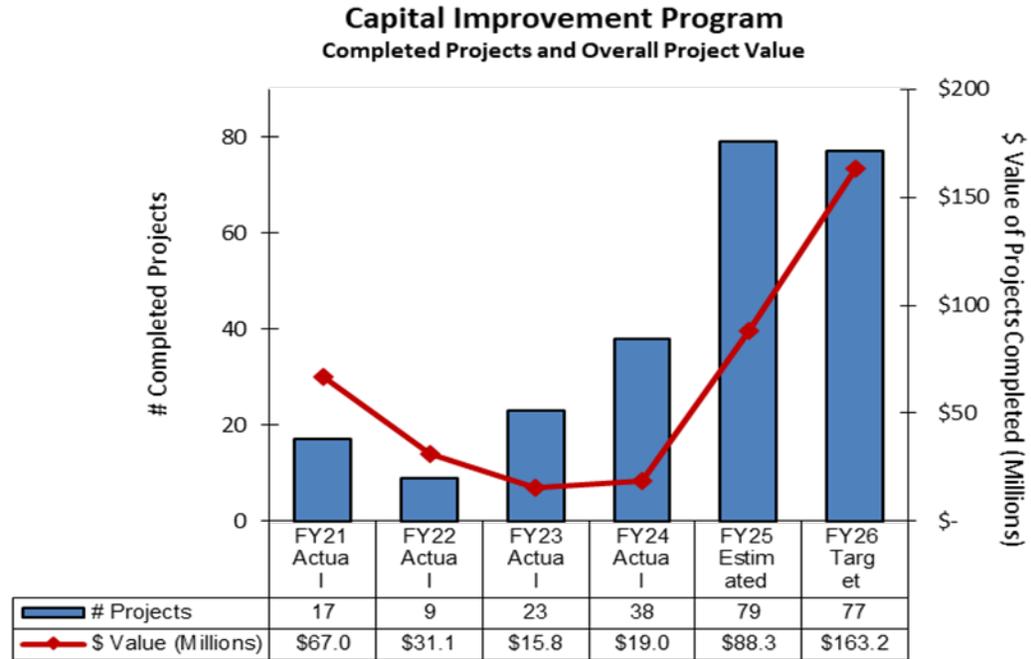


Fig. 10: CIP completed projects and overall project value

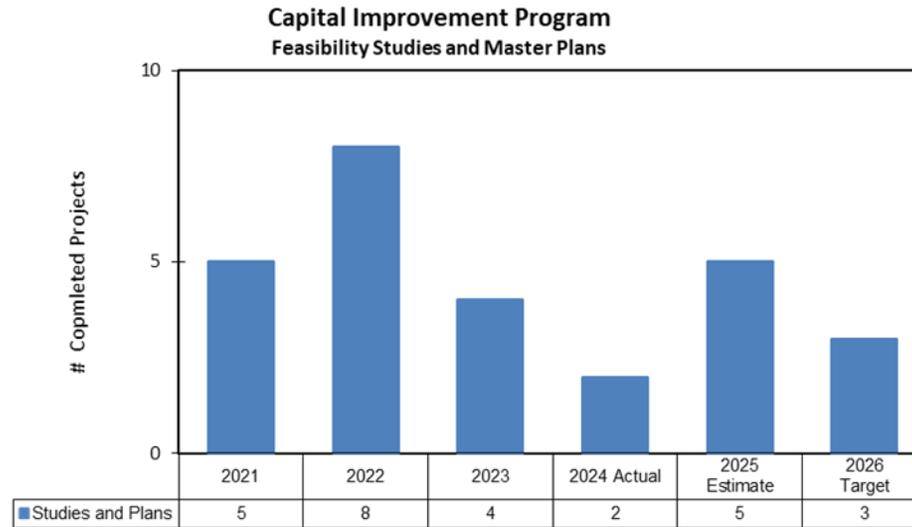


Fig. 11: CIP feasibility studies and master plans

OBJECTIVE: CAPITAL REINVESTMENT

Reinvest two percent of asset value each year in asset protection and preventative maintenance using a Capital Asset Lifecycle Monitoring Plan.

2019 STATUS

The Department's commitment is to the long-term maintenance of its existing infrastructure and measures the value of assets less land value and budget amounts to maintain those assets. Funds in the asset account will roll over each year. The Department has increased the reinvestment amount to four percent as of FY18 and has conducted condition assessments of all aquatic facilities and historic structures as part of a maintenance and replacement strategy and made CIP requests accordingly. In addition, a long-term replacement plan is in place for playgrounds and long-range plans are either completed or planned for all the regional parks.

2024 STATUS

The Department remains committed to the long-term maintenance of its existing infrastructure. We will track this objective by using existing financial systems to measure the value of assets less land value and budget amounts to maintain those assets. Funds in the asset account will roll over each year. The Department has increased the reinvestment amount to four percent as of FY18 and has conducted condition assessments of all aquatic facilities and historic structures as part of a maintenance and replacement strategy and made CIP requests accordingly. In addition, a long-term replacement plan is in place for playgrounds and long-range plans are either completed or planned for all the regional parks.



Part II — Strategies

The strategies for implementing the goals and objectives are organized under four policy areas: System Policy, Programs Policy, Land Policy, and Facilities Policy.

SYSTEMS POLICY

Develop objective and transparent processes, standards, and criteria for decision making to support the effectiveness of the Prince George's County parks and recreation system in meeting the goals of connectivity, economic development, and health & wellness.



PART II — STRATEGIES



STRATEGY 1.1 ESTABLISH MEASURES TO TRACK PERFORMANCE IN ACHIEVING THE FUNCTIONAL MASTER PLAN GOALS.

ACTION STEPS:

- Define performance measures to track progress in implementing Formula 2040. Example of measures include:
 - System wide economic impact
 - Facility visitation per square foot
 - Direct and indirect costs of services provided
 - Customer satisfaction
- Enhance the use of SMARTlink (now Parks Direct) to track performance by incorporating higher levels of training with Department staff and reporting out quarterly the result for each performance measure established.
- Track the result of implementing Formula 2040 strategies on cost savings and revenue generation as they apply to capital and operational dollars spent and earned income dollars created.

2019 STATUS

Performance measures were established during the development of Formula 2040. These measures are: Five program measures to be analyzed quarterly: Program Attendance, Building Use, Course Delivery Rate, Customer Satisfaction, and Cost Recovery. Program attendance is regularly reported on in terms of registrations, drop-ins, and scans. Service statistics regarding program attendance are maintained at the program level and reported in the annual proposed budget as performance measures. The Department conducts program evaluations at the conclusion of most programs.

Youth Program Quality Assessment (YPQA) is an approach to address goals, efficiency, and youth-centered needs. This input within the organizational levels assists and emphasizes the importance of offering meaningful participation and leadership. These evaluations are designed to provide valuable, measurable feedback from participants. A Database Relationship Manager position was created to oversee and coordinate data reporting across the Department.

2024 STATUS

- ◆ The 2022 Land Preservation Parks and Recreation Plan (LPPRP) developed new standards and goals for type, land acquisition, and the improvement of access to parks based on proximity that is used to guide our park development projects and request for developer-built facilities.
- ◆ Natural and Historic Resource Division (NHRD) produces a monthly data sheet that tracks monthly visitations, school engagement, impact hours, volunteer hours, revenue, and evaluations for completed programs and activities.
- ◆ Youth and Countywide Sports Division (YCSD) is currently partnering with Liberty Sports Park (privately operated facility that we share use) and the In The Water Basketball Showcase held at the Prince George's Equestrian Center and Show Place Arena to bring competitive groups from outside the county, that have resulted in an increased economic impact.
- ◆ Southern Recreation and Leisure Services (SRLS) maintains summer program data and customer satisfaction surveys. Both direct and indirect data is being collected although the reportable format is not user friendly. They are currently benchmarking internally year over year data as well as NRPA Park Metrics.
- ◆ Currently, the economic impact of the Department's efforts is not tracked independently, however the County's Economic Development Corporation tracks employment of the Arts, Entertainment and Recreation sector and provides opportunities for future tracking.
- ◆ SMARTlink was replaced by Parks Direct (RecTrac) throughout the organization. RecTrac is the inward facing software and Parks Direct is the outward facing. The Parks Direct customer service software is used to report performance, manage financial transactions, registration, and track revenues.
- ◆ Capital Planning and Development Division and Facility Services Division (CPDD/ FSD) have completed an exercise of evaluating and realigning operational costs and identified where cost savings have occurred historically. This trend data will be included in adoption of the FY2026 budget to more accurately project spending.

NEXT STEPS

Continue to track the Department's progress on key Formula 2040 objectives annually during formulation of the Capital Improvement Program (CIP) and associated CIP work program to identify gaps and recommend funding needs and resources. Create a Formula 2040 Implementation Plan that measures progress and connects the various action items to the relevant work programs.





STRATEGY 1.2
DIVERSIFY FUNDING SOURCES THROUGH SUCH ACTIVITIES AS EARNED INCOME FROM FACILITIES, FOUNDATIONS/ CONSERVANCIES, AND SPONSORSHIPS.

ACTION STEPS:

- Develop a range of funding sources to reduce reliance on County tax revenues for funding of operations, maintenance of existing facilities, and new capital investments. Examples include concessions, land leases, user and permit fees, advertising, sponsorships, and grants.
- Create the Parks Foundation to help raise the money needed for capital and land acquisition efforts.
- Develop a conservancy to help manage specific specialty parks, or facilities to keep tax dollar support at a lower level.
- Establish a business development office to manage business planning, revenue development, and partnership equity.
- Develop criteria for sponsorships and earned income to support operational costs.
- Develop design criteria to create opportunities to enhance earned income from redeveloped parks and facilities and in new facilities.

2019 STATUS

- ◆ Programming staff are increasingly implementing new revenue income strategies that include sponsorships, grants, and strategic partnerships to support programming. Current efforts include developing a two-year resource development plan; identifying two to five grant opportunities to support existing programming \$25K and above; developing training for program officers for seeking, managing, and writing grants; and exploring the feasibility of a capital campaign to support upkeep and maintenance for historical sites. The Department has over \$1 million in active grants and \$400,000 in pending grants and is developing applications for an additional \$5 million. A staff-submitted a sponsorships package booklet that included a comprehensive menu of department-wide benefits and opportunities for sponsors was presented to the Innovation Committee.
- ◆ The agency recognizes the importance of cost recovery. M-NCPPC hired both an Assistant Budget Manager and a Cost Recovery Management Analyst. The Cost Recovery Management Analyst will be focused on the direct support of overseeing cost recovery implementation, evaluating cost recovery programs, and providing recommendations for effective return on investment.

