



Town of Upper Marlboro

BOARD OF TOWN COMMISSIONERS WORK SESSION

14211 School Lane, Upper Marlboro, Maryland, 20772

Tuesday, July 12, 2022 at 7:00 PM

AGENDA

This meeting will be conducted via Zoom Video Teleconference. As the Town Hall remains closed to the general public at this time, interested citizens may participate by video (*Participants must sign-in with the Clerk*):

<https://uppermarlbomd-gov.zoom.us/j/83903756563?pwd=REwiunpz6W2bHob0ubk1pGCmeVPPIt.1>

Webinar ID: 839 0375 6563; **Passcode:** 849131 ; **Audio Dial-in only:** 301 715 8592

Work Sessions are open to public observation, however, public participation is at the discretion of the Board

WORK SESSION AGENDA: 7:00 PM

- 1. Roll Call**
- 2. Call to Order**
- 3. Pledge of Allegiance**
 - A. Review of Agenda
- 4. Business**
 - A. Resolution 2022-05 Meeting Procedures (Board Discussion)
 - B. Re-Branding & Horseshow (Board Discussion)
 - C. Policies (Board Discussion)
 - A. Events
 - B. Overtime
 - C. Drug Testing
 - D. Sustainable Communities Work Group (Board Discussion)
 - A. FIP / BIP Procedures
 - B. Restructuring / Re-Branding
 - E. Citations & Proclamations (Board Discussion)
 - A. Citation Policy
 - B. List of Proclamations
 - C. Juneteeth Proclamation
 - D. Pride Proclamation
 - F. Contract Review (Board Discussion)
 - G. Review of Economic Development Firm Proposals (Board Discussion)
 - H. Parking Ordinance (Board Discussion)
 - I. Preliminary Approval of Next Meetings Agenda
- 5. Adjournment**

Video of the Work Session will be posted to the Town YouTube Channel within 7 business days of the meeting.

All meetings are subject to closure in accordance with the State Open Meetings Act—House Bill 217



Town of Upper Marlboro

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MEMORANDUM

To: Board of Town Commissioners
From: Sarah Franklin, President
Date: Tuesday, July 5, 2022
Re: Resolution 2022-05 Meeting Procedures

Fellow Commissioners,

After attending the Maryland Municipal League Summer Conference sessions “Open Meetings” and “Effective Meetings”, each of you individually told me that it gave you ideas we could implement to make our meetings better. In addition, I would like to suggest that we consider using a true consent agenda for meeting minutes, treasurer’s report, and department reports (article attached).

This discussion of Meeting Procedures will allow us to discuss any modifications we wish to make as a group. If we decide to make changes we can plan to add these changes to the Agenda for the Town Meeting on July 26.

To ensure that each meeting Agenda is approved by the board, I will be modifying the beginning of the meetings a bit to change “Consent to Agenda” to “Agenda Additions or Changes and Approval”. We will spend a few minutes reviewing the Agenda at the beginning of our meetings so that we can move items around or table them in an orderly way.



ONLINE DEMO

How to Use a Consent Agenda to Save Time and Focus on Critical Matters

Written by Jennifer Leibrock

As a municipal clerk, your enemy is the clock. You have a slate full of responsibilities and live in a deadline-driven environment where you are perpetually working to pull documents, content, agendas, minutes, and other vital materials together before the next meeting or respond to citizen requests expeditiously. In working with clerks in municipalities of all sizes across the country, we've heard time and again over the years that one of their best kept time-saving secrets is to use a consent agenda. This agenda type helps them to ensure well-organized and efficient meetings and streamline routine meeting item approvals. We dug deeper into this topic to learn how more clerks can leverage this time-saving tactic.

What Are Consent Agendas?

A consent agenda (also known by Roberts Rules of Order as a “consent calendar”) discussion points into a single agenda item. In so doing, approved in one action, rather than through the filing of



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Time-Saving Benefits of Consent Agendas

Think about the amount of time spent at each meeting reviewing and approving routine, recurring items that do not require debate or discussion. Now imagine grouping all those topics and approving them with one action. Depending on the agenda's length, clerks report saving as many as 30 minutes at each meeting with a consent agenda. Time they typically spend filing motions for routine items is reallocated to discussing more critical topics that require debate and team planning.

Consent Agenda Implementations

While local requirements and councils/boards typically determine if and how they will use consent agendas, municipalities that use consent agendas may adopt a rule of order that allows the use of the consent agenda process. Clerks who follow this process recommend the following procedures:

- All documentation associated with consent items must be provided to meeting participants in advance so that they can still make an informed vote on all grouped items. Team members *must* review the documentation before the meeting to ensure that they are informed of the issues that are to be passed as part of the consent group.
- Meeting members must be given an opportunity to ask associated questions—and have them answered—before the vote. Questions and answers should be shared with all meeting participants. Simple questions, clarifications, or short amounts of dialogue relative to a consent item may be discussed after the motion, but before approval. What is important is not to remove consent items entirely from the consent agenda for the sole purpose of answering a question, as this would undermine the efficiency of the consent



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However, if an item needs to be moved out of the consent

do with the [CivicClerk® agenda and meeting](#)

n.

- On meeting day, clerks include the consent agenda as part of the meeting



- At the start of the meeting, the meeting chair asks meeting attendees if anyone wants to discuss any items listed on the consent agenda.
- If it is determined that an item on the consent agenda requires discussion, it is removed from the consent portion and addressed individually. For future meetings in which there is no question or concern over the item, it may be placed back into the agenda's consent portion.
- An item from the consent agenda must be moved at the request of any team member if the individual wants to vote against the specific item—as the item no longer has the team's consolidated approval. Consent agendas may not be used to force the approval of items through a process that eliminates their review.
- The meeting chair reads aloud the remaining consent items and may move to adopt the consent agenda as a whole. A vote doesn't need to be taken on the consent agenda. Instead, the items may be approved, pending the absence of any objections.
- The clerk includes the full text of all resolutions and reports approved as part of the consent group in the minutes.

What Types of Items are Included in the Consent Portion of the Agenda?

The following types of items are sometimes included in the consent portion of meeting agendas:

- Topics of a routine/recurring nature
- Procedural decisions
- Noncontroversial issues that do not require debate or deliberation
- Items discussed for which the team has come to a consensus, but not a formal vote



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The following items may be well-suited as consent items:



- Financial reports or any other reports that are informational only and that do not require debate
- The mayor/county executive's report
- Individual program/department reports
- Committee appointments
- Staff appointments that require confirmation

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FIVE REASONS YOUR MUNICIPALITY SHOULD HOST ITS CODE ONLINE



The Town of Upper Marlboro

RESOLUTION: 2022-05
SESSION: Regular/Special Town Meeting
INTRODUCED: January 11th, 2022
ADOPTED: February 8, 2022

A RESOLUTION FOR THE ADOPTION OF NEW RULES OF ORDER AND REGULATIONS FOR PUBLIC MEETINGS OF THE BOARD OF COMMISSIONERS FOR THE TOWN OF UPPER MARLBORO.

WHEREAS, the Board of Commissioners for the Town of Upper Marlboro (the “Board”) must meet and follow the Open Meetings Requirements (Subtitle 3) of the Open Meetings Act (Title 3) found in the Maryland Annotated Code, General Provisions Article, and the Town Charter; and

WHEREAS, in addition to the entire Charter, the Board is also specifically governed pertaining to meetings by the Town Charter, Sections 82-6 (Meetings of Board), 82-7 (Board to be the Judge of Qualifications of it [its] Members), 82-8 (Quorum), and 82-9 (Procedure of Board); and

WHEREAS, pursuant to said Section 82-9 of the Charter, the Board shall determine its own rules of order of business, and further pursuant to Section 82-13 of the Charter, the President shall preside at all meetings of the Board in accordance with the accepted rules of parliamentary procedure, except that they may vote on any questions before the Board; and

WHEREAS, pursuant to Section 82-6 of the Charter, the residents of the Town shall have a reasonable opportunity to be heard at any regular meeting in regard to any municipal question; and

WHEREAS, pursuant to Section 82-3 of the Charter, all legislative powers of the Town shall be vested in a Board of Commissioners consisting of five Commissioners who shall be elected and therein after provided and who shall hold office for a term of two years and until the succeeding Board takes office; and

WHEREAS, the Board intends to repeal and re-adopt its rules for the conduct of meetings as stated herein below; and

WHEREAS, the Board of Commissioners further finds that the following rules of order for the conduct of meetings and regulations for public meetings regarding observation of or participation in said meetings should be adopted as stated herein below.

NOW, THEREFORE, BE IT RESOLVED that the Board of Commissioners of the Town of Upper Marlboro hereby approves, adopts and authorizes the following rules of procedure for the conduct of meetings and regulations for public meetings:

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ARTICLE 1. AUTHORITY, APPLICABILITY, & AMENDMENT

1.1 Authority.

Section 82-9 of the Town Charter of the Town of Upper Marlboro, Maryland, grants the Board of Commissioners (the “Board”) the right to determine its own rules of procedure, and the following rules are enumerated under and by authority of said provision.

1.2 Applicability; Robert’s Rules.

The rules of procedure adopted by the Board are applicable to Town Board of Commissioners meetings. Should these rules be silent or inapplicable on a matter of procedure then the latest edition of Robert’s Rules shall control.

1.3 Amendment.

These rules may be amended, or new rules adopted, by a majority vote of the members of the Board present.

1.4 Recession and Suspension of Rules.

A motion to suspend these rules and procedures may be brought pursuant to a majority vote of the members of the Board present.

ARTICLE 2. GENERAL RULES OF PROCEDURES & POLICES

2.1 Meetings Shall be Public; Open Meetings.

A. A meeting occurs when a quorum of the Board convenes to consider or transact public business. Pursuant to Section 82-8 of the Town Charter, a quorum is a majority of the Board’s elected membership, or three (3) commissioners. However, no ordinance shall be approved, nor any other substantive action taken unless the measure or action is approved by at least three (3) commissioners.

B. All meetings of the Board shall be governed by the Maryland Open Meetings Act and shall ordinarily be public, and notices thereof shall be posted as provided under the Maryland Open Meetings Act, General Provisions Article, Title 3, Annotated Code of Maryland, Section 3-302, stating that except in the case of an emergency meeting, notice of all meetings shall be given at least 24 hours in advance. Nothing in this section precludes the body from meeting in closed session as outlined in the Maryland Open Meetings Act. The information required in 3-306 of the Open Meetings Act as to notice to the public of the time, vote, persons present and topics discussed shall be appended to the minutes of the next public meeting.

C. Maryland Open Meetings Act. *The Maryland Open Meetings Act, Chapter 3-A-The right*

to "attend" a meeting, Section 3- 303(a) provides, "[w]henver a public body meets in open session, the general public is entitled to attend." This means that members of the public may come to a meeting and observe it and not necessarily speak at the meeting unless the Charter or the meeting rules state otherwise. This includes any motion being considered to close a meeting, where the Act does not permit the public generally to be entitled to speak (City of New Carrollton v Rogers, 287 Md 56, 72 (1980) (While the Act does not afford the public any right to participate in the meetings, it does assure the public the right to observe the deliberative process and the making of decisions by the public body at open meetings). So, unless the public body is governed by laws that require the particular body to receive public comment, the decision of whether to allow members of the public to speak is up to the public body. Pursuant to Section 82-6 of the Charter, the residents of the Town shall have a reasonable opportunity to be heard at any regular meeting in regard to any municipal question, but that right is during the designated period. Ordinarily, the management of the public comment period is up to the presiding officer. See, e.g. 9 OMCB Opinions 232, 233 (2015) (stating that the Act does not regulate the presiding officer's decisions on whether to allow a member of the public to speak). Complaints about the manner in which a presiding officer conducts a public comment period thus do not state Open Meetings Act violations. 8 OMCB Opinions 84, 85 (2012).

2.2 Regular Meetings.

From the Charter: "The newly elected Board shall meet at 8:00 p.m. on the first Monday of December following its election for the purpose of organization, including electing a President and appointing a Treasurer, after which the Board shall meet regularly at such times as may be prescribed by its rules but not less frequently than once each month. Special meetings may be called upon the request of the President or a majority of the members of the Board. All meetings of the Board shall be open to the public, except that the Board may, by majority vote, meet in closed session for any purpose then authorized by State law; and, the residents of the Town shall have a reasonable opportunity to be heard at any regular meeting in regard to any municipal question."

A. Regular Town Meetings: Starting in March 2022, the Board of Town Commissioners will hold their Town Meetings on the 4th Tuesday of the Month.

2.3 Work Sessions.

A. Purpose. The Board may call and hold work sessions for the purpose of conducting a detailed and thorough exploration of matters that may properly come before the Board. The work session is a meeting subject to the Open meetings Act. However, the formal adoption or passage of Ordinances, Charter Amendments, Annexation Resolutions, Budget Amendments, other legislation or formal (written) resolutions, should not be done

at a work session, unless the rules are suspended.

B. The Board conducts Work Sessions, which are open to public observation only, but participation is at the discretion of the Board. Starting in March 2022, Regular Work Sessions will be held on the 2nd Tuesday of the month. Work Sessions, like special or emergency sessions, are not regular meetings and no opportunity need be provided under Section 82-6 of the Charter for citizens to speak. See also Maryland Open Meetings Act, Chapter 3-A- The Right to "attend" a meeting, Section 3-303(a).