2024 STATUS

- ◆ The Department currently relies heavily on user fees and permits to fund operations and maintenance. The current allocation of funding sources is 80% General Fund, 18% Department Revenues and 2% Grants.
- ◆ The Department is actively exploring strategies to diversify funding sources and enhance financial sustainability while reducing dependence on taxpayer contributions.
- ◆ The Natural and Historic Resources Division has an active sponsorship and grant program that assists with some of the division's operational and maintenance costs.
- ◆ The Prince George's County Parks and Recreation Foundation, Inc., established as a 501(c)(3) nonprofit corporation is now dormant.
- ◆ Management of the Operating Budget has moved under the Director's Office. The Department does not comprehensively track operating budget impact for CIP funded projects.
- ◆ The Park Planning and Environmental Stewardship (PPES) Division is establishing a Public Private Partnership (P3) team in 2025 that will focus on partnerships for capital development projects.
- ◆ The Department is working on strengthening sponsorship criteria. It is believed that more structure and transparency is needed around these funding sources. The naming policy is a method of sponsorship worth noting and in need of revision.
- ◆ Feasibility studies and planning efforts explore strategies to generate revenue and evaluate factors that impact operating costs, including staff and maintenance efficiencies.
- ◆ The Department is exploring a partnership with a publicly traded company to develop airplane T-hangers valued at up to \$5.2 million at the College Park Airport. This project is projected to generate annual \$100K in revenue.
- ◆ New rental boats were offered in 2023 through a new partnership (split revenue) with a private vendor to improve user access. Structures at the Bladensburg Waterfront Park were renovated and repurposed to create rental facility that generates revenue.
- ◆ The Department began a partnership with Casey Trees in 2024 to increase planting of trees (i.e., tree canopy) throughout the county. The partnership has resulted in lower cost tree plantings with increased overall tree survival. For example, the Department collaborates with the City of Hyattsville to increase tree plantings at the Mount Rainier Nature Center (101 new trees planted) and at the University Hills Duck Pond Park (80 new trees planted). With the continued support of the City of Hyattsville, additional tree plantings will be installed in Spring 2025.

NEXT STEPS

The Department could consider a special revenue fund to reduce dependence on the General Fund and cover direct expenses. Reevaluate plan goals related revenue generation in concert with the Stop Light Model. Continue to identify opportunities to diversify funding, increase revenue, and strategically manage resources for long-term financial health. Seek additional sponsors for signature events, programs, camps, etc., new partnerships with conservation organizations, and innovative pilot programs that build on private sector successes.



1.3 DEVELOP A FAIR AND EQUITABLE PARTNERSHIP POLICY.

ACTION STEPS:

- Develop a fair and equitable partnership policy for each type of partnership created or in place, including public partnerships, not-for-profit partnerships, and public/ private partnerships.
- Establish working agreements that define measurable outcomes, track costs for all partnerships, and require periodic review and assessment of performance.
- Eliminate unproductive partnerships based on costs and benefits received.
- Seek partnerships with other service providers who can provide the same level of service at a lower cost or are willing to invest in components of a service to share the costs.
- Develop partnership to extend the range of Department and hold partners accountable to Department service standards.
- Create tools to track the benefits and costs of partnerships.

2019 STATUS

A partnership policy was developed in 2018, and the Department has implemented an on-line partnership proposal system via Community Connect. Community Connect includes a tracking tool in place to capture important financial metrics regarding waivers for space, equipment, and services to document the need for increased monitoring and adherence to new partnership controls and guidelines. Fair and equitable guidelines and policies regarding partnerships and grants have been established. Department staff focus their solicitation efforts of \$5,000 and above on events that draw 5,000 participants or greater.

2024 STATUS

- ◆ M-NCPPC currently has an approved Partnership Policy, but there is no standard Department practice for how partnerships are developed and implemented. The agreements are developed that meet specific criteria and are put in place.
- ◆ Project charges (reimbursable grants) have a standard application and reporting format. Project Charges are reimbursable grants which help with tracking costs of the partnerships. Approximately \$20M is given to partners annually through Project Charges.
- ◆ The Department is currently reviewing the “Friends of” Program to potentially eliminate inefficiencies or the duplication of services.
- ◆ Partnerships are being pursued for specialized activities. For example, the self-service kayak rentals. Across the programming divisions, the Department is actively engaged with other agencies to provide services. One example is Free Wings, a remote-controlled aircraft group. The Anacostia Water Society is another partner aimed at reducing pollution in the river. Another partner, the Prince George’s County Police, to house their helicopters at College Park Airport.
- ◆ Use agreements are being utilized to establish and maintain community gardens in partnership with municipalities to expand access to food at no cost to the Department. Currently, there is no systematic way of tracking the revenue, expenses, and job creation from these partnerships. To track partnerships, the Department uses a spreadsheet with all partnerships to identify roles and responsibilities for each group.
- ◆ The Department is currently working closely with Prince George’s County Soil Conservation District and non-profits to launch an urban agriculture incubator to train a new generation of farmers. For decades, the Department has successfully partnered with the Soil Conservation District to fund and administer the Historic Agricultural Resource Preservation Program (HARPP).
- ◆ The Park Planning and Environmental Stewardship (PPES) Division is establishing a Public Private Partnership (P3) team in 2025 that will focus on partnerships for capital projects. Two new positions were approved in the FY25 budget to support this effort.

NEXT STEPS

Develop Standard Operating Procedures for programmatic and capital projects. Develop a directory of partnerships, key contacts and expiration dates. Compile a list of documents and verifications needed to draft legal partnership agreements and work with a consultant to develop a strategy for public/private and public/non-profit partnerships to facilitate the process of entering into these agreements. Seek opportunities for collaboration with groups like the University of Maryland Innovation Center, Prince George’s County Hospital, etc.



1.4 INCREASE THE USE OF TECHNOLOGY TO INCREASE ORGANIZATIONAL EFFICIENCY AND EFFECTIVENESS.

ACTION STEPS:

- Maximize use of SMARTlink (now Parks Direct) and other technologies through effective training and integration into department operations.
- Employ mobile technologies to ensure accessibility and flexibility in remote or outdoor areas.
- Bridge the digital divide by upgrading voice and data infrastructure resources; standardize after-school computer clubs and PC labs to align with Countywide STEM and quality of life enhancing initiatives
- Improve Wi-Fi, ADA, and broadband access resources.
- Incorporate a maintenance management software program to track and improve operational efficiency, including lifecycle maintenance on Department assets.
- Use an activity based costing model for all programs and services to help identify and track true costs to deliver the services and how to reduce costs where appropriate without reducing quality.
- Implement a technology strategic plan that:
 - Evaluates usage and productivity of all software applications and hardware solutions.
 - Defines future technology solutions; and
 - Identifies pathways to integrate current and future information systems, including Planning Department GIS files and county data files, to increase staff productivity and capability.
- Develop an off-road location identification system to assist with wayfinding and emergency response.

2019 STATUS

The Department has upgraded its registration system from SMARTlink to the Parks Direct system. Parks Direct now links users directly to course registrations from social media posts and smartphones. It also provides better reporting, data generation, and management of program delivery. The Department has also implemented an enterprise asset management system (EAM) to increase the use of technology for managing assets, performing park maintenance, and reporting. Additionally, The Department has implemented broadband technology at all community centers and facilities.

2024 STATUS

- ◆ The Department has more seasonal employees than full-time employees, and critical technology, including software, digital access to Department systems, and equipment is not available to many seasonal staff.
- ◆ A generational gap exists between younger, tech-savvy staff and more seasoned employees who struggle to adopt new systems. The Department needs to find ways to better support and train staff in new technologies.
- ◆ Post pandemic, the Department has offered significant volumes of self-paced, digital training with limited complaints. There has been a reduction in in-person training. The Management Services Division uses “Captivate” software to create self-paced training.
- ◆ Mobile technology is also being used - Hexagon cloud EAM (Enterprise Asset Management) is one example. Tracking technology has been installed in over 100 vehicles to ensure greater efficiency, safety, and accountability.
- ◆ The Department has expanded mobile program offerings. Examples of more recent mobile programs may include: NHRD’s Sankofa Mobile Museum project. This museum incorporates virtual reality, augmented reality, and connectivity within a mobile trailer that they can take around the county and bring educational programs to schools in the middle of a field. Other examples may include Fitness in the Park where instructors lead classes using tools from mobile classrooms in outdoor spaces throughout the park system. The Arts On A Roll van may be an older program, but the graphics on the van have been updated recently.
- ◆ Playground Pop-Up brings all the playground and activity equipment to a community, sets it up for a time, and then it is moved to another location. It is mainly for those non-English-speaking and bilingual communities.
- ◆ All Department facilities have Wi-Fi, but in many parks the signals need updating, strengthening, or expanding. SRLS is upgrading the existing infrastructure, developing wider bandwidth, with a focus on supporting STEM and STEAM programming. There is an emphasis on lab space including renovating spaces or adding new equipment to support virtual and hybrid programming (which have continued since the COVID-19 pandemic).
- ◆ In 2024 the Department completed a \$2 million renovation on the overall network and digital infrastructure. The Department now has 138 facilities with public Wi-Fi access and 2,625 active accounts.
- ◆ Using Enterprise Asset Management (EAM) software for tracking maintenance the Management Services started implementing guidelines for uploading park assets to support tracking of necessary data such as warranties and maintenance schedules. This has been promoted more since 2019.
- ◆ The Cost Recovery Workbook tool enables true assessment of the cost of services delivery. It can serve to determine where cost reductions are appropriate.
- ◆ The latest version of the Cost Recovery Workbook has been developed over the last couple of years and is in rollout stage. Staff have been offered monthly training on how to utilize the workbook. In the second iteration of the program, Cost Recovery 2.0, the Stop Light Model expanded from 3 levels to 6 levels in its rollout stage for 2024/2025.



1.5 USE MARKETING AND COMMUNICATIONS MORE AGGRESSIVELY TO REACH A LARGER AUDIENCE AND CULTIVATE A LOYAL FOLLOWING.

ACTION STEPS:

- Build on current staff efforts, develop, and implement a comprehensive marketing plan to elevate, integrate, and improve the effectiveness of the Department's marketing, branding, and communications.
- Develop marketing materials that communicate the benefits of participation in implementing Formula 2040 to the public. Go beyond presentation of information to inspirational, message in these materials.
- Utilize social media effectively in maximizing outreach and cultivating a broad group of advocates and supporters. Continue to use social media and other technologies. Leverage marketing for cross promoting the various assets within the system.
- Continue to evaluate the effectiveness of marketing and social media activities by tracking overall marketing return on investment and using web analytics to track user visitations trends.

2019 STATUS

In the 2017 LPPRP, 35 percent of residents indicated that they are unaware of programs being offered by the Department. This is above the national benchmark of 24 percent. A strategy is currently being developed to engage immigrant groups to better understand their needs. One thousand course descriptions have been rewritten to appeal on a more content-marketing aspect, and additional staff have been hired to achieve this goal. The Department has also increased its social media presence on Facebook, Instagram, and Twitter. We currently have 14,000 Facebook followers, 7,900 Twitter followers, and 2,300 Instagram followers.

2024 STATUS

- ◆ In 2023, the Public Affairs and Community Engagement Division developed a departmental marketing plan. A branding study is currently (2025) being conducted.
- ◆ New positions were created to manage marketing, communications, and social media, including new graphics, videography, and web development staff. Additionally, an equitable communication policy was developed and implemented.
- ◆ The Department’s website was redesigned in 2023 to present one voice, one department.
- ◆ In 2022, PACE started to rewrite the program descriptions for “Your Guide” and the website to make them more benefits based (in conformance with Formula 2040 recommendations), to increase program marketability.
- ◆ The Marketing team has executed a successful new campaign around the Olympics: “Channel your inner Champion” which highlighted Department facilities and programs.
- ◆ Increased engagement efforts by expanding marketing on various platforms including commercials and social media. Seeing an increase in interest in social media, specific campaigns targeting pre-teens and teens.
- ◆ Created a tool to teach teens about branding, social media, and explain the impact of proper marketing.
- ◆ PACE does not have a tool to track the effectiveness of their marketing campaigns in relationship to park visits or participation in the programs/facilities. The division hopes that the branding study will help bridge the gap.
- ◆ The PACE Division Chief serves as liaison for the Parks and Recreation Advisory Board (PRAB). PRAB is a group of 11 committed community members who are passionate about Parks and Recreation in Prince George’s County. PRAB provides issues related to parks and recreation. The PRAB members are appointed by the County Executive and confirmed by the County Council. PRAB meets monthly, they have been provided with presentations on key topics including the LPPRP and Formula 2040.



NEXT STEPS

Explore opportunities to reduce or discontinue the printed program guide and/or shorten the program descriptions. Explore the opportunity to utilize surveys or other tools to track the effectiveness of the Department’s marketing efforts. Enhance and support the role of Parks and Recreation Advisory Boards (PRAB) and Recreation Council to maintain the flow of information between the Department and the community. Seek ways to increase participation in focus groups through new crowdsourcing technologies like Pitchcraft. Develop an engagement strategy to ensure millennial participation since they are emerging economic drivers. Enhance the matrix of the Youth and Countywide Sports Division (YCSD) and collaborate on various projects.



1.6 IMPLEMENT A TRANSPARENT PRIORITY-SETTING PROCESS FOR PARKS, RECREATION, AND OPEN SPACE PROJECTS INCLUDED IN THE CAPITAL IMPROVEMENT PROGRAM (CIP).

ACTION STEPS:

- Complete the testing of the Capital Projects Evaluation Model (CPEM) that evaluates proposed capital projects in an established and proven cost benefit analysis tailored to public park and recreation agencies.
- Develop the CPEM in a database platform that enables usage, reporting, and analysis to be performed on multiple projects over multiple years.
- Assign a working team within the Department that will be responsible for using the CPEM to evaluate and prioritize proposed capital projects.
- Utilize the CPEM as a part of the CIP budget and prioritization process each year.
- Review facility projects for consistency with the County General Plan and master plan priorities.
- Evaluate annually the availability of staff resources and funding sources for the design of park projects to manage the total number of CIP projects that can be approved annually for successful implementation.

2019 STATUS

The CPEM is currently under development. Creating a prioritization model requires a comprehensive data set of criteria, which staff are compiling. At the same time, the Department has made the annual CIP process more inclusive, established standard forms, and applied greater use of the level of service data to develop recommendations. Specifically, staff updates and modifies the CIP annually based on a comprehensive process of assessing capital budget needs and requirements. The projects are categorized and presented to the CIP core team for prioritization. The core team is led by the CIP manager and staff from the CIP section, the Director, Deputy Director, the Division Chiefs from the Park Planning and Development, and Maintenance and Development (M&D) divisions and includes the park planners along with key leadership from M&D.

All the CPEM topic areas (Social Equity; Operating Budget Impact (OBI); External Funding; Connectivity; Public Safety/Risk & Liability; Historical, Cultural and Environmental Stewardship; Economic Development; Public Need; Maintenance/Reinvestment; Health and Wellness; and Project Readiness) are addressed at the time projects are reviewed for inclusion into the annual CIP. The prioritized list of projects is compared to Spending Affordability Committee (SAC) guidelines before presentation to the Planning Board for its consideration. It is then presented to the Prince George's County Executive and County Council. Development of an annual work plan methodology is underway. A draft CIP work program for FY20 is being evaluated. The Department is reviewing options for achieving the necessary staffing levels including outsourcing solutions to address the approved CIP. The Department is working towards establishing new database systems for department-wide use for tracking the CIP and work program.

2024 STATUS

- ◆ A transparent priority setting process is currently ongoing. The Department will need structure and resources to support the process of justifying the need for requests and validating the amount requested and tracking progress from project approval to completion. The Department keeps a spreadsheet and has a small committee to evaluate projects.
- ◆ The Capital Planning and Development Division (CPDD) has made progress toward calibrating the appropriate staff resources and funding sources necessary to manage the total number of CIP projects that can be approved annually for successful implementation. The Division currently uses the operating budget to target staffing requests. This is still an ongoing challenge.

NEXT STEPS

Continue to refine the CIP development, prioritization, and review processes, while incorporating recommended changes to the CPEM, and procure software (database or other system) that will enhance the overall business process. Enhance information sharing throughout the project life cycle. Establish dashboards, regular meeting structure and cadences, and publish updates to the internal SharePoint sites and the Department website. Explore resources to facilitate the overall long-term planning of the staffing and work program management of reduce the likelihood of significant project backlogs and as funding fluctuates and facilities age system wide.



1.7

DEVELOP AN ADEQUATE PUBLIC FACILITIES TEST THAT INTEGRATES PARKS WITH OTHER PUBLIC FACILITY NEEDS GENERATED BY NEW DEVELOPMENT.

ACTION STEPS:

- Explore the feasibility of an Adequate Public Facilities (APF) test for parks and recreation facilities to complement existing APF test for transportation, utilities, and public safety (i.e. fire and police)
- Incorporate related action recommendations pertaining to land dedication into an APF ordinance (see Strategy 3.1)
- Consider joint use facilities with schools, libraries, health centers, or other entities that operate with a similar mission.

2019 STATUS

A consultant team is currently evaluating the newly revised Prince George’s County’s zoning and subdivision policies and practices to develop recommendations for implementation of an adequate public facilities test for parks and recreation facilities. The Department is currently updating its memorandum of understanding with the Board of Education (BOE). This agreement supports our ongoing partnerships with BOE. Additionally, several separate agreements are underway to develop joint-use facilities such as playfields and gymnasiums at M-NCPPC and school sites. The Department entered into a recreational use agreement with Green Branch Management Group in 2018. Green Branch Management Group is developing a multiuse rectangular field complex of 10 fields (synthetic and natural turf) called Liberty Sports Park. In return for a capital development payment, the Department will receive 20 years of usage at Liberty Sports Park.

2024 STATUS

- ◆ PPES completed an APF/Parkland Dedication study in 2020 and provided recommendations to the Planning Department. Implementation of the recommendations and opportunities will be explored in the upcoming years as the subdivision ordinance is amended.
- ◆ Following the full implementation of the new Zoning Ordinance, PPES will partner with the Planning Department to revise APF standards consistent with other public agencies.
- ◆ The Department is exploring partnerships in which the County shares the same sites and/or adjacent development sites of similar facilities.
- ◆ Design Guidelines were approved in fall 2024 for developer-built parks and draft standard operating procedures for fee-in-lieu and land dedication. CPPS is working to get guidelines approved by the Planning Board.

NEXT STEPS

Use the Design Guidelines (recently approved in 2024) to reevaluate current standards and methods for matching the provision of parkland, indoor recreational facilities, and outdoor amenities to the need of residents in the Formula 2040 Master Plan Update. Refine Master Plan strategies and analyze alternative outcomes that ultimately benefit the quality of park programs, the development of new park facilities, maintenance concerns, cost recovery, park usage, and participation.

PROGRAMS POLICY

Maximize the value of park and recreation program offerings by matching them with facility space and community needs.

**STRATEGY 2.1
IMPLEMENT A SERVICE CLASSIFICATION SYSTEM DIFFERENTIATING CORE ESSENTIAL, IMPORTANT,
AND VALUE-ADDED PROGRAMS TO BETTER ALLOCATE RESOURCES AND INCREASE REVENUE.**

ACTION STEPS:

- Implement the Classification of Service Criteria (Stop Light Model) for program services, and price services based on individual benefit received (see Appendix B of the original Formula 2040 document).
- Consistent with the Stop Light Model, classify core programs provided by the Department as essential important, or value-added:
- Essential: Programs and services the Department must provide and or are essential to fulfill its mission. The failure to provide a core essential program or service at an adequate level would result in significant negative consequences relative to health, safety, and or economic and community vitality within Prince George's County.
- Important: Programs and services the Department should provide because they are important to effectively serve the Prince George's County community, including residents, businesses, customers, and partners. Important programs enhance and expand the Department's contribution to County health, safety, economic development, arts and cultural heritage, and community vitality.
- Value-Added: Programs or services the Department may provide when additional funding or revenue exists to offset the cost of providing those services. Discretionary services provided added value to residents, businesses, customers, and partners above and beyond what is required or expected of Prince George's County. In many cases, these programs are already being provided by the private or nonprofit sectors or could be in the future. Pricing should reflect the prevailing market rate. Free assistance will be available for those unable to pay.
- Train the Department staff on each program classification and how to determine the public good and private good for each service as it applies to the Stop Light Model criteria.
- Price programs and services based on the private good provided and the desired cost recovery target
- Develop program standards to ensure consistent service quality is delivered across the system
- Develop five performance measures for each type of program service, and report result on a quarterly basis
- Attendance/average hourly rate of attendance
- Building usage rate
- Course delivery rate
- Customer satisfaction
- Cost recovery rate by SMARTlink program category
- Determine current cost-of-service delivery for all programs. Over a three-year timeframe, determine the true cost to deliver each service and how closely aligned those costs are to the cost recovery goals outlined in the Stop Light Model. Refine provision of services and programs based on cost analysis data.