2.4 Special Meetings.

Occasionally, the Board will call a Special Meeting, or, an Emergency Meeting should a timely business item need immediate action. Special meetings may be called upon the request of the President or a majority of the members of the Board.

2.5 Emergency Meetings.

A. In case of an emergency or urgent public necessity, which shall be expressed in the meeting notice, it shall be sufficient if members receive, and notice is posted two (2) hours before the meeting is convened. Notice shall be provided also to the media, as applicable should any member of the media regularly attend Town meetings, and the public by electronic or website notification.

B. An emergency meeting is a type of special meeting. An emergency ordinance may be introduced and passed at any public meeting of the Board provided the rules allow it or are properly waived.

2.6 Closed Sessions.

The Board may close a meeting to the public by a vote in open session under the circumstances, conditions, and for reasons set forth in the Maryland Open Meetings Act, Closing a Meeting - Section 3-305-306 (c). Notice of Closed Sessions shall be given as required by law. Closed sessions also encompass executive or administrative sessions of the governing body or joint meetings with staff. An executive or administrative session may be convened and closed to discuss the implementation of existing law, or policy or the discussion of pre-decisional administrative matters only and may not delve into policy or legislative or administrative rule making.

2.7 Recessed Meetings.

No meeting shall be recessed for a longer period of time than until the next regular meeting except when required information has not been received, or, in the case of work sessions or special meetings, to a date certain by motion agreed to by the Board.

2.8 Information Meetings.

The Board may hold information meetings to present information to, and obtain feedback from, residents of the Town. The Board will determine the rules governing presentations at such meetings. Information meetings are similar to public hearings but are not mandated by law.

2.9 Public Hearings.

This section is only used when a statutorily required public hearing is part of the order of business. The President/Mayor shall first request staff comments. The Mayor shall open the public hearing and receive citizen input in the following order: proponents, then opponents. While the public hearing is open, the Commissioners may ask questions of the speakers, but may not deliberate or argue with the public on the matter at hand. Those speaking at a public hearing are required to follow the rules established herein for citizen comments. Upon conclusion of citizen comments, the President may close the public hearing. The Board may deliberate or take action on the matter at hand upon the closing of the public hearing, provided the closure is permitted by the Maryland Open Meetings Act.

2.10 Roll Call and Attendance.

- A. A majority of the members of the Board then in office shall constitute a quorum.
- B. Before the Board proceeds with the business before it, the Town Clerk shall conduct a roll-call and note the members present for the minutes. The late arrival of members shall be entered into the minutes.
- C. Except when participating by telephone, or video conference (with cameras on), members must be physically or virtually present at the Board's chamber to vote. Proxy or absentee voting is not permitted. Participation by telephone or video conference is permitted provided being properly advertised in the agenda.

2.11 Quorum.

- A. Majority of the members elected to the Board shall constitute a quorum to do business, but a lesser number may adjourn from time to time and compel the attendance of absent members in such manner and under such penalties as may be prescribed by Town legislation.
- B. The affirmative vote of a majority of the members elected to the Board shall be necessary to adopt any ordinance, or approve any other action taken except that a vote to adjourn, or decide a procedural matter, or regarding the attendance of absent members, may be adopted by a majority of the members present.

C. No member shall be excused from voting except as required by law or on matters involving the consideration of their own ethical conduct or conflict of interest.

D. Three (3) Commissioners consist of a quorum.

E. If conducting a virtual meeting or blended meeting, the at least three Commissioners (a quorum) on the call shall have their video on and faces visible to the public.

2.12 Loss of a Quorum.

A. Once a meeting has been properly convened with the presence of a quorum and the number of persons necessary to constitute a quorum is no longer present, the President or Presiding Officer shall declare the meeting recessed until a quorum is reestablished. A member of the Board has a duty to attend all meetings called unless there is good cause to be absent.

B. Upon reestablishment of the quorum, the Board shall resume consideration of the matter before it at the time of the recess.

C. If, in the opinion of the President or Presiding Officer, a quorum cannot be obtained within a reasonable period of time; the President or Presiding Officer shall declare the meeting adjourned until the next scheduled meeting.

D. At that next meeting, after taking up the usual preliminary matters, the Board shall resume its consideration of the matter that was before it when it previously adjourned. This shall not prevent any Board member from moving to table, defer, postpone, or make any other appropriate motion with respect to any pending matter.

2.13 Conflict of Interest.

A. A Board member prevented from voting by a conflict of interest shall file a conflict-of-interest statement with the Town Clerk as soon as possible after the posting of an agenda which contains a conflict; unless a prior conflict of interest statement has already been filed with the Town Clerk.

B. A Board member prevented from voting by a conflict shall step down from the dais and take a seat in the audience, shall not vote on the matter, shall not participate in discussions regarding the matter or attempt to influence the Board's deliberation of the matter in any way, and shall not attend Closed Sessions regarding the matter. Definitions and examples of conflicts or potential conflicts of interest may be found in the Town of Upper Marlboro Public Ethics Ordinance (Ord. 2016-04), as amended.

2.14 Presiding Officer.

A. The President/Mayor shall serve as the Presiding Officer for all meetings of the Board. In the absence of the President, the senior Commissioner by time in office shall serve as the Presiding Officer. In the absence of a senior Commissioner, the clerk to the board shall call the meeting to order if a quorum of the Board is present and the first order of business

shall be for the Board to elect by majority vote, a temporary Presiding Officer from the members seated and in attendance. The temporary Presiding Officer shall serve in such capacity until the meeting is adjourned.

2.15 Place of Meeting.

All meetings of the Board, unless otherwise determined, shall be held at the Town of Upper Marlboro Town Hall, Board of Commissioners' Chambers. In addition to the customary forms of notification, the notice of change in meeting place shall be prominently posted on the door or other prominent place at the regularly scheduled meeting place. The Town may also conduct virtual or blended (virtual & in-person) as needed, with links to join virtually included on the agenda.

2.16 Notice of the Meeting.

Written notice of all public meetings of the Board shall be posted on the bulletin board or other customary place at Town Hall, and posted on the Town's website and social media outlets, if any. The notice will show the date, time, place and topic(s) of such meetings and shall include a proposed agenda and, if applicable, a notice that portions of the meeting may be closed.

2.17 Conduct of Meetings.

Commissioners shall be recognized by the Presiding Officer before speaking. Other persons at the meeting of the Board may speak when called upon or invited.

2.18 Dissents and Protests.

Any member shall have the right to express dissent from or protest against any ordinance, resolution, or act of the Board and have the reason therefor entered into the minutes. Such dissent or protest may be filed in writing, if couched in respectful language, and presented to the Clerk no later than the next regular meeting following the date of passage of the ordinance or other legislation.

2.19 Courtesy, Decorum, Conduct and Order.

These rules of order are meant to promote an atmosphere of courtesy and decorum appropriate for the efficient discussion of business. It is the responsibility of the President/Mayor (and members of the Board) to maintain that atmosphere of courtesy and decorum. The Mayor should always ensure that debate and discussion focus on the item and the policy in question, not on the personalities of the participants of the discussion. Debate on policy is healthy; debate on personalities is not. In order to assist in the creation and maintenance of that atmosphere the following rules shall govern all meetings.

- A. Before a Board member, staff member or an audience member may speak, they

must first be recognized by the Mayor. Upon recognition the person requesting to speak shall hold the floor and shall make their point clearly and succinctly. Public comments will be limited to three (3) minutes or as determined by the presiding official. Persons making inappropriate, disrespectful and/or, personal attacks, overly redundant, misleading, or slanderous remarks may be barred by the Mayor from further comment before the Board during the meeting. Audience members who wish to speak during an agenda must first sign-up on the sign-in sheet and submit it to the Town Clerk. The Mayor has the right to cut a speaker off if the discussion becomes too personal, too loud, too crude, inappropriate, disrespectful, redundant, misleading, or slanderous. The Maryland Open Meetings Act-Section 3-303 allows for the presiding officer or public body to remove an individual from a meeting if the Presiding Officer determines the behavior of the individual is disrupting an open session.

- B. If a person fails to request to speak before speaking, the Mayor shall rule them “out of order” and remind them that they do not have the floor. While the Board of Commissioners is in session, all members must preserve order and decorum. A person shall neither, by conversation or otherwise, delay or interrupt the proceedings or the peace of any Board meeting, whether a Regular meeting, Special meeting or a work session, nor disturb any other person while speaking or refuse to obey the orders of the Mayor or Presiding Officer. Members of the Commission should not leave their seats during a meeting without first obtaining permission of the Mayor, or making a motion to recess.
- C. Every person desiring to speak shall address the entire body and shall not single out a member of the Board, the audience or a staff member and shall confine themselves to the items on the agenda, avoiding all personal attacks and indecorous language.
- D. With a “call for orders of the day,” this is simply another way of saying, “let’s return to the agenda.” If a Board member believes the discussion has strayed from the agenda, this motion may be raised. The motion does not require a vote. If the Presiding Officer discovers that the discussion has strayed from the agenda, he or she simply returns to the business of the day.
- E. A member indulging in any language or conduct unbecoming a Commissioner shall be called to order by the Presiding Officer and, in such case; the offending member shall lose the floor and shall not proceed without the approval of a majority of the members present. The Board may, by majority vote, expel a member from a meeting for disorderly conduct or violation of Board rules. A member of the staff or the public can likewise be expelled by order of the Mayor subject to review by the Board. The Mayor may be expelled if a motion is made by a Commissioner and approved by a majority of the Board. The Board would

then choose a temporary presiding officer to continue the meeting.

- F. Members shall not raise personnel matters pertaining to alleged improper performance or conduct of any Town employee(s) or Board appointee(s) at a public open meeting. Any concerns about conduct or performance of any Town employee(s) or appointee(s) shall be brought to the attention of the Town's Director of Finance & Human Resources, or a Closed Session of the Commission may be requested to discuss the personnel matter.
- G. Members of the Board acting in their capacity as Commissioners shall not take positions on either national or foreign political issues that do not affect the Town.
- H. Demonstration or Disorder Amongst Bystanders - If any confusion, demonstration or disorder arises in the Board Chambers, the Presiding Officer may, upon his or her initiative or upon the request of any member, enforce order. If the offending person(s) be a spectator, such person(s) may be ejected from the Chambers. If any member of the Board shall object to the ruling of the presiding officer, such member shall have the right to appeal to the body.
- I. Members of Staff - The Town Administrator and Town Clerk shall have the right to take part in the discussion of all matters coming before the Board, and other members of staff shall be entitled to take part in discussions of the Board relating to their respective offices.
- J. Members of the public may speak for three (3) minutes, during Public Comment Time, at Regular Town meetings of the Board of Commissioners according to procedures established by the Board.
 - 1. A sign-up sheet will be placed on the side table in the room for people to sign-in if they wish to speak. They will be called to speak at the podium in the order in which they were signed-in. If the meeting is held virtually, the public will be able to "raise their hand" or chat with the Town Clerk to sign up to speak.
 - 2. Each speaker is limited to one presentation per agenda item allowing for public comment per meeting and a maximum timed limit of three (3) minutes unless another limit is established.
 - 3. If the subject matter does not pertain to Town business the Mayor shall

advise the individual and/or make recommendations as to how they may get the issue addressed.

4. Citizens speaking on agenda items shall restrict their comments to the subject matter listed.
5. Citizens speaking on non-agenda items shall only speak on matters pertaining to Town business or issues which the Board would have the authority to act upon if brought forth as an agenda item.
6. The Board may not act upon or discuss any issue brought forth as a non-agenda item; except to: Make a statement of specific factual information given in response to the inquiry, or a recitation of existing policy in response to the inquiry.
7. Proper respect, decorum, and conduct shall prevail at all times. Impertinent, slanderous, misleading, or personal attacks are strictly prohibited and violators may be removed from the Commission chambers.
8. No placards, banners or signs may be displayed in the Board chambers or Town Hall. Exhibits relating to a presentation are acceptable.
9. Arguing, intimidation or other disruptive behavior is prohibited. Discussion and/or debate are acceptable only on items specifically listed on the agenda, or that are municipal issues and must be complete within the three-minute comment period allotted to the speaker.

2.20 Board May Discipline its Own Members.

A. In the event a Board member violates the Charter, an ordinance, these rules or any other law or regulation of the Town or acts in a manner that causes embarrassment or disgrace to the Town of Upper Marlboro, the Town Board of Commissioners by majority vote of its members may discipline the offending member.

B. Such action may only take place after an executive session is held to discuss the offense. The offending member shall be present at the executive session to answer any questions asked by members of the Board of Commissioners or make other statements as he or she may desire to make in his or her defense. If the offending member refuses to attend the executive session, the remaining members of the body may proceed in his or her absence.

C. The outcome of the executive session may be as follows and shall be made publicly in open session in accordance with the Maryland Open Meetings Act:

1. *No Action*. The Board chooses to take no action.
2. *Private Censure* – The Board may choose to privately censure the offending member, leaving their individual or collective comments to the offending member left in the confines of the closed session.
3. *Public Censure* – The Board may choose to publicly censure the offending member through a written or oral resolution passed by majority vote and entered into the public record. The public censure may include a separate written letter of censure that will be considered to be a public record and placed in the member's personnel record along with any formal resolution.