2019 STATUS

- ◆ In 2018, the Department hired a consultant to assist in determining the true cost recovery rates. In 2019, the consultant completed an assessment of 25 percent of our programs. The cost recovery rate in the assessed areas was much higher than expected.
- ◆ Upon preliminary analysis, after reviewing the Department's expenses and revenues, it is estimated that cost recovery is at 34 percent (all capital costs were removed from the analysis).
- ◆ The consultant has developed a methodology that captures direct and indirect costs for each program delivered and applies the "Stop Light Model" to the total cost when determining an equitable price to charge.
- ◆ The model focuses on essential and important programs, as well as those activities that add value to the community. This standard helps to determine priority need, individual and community benefit. Moreover, to help with the cost recovery efforts, performance measures document how well the Department has demonstrated progress towards achieving stated values and implementation goals. Each division gives a comprehensive outline to highlight outcome measures, master plan processes, and division objectives. This is done on an annual basis.





2024 STATUS

- ◆ The Department completed a Strategic Recreation Plan (SRP) in 2024. As part of the SRP, program standards were developed to create consistency with department program delivery.
- ◆ In 2021, the Department's Financial Management Team conducted an initial Cost Recovery 2.0 philosophy, approach and implementation workshop and awareness campaign with programmatic staff and management teams (93% participation rate).
- ◆ The Stop Light Model expanded from 3 levels to 6 levels to be more inclusive for the county residents. Additionally, the Stop light Model 2.0 established a service classification system differentiating core essential, important, and value-added programs to better allocate resources and increase revenue:
- ◆ The programs and services the Department must provide and or are essential to fulfill its mission. The failure to provide a core essential program or service at an adequate level would result in significant negative consequences relative to health, safety, and or economic and community vitality within Prince George's County.
- ◆ The programs and services the Department should provide because they are important to effectively serve the Prince George's County community, including residents, businesses, customers, and partners. Important programs enhance and expand the Department's contribution to County health, safety, economic development arts and cultural heritage and community vitality.
- ◆ Programs or services they may provide when additional funding or revenue exists to offset the cost of providing those services. Discretionary services provided added value to residents, businesses, customers, and partners above and beyond what is required or expected of Prince George's County. In many cases, these programs are already being provided by the private or nonprofit sectors or could be in the future. Pricing should reflect the prevailing market rate. Free assistance will be available for those unable to pay.
- ◆ The Department's Financial Management Team conducted hands-on engagement with program staff using workbook data entry and financial management analysis.
- ◆ Specialty swimming and aquatics programs stopped in 2020, and they were brought back in January 2023 and expanded over the last two years. In 2023, the program served about 30 elementary schools in 2nd graders to swim free. In partnership with County school, the program aims to service 45 schools in a school year.
- ◆ Sample testing has been done on summer program offerings for compliance and compatibility with the Cost Recovery system. The Cost Recovery team utilized interns to research competitive pricing in the local DMV markets. Current Department pricing was converted to market rates based on the Stoplight model 2.0 cost recovery rates combined with taxpayer support. Findings showed that most program activities were either within or below existing competitive market rates.
- ◆ Program standards are not consistent across the system, because system-wide standards are not in place.that measures progress and connects the various action items to the relevant work programs.

NEXT STEPS

Continue evaluation and monitoring of programs for compliance and compatibility with the Cost Recovery Program. Explore building the Cost Recovery Tool into Parks Direct/RecTrac. Incorporate more public input into setting the cost recovery model to balance community benefit and individual benefit. Increase emphasis on programs for girls and non-traditional programs.



PART II — STRATEGIES





**STRATEGY 2.2
COMPLETE A PROGRAM ASSESSMENT SYSTEM-
WIDE BY REGIONS AND BY FACILITIES.**

ACTION STEPS:

- Complete assessments of programs using the program assessment matrix developed for Formula 2040 to evaluate factors such as program participation vs. capacity, performance indicators achieved, and market competitiveness. The matrix can be used by staff to assess the quality of program delivery in a variety of circumstances, for example by PUMA service region or at an individual facility.
- Update the assessments on a semiannual or annual basis to determine program trends.
- Share and communicate best practices from program assessment system-wide
- Track visitation per square foot on a semiannual basis using SMARTlink (Parks Direct). Use this data to determine performance of recreation and aquatic centers as a basis for changing programs to re-energize underperforming centers.

2019 STATUS

Visitation data is populated through real-time patron identification card activity, which is captured in the Parks Direct database through membership pass scans, daily visits, access ticket scans, and class attendance. This activity data is readily available and reportable on demand through Parks Direct. The Department is working on correlating this information with the EAM database to accurately report on usage by facility per square foot. The newly created Database Relationship Manager position oversees both systems. The Department's goal is to facilitate better usage of database information, including the development of usage projections.

2024 STATUS

- ◆ The Departments Division Chiefs are submitting program assessments through annual budget performance measures.
- ◆ There is a need to formalize the program assessment process systemwide and use the program assessment matrix. Some divisions perform assessments quarterly and review assessment trends annually. Results sharing is happening informally, but not intentionally or in a systematic way.
- ◆ The Cost Recovery Team obtained floor plans for sample set of facilities and discussed square foot estimates with Facility Directors and Regional Managers based on program utilization. Average prorated standard estimates were created for space usage of rooms in which program and rental activities take place.
- ◆ Space usage is now part of a facility multiplier applicable to activities when entered in the Cost Recovery workbook tool. The multiplier includes space usage based on room classification drop down menu in Tool registration section, facility space usage multiplier includes average utility cost for like type facilities, projected replacement cost, maintenance and repair cost projections from consultant firm, and maintenance cleaning estimates. Property condition reports developed in 2010 by consulting firm were used for projected average replacement cost and repairs over a 20-year life cycle. Cost estimates were adjusted based on historical inflation rates.
- ◆ A series of trends to track data related to enrollment (minimum/maximum and actual) created by the Cost Recovery team. Trends related to average course revenues, by like type courses, and at facility levels have been created in conjunction with Management Service Division data analytics staff. Spending trends associated with cost of services is still awaiting engagement of divisions to complete cost recovery workbook tool exercises to enable populating of cost categories into Power BI system.
- ◆ Since 2022, as part of the implementation of the “Game On” Strategic Plan for Youth Sports, standards have been developed for the offering nontraditional sports (cricket, futsal, lacrosse) and additional girls sports.
- ◆ Childcare developed a standard operations manual (2023-2024). The division does follow State guidelines and regulations, the standards are being developed based on department operations and safety manuals. These meet or exceed state regulations. These also include training, recruitment, pay, nutritional standards, etc.

NEXT STEPS

Standardize the program assessment process including compiling, comparing, and evaluating programs on a regular basis. Use the data for decision making.



**STRATEGY 2.3
DEVELOP BUSINESS PLANS FOR A PROGRAM WITH COST RECOVERY TARGETS.**

ACTION STEPS:

- Develop business plans for all core services provided by the Department. The plans should address markets served, program trends, cost-of-service- to provide the programs, level of duplication in the marketplace, pricing alternatives based on cost recovery goals, programs standards that need to be put into place, and the current life cycle of current offerings.
- Train staff in the use of SMARTlink to track program and market trends to make better decisions. Repeat the survey every three (3) years and track trends.
- Use the cross tabulated results (broken down according to demographics and geographic areas) of the community interest and opinion survey conducted for Formula 2040 to help determine what residents desire in each core service area. Repeat the survey every three to five years.
- Train staff on cost-of –service, business planning, marketing, pricing, and program management to maximize each recreation facility and the programs it offers to achieve the highest level of use and productivity.

2019 STATUS

SMARTlink was upgraded to Parks Direct in 2018. Staff is developing new approaches to tracking data and analyzing trends. In 2018, the Department hired a consultant to assist in determining the true cost recovery rates. In 2019, the consultant completed an assessment of 25 percent of the Department’s programs. The cost recovery rate in the assessed areas was much higher than expected. Upon preliminary analysis, after a review of the Department’s expenses and revenues, it is estimated that cost recovery is at 34 percent (all capital costs were removed from the analysis). The consultant developed a methodology that captures direct and indirect costs for each program delivered and applies the “Stop Light Model” to the total cost when determining the equitable price to charge. In addition to managing program pricing, the cost recovery methodology will be a key component in feasibility studies for all new facilities.

2024 STATUS

- ◆ The Cost Recovery team has been working with the Management Service Division data analytic staff on developing the most relevant trends that demonstrate efficiency and effectiveness of programming activities under cost recovery.
- ◆ Market trends based on facility report cards are intended to be within 3-year cycles of sample testing of repetitive-like type programs. Unique one-off type programs and events would also fall under 36-month evaluations if repeated within the cycle consideration.
- ◆ Cross tabulation of demographic and geographic area results needs further discussion with Executive and Divisional leadership. Between diverse programs and activities but also like type offerings migration of county residents to facilities and offerings are influenced by factors not directly tied to facilities within proximity.
- ◆ Preference to facility conditions, districts where facilities exist, workplace, and family proximity or instructor offering drives community interest. That said, results can be skewed for demand as related to expected access within all communities to fair practices.
- ◆ The Department uses a standardized system called OpenGov/ProcureNow for competitive solicitations. This software was procured by and administered by Corporate Procurement and all formal solicitations must go through Corporate Procurement. Software options for informal proposals are still being explored - this is still a work in progress.

NEXT STEPS

Continue ongoing efforts. Update the pricing policy based on the recommendations of the cost recovery team's report and seek new earned income opportunities to offset operational costs. Staff teams will be assigned to develop specific metrics to be collected, analyzed, and presented a report on a bi-yearly or yearly basis. Establishment of this reporting system will be institutionalized by becoming a part of the regular work program of a division and its staff.

Following the development of the reporting model, staff will be dedicated to developing recommendations for program improvements. Additionally, the Department will develop a business plan template and explore software tools that will allow us to develop, compare, and evaluate proposals.

**STRATEGY 2.4
IMPROVE THE CONNECTIVITY, PRODUCTIVITY, AND
HEALTH OUTCOMES OF PROGRAMS.**

ACTION STEPS:

- Develop specific health and wellness (physical, mental, culturally appropriate, and environmental) components for at least 75% of the programs provided by the Department by 2017
- Match programs to health and wellness facilities (e.g., “heart health” trails in park and along greenways; Crime Prevention Through Environmental Design (CPTED) training, including bicycling and walking safety education; outdoor exercise equipment for youth and adults in parks; and exercise equipment at all indoors recreation facilities for youth and adults)
- Conduct outreach to neighborhoods and community associations on health and connectivity related issues (e.g., neighborhood walking clubs, community health fairs and art festivals)
- Promote healthy eating as an essential component of healthy lifestyle (e.g., community gardens, farmer markets, in county parks, programs that focus on nutrition and healthy food products in day camps and after school programs).
- Share results of health- related programs with key decision makers, health agencies, and business leaders.
- Include outcome benefits in all program descriptions.
- Promote environmental health by adopting state-of-the-art, environmentally sustainable best practices such as those promoted by the Sustainable Sites Initiative (SITES) of the American Society of Landscape Architects and the Leadership in Energy and Environmental Design (LEED) programs of the U.S. Green Building Council.
- Key best practices included creating adequate buffers when purchasing stream valley property, using pervious surfaces, connecting wildlife corridors, reducing non- point source pollution, managing non-native invasive plants and animals, and promoting environmental stewardship and education.
- Develop after-school programs to bridge school experience with a variety of enrichment options.