D. Town elected officials alleged or found to be in violation of the Town's Public Ethics Ordinance may, in addition to or in lieu of receiving a censure under these rules, be further subject to the enforcement procedures and penalties of the ethics ordinance.

2.21 Motions – when reduced to writing.

Any member of the Board may call for a motion that has been made and seconded to be written down and read by the Town Clerk before debate.

2.22 Other Procedural Motions.

1. *Motion to Adjourn* – This motion, if passed, requires the Board to immediately adjourn to its next regularly scheduled meetings. This motion requires a simple majority.
2. *Motion to Recess* – This motion, if passed, requires the body to immediately take a recess. Normally the Mayor will determine the length of the recess which could last for a few minutes to several hours. It requires a simple majority vote.
3. *Motion to Table* – This motion, if passed, requires discussion of the agenda item to be halted immediately, and the agenda to be placed on hold. The motion may contain a specific time to bring the item up again, or it may not specify a time. If no time is specified, the item shall be placed on the agenda at the following Town Board of Commissioners meeting.
4. *Motion to Remove from the Table* – This motion, if passed, allows the Board to remove an item previously placed on hold. A vote in favor of removing an item

from the table must be made before the body can take action on an item that was tabled.

5. *Withdraw a Motion* – During the debate and discussion of a motion, the original maker of the motion on the floor, at any time, may interrupt the speaker to withdraw his or her motion. The motion is immediately deemed withdrawn and discussion on the motion shall cease. Board members are free to make the same motion or another motion.

2.23 Rules of Discussion of pending questions.

After the previous question has been seconded and the main questions ordered, the member who has introduced, or the staff member who has reported on the matter under consideration, shall have ample time to discuss the proposition pending, at the close of which the vote shall be taken.

ARTICLE 3. VOTING

3.1 Voting Rules.

A. When a question is put, every Board member present shall vote either in the affirmative or a negative, or abstain if there is a conflict of interest on the matter being voted on before the Board of Commissioners. Any member shall be entitled to abstain so long as such member gives a reason for abstaining and such reason falls within one of the following:

1. When the vote would or could be considered improper pursuant to the Town Public Ethics Ordinance.
2. When the vote could or may show bias for or against a person, organization or business that the member has a close personal relationship with thus reflecting poorly on the member and office such member holds.
3. When any member has a direct financial gain or personal gain from the outcome of the vote.

B. Except when determined by the body to vote using another method, all voting shall be made by voice vote. All votes will be taken by a “roll call” by the Town Clerk and shall be stated as a “yea” or “nay.” A record of the “yeas” and “nays” shall be entered upon the minutes of the proceedings of the Board.

D. Prior to a Board vote, the President/Mayor shall go down the list of the Commissioner’s names to check individually if there are any comments, questions, or concerns, prior to the

vote.

3.2 Voting Disqualification.

- A. A member shall not vote upon any matter on which the member is disqualified due to a conflict of interest, or any quasi-judicial action regarding that in which the member is biased.
- B. A member shall openly state an abstention due to a conflict of interest or bias.
- C. A member who is abstaining due to a financial conflict of interest shall publicly identify the financial interest in detail sufficient to be understood by the public, except that disclosure of the exact street address of a residence is not required.
- D. As to any other conflict of interest, the member's determination may be accompanied by an oral or written disclosure of the conflict of interest.
- E. A member who is disqualified by a conflict of interest in any matter shall not remain on the dais during the discussion and shall not vote on that matter.

3.3 Tie Votes in Filling Vacancy.

In the case of a vacancy under Section 82-32 of the Town Charter in the office of President and the remaining four elected members of the Board cannot agree on a successor to temporarily fill the office of President, then the Board member receiving the highest number of votes in the most recent general election shall become the Interim President/Mayor until the vacancy can be filled by a majority after a special election.

ARTICLE 4. MINUTES & RECORD KEEPING

4.1 Minutes of Meetings.

Minutes of regular meetings, special meetings, public hearings, public meetings, and work sessions shall be made available to the Public by the Town Clerk. However, minutes shall not be available until approved by the Board in a regular meeting. Approved minutes are also posted on the Town's website. Minutes of closed sessions of the body held in accordance with applicable state law shall not be open to public inspection, shall be approved in closed session, and shall remain sealed until the body votes to disclose them which should be reviewed and decided on a periodic basis or as otherwise agreed upon by the Board.

4.2 Record of Meetings.

The Town Clerk or designee shall be responsible for minutes of each Regular or Special Meeting and Work Session of the Board of Town Commissioners and for maintaining the official record, which shall include all Board actions. Minutes shall include:

- A. All motions made, the name of the motion maker and second, the method and outcome of the votes taken, names of guests and their affiliation; and
- B. Copies of resolutions, new or revised ordinances or other actions approved by the Town Board of Commissioners.
- C. All ordinances, charter amendment resolutions, and annexation resolutions shall have their titles and sequential numbers read into the record.

ARTICLE 5. SUSPENSION & AMENDMENT OF RULES

5.1 Suspension of Rules.

Any provisions of these rules not governed or controlled by federal, or state law, or the Town Charter or ordinances may be temporarily suspended by a majority vote of all elected members of the Town Board of Commissioners and may be amended in a similar fashion if such amendment was introduced at the previous regular meeting of the Town Board and shall have received preliminary approval of the Town Board at such meeting.

5.2 Enforcement of Rules and Procedures.

The following provisions may be used to enforce the good order of the meeting. The action may be taken by the President/Mayor under his or her own action, or upon a motion to enforce by any Board member.

- A. *Warning* – The President/Mayor may order any person (Board member, staff member or audience member) in violation of these rules to be silent.
- B. *Removal* – If, after receiving a warning from the Mayor or presiding officer, the person continues to disturb the good order of the meeting, the Mayor or presiding officer may order the person to leave the meeting. If the person does not leave the room, the President/Mayor may have the individual removed by the Police.
- C. *Motion to Enforce* – Any Board member may move to require the Mayor to enforce these rules and the affirmative vote of a simple majority of the body shall require the President/Mayor to do so. A motion to enforce is an allowable interruption and is not debatable. Failure of the Mayor to comply will result in the Board selecting a new presiding officer and direct staff to have the Mayor removed from the meeting.

ARTICLE 6. THE AGENDA

6.1 Agenda.

- A. The agenda shall outline the established order of business.

- B. The President shall include on the agenda any item at the request of any member of the Board, provided that the member shall have furnished to the Town Clerk a description of the item in time for inclusion with the printed agenda within 3-5 days prior to the meeting.
- C. At least ten days before each regular meeting, the Town Clerk shall provide each member of the Board a copy of the agenda for the forthcoming meeting, together with copies of all ordinances, resolutions, and background material of matters to be considered at the meeting.
- D. Under Section 3-302(c) of the Maryland Open Meetings Act found in the General Provisions Article of the Maryland Code, the ability to observe does not mean that the public body must provide to the audience copies of the documents being reviewed by the members. However, the public must be given a grasp of what is being discussed and acted upon at the meeting. The Md. Open Meetings Compliance Board has advised that an oral summary or general description of the documents in question will ordinarily serve this purpose.
- E. Copies of the agenda shall be posted on the Town website and on the bulletin board in the Town Hall at least one business day prior to each regular meeting. A reasonable number of copies of the agenda shall be available to the public at the Board meeting or earlier upon request, as available.
- F. All meeting agendas and amendments to the agenda shall be approved by the Town Board of Commissioners at the beginning of the meeting. Items on the agenda can be reordered by the Board during the scheduled meeting.
- G. Items of routine business that generally require no discussion by the body may be placed on a Consent Agenda of a Regular Meeting. Any member of the Board may remove an item from the Consent Agenda and place it under Action Items.
- H. All meeting agenda and amendments shall be approved the Board at the beginning of the meeting. Items on the agenda can be approved by the Board during the scheduled meeting.
- I. Agendas for Regular Meetings and Work Sessions shall be published at least 3-5 business day prior to the meeting. Agendas for special or emergency meetings may be published as far in advance as reasonably practicable.

6.2 Order of Business.

The Town's governing body shall observe the following order of business at Town regular or special meetings subject to amendment at the subject meeting:

- I. Call to Order
- II. Roll Call

- III. Pledge of Allegiance
- IV. Consent to the Agenda
- V. Approval of Minutes/Financial Reports
- VI. Staff Reports
- VII. Committee Reports
- VIII. Commissioner Reports
- IX. Business Items
- X. Administrative Updates
- XI. Public Comment
- XII. Adjournment

ARTICLE 7. WORK SESSION POLICIES & PROCEDURES

7.1 Purpose.

The President or Board may call and hold work sessions for the purpose of conducting a detailed and thorough exploration of matters that may properly come before the Town Board of Commissioners. The work session is a meeting subject to the Open meetings Act. However, the formal adoption or passage of Ordinances, Charter Amendments, Annexation Resolutions, Budget Ordinance Amendments, and other legislation or resolutions, should not be done at a work session. The following rules shall prevail for the call and conduct of work session meetings. *Except in compliance with Section 7.5.*

7.2 Agenda.

Only a limited number of matters shall be considered by the Board during a work session, and sufficient time for consideration of such matters shall be provided. An abbreviated agenda order shall be used for all work session agendas.

7.3 Documents and Exhibits to be Presented.

When possible, staff shall make available to the Board all documents, proposed legislation, policies, contracts, exhibits, maps, plans, architectural drawings, specifications, correspondence or other similar documents at least seven days before the beginning of the session.

7.4 Technical or Legal Questions.

All questions of a technical or legal nature, which require a detailed explanation for understanding, may be considered in a work session. The Commissioners may, through the President, request the attendance of such staff members, the Town Attorney or outside experts as may be required to answer such questions. A work session or portion thereof, like any other public meeting, may be closed to confer with legal counsel, staff or other

experts as permitted by the Maryland Open Meetings Act.

7.5 Voting

Voting in a Work Session shall not be permitted except in the case that:

- A. The matter is on a topic considered “Old Business”
- B. The voting on the matter is necessary due to a deadline before the next regular meeting.
- C. The matter does not concern the completion of a contract
- D. The matter does not concern an expense greater than \$5,000
- E. The fact of the vote must be advertised for as long as practical and for a minimum of 24 hours in advance of the Work Session.
- F. The matter will be moved to the first order of business on the Agenda.
- G. Public Comment must be allowed in accordance with Section 2.9 (J).

7.5 Audience Comments or Questions.

Audience comments or questions will not be considered at a work session. Unless permitted by the presiding officer or unless the board will be voting on an issue in compliance with section 7.5 above.

ARTICLE 8. GENERAL COMMISSIONER REQUESTS

8.1 Commissioner Requests.

Commissioner requests that deal with policy issues and Commissioner requests that may be construed as direction or orders shall be directed to the President or their designee, except for general inquiries or questions involving constituent services, in which case the Commissioners may go to the Town Administrator, unless opposed by a majority of the Board.

8.2 Commissioner Requests for Funding.

Commissioner requests requiring funding must go through the President, Treasurer, and Director of Finance. The President and Treasurer shall respond in a timely manner.

8.3 Use of Staff Resources.

A request for use of staff time, other than standard requests for information from department heads, by a Commissioner must be made through the Town Administrator unless already approved by the Board of Commissioners.

ARTICLE 9. PUBLIC STATEMENTS BY COMMISSIONERS

9.1 Representation or position by the Board or President.

When the individual Commissioners give a public statement in their elected capacity on an issue affecting the Town, the Board member shall first identify the adopted position of the Town Board of Commissioners with respect to that subject, if any. Thereafter, the elected official may provide a statement of personal opinion or comment (including a minority or

opposing viewpoint), provided the Board member expressly acknowledges that such statements do not represent the position of the Town. Notwithstanding anything in this Article to the contrary, the President/Mayor as the Chief Executive Officer shall be the principal spokesperson for the Town on any municipal matter and pursuant to the Charter may reserve the paramount right and prerogative of speaking exclusively on behalf of the Town pertaining to the administration of the day-to-day affairs of the Town and the faithful execution of all laws and policies of the Town.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners for The Town of Upper Marlboro, sitting in regular session this 8th day of February 2022.

ATTEST:

Clerk: John Hoatson
Date: February 8, 2022

THE TOWN OF UPPER MARLBORO

Sarah Franklin, President

Janice Duckett, Commissioner

Thomas Hanchett, Commissioner

Karen Lott, Commissioner

Vacant, Commissioner

CERTIFICATION

I, the undersigned, hereby certify that I am the Town Clerk of the Town of Upper Marlboro and that the Board of Town Commissioners of the Town of Upper Marlboro at a public meeting at which a quorum was present adopted this Resolution, and that said Resolution is in full force and effect and has not been amended or repealed. In witness whereof, I have hereunto set my hand and seal of the municipal corporation, this 8th day of February, 2022.

John Hoatson, Town Clerk



Town of Upper Marlboro

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MEMORANDUM

To: Board of Town Commissioners
From: Sarah Franklin, President
Date: Tuesday, July 5, 2022
Re: Branding & Horse Shows

The Town was approached last month by M-NCPPC and Prince George's County regarding re-branding the Town and Greater Upper Marlboro area as the equestrian/agricultural/outdoors center of the County. We are interested in pursuing this opportunity because it will better reflect the Town and its residents.

The current Town branding is the tobacco leaf. The Town's main industry during colonial times was tobacco production. It is important to be mindful that tobacco production was an activity that required large quantities of enslaved labor. The tobacco leaf branding communicates this fact. While we reconcile with the Town's past and honor those who were hurt by it, continuing to use the tobacco leaf in branding continues to perpetuate that hurt. Horse shows, the great outdoors, and agriculture are all activities that present-day residents can enjoy together. The goal of rebranding the Town is to connect our history to the present-day in a celebratory, not painful, way.

On June 29th there was a second branding meeting regarding the Town, County, and Equestrian Center's coordinated Re-Branding efforts. At that time, the branding experts from Explore Prince George's Recommended that we approach the re-branding at three levels:

1. Re-branding of the Town
2. Re-branding of the Greater Upper Marlboro Area
3. Re-branding to Welcome horse show visitors

They recommended this would allow the Town and the County to slow down their process and ensure that we can capture all elements of the Town and Greater Upper Marlboro in branding. It was therefore determined that branding to welcome the horse show will move forward with coordination between the Town, County, and Equestrian Center in the short term.

The Town will continue its re-branding process and coordinate with the County so that the Greater Upper Marlboro and Upper Marlboro Branding is distinct but cohesive. To this end, it was recommended that we put out a full RFP for a re-branding firm in coordination with our chosen Economic Development firm. In the meantime, we will continue to reach out to residents and visitors for their input and ideas.

Event Policies

The Town of Upper Marlboro's mission for public events is to build Community and improve relationships among neighbors. Events bring people to the Town where they will spend their money at local businesses. Events also provide an opportunity for residents to interact with their elected officials in a casual environment.

The following policy is enacted to ensure all events sponsored by the Town are conducted in an organized manner and in a way that meets with the above stated mission. The town of Upper Marlboro hereby establishes the following policies and procedures for all Town-sponsored events.

- All Town Committees should submit their planned events by November 31st in the year prior. While the Town understands that other events will come up, producing an Events Calendar for the year is an important goal. This allows the Town to ensure that there is adequate Town staff for the events, as well as notifying the public of events.
- At the Town Events Committee's December meeting all proposed events will be placed on a proposed calendar. The Events Committee will attempt to honor event date requests; however, they will move events around to ensure that Town Staff and Volunteer resources can be made available.
- This Calendar will be discussed at the January Town Work Session on the first Tuesday in January. It will be approved at the Town Regular Meeting on the fourth Tuesday in January.
- After the Calendar is approved, any further Town Sponsored Events will need to be approved by the Board of Commissioners, at a regular meeting or work session, after a review of staff and budget resources.
- Events that have pre-set annual dates will take priority in scheduling. These events are:
 - Marlboro Day (2nd Saturday in May)
 - Trunk-or-Treat (Saturday closest to Halloween)
 - Holiday Tree Lighting/event (1st Saturday in December)
- Events that are small events run by the Town and are budgeted by the Town and planned out are not part of the annual event calendar due to their uncertain timing. These events include:
 - Ribbon Cuttings (to open new projects to the public)
 - Ground Breakings (to start new projects)
 - Town Hall Receptions (as needed)
 - Volunteer Appreciation (annual)
- All Events will have a rain date of one week following the event date unless otherwise determined and advertised at the same time the event is advertised. The Event will be cancelled if weather prevents holding the event one week later.
- Determination of weather cancellations will be made based on notification of vendors for refunds/cancellation without extra charge. (For example: Movie nights will be cancelled on Wednesdays because this is the day notification has to be sent to ensure that the Town is not charged for port-a-potties). For larger events, such as Marlboro Day, rain determination will be made 24-48 hours in advance, and some deposits may be lost.

- Weather cancellations will be determined by the Town based on weather forecasts. If the chance of rain or other severe weather is 60% or more the event will be cancelled.

For all events not sponsored by the Town a permit is required per ordinance 2018-10 "Special Events" must be submitted 15 days prior to the event. For all events which Town Staff support or road closures (for which the Town must acquire them permits) are required the following procedures must be followed:

- An Event request form must be filled out and submitted to the Town three months (90 days) prior to the event. This timing is needed for the Town to provide the necessary permits.
- The event host may be required to pay for appropriate road blockades as required to ensure public safety during the event.

If an event is hosted by an outside entity and require no Town Staff the Town would be happy to publicize it on our annual calendar, social media, constant contact, and Landings newsletter.

Discussion of possible Handbook Amendments

There are two handbook amendments that have been discussed in the last few months to clarify and expand some of the policies in the Town's Employee Handbook. The two areas are with regard to overtime pay and with regard to randomized drug testing. Each topic is outlined below.

RE: Overtime pay

Currently, there is some confusion and inconsistency in how overtime pay is paid out for Town employees. I have gathered the following information from our HR Firm, Insurity, and believe we need to incorporate this into the handbook to provide clarity on how overtime hours are paid.

Guide to Wage Payment and Employment Standards

Overtime Final Rule

Overtime is payment to an employee of one and one-half (1.5) times the regular hourly wage for work performed in excess of 40 hours in a 7-day week. For some occupations in Maryland, overtime is calculated based on a different period of time. Certain farm workers, for example, receive overtime for hours worked over 60 in a week. However, under state and federal laws, some employers are exempt from the requirement to pay overtime, and some employees are exempt from the right to receive it.

Leave hours, including vacation, sick time, holiday, etc., are not counted toward the accumulated hours in a week for overtime purposes. Overtime is calculated on hours actually worked.

Source: <https://www.dllr.state.md.us/labor/wagepay/wpotgenl.shtml>

There is currently a holiday pay category that is paid at double time for work on Holidays. Town Staff would also like to recommend the following consideration regarding overtime pay options:

1. 3-hour minimum
2. On-call Pay – When a PW staff member is on call for inclement weather or other emergency events they will receive a on call rate of their regular hourly pay plus \$1.00.
3. Event Pay – This would be a special pay category that would provide staff time-and-one-half pay for any hours worked for special Town events. (In consideration of this, we should also consider charging outside events for staff hours so as not to incur costs for outside events.)

We hope this will provide the necessary information for a discussion on this matter. The next steps will be drafting a modification to the handbook that incorporates the Board's decisions and approving that update at the next regular Town meeting.

RE: Drug Testing

The Town will be required to drug test its Public Safety officers as part of a randomized drug testing program starting this fall. These programs assign each employee a number and then numbers are selected from a larger number pool each month or quarter. As we are looking at randomized testing for some of our employees, the question has arisen: Do we want to implement this policy for all staff that is authorized to drive a Town vehicle?



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MEMORANDUM

To: Board of Town Commissioners
From: Sarah Franklin, President
Date: Thursday, July 7, 2022
Re: Sustainable Communities Working Group

The Sustainable Communities Working Group (SCWG) is a volunteer group for the Town that is responsible for distributing \$50,000 of State grant funds to downtown businesses each year. The group has the potential to access additional resources for the Town but to date has had limited membership, which has hindered its ability to take on larger projects. We believe that the limited membership is due to two main factors:

1. Meetings take place during regular working hours
2. The Committee's name is confusing and does not clearly communicate its purpose.

We will need to begin the search for more members of this committee, particularly after the resignation of long-time chair, Evelyn Stephens on June 28th. This leaves the current membership to one Town resident and one resident of a neighboring Town.

One of the Town's interns, Ethan Holley, has been assisting to re-brand the SCWG to better reflect its role as an Economic Development driver for the Town. He has provided the following memo of recommendations for guidance and review. The hope is that we will be able to provide him feedback and direction for us to begin outreach for the expansion of the committee.



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MEMORANDUM

To: Board of Town Commissioners
From: Ethan Holley, Intern
Date: Thursday, July 7, 2022
Re: Sustainable Communities Working Group

Rebranding the Sustainable Communities Work Group is vital to the longevity of the Town of Upper Marlboro's existing businesses, the introduction of new businesses, and the opportunity to redefine its core mission. The Sustainable Communities Work Group should have a recognizable name that gives the committee clear goals that are immediately understood by the public. A name that eliminates explaining what the committee does would be ideal to attract new members and solidify the committee's focus. I recommend the committee be renamed the **Development and Infrastructure Committee** and be made up of two sub-committees that focus on economic development: the newer initiative, and infrastructure: its older initiative. The sub-committees can be expanded to meet specific needs of development and infrastructure in the town. For example, a residential development or parks and recreation sub-committee.

The Development and Infrastructure committee can present all new projects regarding development and infrastructure from resident suggestions, member suggestions, and previous M-NCPPC Planning Board visions through formal staff recommendations to commissioners. Members can give reports at town meetings of needed or suggested changes regarding development and or infrastructure of the town.

Members of the economic development sub-committee can oversee new and existing businesses and assist the needs of both business owners and workers to provide the best services for town residents. They can also seek economic development opportunities by new incentives, programs, and resources that draw businesses to the town, recognizing and redefining open spaces within town limits that new businesses can call home, and providing training and transparency of worker rights.

Results would be:

- maintaining good relationships with existing business owners,
- a program with funding that attracts specific restaurants the town does not have,
- converting open parking lot spaces and wooded areas to buildings for new businesses,
- holding a job fair,
- or posting agencies that assist with a wide range of worker needs on the town's website. Just to name a few.
- The economic development sub-committee could also explore alternative ways to gather funds excluded from local government.
- A non-profit group able to apply for and obtain grants that the Town only could not receive.

Sustainable Communities Work Group should also advise the Town on issues such as improving town signage, developing town branding, improving sidewalks, improving pedestrian trails, and improving



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roads throughout the town. This introduces the infrastructure sub-committee whose members can: (1) continue distribution of the \$50,000 building improvement program to downtown businesses; (2) review needed roadway, wayfinding, and placemaking improvements; and (3) three, address needed enhancements to climate resilience efforts, the electric grid, and plumbing in the town. This would look like identifying roadways that need to be repaved, need traffic safety enhancements, and needed bike lane additions. As well as identifying pedestrian trails that need extensions and connections, needed signage on roads and intersections, space that can become of public use, and tree limbs that need trimming away from power lines.

The committee's main mission would be the development and infrastructure of the Town of Upper Marlboro while its goal would be Maryland Sustainable Communities and the town Vision Plan. My idea for the Development and Infrastructure Committee is to prepare this committee to easily transition to official government staff in the future.

The Town of Upper Marlboro's Façade/Business Improvement Program Grant Applications and Awards Policy

The Town receives funding from the State of Maryland to improve its downtown buildings and Main Street facades. The purpose of this program is to improve the aesthetic of the Town and encourage property owners to invest in their buildings. To ensure that the program is being run in a professional, fair, and equitable way the following procedures will be followed for all awards.

This policy will take effect immediately upon adoption by the Board of Commissioners and all active applications will be updated with appropriate paperwork as outlined in this policy.

- Every business in Town will receive instructions, an application, and a list of the eligibility requirements for the grant via email or postal mail In July of each year. These applications will go out regardless of their presumed eligibility or status as in good standing. This information and forms will also be available on the Town's website at all times.
- Applications will be submitted directly to the Town by the business owners. Town Staff, Elected Officials, or SCWG members will not complete applications on behalf of the business/property owners.
- The SCWG, Town Staff, and Commissioners may provide technical assistance to the property owners with their application. SCWG members will keep a written record of all meetings, times, dates, and topics discussed with individual property owners. These records will be provided to the Town. The business owner will keep possession of the application and complete it themselves.
- Applications will be processed by the Clerk's Office as they arrive in the mail. One copy will be submitted to the SCWG, and the original will be logged into a database and stored in a file on stie at Town Hall for two years.
- SCWG will review the applications and complete checklists as to eligibility. The eligibility checklists will be those provided by the state and will not have additional criteria unless approved by the Town Board of Commissioners. Applications will be marked "eligible" or "ineligible" based on the checklists.
- These completed checklists will be provided to the Town Administrator or their designee who will notify the businesses of their eligibility status by letter and enclosure of a copy of their application and the completed eligibility checklist.
- Eligible applicants will be prioritized based on recommendation of the SCWG. All eligible applicants (weather they are recommended to receive funds or not) will be submitted to the Board of Commissioners for approval in order of priority.
- The Board of Commissioners will determine which awards will be funded based on the applications and the recommendations of the SCWG by voting at a Regular Town Meeting to award funding.
- Businesses will only be eligible to receive funds once every five years. If there are no new businesses interested in applying for funds than a business will be eligible to receive funds sooner than five years.

Citation/Proclamation Policy

The Town of Upper Marlboro's elected officials wish to support the Community through providing official proclamations and citations for important events and occasions. The Town will use the following guidelines to determine whether or not to issue a requested citation:

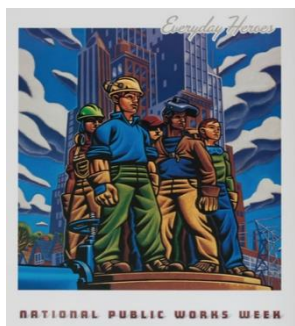
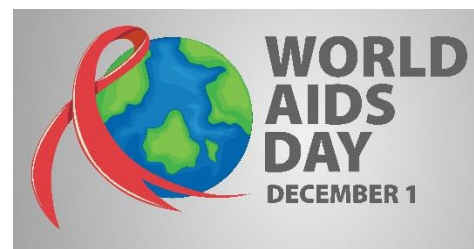
A **citation** is given for a specific achievement of a person or organization, such as a retirement, milestone birthday, Boy Scout Eagle Award or Girl Scout Gold Award, or a similar achievement. Citations are NOT given for achievements such as graduating high school or college or receiving a particular scholarship. Citations are issued by the Mayor/President of the Town of Upper Marlboro and does not require oversight by the Board of Town Commissioners,

A **proclamation** is to recognize a day, week, or month in awareness of a cause. A Proclamation requires a full Board of Commissioners vote to issue. If the vote passes, the proclamation is issued and all Commissioners who vote in favor may sign it.