2019 STATUS

The Department utilizes the M-NCPPC's extensive geographic assets of parkland, trails, and facilities to positively affect physical and environmental health and wellness outcomes countywide. Recently, the organization launched several new initiatives that will help address climate change and promote physical activity, nutrition education, and social interaction. The Health and Wellness Team is focused on offering programming countywide in response to the alarming number of chronic disease related deaths in the County and the high incidence of obesity in the community. The largest number of programs incorporating health and wellness are offered in the areas of aquatics, fitness, and sports, and health concerns are addressed through programming efforts such as healthy trails, Yoga in the Parks, Walk with Ease, and Park RX.

2024 STATUS

- ◆ The programming team has worked to incorporate physical, mental, and culturally appropriate elements, but it is unclear if the 75% target by 2017 was fully met.
- ◆ Departmental reorganization led to the movement of the Health and Wellness Unit to the Special Programs Division in 2022. The unit is currently understaffed resulting in no assessments being completed.
- ◆ Piloted in the RYSE Program – distributed throughout the Department to provide Health and Wellness offerings targeted to 6–12-year-olds at ongoing summer programs. The program, which includes a nutritional component, was offered at approximately 20 playground sites.
- ◆ The Get Fit Mobile Unit provides structured health and wellness programming at summer programs include nutrition, activities, etc. The mobile unit is often booked for various community events; partnerships established with organizations like MedStar, The Arc, and Luminous.

NEXT STEPS

Revisit the programmatic metrics to ensure that they are measurable. Develop a tracking system. Explore opportunities to demonstrate results via storytelling in addition to data collection. Increase the emphasis of all dimensions of health and wellness in programs, including mental and social wellness and provide additional resources for facilities to incorporate these components into their programs. Reevaluate the assessment criteria for health and wellness classification of programs. More information regarding specific amenities will be launched on the Department's new Health & Wellness webpage and will create a summary sheet that markets the Department's health and wellness message, and benefits.

LAND POLICY

Strengthen and integrate regulatory and decision-making processes related to acquisition of parkland and open space to more effectively grow the system to meet community needs.

**PART II —
STRATEGIES**



**STRATEGY 3.1
UPDATE THE PARKLAND DEDICATION ORDINANCE TO IMPROVE OUTCOMES
AND REDUCE UNCERTAINTY IN THE LAND DEVELOPMENTS.**

ACTION STEPS:

- Expand the scope of ordinances to explicitly cover all new residential units, including mixed-use development and subdivisions.
- Amend the dedication ordinances to better define proportionality by eliminating flat percentages and switching to a formula that relates to new units and unit types.
- Delineate “Park Service Areas” to relate fee expenditures to level of service within specific geographic areas.
- Develop better equivalency between land dedication and recreational facilities options in combination to meet project objective.

2019 STATUS

The Department has engaged a consultant to review the existing parkland dedication ordinance and make recommendations to ensure that the public obtains maximum benefits from all new development as well as redevelopment projects.

Recommendations include:

- ◆ Relate the mandatory dedication requirement to a particular LOS.
- ◆ Reevaluate the way the County measures LOS to reflect the overall density and character of the surrounding area.
- ◆ Incorporate all residential development types, including TOD and mixed-use, in the park dedication formula.
- ◆ Tie the formula for land dedication to population.
- ◆ Eliminate private recreational facility option from the parkland dedication formula.
- ◆ Allow for off-site dedications for urban developments.
- ◆ Track spending of money collected for fee-in-lieu by service area.
- ◆ Ensure calculation of fee-in-lieu based on current market value of the dedication that would have been required.



2024 STATUS

- ◆ Following the implementation of the Subdivision Ordinance, continued to host on-going meetings to support implementation.
- ◆ Park Land Dedication Ordinance was completed in 2021. Seeking buy-in with Council and Planning Board (legal team) and continue to reevaluate this impact on development. Phase I - the Design Guidelines were completed in Fall 2024 (development specifications).

NEXT STEPS

The Department needs to do Phase II focusing on the financial implications and updates to the parkland dedication policy. The County will need to amend the Subdivision Ordinance to complete this task. Implement the recommendations of the parkland dedication ordinance report including reevaluating the way the County measures LOS, incorporating TOD and mixed-use, using population rather than density to calculate the dedication, etc.



PART II — STRATEGIES



**STRATEGY 3.2
FORMALIZE A MORE TRANSPARENT PROCESS FOR EVALUATING
AND PRIORITIZING LAND FOR ACQUISITION.**

ACTION STEPS:

- Develop a three-part evaluation framework that balances resource qualities with Department priorities and cost consideration.
- Context- General criteria that allow an evaluation of how a specific property can contribute to system wide goals, ease of public access, connectivity, and external threats such as development pressures.
- Resource Type- Specific criteria associated with three resource types (recreation, natural, environmental, and historic) that reflect each type's goals and priorities.
- Sustainability- General criteria relating to acquisition, development costs, and short- and long-term operation costs.
- Tie criteria to goals needs to be identified in approved planning documents.
- Weigh each part of the evaluation framework to reflect its importance, and establish scoring thresholds for each resource type, representing what a property must achieve to be considered for acquisition.
- Conduct a feasibility study to pre-determine the costs and constraints associated with the development of the land based on applicable codes (e.g., road improvements, site constraints, regulatory and permitting constraints, regulatory and permitting constraints, utilities, cost of maintenance, site conditions, and environmental impacts).
- Periodically update the land acquisition criteria to reflect changes in policies and priorities.
- Score each proposed acquisition based on the mutually agreed criteria and prioritize the properties by their scores.

2019 STATUS

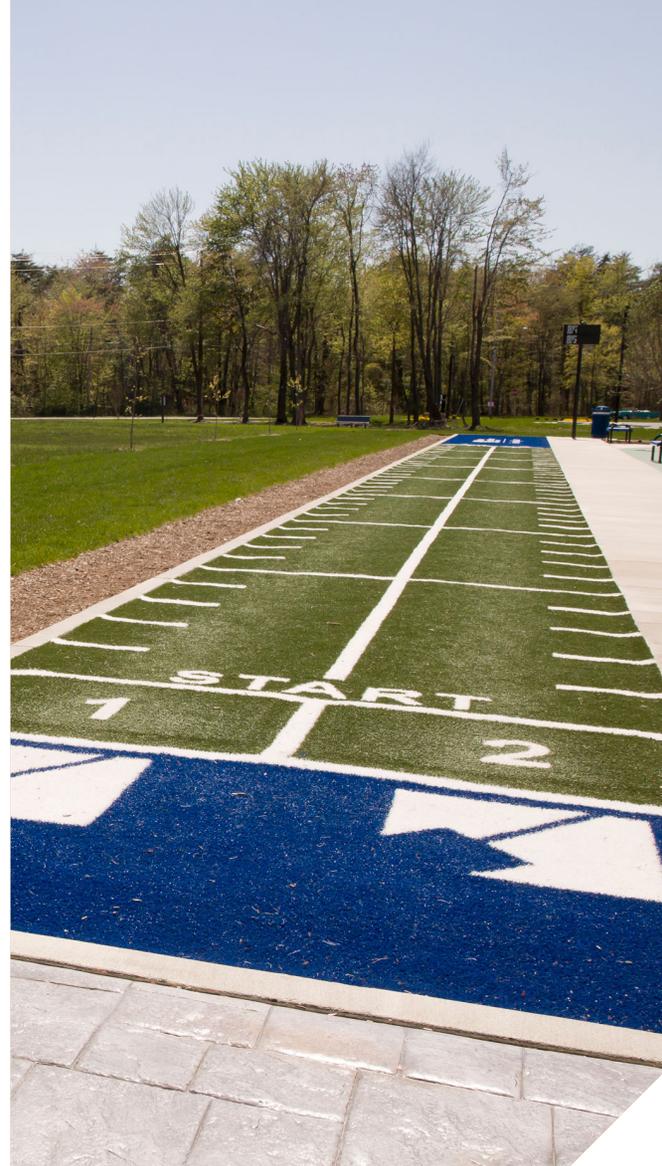
- ◆ The Department uses the Land Acquisition Evaluation Framework to develop the annual acquisitions plan found in Formula 2040 Appendix.

2024 STATUS

- ◆ PPES has created a process and implemented a system for scoring and acquiring parkland. As individual properties are reviewed, PPES will get input from park planners, operating, and maintenance teams as a part of the scoring process.
- ◆ The team is also updating the acquisition criteria to reflect changes in policies and priorities that is occurring as a part of the bi-annual presentation to the Planning Board.
- ◆ PPES is scoring each proposed acquisition based on the mutually agreed criteria and prioritization of properties by their scores has been happening since 2021.
- ◆ The team completed a land acquisition scoring criteria in 2021 and presented the plan in 2022. It was approved by the Planning Board in 2022 and presented bi-annually. They have created a process and implemented a system for scoring and acquiring parkland. As individual properties are reviewed, we will get input from park planners, operating, and maintenance as a part of the scoring process.

NEXT STEPS

Further refine the Land Acquisition to respond to the equity factions identified in 2022 LPPRP. Develop a map to support the strategy and present it to the Planning Board annually. Present the land acquisition plan to staff biannually, present acquisitions yearly. Provide regular status updates to leadership and operations staff on pending acquisitions, when appropriate.



**STRATEGY 3.3
IDENTIFY SUITABLE LOCATIONS FOR LARGE AND SMALL-SCALE FOOD PRODUCTION
WITHIN PARKLAND IN RURAL, URBAN, AND SUBURBAN AREAS.**

ACTION STEPS:

- Develop a long-term agriculture preservation program on parkland in balance with provision of needed active recreational facilities.
- Work with community groups, HOAs, faith-based communities, municipalities, and other groups to utilize appropriate parkland for community garden plots.
- Partner with organizations to establish urban agricultural sites.

2019 STATUS

- ◆ The Department has 1,100 acres of leased farmland, more than 140 garden plots available on an annual basis through its community garden program, and one urban agricultural site in Riverdale, Maryland. Staff is developing a strategy for pollinator gardens and developing a farm incubator site that will provide start-up opportunities for first-time farmers.

2024 STATUS

- ◆ The Historic Agriculture Resource Preservation Program acquires about three agricultural easements per year.
- ◆ NHRD hired a new commercial and residential agricultural preservation and community garden program coordinator.
- ◆ PPES/NHRD is working with Walker Mill Baptist Church at the Walker Mill Regional Park to provide community gardens, and fresh vegetables for the church food bank. The Walker Mill Baptist Church received six community gardens plots to provide food for the food bank at the church. Commercial farmers also donate food to local churches to provide fresh vegetables for people in need.
- ◆ PPES/NHRD works with a wide variety of community groups to expand food access. The urban agriculture incubator project partnered with Eco City Farms, Soil Conservation Service, and Prince George's Food Equity Council.

NEXT STEPS

Work with the Prince George's County Planning Department and the Soil Conservation District to develop a long-term master plan for agricultural land management, community gardening and Urban Agriculture. The Plan should recommend location criteria and identify partnership opportunities.

FACILITIES POLICY

Maximize the value of park and recreation facilities by cost-effectively meeting residents' needs for services and generating community pride and economic impact.

**STRATEGY 4.1
EVALUATE EXISTING RECREATION CENTERS AND AQUATIC FACILITIES FOR
REINVESTMENT OR REPOSITIONING BASED ON SERVICE AREA ANALYSIS.**

ACTION STEPS:

- Create management practices/expectations and policy support to consistently collect patron use and utility cost data of indoor recreation and aquatic facilities.
- Enforce SMARTlink data collection and entry protocols to accurately account for usage levels and make this a requirement for evaluation of staff performance.
- Track annually the productivity level of all recreation centers based on square foot usage per visitor.
- Develop a cost-of-service assessment for all recreation facilities based on cost per experience, cost per square foot to operate, and revenue earned per square foot. See Appendix E of the original Formula 2040 Functional Master Plan document.
- Evaluate facilities annually based on the recommended metrics and processes for reinvestment, repositioning or divesting described above.
- Identify recreation and aquatic centers that are performing below average through the standardized value of visitors per square foot approach, and:
 - Describe the circumstances that justify and explain why below average utilization is acceptable; or
 - Develop a performance improvement plan that specifies:
 - Number of additional annual visitors desired.
 - Periods of time in which the increased visitation is desired.
 - Suggested program strategies for improving visitation.
 - Suggested alternative uses of space to improve visitation; and
 - Whether it is appropriate to reposition or divest the center.
- Incentivize consistently above-average performance and significant improvements to visitation. For example, a recreation center with above-average performance might receive a new piece of fitness equipment or a new scoreboard or have a room remodeled.
- Collect utility use information, develop and enhance management standards, and track the cost of utility consumption at each facility over time. Identify those facilities with above-average utility costs and perform an audit at each site to determine causes. Implement energy management practices to reduce costs, where practicable.

2019 STATUS

An aquatic facilities condition assessment was completed in 2017. Staff has evaluated the recommendations and is incorporating many of the improvements into the CIP each year. This assessment assists the staff in determining priorities and allocation of funds. The EAM system is tracking the life cycle repairs needed at existing facilities.

2024 STATUS

- ◆ EAM has data related to utilities management practices, leading to significant cost savings over the last two to three years.
- ◆ EAM is NOT using Parks Direct, have transitioned to an asset management, modern data stack, additional is underway to make the data more available.

NEXT STEPS

Conduct a Phase II evaluation of community centers and make recommendations including criteria to determine disposal or repurposing of facilities and sites. Create a template for data collection and performance measures to support this effort. Continue to employ the modern data stack, develop templates, and establish processes to utilize the data to make decisions for investment.



**STRATEGY 4.2
MOVE TO A MODEL OF MULTIGENERATIONAL
CENTERS WITH AQUATIC COMPONENTS.**

ACTION STEPS:

- Develop larger multigenerational centers of 60,000 to 80,000 square feet that maximize usage, fill current and projected gaps in service, and eliminate duplication. These centers will be generally three to four times the size of current community centers and offer an array of program opportunities to satisfy the needs and interests of an entire family, which is not possible with existing centers due to space and time limitations. Each new center will be custom designed to serve the specific needs of neighboring populations.
- Include flexible and adaptable multipurpose spaces, not designed for a specific age group that can accommodate both short-term activities (e.g., rental events and meetings) to longer-term attractions (e.g., an art exhibit).
- Incorporate aquatic components into larger, multigenerational centers that include a combination of zero depth entry, warm water areas for learn-to-swim programs and therapeutic programs, moving water areas for play and for resistant exercise programs, and cool water areas for fitness and competition.
- Locate the community centers on major transportation routes that will likely be served in the future by public transportation.
- Connect the community centers to the trails network.
- Co-locate the community centers with other public facilities, when practicable.
- Include implementation of LEED or equivalent standards in construction and renovation in project plans. All new construction and major renovation of M-NCPPC buildings will be at least Leadership in Energy and Environmental Design (LEED) Silver eligible or equivalent standard.
- Include both art for public viewing and specialized spaces for art programming.
- Multigenerational center design will incorporate, where feasible, universal design standards.

2019 STATUS

The first multigenerational center, SAARC, will be completed in September 2019, and requests for proposals (RFPs) for feasibility studies for three additional centers will be released in fall 2019. All new community center buildings are built to LEED Silver equivalent. The Department has included the Watkins Regional Park Master Plan recommendation to create a trail connection between the park and the Largo-Kettering-Perrywood Community Center in the current CIP and will continue to look for opportunities to create trail connections between parkland and community centers.

2024 STATUS

- ◆ The Department has effectively moved to the multigenerational center model. Since 2020 the Department has opened two major multigenerational centers. SRTRC was completed in 2013. An Aquatics and Wellness Center was added to the same site in 2021. The Department also completed the SAARC in 2020 for Service Area 9.
- ◆ Marlow Heights Community Center is currently under construction and will be opened to the public in 2025.
- ◆ Many community centers were constructed prior to 1980 and are aging and deteriorating.
- ◆ The Department completed a feasibility study for the next multigenerational centers service areas 2, 3, and 4 in 2022; construction for each center is projected at \$110-\$150 million projects, the cost is too high to bond, would take 30 years to develop all 3;
- ◆ The feasibility study for the next multigenerational centers identified that residents of Service Area 4 need social services such as Meals on Wheels, etc. which may lead to unique partnerships at that location. Funding has been secured to design and begin construction of the next multigenerational center for Service Area 2 at the current location of the Prince George's Plaza Community Center, the oldest existing center in the system.
- ◆ The Department is preparing to begin in the first quarter of 2025 the feasibility study for the multigenerational center in Service Area 1, which is in Fairland Regional Park.
- ◆ Multigenerational facilities have multipurpose spaces instead of designing specialized spaces (such as ceramic rooms) to allow for long term flexibility in programmatic offerings. The Department is realizing that it may need more custom spaces to meet community needs.
- ◆ The aquatic program goals have been modified to address cost challenges as the multigenerational centers are developed leading to smaller aquatics components than recommended in Formula 2040.
- ◆ Learn to Swim is the Department's most popular aquatic program, aquatic space is limited and there are not adequate spots to accommodate the demand.
- ◆ Sites identified for development of the multigenerational centers for Service Areas 2 and 4 are accessible by Metro (Hyattsville and Purple Line); Service Area 3 does not have public transportation, but the proposed development is on existing parkland, at the site of the Glenn Dale Community Center.
- ◆ The sites of the multigenerational centers for Service Areas 2 and 3 are very close to the existing trail system; the planned multigenerational center for Service Area 2 is adjacent to the existing trail network; the planned multigenerational center for Service Area 3 at the Glenn Dale Community Center site is located along the WB&A Trail; the Glenridge site (Service Area 4) is within the ½ mile of a Purple Line station (under construction); the SRTRC (Service Area 8) is adjacent to the Henson Creek Trail; additional trail connections are necessary the SAARC facility (Service Area 9) is not currently adjacent to the network, but has planned trail connections.

NEXT STEPS

The Department will research current conditions and maintenance needs of the 45 existing community centers and develop a facilities management and financial management plan. Develop feasibility studies for the long-term development and maintenance of the Prince George's Sports and Learning Complex site. Develop feasibility studies for Service Areas 7 and 6. Explore creative funding and partnership strategies to support the development of the planned multigenerational centers. Evaluate challenges that come with the multigenerational facility approach, including high costs of these facilities and the slower pace of implementation.

PART II — STRATEGIES

**STRATEGY 4.3
PREPARE FEASIBILITY STUDIES AND BUSINESS PLANS FOR ANY
NEW FACILITY TO DETERMINE NEED BASED ON LEVEL OF SERVICE,
COST RECOVERY LEVELS, AND FUNDING CAPABILITIES.**

ACTION STEPS:

- Develop feasibility studies and business plans for all new recreation facilities above a minimum size threshold (e.g., that cost more than \$500,000 to develop).
- Use feasibility studies to:
- Evaluate levels of service provided by public facilities and nonprofit providers that operate similar recreational facilities in the area to determine if the market is being served adequately.
- Analyze types of recreational experiences currently provided in the area where the feasibility study is being conducted, and research the size of each program market.
- Determine costs and benefits to serve underserved groups.
- Research options to finance capital and operational costs.
- Examine site constraints and infrastructure needs (e.g., utilities, roadway improvements, site development, environmental constraints, property access and visibility, regulatory and permit issues, and consistency with proposed master plans).
- Determine opportunities to include state-of-the-art environmentally sustainable best practices such as those promoted by the Sustainable Sites Initiative (SITES) of the American Society of Landscape Architects and the Leadership in Energy and Environmental Design (LEED) programs of the U.S. Green Building Council.
- Develop business plans for existing recreation centers, aquatic centers, sports complexes, golf courses, regional parks, arts facilities, and senior activity centers to maximize their use, cost recovery capability, and operational efficiency over a five-year period.

2019 STATUS

A feasibility study and business plan were prepared to support the development of the SAARC. Staff is preparing to undertake a series of feasibility studies for maintenance and expansion of existing community centers that have existing funding in the CIP or recommendations for improvements or expansion to implement policies in Formula 2040. All of the items in action step b have been included in the RFP for the next three multigenerational center feasibility studies.