1. In the interest of preserving the separation between church and state; Citations or Proclamations will not be issued for religious events of any denomination.
2. In General, citations and proclamations will only be issued to Town residents or Businesses within the Town limits except in the following cases:
 - a. When celebrating a school's achievement that the school district includes any part of the incorporated Town.
 - b. When celebrating individual student's academic achievement at any school within the 20772 and 20774 zip codes or have an address with the Post Office listed as Upper Marlboro, MD.
3. Individual citations and proclamations will not be issued for groups of more than 60 individuals at one time.

Proposed Proclamations 2022-2023

July 4, 2022	Independence Day Proclamation
August, 2022	Women's Equality Day (August 26, 2022)
September, 2022	Patriot's Day (September 11)
September, 2022	Hispanic Heritage Month (Sep 15 to Oct 15)
September, 2022	Crain Monument Centennial (September 30)
October, 2022	National Fire Safety Month
October, 2022	Indigenous Peoples' Day (October 10)
November, 2022	Veteran's Day (November 11)
December, 2022	World Aids Day (December 1)
January, 2023	Martin Luther King Jr. Birthday (3 rd Monday)
February, 2023	Black History Month
March, 2023	Women's History Month
April, 2023	National Child Abuse Prevention Month
May, 2023	Asian Heritage Month
May, 2023	Municipal Clerk Week (1 st Week of May)
May, 2023	Fallen Heroes Day (1 st Friday of May)
May, 2023	National Police Week (May 15)
May, 2023	Public Works Week (May 21)
May, 2023	Memorial Day
June, 2023	Pride Month
June, 2023	Juneteenth (July 19)



**Town of Upper Marlboro
Board of Town Commissioners**

Proclamation

In Recognition of Juneteenth, June 2022



Whereas, the first enslaved Africans were brought as captives to what is now the Commonwealth of Virginia in 1619; and

Whereas, President Abraham Lincoln first issued the Emancipation Proclamation effective January 1, 1863, freeing the enslaved people in the South. On June 19, 1865, Union soldiers arrived in Galveston, Texas and enforced the president's order, freeing the enslaved two and a half years after it was first decreed. This day has since come to be known as Juneteenth; and

Whereas, The Town of Upper Marlboro recognizes the history of racism in our country and how it has led to many current day disparities in education and job attainment, housing; and healthcare, as well as well as disproportionate incarceration rates for black people.

Therefore, Be It Proclaimed that The Town of Upper Marlboro do, hereby proclaim, June 19, 2022 as Juneteenth to acknowledge the historical significance of the day and recommit the Town to working toward the dismantling of racism.

Signed this 28th Day of June, 2022.



Sarah Franklin, President / Mayor

Charles Colbert, Commissioner

Janice Duckett, Commissioner

Thomas Hanchett, Commissioner

Karen Lott, Commissioner

Town of Upper Marlboro
Board of Town Commissioners

Proclamation

In Recognition of Pride Month, June 2022



Whereas, The Town of Upper Marlboro takes pride in and celebrates the diversity of the residents who make up our community; and

Whereas, The Town of Upper Marlboro is a welcoming and inclusive community for LGBTQIA+ and couples in which to live and raise a family; and

Whereas, LGBTQIA+ residents have made important contributions to improving the quality of life in The Town of Upper Marlboro; and

Whereas, the promise of America is that all people should be able to live with dignity and have equal rights under the law, including marriage equality; now

Therefore, Be It Proclaimed that The Town of Upper Marlboro do, hereby proclaim, June, 2022 as PRIDE MONTH in the Town of Upper Marlboro, and call upon all residents of our community to celebrate the great diversity of the Town of Upper Marlboro.

Signed this 28th Day of June, 2022.



Sarah Franklin, President / Mayor

Charles Colbert, Commissioner

Janice Duckett, Commissioner

Thomas Hanchett, Commissioner

Karen Lott, Commissioner

Service	Firm	Initial Contract Date	Current Contract End Date	Last Review	Cost
Town Building Cleaning	OfficePride	2018	Ongoing	2018	\$389/month
Parking Meter System	IPS	2019	Ongoing	2019	Varies
Parking Enforcment	IPS	2021	Ongoing	2021	Varies
Media Support	Feldmann Comm. Strategies	2018	2022	2020	\$1,500/month
Lobbying	Greenwill Consulting	2018	6/30/2022	2020	\$3,000/month
Legal - General	Kevin Best	2008?	2023	2021	\$180/hr
Legal - Annexation	Levan Ruff	2022	2024	2022	\$205/hr
Accounting	Alta Group	2020	2022	2020	\$1,500/monthly
Auditing	Charles Brown & Associates	2019	2023	2019	\$20,000/annually
Speed & Red Light Cameras	Conduit	2021	2024	2021	Varies
Town Website	Revize Government Website	2017		2022	\$1,600 annually
IT Firm	NTI (Now Technologies Inc)	2018	N/A	2017	\$600/month
Recycling	Burch Trash	2016	Ongoing	2016	\$825/month
Residential Trash Collection	Burch Trash	2008?	Ongoing	2008?	\$3,846/Month
Vehicle Maintenance	Prince George's County	2019	2024	2019	Varies
Town Hall Alarm System	BFPE Alarm	2021	Ongoing	2021	\$895 annually
Human Resources Firm	Insuraty	2021	2023	2021	\$989/month



Downtown Upper Marlboro Economic Development Firm

Town of Upper Marlboro

Contact

Jason Godfrey, CEO
Jason@BetterCity.us

Firm

Better City, LLC
www.BetterCity.us

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Cover Letter

July 1, 2022

Dear Selection Committee,

It is a privilege to provide this response to Upper Marlboro's Request for Proposal for an Economic Development Firm. Better City, LLC has extensive experience in assisting communities throughout the country leverage their unique assets and strengths to reach their economic development goals. Better City provides services such as strategic planning, economic development capacity enhancement, project implementation services.

We applaud Upper Marlboro for the foresight to support revitalization, business, and property maintenance. We believe the development of pedestrian and bike friendly connections between commercial centers and the development of cohesive branding and outdoor amenities are strategies that will support the economic resilience of Upper Marlboro as these approaches create a place that provides quality of life and a vibrant business environment.

Our recommendation is that through the first six months of this engagement, in addition to economic development capacity enhancement services, Better City will provide Upper Marlboro with a Strategic Plan that prioritizes ongoing efforts and identifies the community's vision for economic development, along with a variety of targeted strategies for implementing this Plan. This process would include the creation of supporting materials to use in marketing and outreach to businesses.

We would be honored to work with you. Please feel free to contact me directly regarding any questions.

Best Regards,



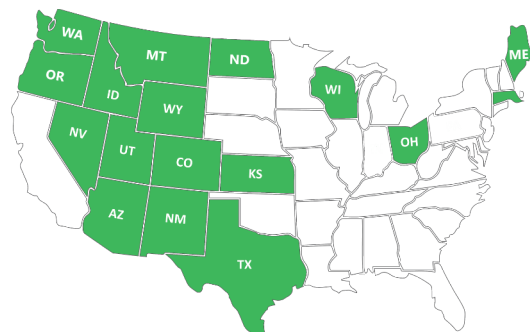
Jason Godfrey

Chief Executive Officer

About Better City

Broad Experience

Better City has a wide range of experience, with over 50 municipal clients in 17 states. *The clients served in the past five years are on the right.*



We are a National Firm—with personnel located in Utah, Texas, Ohio, and Georgia. Our diverse team of highly-qualified professionals with experience in both the public and private sectors brings **perspective and strategic input from best practices across the U.S.**

Results Oriented

Better City was established in 2012 after its founder transformed his city, Ogden Utah, from a blighted and stagnant community to a model of urban renewal (ranked by Forbes in the top 10 cities to raise a family.)

The Better City team provides strategies that make a tangible impact on the local economy of our client communities. **We have a track record of success in project implementation.** Please see the following pages for select examples of projects with similar scopes to that of Upper Marlboro.

Small & Focused

Our small firm has a track record of effective collaboration. We pick and choose our engagements based on how well they fit our expertise and our capacity. Upper Marlboro would be 1 of 7 ongoing implementation clients, and would receive quality attention and dedicated service. Unlike large firms, **our principles work directly with project managers to service clients.**

Client	Strategic Plan	Project Implementation	Dates of Engagement
Summit County, CO	✓		2022
Wasatch Front Regional Council, UT	✓		2022
Detroit, OR	✓		2021
Gates, OR	✓		2021
Bangor, ME	✓		2021
Syracuse, UT	✓		2020
Raton, NM	✓	✓	2019 - 2021
Mills, WY	✓		2019 - 2021
Meeker, CO	✓	✓	2018 - 2019
Gerlach, NV	✓	✓	2018
Humboldt County, NV	✓	✓	2018
Lordsburg, NM	✓		2018
Green River, UT	✓	✓	2017 - Ongoing
Buena Vista, CO	✓		2017
Anthony, KS	✓	✓	2017
Rio Blanco County, CO	✓	✓	2016 - 2017
Moffat County, CO	✓		2016
Lake County, CO	✓		2015 - 2019
Wells, NV	✓	✓	2014 - Ongoing
Tooele County, UT		✓	2021 - Ongoing
East Liverpool, OH		✓	2013 - 2015, 2020 - Ongoing
Superior, CO		✓	2019 - Ongoing
Clearfield, UT		✓	2019 - 2020
Silver City, NM		✓	2018 - Ongoing
Riverton, UT		✓	2016

Similar Projects

East Liverpool, Ohio

Neighborhood Revitalization Plan & Downtown Redevelopment

East Liverpool, Ohio experienced significant population decline as the manufacturing industries collapsed. The business exodus resulted in a hollowed-out downtown core and deteriorating neighborhoods. Better City was hired in 2013 to assist with revitalization in the downtown, and again in 2019 to assist with residential blight, improving quality of life, and other economic development initiatives.

Outcome – Capacity Enhancement | 2013 – 2015

- Curated a for-profit vocational school to rehabilitate and preserve two vacant buildings totaling 35,000 square feet in the historic downtown.
- Facilitated \$6.8 million transaction by securing a pre-development grant, Community Development Block Grants from the State, City, and County as well as State and Federal Historic Tax Credits, State and Federal New Markets Tax Credits, tax increment financing, debt, and investors.
- Recruited a multi-family housing developer for a 45-unit \$9.2 million workforce housing development.
- Reduced blight, provided workforce training programs, developed workforce housing, and added to the local tax base.

Outcome – Capacity Enhancement | 2019 – Present

- Secured grants for a housing blight remediation initiative, riverfront trail, downtown master plan, and other projects.
- Applied for and received AmeriCorps NCCC volunteer assistance.
- Created Neighborhood Revitalization Plan.
- Created New Business Startup Guide as resource to support new businesses navigate the challenges of opening in East Liverpool.



Reference

Greg Bricker
Mayor, City of East Liverpool
330-385-3381
g.bricker@eastliverpool.com

Green River, Utah

Economic Vision & Strategic Plan & Implementation

The small community of Green River, Utah faced several boom-and-bust cycles across multiple industries including uranium mining, agriculture, and a military missile base. The current population of the city is less than 30 percent of its peak and the City has a significant challenge of dealing with neglected properties that have resulted from the economic decline.

Planning Outcomes - Strategic Recommendations | Mar – Oct 2017

- Activate the river as a recreational amenity.
- Focus on community appearance, enforcing code, and ensure that City-owned properties are well maintained.
- Facilitate the development of value-added food manufacturing.
- Assemble land and fund initial infrastructure for planned industrial park.
- Remediate brownfield properties in the downtown core.

Outcome – Capacity Enhancement | 2017 – Present

- Provided 16 responses to requests for information from site selectors for industrial projects.
- Identified River Restoration firm to conduct planning and implementation of riverfront enhancement project.
- Created a Business Resource Guide to provide business owners with information on local, regional, and national technical assistance and funding resources.
- Prepared Community Reinvestment Area request to enable the City to use tax increment financing to support economic development.
- Facilitating development of industrial park and new commercial district



Reference

Conae Black
City Administrator
435-564-3448

cblack@greenriverutah.com

Silver City, New Mexico

Workforce Development Strategy & Human Capital Alignment

The Town of Silver City periodically collaborated with other municipalities and non-profits to secure grants and conduct economic development studies. There was no funding for implementation and many of the strategies were not executed. The Town and other stakeholders desired assistance in creating a sustainable program for economic development.