2024 STATUS

- ◆ A feasibility study process was expanded in 2019 to include feasibility studies and/or 30% concept plans for many of the capital projects that are estimated to cost more than \$500,000. The feasibility studies are to evaluate project viability, develop/validate the project scope, and develop cost projections to support the development of the Capital Improvement Program and work program. Since 2019, 23 feasibility studies and master plans have been completed by CPDD and PPES (formerly Park Planning and Development).
- ◆ The feasibility process has been effective in helping the Department establish project scopes, identify viable locations for acquisition, and plan for future capital developments. Efforts are underway to streamline the feasibility study process and reduce the amount of time between completion of the feasibility study process, project funding and ultimate project implementation.
- ◆ Since the completion of SAARC, business plans have not been a focus in the development of facilities. The feasibility studies completed for the development of the next 3 multigenerational centers included an evaluation of programmatic needs, the competitive market, potential market niches, and community desires. There has not been a comprehensive effort to utilize business plans to evaluate the programmatic offerings at existing parks and facilities.

NEXT STEPS

Develop standards for the feasibility studies by type. The Department will aggregate available information, research current conditions and maintenance needs of the 45 existing community centers and develop a facilities and financial management plan.



**STRATEGY 4.4
PROVIDE GUIDANCE FOR INTEGRATING PARKS INTO
PRINCE GEORGE’S COUNTY’S URBAN ENVIRONMENT.**

ACTION STEPS:

- Adopt an urban park typology to complement existing suburban park types, and define the typical functions and elements associated with each type.
- Clarify acceptable ownership and management arrangements for urban parks, including publicly owned and operated, publicly accessible but privately-owned and operated, and other public-private partnerships. The goal should be to ensure public access to these urban spaces, regardless of ownership and operations and maintenance agreements.
- Introduce multi-functional landscapes in urban settings to fulfill multiple needs simultaneously, e.g., providing healthy recreational opportunities, flood protection, climate change adaptation, habitat creation, and on-site stormwater management.
- Provide detailed guidance on the process by which land or air rights for urban parks is acquired and developed through master plan and development review processes.
- Develop plans identifying appropriate locations for urban parks and recreation facilities that meet both urban park LOS criteria and urban park typology guidelines (reference Appendix F – Urban Park Guidelines in the original Formula 2040 Functional Master Plan). Ensure implementation, particularly in transit centers and other urban sites where it is not necessarily feasible or desirable to have all urban spaces owned or operated by M-NCPPC.

2019 STATUS

The County’s updated zoning ordinance was adopted in fall 2018 and will go into effect in fall 2020. As part of the implementation strategy, the Department’s staff is working with the M-NCPPC, Prince George’s County Planning Department to develop urban park standards consistent with the requirements in the new zoning ordinance.

2024 STATUS

- ◆ The completion of the countywide zoning ordinance update was delayed being complete in 2026. The first approval of the countywide zoning ordinance was in 2022, the ordinance will be fully in use in 2026. Following the ordinance's full implementation, the Department will engage a consultant to develop formal guidelines for urban park typologies.
- ◆ Currently, staff collaborates with developers to guide the design and implementation of parks in the system. This effort is driven by the staff's understanding of factors including level of service needs, park typology, and maintenance impacts. The development of new urban parks typologies will follow.
- ◆ There are only a few urban parks in the county. Currently, the PPES Recreation Facilities Agreement defines the development, operations and maintenance agreements for developer-built parks designed to be dedicated to the Department for Public Use. There are few publicly accessible, privately owned parks (the open spaces at National Harbor are an example).

NEXT STEPS

Work with Prince George's County Planning Department and the Department engaged a consultant to incorporate an urban park typology and level of service standards into the mandatory dedication requirements in the county's subdivision ordinance. Additionally, the Department will conduct further research on designing and integrating urban parks, sustainable landscape, and associated LOS standards, similar to those in the Montgomery County Energized Public Spaces Functional Master Plan and Urban Park Design Guidelines.



**STRATEGY 4.5
UPDATE EXISTING DESIGN STANDARDS FOR PUBLIC AND PRIVATE FACILITIES.**

ACTION STEPS:

- Adopt comprehensive Department Design Guidelines to:
 - provide consistent standards for publicly- and privately developed parks and recreation facilities.
 - promote a unified approach to park development.
 - limit use of private developer construction and design standards.
 - promote Department goals for connectivity, economic development, and health and wellness.
- Focus on design standards that mirror operational patterns and optimize space use such as indoor/outdoor complexes, trail/road access, safety and lighting, active/passive use, and parking.
- Include state-of-the-art environmentally sustainable best practices such as those promoted by the Sustainable Sites Initiative (SITES) of the American Society of Landscape Architects and the Leadership in Energy and Environmental Design (LEED) programs of the U.S. Green Building Council.
- Update guidelines to address the new comprehensive park typology.
- Post a link to the guidelines on the Department’s website to promote access.
- Review the design guidelines annually to reflect current best practices and regulatory changes.
- Provide “drawn to scale” specifications for inclusion in construction bid documents.

2019 STATUS

No progress has been made to formally implement these action steps. Practices in place to address the design elements have evolved from the staff’s work program, and draft design standards for trails were included in the 2018 Strategic Trails Plan.

2024 STATUS

- ◆ Phase I of the Design Guidelines for Developer Built Parks was approved by the County Council in November 2024. The Phase I guidelines include the design specifications, industry standards, and process guides for developer-built parks. Phase II will include recommendations for legislative updates to the Subdivision Ordinance to update the fee structure and requirements for the mandatory dedication of parkland. Updates occur biannually.
- ◆ Design Guidelines have been approved by the M-NCPPC Planning Board and the Prince George's County Council in 2024. Legislative aspects of the parkland dedication process, including the fees calculation structures and recommend process changes were removed. Phase I- focused strictly on design specifications and guidelines rather than the legislation required to update the mandatory parkland dedication program via the subdivision regulations (which will be presented to Council as a separate bill).
- ◆ Bladensburg Waterfront Park is a signature sustainability site featuring solar panels and an algal scrubber system; will serve as a model for scalable sustainability technologies.

NEXT STEPS

Initiate process to review and garner support from the M-NCPPC, Planning Department Development Review Staff, Planning Director, Planning Board Legal Team, Planning Board and Prince George's County Council for the administrative and legislative changes that are required to implement Phase II of the updates to the Parkland Dedication Process and Design Guidelines document.



**STRATEGY 4.6
DEVELOP ONE OR MORE SIGNATURE FACILITIES OR ATTRACTIONS TO
CREATE PARK SYSTEM PRIDE, IDENTITY, AND MAJOR ECONOMIC IMPACT.**

ACTION STEPS:

- Evaluate existing sites that could become signature parks or locations for signature attractions by supporting multiple program functions and experiences, including one or more significant visitor attractions in one location.
- Based on the evaluation, select one or more sites to develop as a signature park or attraction. Develop a master plan with design standards for the selected site(s) to create a strong identity and a sense of place.
- Develop a feasibility study and business plan for the selected signature park(s) or attractions(s) defining how to develop and operate a range of amenities and programs, including year-round user experiences most effectively.
- Incorporate a program and marketing element into the business plan to maximize productivity of the signature park(s) or attractions.
- Create partnerships to bring capital and operational resources to each signature park or attraction.
- Track annually the economic impacts and the County's return on investment in the signature park(s) or attractions.

2019 STATUS

Identification of signature facilities/events has been included in the RFPs for both park master plans and feasibility studies. Feasibility studies are planned for the major golfing venues, the amenities for the planned Westphalia Central Park, and for a number of specialty facilities such as a tennis facility, amphitheater, and science center. These studies will provide the information necessary to support future facility development as funds become available. There have been recent efforts to update partnership agreements with current partners for signature venues such as The Gardens Ice House, the Junior Tennis Champions Center, and the Prince George's Stadium.

2024 STATUS

- ◆ The master plan process continues to identify signature facilities. Since 2019, master plans and feasibility studies have been completed for three of the Department's regional parks (Walker Mill, Watkins, and Cosca) and the next three multigenerational centers (Service Areas 2, 4, 5).
- ◆ Each of the studies include recommendations for unique features and amenities to attract users and meet unique market opportunities. For example, a key plan recommendation for the Watkins Regional Park is to develop a Discovery Center, a new facility that combines the services currently offered in aging structures - the Watkins Nature Center and Old Maryland Farm - along with new classroom, laboratory, and meeting/ event spaces to serve as an anchor for the future park development. Other key recommendations include a focus on art making and display at the Prince George's Plaza (Service Area 2) multigenerational center, and a new accessible boathouse and boat launch at Cosca Regional Park.
- ◆ Data such as number of tournaments hosted, outside visitors attracted, hotel stays generated is currently not tracked consistently.

NEXT STEPS

If a signature facility or event cannot be supported through the master plan or feasibility study process, a consultant will be secured to identify such a facility or event; conduct a feasibility study and business plan if appropriate; and recommend partners and marketing strategies. Partnerships will be made with the Planning Department and Economic Development Corporation to better track the economic impact of major events and signature attractions.



**STRATEGY 4.7
DEVELOP 400 MILES OF HARD AND SOFT SURFACE TRAILS
THROUGHOUT PRINCE GEORGE’S COUNTY.**

ACTION STEPS:

- Review and update the November 2009 Countywide Master Plan of Transportation bikeways and trails map, and develop measurable, realistic benchmarks for trail planning and implementation for pedestrians, bicyclists and equestrians.
- Prioritize implementation of trails that connect urban centers and neighborhoods with existing park trails and street and highway bike lanes; employment centers; Metro stations; historic, environmental, and cultural resources; and neighborhood anchors including schools, libraries and parks.
- Develop cost and level of service criteria for trail implementation.
- Coordinate planning and implementation with concurrent road and highway improvement or paving projects that incorporate trails, sidewalks, bike lanes, and other “complete street” elements. Road projects need to incorporate trails, sidewalks, and bike lanes to improve access from local communities to park trails and other facilities. Implementing “complete streets” will help to ensure that residents can use the roads to safely get to parks and trails by walking or bicycling.
- Identify short- and long-term funding sources that take advantage of the multiple benefits of trails. Potential sources include public-private partnerships, Safe Routes to School, Recreational Trails Program, impact fees, and the Transportation Enhancement Program.
- Engage potential partners associated with implementation, including schools, businesses, chambers of commerce, advocacy groups (e.g. East Coast Greenway, American Discovery Trail, Washington Area Bicyclists Association, Oxon Hill Bicycle Association, and Prince George’s Running Clubs), other County departments (e.g. Department of Public Works and Transportation and Conference and Visitor’s Bureau), local governments, and state and federal agencies (e.g. the Maryland Department of Transportation and National Park Service) to establish trail priorities and leverage resources to accelerate trail construction.