Outcome – Capacity Enhancement | Oct 2018 – Present

- Reviewed 15 past studies and plans to identify viable and catalytic projects to move the community past the planning phase.
- Developed relationships with various stakeholders and coordinated stewardship roles including the local University, School District, and Main Street to align and coordinate efforts supporting entrepreneurship, workforce development, and downtown revitalization.
- Created a Workforce Development Strategic Plan.
- Assisted with establishing a local economic development organization (EDO) focused on workforce development and funded through private and public members.
- Assisted with hiring of the Executive Director who is responsible for executing strategic initiatives including implementing the Workforce Development Strategic Plan and overseeing and coordinating the project task forces.
- Wrote the grant application to secure a \$500,000 EDA grant to hire a dedicated local economic development staff member.
- Coordinated development of project steering committees to implement on key projects.
- Created several subcommittees to coordinate on projects and ensure buy-in and agreement from elected officials, government staff, local businesses, and nonprofits.



Reference

Priscilla Lucero, SWNM COG
575-388-1509
priscillalucero@gilanet.com

Superior, Colorado

Business Retention & Recruitment Services & Economic Advisory

Superior has multiple retail centers and office complexes, with a new mixed use downtown under development. They hired Better City to conduct a variety of economic development services, including filling in vacant spaces, assisting with business retention efforts, and providing market insights to community leaders.

Ongoing Process | 2019 – Present

- Provide monthly reports on economic development and retail analysis.
- Conduct outreach for business recruitment with a focus on experiential retail, destination attractions, and economic development prospects.
- Assist with business retention efforts, particularly in recovery from the COVID-19 pandemic and Marshall Fire.
- Provide advisory and implementation services to support economic development.

Outcome – Capacity Enhancement | 2019 – Present

- Created marketing brochures and flyers.
- Assisted in the design and provided copy for a brand-new economic development website (<https://superior-business.org>).
- Facilitated meetings with prospects at ICSC and EEE conferences.
- Conducted outreach to each locally owned businesses to find out what immediate needs were during the COVID-19 pandemic and after the Marshall Fire, and helped the Town roll out a series of support grants.
- Provided social media posts for community outreach in 'shop local' campaigns.
- Provided input and assistance in structuring a business incentive program.

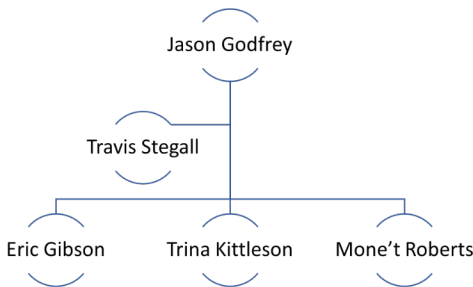


Reference

Jill Mendoza
Economic Development Manager
303-499-3675 ext. 141
jillm@superiorcolorado.gov

Our Team

All consultants listed are available and ready and able to assist Upper Marlboro.



Our team has a wide breadth of experience, including real estate development, small business / entrepreneurship, public administration, management consulting, small business consulting, and senior management in Fortune 500 companies.

We have worked with communities across the country to implement their strategic plans – writing feasibility studies, recruiting businesses, securing grants, leading business retention and expansion efforts, and building community amenities. **We have the real-world, boots-on-the-ground experience, and know how to identify and execute projects that have significant impact on the community.**

Jason Godfrey, CEO



Jason's extensive experience facilitating strategic development in both the public and private sectors makes him a skilled project manager who ensures clear communication with the client, stakeholders, and the project team.

- Real estate development
- Actionable strategic planning
- Local capacity building
- Project financing



Education

- MBA, Rice University
- BA, Economics, Weber State University



Select Experience

Economic Development Strategic Plan

- Anthony, KS
- Lake County, CO
- Marion County, OR
- Buena Vista, CO
- Bangor, ME
- Moffat County, CO

Other Experience

- Managing Director – Newpoint Advisors
- CEO – RioStones
- Director of Real Estate Development – Spindrift Development
- Associate Director, Public Works – Salt Lake County

Travis Stegall



- Real Estate (Funding, REIT, Acquisition)
- Organizational Management (CAPM)
- Community Development (CDBG, CDBG-DR, HOME, HOPWA, ESG)

With experience as a municipal Economic and Community Development Director, a Corporate Director for business retention and development, and various roles within commercial and residential wholesale finance who negotiated over \$450 million in real estate development, Travis provides strategic insights to bring goals to reality.



Education

- Georgia Economic Development Certification – Carl Vinson Institute
- BS Business Administration, Georgia State University



Select Experience

Economic Development Experience

- City of Brunswick Economic and Community Development Director
- WFE, LLC Director of Economic Development Operations
- National Community and Economic Development Center Program Manager
- Litton Loan Servicing Senior Project Manager
- Georgia Mortgage & Realty LLC E.V.P of Commercial Lending

Eric Gibson, Director of Strategic Analysis



- Data analysis
- Feasibility studies
- Strategic planning
- Technical grant applications

A data-guru familiar with a plethora of datasets and analytical approaches, Eric conducts analyses and creates user-friendly dashboards so clients can see and understand their data.



Education

- MS, Economics, Purdue University (Candidate)
- BS, International Business Economics & BA, English, Weber State University



Select Experience

Economic Development Strategic Plan

- Detroit, OR
- Gates, OR
- Green River, UT
- Syracuse, UT
- Wells, NV
- Lordsburg, NM
- Buena Vista, CO
- Bangor, ME
- Raton, NM
- Gerlach, NV
- Meeker, CO
- Humboldt County, NV

Economic Development Consulting

- Wells, NV
- Raton, NM

Trina Kittleson, Director of Business Operations



- Research and Composition
- Report Writing
- Graphic Design
- Grant Writing

Trina has an eye for detail and has crafted strategic plans and a wide variety business support resources. She creates the format and composition of deliverables to ensure they are user friendly and facilitate implementation.



Education

- MPA, Brigham Young University
- BA, English & Liberal Arts, Southern Virginia University



Select Experience

Economic Development Strategic Plan

- Detroit, OR
- Gates, OR
- Mills, WY
- Green River, UT
- Syracuse, UT
- Summit County, CO
- Wasatch Front Regional Council, UT

Economic Development Consulting

- Superior, CO
- East Liverpool, OH
- Meeker, CO

Mone't Roberts, Consultant



- Plan Writing
- Digital Design
- Marketing
- Public Engagement

Mone't is experienced in communications and engaging diverse audiences. She coordinates interviews and public engagement.



Education

- MPA, Cleveland State University
- BA, Promotional Communications, Cleveland State University



Select Experience

Economic Development Strategic Plan

- Bangor, ME
- Summit County, CO
- Lake County, CO

Cost Proposal

Monthly Fee: \$5,900

Flat Yearly Rate : \$70,800

The not-to-exceed Cost Proposal has been developed based on experience on dozens of similar engagements conducted by Better City throughout the country. The pricing is fixed and guaranteed.

The Firm establishes cost based on the level of effort that will be required of principals and staff to conduct research and orchestrate projects. Based on the scope of work elements included in the RFP the fixed-fee for this proposal is a monthly fee of \$5,900. This makes the total annual fee of \$70,800.

We bill projects as a fixed-fee so there is no risk to the client of cost over-runs. The expenses represent an estimate but regardless of the actual costs will be billed at the rates indicated. If the project requires more time and resources than anticipated, those costs will be born exclusively by Better City.

Travel costs for two trips annually are included in the fee based on anticipated cost of airfare, hotel, and food expenses for trips. If the client requests additional in-person visits, an additional travel budget must be approved by the client before the trip.

Scope of Work & Approach

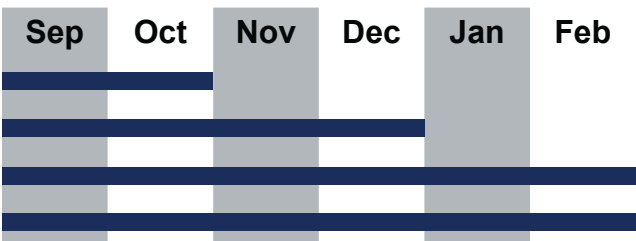
Categories

Facilitate Input

Evaluate Area & Identify Improvements

Develop & Implement Strategic Plan

Consulting



We divided the elements in the RFP's Scope of Work into the following categories: Facilitate Input, Evaluate Area & Identify Improvements, Develop & Implement Strategic Plan, and Consulting. Following is a breakdown of which area each point falls into, and Better City's Approach for providing the economic development services for each.

Facilitate Input

From RFP

- Facilitate, record, and process information gathered from a determined number of stakeholder meetings and other means to collect public input, including resident surveys.

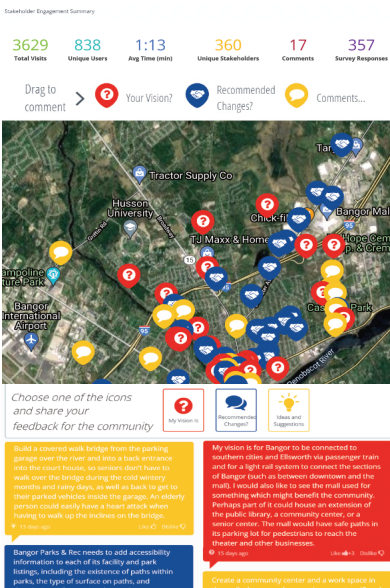
Philosophy

Utilize project-specific websites engage a wider and more diverse portion of the population than those who traditionally participate in public planning. The community can access all information and give input via survey and community idea wall.

Tasks

- Coordinate with Client to create inventory of community stakeholders and identify community outreach approach that aligns with community expectations.
- Conduct stakeholder engagement, including approximately 20 interviews and 3 focus groups.
 - We will do as many stakeholder interviews in-person as we can schedule in a 2-day visit, others will be virtual. Focus groups are usually in-person, however if requested we can conduct virtually.
- Launch project webpage with interactive map or idea wall and a public survey.
- Deliverable: Summary of input.

Timeline: First 2 months of engagement



Evaluate Area & Identify Improvements

From RFP

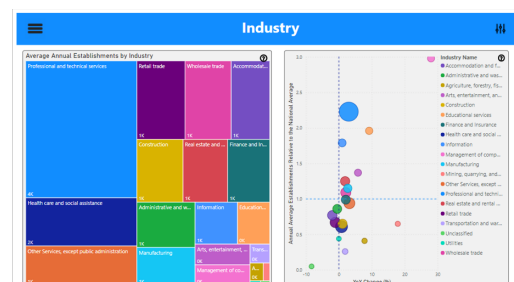
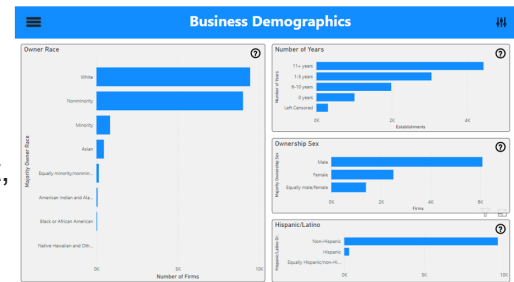
- Evaluate existing traffic patterns and make recommendations, particularly to increase the pedestrian friendliness of walking to Main Street from residential areas and other current or planned commercial centers.
- Evaluate existing parking and make recommendations for future needs, this should include implementation strategies for enhancing and expanding downtown parking.
- Identify public space improvements.
- Identify strategies to enhance downtown gateways, commercial centers, and create a visual connection between areas via branding.
- Identify ways to improve Downtown Upper Marlboro's walk and bike scores.
- Identify opportunities and provide vision for mixed-use infill development that maintains the character and walkability of the downtown district.

Philosophy

We distill the many potential recommendations down into those few that are immediately actionable, high impact, and will move the community towards its vision. These are based on through analysis of the community and relevant data.

Tasks

- Create data dashboard and analyze economic conditions, demographics, and trends of the local and regional economy.
 - See <https://bettercity.us/community-dashboard> for example
- Analyze the Town's existing programs and policies, potential sites for development and redevelopment, economic base(s), and opportunities.
- Identify specific strategies to enhance pedestrian friendliness, parking, public spaces, downtown gateways and commercial centers, downtown branding, walk and bike scores, and mixed-use infill.
- Deliverables:
 - Report regarding trends, projected areas of growth, and opportunities
 - This will include specific and actionable strategies for each objective outlined above.
 - Digital copy of all reference data and preliminary study documents



Timeline: First 4 months of engagement

Develop & Implement Strategic Plan

From RFP

- Create business retention and attraction strategies including identifying specific business types to target.
- Identify methods to encourage and incentivize investment in commercial properties by area property owners.
- Recommend strategies to develop a environmental tourism market in Upper Marlboro.
- Prepare implementation strategies to achieve goals and objectives and assign responsibilities.

Philosophy

Better City's process begins by defining the Client's goals and working backwards to ensure that the approach will achieve desired outcomes. Better City would create an Economic Development Strategic Plan that specifies the specific objectives for business retention, the target industries for business recruitment, outlines the marketing strategy, and incentives for commercial property development/redevelopment.

The Better City team would proceed to implement the Strategic Plan, including conducting marketing efforts, developing programs, and pursue funding as needed.

Tasks

- Lead work session with the Advisory Committee to identify the objectives. Present potential strategies—along with their feasibility and potential impact.
- Create a visually dynamic and user-friendly Strategic Plan.
- Determine the prioritization of specific business outreach and recruitment initiatives.
- Create list of businesses recruitment targets.
- Develop marketing materials for business recruitment, redevelopment, and tourism.
- Coordinate with relevant stakeholders to further additional strategies.
- Deliverables:
 - Economic Development Strategic Plan with a phased implementation plan
 - Marketing materials for attracting new businesses
 - Marketing materials for tourism
 - Funding plans/options

Timeline: Complete Strategic Plan in first 6 months of engagement, create marketing materials in 3 months, and conduct implementation throughout engagement.