2019 STATUS

The Strategic Trails Plan for the Department was endorsed by the Planning Board in late 2018. The plan evaluated the countywide trails system (including those owned and managed by the Department along with those owned and operated by others) and established design criteria and a functional classification system to guide the level-of-service objectives outlined in Formula 2040. Since the completion of Formula 2040, 30 miles of trail were added to the trails network, which is about six miles per year. The County is steadily moving towards achieving the plan’s goals. Project prioritization continues to be primarily guided by opportunity (e.g., developers, transportation projects, willing partners, etc.). The Department is heading a multi-agency team in the development of construction documents and construction of the Central Avenue Corridor Trail.

2024 STATUS

- ◆ NHRD is focused on natural surface trails. Twenty-two miles of natural surface trails have been developed within the last five years. Upcoming: 10 miles of natural surface trails at Charles Branch Park (will include ADA compliant loop, adaptive mountain biking trails, accommodations for visually impaired people).
- ◆ Currently, there are 50 miles of natural surface trails; purchase land for ADA natural surface loop trail; moving to have natural surface trails for E-assist bikes; The Department is in the process of hiring three career positions to concentrate on natural surface trail planning and implementation.
- ◆ An update of the 2009 Countywide Master Plan of Transportation is underway, 2025 Go Prince George's County. A draft plan will be presented in the Spring of 2025. PPES provided a GIS layer of paved shared use paths (95% updated) for inclusion in the MPOT and sharing that layer through PG Atlas and SharePoint.
- ◆ Trail development is largely achieved through partnerships with the development community as residential development occurs. As a result, most of the trail's projects that are ongoing are focused on opportunities that arise versus long range planning.
- ◆ Department trail implementation is largely based on needs that will not likely be addressed through the development process, approximately 30% trail development is this type of needs-based work. Example of needs-based work is: In 2021, College Park Woods Connector Trail, connected Paint Branch Trail with College Park Woods neighborhood.
- ◆ In terms of paved surface trail system: NRPD has resurfaced almost all the hard surface trails, restriped all the trails, repaired numerous bridges in conjunction with our FSD. Completed several major projects. Northern and regional parks have hired staff below management level to carry out priority areas and trails are one of the top priorities.
- ◆ The Department uses cost and level of service criteria for trail implementation. For example, resurfacing costs \$200,000 a mile. Constructing a new trail in an urban area typically ranges from \$1,000,000 to \$5,000,000.
- ◆ The County's Transportation Master Plan should include urban trails. It is currently focused on multimodal transportation, not necessarily pedestrian and bicycle facilities. The county does not have a bike and pedestrian master plan currently. The Department developed a Strategic Trails Master Plan for M-NCPPC owned facilities in the county, the plan also included recommendations for the countywide trail network (including trails outside of parkland). The Strategic Trails Master Plan was developed in 2017 and was adopted by the Planning Board in 2018.
- ◆ The Department works with state and county agencies, the Planning Department, and developers to implement the trail network. The lack of a coordination lead and resources for countywide trail implementation is a challenge. These partners and other trail organizations help with securing funding for trails.
- ◆ The Department coordinates with Capital Bike Share program for locations to install bikeshare facilities on park properties near trails in 2023 and 2024. Extensive interactions have taken place with municipalities to support this implementation.
- ◆ PPES is working to reestablish the department wide Trails Working Group to support, coordinate, and track plan implementation and system maintenance. These initiatives, supported by consistent CIP funding, highlight the department's commitment to providing a high-quality, accessible, and environmentally considerate trail network for the community.

PART II — STRATEGIES

- ◆ As of 2022, there are department-wide trails maintenance meetings.
- ◆ The Trail Development Fund has been consistently funded through the CIP along with several additional trail projects which have dedicated funding.
- ◆ The Department is prioritizing the development of natural surface trails, the development of critical trail connections, and the maintenance of existing paved trail systems, while addressing challenges in funding, planning, and coordination.
- ◆ Considering the high cost of construction for the new paved trails the department has focused on collaboration with developers and partners. Successful examples include the construction of an approximately 1-mile-long trail through private development near Mattawoman Creek to avoid sensitive environmental areas. The Department is collaborating on a regular basis with groups such as Oxon Hill Bike Association and Capital Trail Association, which are helpful in advocacy. Coordination with Capital Bikeshare to support biking infrastructure.

NEXT STEPS

Continue to implement the recommendations of the Strategic Trails Plan and prioritize trail construction in the CIP and look for ways to organize trail maintenance and management in a more efficient manner.

The goal of developing 400 miles of trails under the Department's management should be revised and updated. It is not important to state # of miles. Achieving 400 miles hard surface is maybe unaffordable and may not match the County's comprehensive PLAN2035. Continue supporting the Trails element of the 2025 Master of Transportation (Go Prince George's).

Table 12: List of Trails Projects Supported by CIP Funds

| Trails Project | FY25 CIP Existing Funding | FY26 CIP Proposed Funding |
|---|----------------------------------|----------------------------------|
| Total Development Fund | \$5,632,019 | \$2,400,000 |
| WB&A Railroad Trail | \$221,198 | |
| Langley Park Trail Lighting | \$1,000,000 | |
| Bowie Heritage Trail – trail connector | \$329,422 | |
| Central Avenue Connector Trail | \$28,923,428 | \$2,000,000 |
| Largo/Perrywood/ Kettering Community Center – trail extension | \$350,000 | |
| Dueling Creek Heritage Trail | \$625,165 | |
| Henson Creek Trail and Stream Restoration | \$3,149,383 | |
| Bladensburg Waterfront Park – Trail Connections | \$500,000 | |
| Campus Drive Trail Improvements | \$2,000,000 | |
| Sligo Trail | \$5,000,000 | |
| Oxon Run Trail Rehab Extension Forest Heights | \$700,000 | |
| Southern Avenue Connector Trails | \$500,000 | |
| Prince George’s Connector | \$4,500,000 | |

**STRATEGY 4.8
STAFF MAINTENANCE FACILITIES TO EFFICIENTLY COVER
SERVICE AREA REQUIREMENTS AND LOCATE FACILITIES TO
REDUCE TRAVEL TIME TO LESS THAN ONE HOUR PER DAY.**

ACTION STEPS:

- Establish and maintain standards for budgeting, staffing, and maintenance yard design that are aligned with site and facility needs.
- Maintain a standard of labor costs (including benefits and additive costs) not to exceed 65% of the total operational costs of maintenance functions.
- Develop and implement a “Treat it like it’s yours!” incentive program for maintenance staff to promote better treatment of equipment. Track equipment use and operators regularly to enforce personal accountability.
- Adopt recommended standards for maintenance yard design, location, and staffing based upon accepted criteria including, but not limited to, maintenance responsibilities for sites and facilities, travel times, land availability and suitability, and infrastructure support (reference Appendix H in the original Formula 2040 Functional Master Plan).
- Explore the feasibility of establishing a facilities management unit to coordinate and implement maintenance and life cycle plans for all infrastructure, including buildings, parks, utilities, communications, furnishings, and equipment in a comprehensive and systematic manner.

2019 STATUS

The Department is seeking a consultant to examine the facility locations and to develop criteria for both area operations and maintenance facilities throughout the County.

2024 STATUS

- ◆ PPES is continuing a countywide maintenance facility study. The work began in PPES in 2021, focused on NRPD and will continue into 2025. Goals include planning for satellite maintenance facilities, supporting land acquisition efforts, identifying opportunities for swing space, and prioritizing implementation.
- ◆ PPES is developing maintenance standards for various assets; it involves assessing current facilities and maintenance standards, researching BMPs across the nation, and creating a consistent standard. Examples: monthly playground inspections, inspecting hard surface trails monthly and after major weather events.
- ◆ PPES is establishing set schedules for maintenance tasks; facilities staff know when to expect them; moving away from an as-needed maintenance model.
- ◆ PPES is considering the challenges of maintaining standards with current staffing levels.
- ◆ The Department established one new maintenance yard, Polk Street (four years ago) as a replacement for the Glenridge Maintenance Yard, planning for a second at Dyson Road. Identified locations for satellite maintenance facilities at the Walker Mill Road
- ◆ The Department is trying to improve quality and standards for maintenance facilities, including identifying new sites and upgrading existing facilities.
- ◆ The Cosca, Walker Mill, and Watkins Regional Parks plans include building and site program recommendations to guide maintenance facility development. In addition, there are recommendations for the development of maintenance facilities at Green Branch Sports Park and Westphalia Central Park.
- ◆ In the last three years the Department has worked to provide equipment instructions, upgrade maintenance equipment, and establish a key keeper system to help manage vehicles.
- ◆ As a part of the Department's reorganization, which began in 2020, maintenance responsibilities have shifted to North and South delineation.
- ◆ The Department is currently processing GIS and EAM data so maintenance staff can track/update asset locations and information in the field; tracking of asset life cycles included in this effort.
- ◆ Since 2022, the eBuilder project management system CPDD has been updated
- ◆ Additional staffing is needed to manage the Major Maintenance work program

NEXT STEPS

Implement the recommendations of the maintenance facility study once they become available. Maintenance facilities need to be located closer to destinations as more sites come online; the geographical difference between the southern and northern regions affects travel times and efficiency. New maintenance facilities to be included in development plans for new parks. Securing funding for a position to manage the major maintenance program.

MOVING FORWARD

The Department has made great strides over the past five years toward implementing the Formula 2040 recommendations by the year 2040, while also meeting some significant challenges. This is a long-range plan; therefore, it is important to revisit the goals and objectives every five years and address changes in the community that occur over time. In addition to the next steps listed for each strategy.

Beginning in 2025, the Department will embark on a plan update which will include the following steps toward developing an implementation plan for Formula 2040:

- ◆ Review the key action steps, progress and provide revisions, where necessary.
- ◆ Work with Department leaders to assign the action items not yet completed based on work programs.
- ◆ Create systems for tracking and reporting on how we are meeting the goals of Formula 2040.

As a part of the plan development, it is anticipated that the Department will re-establish a committee to focus on the implementation of Formula 2040. The committee would work to identify implementation leads, put tracking and reporting systems in place, and create milestones for the next five years for the various action items. The Department has experienced the challenges of turnover at all staff levels. By incorporating the Formula 2040 action items into the work programs of the various divisions, they become institutionalized as part of the day-to-day work. Additionally, progress is most evident when there are clear and measurable benchmarks, but many of the action items are vague regarding the timeline metrics for implementation. The committee's focus on creating these missing elements will accelerate the department's progress over the next five years.

Furthermore, some of the goals of Formula 2040 were lofty and may not be achievable without infinite financial and staff resources. There have also been changes in growth patterns, policies and generational trends and preferences that need to be further explored. The Department's objective is to set realistic goals and timelines in five-year increments to better inform the work program over the next 20 years.





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