Consulting

From RFP

- Assist the Town in completing its 10-year Vision Plan that currently underway.
- Review and support the Town's Building Improvement Program with the Sustainable Communities Working Group.
- Attend regular Town meetings and work sessions.
- Assist the Town with its designation as a Main Street Affiliate and assist with developing a business group and possible Main Street Manager.

Philosophy

Better City will be an active part of the economic ecosystem, participating in relevant work groups and councils. Active participation enables the team to address local issues that detract from a healthy business climate in which local businesses can prosper and grow.

Tasks

- Provide input on the 10-year Vision Plan. Ensure that the objectives in the Economic Development Strategic Plan aligns with the Vision Plan.
- Attend meetings and work groups as directed by the Advisory Committee.
- Coordinate efforts for designation as Main Street Affiliate.
- Facilitate a business advisory group and regular meetings.
- Provide assistance in identifying funding for and hiring a Main Street Manager as needed.
- Hold regular update calls with Advisory Committee. (We recommend either once or twice a month.)
- Deliverables:
 - Monthly Reports.
 - Recommendations and renderings and other supporting materials for the Town's Vision Plan

Timeline: Throughout engagement



Proposal

Downtown Upper Marlboro Economic Development Support

SUBMITTED BY FOURTH ECONOMY FOR THE TOWN OF UPPER MARLBORO

JULY 1, 2022

July 1, 2022

PO Box 81620
Pittsburgh, PA 15217
engage@fourtheconomy.com
www.fourtheconomy.com

Kyle Snyder, Town Administrator
Town of Upper Marlboro
P.O. Box 280
Upper Marlboro MD 20773

Dear Mr. Snyder,

On behalf of Fourth Economy, I am pleased to present this proposal in response to the Request for Proposals Downtown Upper Marlboro Economic Development Firm RFP # UM 2022-01. We applaud your efforts to bring in outside expertise to work as a collaborative partner in your planning and implementation.

As we read the RFP we were excited as it aligns so well with the capabilities of our multi-disciplinary firm and the direct and ongoing experiences that we have with two long-standing clients. Since 2018 we have been providing ongoing economic development support for Greater Newport, RI and Allegheny Together (Allegheny County, PA). We have provided more details in the Experience section of our proposal and we think you will see why we believe we can be a strong partner in this work.

Fourth Economy is a growing national strategy firm focused on community and economic development and headquartered in Pittsburgh, PA. Our team of economic development practitioners, nonprofit leaders, and tier one researchers works remotely from locations across the country, including New Orleans, LA, Lawrence, KS, Miami, FL, and Philadelphia, PA

In the following proposal, we have described our capabilities and capacity as a firm. While we have highlighted key components of our approach and experience within similar scopes of work, we want to stress that we are a creative and innovative firm. We welcome the opportunity to design a scope of work that is right sized for this community, noting challenges, opportunities, and realities of the work. We also note that, with significant federal funding resources pouring into communities, we are finding new opportunities to build momentum. If given the opportunity, we will bring a nimble and flexible approach to this scope of work.

With thanks for your time and consideration,



Rich Overmoyer,
President & CEO



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Fourth Economy is a mission-driven consulting group that seeks to equip change agents with the tools they need to build better communities and stronger economies.

Our experience in working on hundreds of projects informs our approach and guides us on where to begin with each client engagement. We recognize that each engagement requires a tailored and iterative process. We strive to become partners with our clients and understand their needs and aspirations.

We blend both quantitative and qualitative inputs at every point in the consulting process, developing realistic recommendations that can be easily understood and readily implemented.

What Sets Us Apart?

Fourth Economy has assembled a team of experts who have worked in economic development agencies, industry, non-profit organizations, and tier-one research institutions.

Our team works at the intersection of diverse systems, from community to economic development, from transportation to real estate development, and from legacy industry to entrepreneurial ecosystems. We use our experience in economic development to frame environmental, social, and cultural issues in a context that resonates with investors and public policy leaders. This is demonstrated through our award winning approach to helping communities leverage their quality of place assets to change their economic and demographic paths.

Our team serves as connectors in the fourth economy, bringing together the creative energy of individuals to make new ideas and plans happen, creating lasting results for our clients.

A Steer Company



A Steer Company

Steer is an employee-owned consultancy with twenty-one offices across North America, Latin America, UK, Europe, and India. Since 1978, the firm has provided pioneering

planning, design, and advisory services to government and business – with a particular focus on projects that develop cities, infrastructure, and transportation. Fourth Economy's partnership with Steer compliments Steer's global economic development offering, allowing us to offer a comprehensive approach that embraces people, skills, enterprise, infrastructure, mobility, and innovation.

Project Profiles

Fourth Economy works to advance economies at the local, regional, state, and national levels. For this proposal, we've highlighted previous engagements that highlight our work in areas relevant to this project.

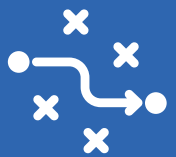
Our **VISION** Section 4, Item G.

world where people are empowered to be co-creators of a sustainable economy that works for everyone

Our **VALUES** include:

Intentionality

We value thoughtful, personal approaches that are tailored to each unique engagement and centered around creating impact.



Inclusivity

We are passionate about creating a culture that prioritizes diversity, respect, and accessibility for our team members and clients.



Creativity

We embed exploration into our team culture and client work. We are energized by venturing down new pathways to uncover innovative strategies.



Collaboration

We utilize people-centered practices to build trust and foster authentic relationships that lead to co-created solutions.



Curiosity

We approach our work with openness. We are passionate about using research, analysis, and lived experiences to deepen our knowledge and find new ways to improve and grow.



Connect Greater Newport

Newport Chamber of Commerce

Greater Newport is comprised of nine communities within Newport County, as well as neighboring Bristol County. However, despite their close proximity and interdependent economies, these communities have not had a history of collaboration. Furthermore, none of these communities had dedicated economic development staff, aside from limited capacity at the City of Newport. As a result, a group of leaders formed a steering committee, recognizing the need for a shared vision and collaboration to support the growth of their economy and established the Greater Newport Chamber of Commerce, one of Rhode Island's largest business advocacy organizations.

The Chamber was formed to enhance the business, civic and economic vitality of Newport County and greater Rhode Island, and to leverage the region's core assets to find solutions in the areas that matter most to businesses and the community: quality jobs, quality growth and quality of life. In 2018, the Chamber retained Fourth Economy Consulting to create and manage the implementation of a five-year strategic plan for this new initiative.

OUR APPROACH

Our team performs data analysis, research, and interviews. We work with a Steering Committee first to develop a strategic plan focused on: adding capacity for local economic development; marketing the region's business opportunities; retaining and attracting talent; and supporting and leveraging existing industries and since implementing and updating that strategy.

THE RESULTS

We began the process with a traditional business calling program as our highest priority; through that and our other work in the region, workforce housing emerged as a key barrier to their economic success. Addressing this spurred the creation of new partnerships and creative strategies, including a regional housing symposium. Broadband access, reliability, and affordability is also an issue that we are working to enhance in the region.

Other initiatives that our team has implemented thus far include creating the Connect Greater Newport website, promoting opportunities in the region to 30,000 visitors at the Newport Folk Fest, and orchestrating annual Business Walks that have included over 100 businesses in the region. Most notably, we secured the buy-in and support of the region's municipalities and business leaders, who have renewed their investment in the initiative.

Throughout the pandemic we have supported economic recovery efforts including grant writing, initiative development and analysis to support community decision-making. As conditions have improved we are engaged in a focus on workforce housing and remote worker attraction.



PROJECT TYPE

Ongoing Economic Development Support

SCALE

Regional

CLIENT TYPE

Chamber of Commerce

REFERENCE

Erin Donovan-Boyle

Executive Director

(401) 847-1608

Erin@NewportChamber.com

NewportChamber.com

LEARN MORE

Allegheny Together Technical Assistance Provider

Allegheny County Economic Development

Allegheny County Economic Development manages business retention, expansion, and attraction for the 129 municipalities in Allegheny County, excluding Pittsburgh. Its Allegheny Together program focuses on traditional business districts in Allegheny County and endeavors to encourage well-planned, well-designed and geographically-focused investment while respecting communities' unique history, character, and built environment.

Municipalities within Allegheny County that were hit hard when the steel industry left the region in the 1970s and '80s, and have not seen as robust a recovery as the City of Pittsburgh. The downtown business districts in the County have great foundations, but many have seen disinvestment. Through this five year project, Fourth Economy Consulting utilizes community organization and data-driven planning as a way to direct public investment, spur private investment, and revitalize these communities.

OUR APPROACH

Fourth Economy was selected in 2019 to bring a holistic set of services to the Allegheny Together initiative. Communities apply to the program and accepted applicants are led through a facilitated strategic planning process, utilizing data analysis, community engagement, and an urban design review. Through this process, priorities are established, which are then addressed through technical assistance.

The consultant team, with support from evolve environment and architecture, and additional County partners, convenes groups of stakeholders, conducts comprehensive data analysis about the communities and their business districts, listens for insights into where to focus, and supports priorities toward implementation. In addition to individual community engagement, the consultant team hosts an annual summit to share best practices, creating a mechanism for peer support for all municipalities across the County.

Each community receives a slate of technical assistance based on the strategic planning process including business district planning, business attraction and retention, mainstreet organization planning, funding support identification, and actionable next steps to identify ongoing support.

THE RESULTS

The first round of main street strategic plans launched in late 2019, and to-date this program has served nine communities within Allegheny County. Metrics such as investment and business starts are being tracked to understand the impact of the program and efforts around streetscape improvements, business district marketing and encouraging new business investments within each community are underway.

RFP # UM 2022-01



PROJECT TYPE

Ongoing Economic Development Support

SCALE

Region/County

CLIENT TYPE

Government

REFERENCE

Dan Bish

Business Development Manager

Allegheny County Economic Development

Chatham One, Suite 900

112 Washington Place

Pittsburgh, PA 15219

Phone: 412-350-1034

dan.bish@alleghenycounty.us

LEARN MORE

Economic Development Plan

York County Economic Alliance

York County Economic Alliance (YCEA) was created in 2012 as it grew out of York County's chamber and economic development organizations. YCEA drives economic growth in York County, Pennsylvania by leveraging regional collaboration to create sustainable prosperity.

Fourth Economy and YCEA kicked off a 9-month planning process to create a five year Economic Action Plan that would guide investments in York County through 2025.

In March, as the local economic impacts of the global pandemic set in, our work pivoted to develop an assessment of impacts to the local economy to support the community's economic response and recovery actions. Due to the pivot, our team developed a short term recovery plan in addition to the resilience-focused 5-year strategy. In early 2021 we further advanced analysis regarding childcare, housing, and broadband related issues. This work helped inform the County's allocation of over \$14 million in federal COVID-19 funds for business relief, over \$4 million of CARES Act funding for tourism, cultural, arts, workforce, and social services, and \$5 million for broadband improvements.

OUR APPROACH

With the help of a 25 member Steering Committee and Co-chairs, Fourth Economy engaged a broad coalition of stakeholders that represent all corners of York County, including young people, African American residents, Hispanic and Latinx residents, low income residents, and rural, urban, and suburban residents. Community outreach was especially important to this project given the large geographic footprint of the county and cultural differences that exist throughout. This high level of engagement helped ensure that the resulting strategies and recommendations were built by the community, reflecting their desires, hopes, and dreams for York County's future.

THE RESULTS

The final plan was voted for adoption by both the City Council and Planning Commission in February of 2021. The recommendations in the plan outline action steps, lead organizations, and additional partners that will be critical for implementation in the coming years. The community has formed an Implementation Committee to help support and account for progress made toward the goals outlined in the 10-year plan, and will update metrics, goals, and tactics as needed as time progresses.

RFP # UM 2022-01



PROJECT TYPE

Economic Development Strategy

SCALE

County

CLIENT TYPE

Economic Development
Organization

REFERENCE

Silas Chamberlin

Vice President, Economic &
Community Development
York County Economic Alliance

144 Roosevelt Avenue
York, PA 17401

SChamberlin@yceapa.org

VIEW THE REPORT

Our Team

Short introductions to our proposed team members are below, resumes have been included at the end of this proposal.



Rich Overmoyer

Advisor

Rich founded Fourth Economy in 2010 and since then has been

leading the charge to help clients translate complex ideas and data into solutions for their communities. He is creative, thoughtful, and entrepreneurial, and uses his own experiences as a guide in his work to connect people who share similar ideas and values. He strongly believes in honesty, respect, and in creating true partnerships with clients.



Carly Horne

Engagement Lead

Carly is an entrepreneurial spirit who believes in the power

of storytelling as a tool for placemaking and community building. With experience in business strategy and finance, she utilizes both an analytical and creative approach to problem solving. Innately curious, she enjoys organizing complex ideas into actionable insights.



Maya Haptas

Project Manager

Maya brings a passion for community-based economic

development to her work and has developed a nuanced understanding of the built environment. She is adept at connecting a wide range of stakeholders to help them implement creative solutions within their local communities. She has served on the Board of Directors for both Preservation Pittsburgh and the Union Project, and is currently Board Vice-Chair of The Maxo Vanka Murals in Millvale.



Evan Wise

Research and Analysis Lead

As an analytics consultant, Evan combines his passion for

community development and his love for data to understand the world around him. He believes lived experiences, history, and rigorous data analysis are essential in building equitable communities. His passion for community development and urban planning led him to study and work in Philadelphia, which he still calls home.

Our Approach

The following information describes our plan for engaging with the Town of Upper Marlboro and providing economic development support services. Our proposed approach is organized around the following activities:

- Engaging the Community
- Performing an Economic and Community Analysis
- Performing a Place Analysis
- Providing planning support
- Delivering Actionable Recommendations
- Identifying funding and implementation support

While we have a proven approach to these types of engagements, we also recognize that to be successful, we must be open to adapting the process to meet identified needs and opportunities. We will ensure proactive communication with the Town project manager throughout the process

Project Management

Our team will begin the process by facilitating a Project Kickoff Meeting where we will work with you to review and refine the proposed approach, discuss key milestones and deliverables, and establish a shared understanding of roles and responsibilities. Fourth Economy utilizes a combination of bi-weekly client check-in calls and a shared project management system (www.teamwork.com) to ensure transparency throughout the process.

Scope of Work

Engage Stakeholders

A community vision for an equitable economic future requires the input and eventual support of a wide range of stakeholders. The Fourth Economy team uses a unique approach to engaging stakeholders during our ecosystem analysis work. The focus of our engagement is to accomplish three goals that we think are critical for the implementation of a plan:

- **Engage leaders throughout the process** to allow them to build the knowledge base and confidence to move from ideas to action and to become champions for implementation.
- **Listen to diverse voices** in order to develop a holistic understanding and identify a shared vision.
- **Consistently report back and follow up** with participants of surveys and focus groups to close the loop of engagement, and provide opportunities for the public to check in with the project's process.

We aim to make the process of planning exciting by engaging stakeholders in a way that gives them all a role to play in the creation of a better, more equitable future.

At a minimum, through our partnership with Upper Marlboro will engage three groups:

1. Advisory Committee
2. Town Meetings
3. Interviews

Advisory Committee

An Advisory Committee should be composed of those representatives who will be critical to supporting analysis, engagement, and strategy development by serving as a core leadership group and sounding board. Fourth Economy will work with you to identify appropriate members, establish clear roles and responsibilities through the execution of a signed "job description," and facilitate bi-monthly meetings.

Town Meetings

Fourth Economy expects to participate in Town Meetings throughout our partnership. As noted in the response to our questions this will include a minimum of two work sessions and two public sessions. Since these are going to be conducted in a virtual environment we will support additional meetings as appropriate.

Interviews

The Fourth Economy team believes interviews serve as a useful tool to establish a baseline understanding and build initial support. We will work with leadership from the Town of Upper Marlboro, and the Steering Committee to determine the most appropriate stakeholders to interview (approximately 20), but assume that it will include:

- **Advisory Committee Members** to understand the history, culture, context, and an initial understanding of the community and perceived priorities
- **Business Leaders** to understand their lived experiences, expectations, opportunities, and challenges within the local ecosystem
- **Public Sector Leaders** to understand existing strategies, tools, and mechanisms for support
- **Community Leaders** who will be critical to the implementation of future strategies to support and accelerate the growth of the community
- **"Owners" of Previous Programs and Plans** to understand what has already been implemented, what should be continued, and lessons learned from prior processes
- **Program Funders and Philanthropy** to understand current funding priorities, actively supported initiatives, and the impact of investments made to date.

These engagement activities will guide our support of the ten-year planning process as well as the recommendations that we will make regarding economic development opportunities.

Economic and Community Analysis

Labor market and demographics

There is no single recipe for economic success, however, we have found that there are five critical attributes related to economic competitiveness that support vibrant and sustainable communities: Investment, Talent, Sustainability, Place, and Diversity. Fourth Economy employs this economic competitiveness framework to conduct a broad scan of data and trends to diagnose the economic conditions, challenges, and opportunities for the community. We believe that communities cannot succeed if they focus too narrowly on one or two specific goals or needs. It is important to monitor how all the systems of the community function interactively. This framework allows us to get an initial scan of what is working and what is not.

The Project Manager will work with the client to identify specific areas where analysis is desired. This may result from identified issues, emerging concerns, a particular focus due to programmatic or other drivers etc. Our standard analysis includes the following:



Talent: a skilled workforce, with access to education that prepares residents to participate in the local economy



Place: an active and affordable community with high levels of civic engagement and a variety of quality of life assets

Talent and Place indicators are widely available and comparable from community to community, whereas the indicators for Diversity, Sustainability and Investment require more effort and have more local variation in the data sources and availability. The snapshot we develop for the baseline understanding provides some basic insights, but more time and effort are required to understand the conditions and drivers related to diversity, sustainability and investment.



Diversity: an equitable community, where diverse economic activity is reflective of a diverse population participate in the local economy



Sustainability: a resilient community and economy with diverse industries, sustainable infrastructure, and a healthy population



Investment: a productive regional economy with active businesses that have access to the capital, markets, and workforce they need to grow

Fourth Economy also examines economic and demographic indicators that help to define the current trends and conditions in a region (MSA or other definition), and understand how they compare to other similar areas. Some indicators can be examined at any geography, but more detailed analysis is possible in terms of industry sectors and occupational classes at the county and metropolitan level. We look at these to identify opportunities for our client communities like Upper Marlboro.

Local and Regional Trends: Example Indicators

- Population Trends (most recent 10 years)
- Age Distribution
- Median Household Income
- Poverty
- Race/Ethnicity (for key indicators)
- Owner/Renter Housing Cost Burden

Drivers of Regional Growth: Example Indicators

- Job Trends (most recent 10 years)
- Top Employment Sectors (Employees and Location Quotient)
- Employment by Occupation
- Unemployment
- Wages by Industry

After an internal review of the analysis, Fourth Economy will prepare a memo of the findings that will be shared with the client/Advisory Committee to develop priorities for issues that require further discussion and/or analysis..

Findings Presentation

Fourth Economy will develop a presentation that summarizes our analysis, including all charts and data with short narratives in a slide deck format. It will also include an overall summary of the assets and challenges related to core project challenges and/or the five critical dimensions, and whether the Town and region is trending positively or negatively.

Place analysis

Fourth Economy will engage in a series of reviews and analyses to better understand the business operating environment within Upper Marlboro. This will include:

Analyze existing land use regulations and policies. Providing an external perspective informed by the interviews noted previously will allow us to assess what works and what can be enhanced.

Evaluate existing traffic patterns and make recommendations. We will specifically focus on increasing the pedestrian friendliness of walking to Main Street from residential areas and other current or planned commercial centers. We utilize a mix of data, such as aerial mapping and traffic counts, with interviews (noted previously), as well as observations, to determine where there are opportunities to increase pedestrian friendliness, particularly through wayfinding signage, and also help to increase Upper Marlboro's walk and bike scores.

Evaluate existing parking and make recommendations for future needs. This should include implementation strategies for enhancing and expanding downtown parking. In the communities we work in, perceived parking deficits are a common deterrent to people visiting downtown. A parking analysis will be conducted that will both identify opportunities and match them with existing and future demand for parking. This will also help the city clearly communicate to residents and visitors about the location and availability of parking opportunities.

Identify public space improvements

space improvements are critical to increasing pedestrian connectivity as well as serving as a visual representation of the downtown, even before a branding strategy is implemented. We will provide specific recommendations for public space improvements such as trees and greenery, lighting, and other enhancements that also increase public safety, both real and perceived.

Identify strategies to enhance downtown gateways, commercial centers, and create a visual connection between areas via branding.

Branded wayfinding is a powerful tool to create connections in downtowns. We will identify key themes that should be utilized in a branding strategy as well as make recommendations for the locations of gateway and wayfinding signage. This will improve walkability and help by connecting multiple retail nodes.

Identify ways to improve Downtown Upper Marlboro's walk and bike scores.

The development of wayfinding recommendations and increased connectivity due to signage, as well as public space improvements all have the potential to increase Downtown Upper Marlboro's walk and bike scores. Additionally, increased retail attraction through our planning support will have a positive impact on this metric.



Planning support

Fourth Economy will provide planning support for various activities in the community. This will include:

- **Assist the Town in completing its 10-year Vision Plan that is currently underway** - we envision this to include an initial kick off meeting, review of materials and then the development of a work plan to define where we can best support this planning.
- **Review and support the Town's Building Improvement Program with the Sustainable Communities Working Group** - similar to the process noted above we will meet with this working group, review materials and develop a work plan
- **Create business retention and attraction strategies including identifying specific business types to target** - Fourth Economy will work with the Town to define the strategies to effectively support business retention and attraction. In our work in Newport this has included both the development of attraction materials, targeted outreach and the execution of an annual Business Walk that brings together elected officials, business support staff and other leaders to interview a large cohort of businesses during a particular time period. We will develop recommendations and strategies in direct response to what is found during these activities.
- **Identify methods to encourage and incentivize investment in commercial properties by area property owners** - As we get to know the community we will begin to develop recommendations regarding ways to encourage additional investment. We have performed similar work in both large communities and block-by-block areas.
- **Assist the Town with its designation as a Main Street Affiliate and assist with developing a business group and possible Main Street Manager.** Our work would ensure Upper Marlboro is well-poised to become designated through the Main Street Maryland Program as an Affiliate through the creation of an engaged business group that would be tasked with implementing action items related to Main Street America's Four Point Approach as well as prioritizing Clean, Safe, and Green. As the group matures, we would take them through an exercise utilizing our Organizational Business Matrix tool to investigate the formation of a more formal business entity that could result in hiring staff such as a Main Street Manager.

Actionable recommendations

Fourth Economy will develop a portfolio of recommended strategies and then work with the Town to prioritize those to pursue based on both human and financial capacity. We would envision this to at first include an annual work plan that identifies activities for the Town staff, partners and the consulting team. The defined activities will be broken down by quarterly tasks with milestones defined.

As noted in the RFP we will work to develop strategies associated with environmental tourism and the outdoor recreation economy. We are currently engaged in outdoor economy work in York and Pittsburgh Pennsylvania and have completed similar recommendation development as part of our typical larger economic strategy work.

With all of our work we are clear to not simply hand our clients a document that says "someone should go do x things to improve the economy" as this approach creates documents that fill shelves. Instead, we work to prioritize a set of actions strategies and provide clients with the answers to the key questions: who, what, when, how, the cost, the impact, and more. In our work in Greater Newport this has often included identifying needs that we can help draw in funding for and at times support implementation.

Deliverables

Fourth Economy will within the first nine months deliver a phased implementation plan that defines what actions the Town should take, where financial and/or human capital support may come from, and the rationale behind the recommendation.

We will provide a lightly-designed document that includes our findings and recommendations. This will be provided in the form of slides to allow Town representatives to brief partners and use the information for funding pursuits.

Fourth Economy will also provide a set of marketing resources that will be discussed with the Town team. We have in-house capabilities to produce key messaging that builds on authentic assets, brand samples, tag line, infographics and other materials. We will consider the personas including business visitors, local residents and tourists.

Timeline and Budget

Month	1	2	3	4	5	6	7	8	9	10	Hours	Cost
Engage Stakeholders												
Advisory Committee		●		●		●		●		●	36	\$6,480
Town Meetings					●				●		16	\$2,480
Interviews	●	●	●								24	\$3,400
Economic and Community Analysis												
Labor market and demographics		●	●	●							40	\$5,200
Place Analysis - including:												
Land use regulations				●	●						14	\$1,945
Traffic patterns				●	●						18	\$2,815
Parking analysis and recommendations				●	●						30	\$4,745
Public space					●	●					24	\$3,840
Walk and bike score enhancements					●	●					12	\$1,820
Planning Support												
10-year plan (timing determined by client)											26	\$4,640
Sustainable communities working group (timing determined by client)											22	\$3,620
Business retention and attraction strategies			●	●	●						26	\$4,640
Main Street designation support (timing determined by client)											26	\$4,640
Actionable Recommendations												
Portfolio of strategies							●	●	●		20	\$4,320
Specific strategies to advance first								●	●	●	10	\$2,160
Funding support identification									●	●	16	\$3,460
Materials Development								●	●	●	36	\$4,860
Project Management/Travel												
Bi-weekly client calls	●	●	●	●	●	●	●	●	●	●	24	\$4,200
Labor Subtotal											396	\$65,065
Expenses												\$1,500
Travel												\$2,700
Total Estimated Fixed Cost Not to Exceed												\$73,465

Resumes



RICH OVERMOYER

PRESIDENT & CEO

EDUCATION

University of Pittsburgh
Graduate School of Public and
International Affairs
Pittsburgh, PA
M.A., Public Policy & Management

University of Pittsburgh
Pittsburgh, PA
B.A., Political Science &
English Writing

PRIOR EXPERIENCE

**PA Department of Community
and Economic Development**
Deputy Secretary, Technology
Investment
Harrisburg, PA

**PA Department of Community
and Economic Development**
Director, Office of Policy and
Technology Investment
Harrisburg, PA

**Pennsylvania Department of
Public Welfare**
Executive Policy Specialist
Harrisburg, PA

AREAS OF EXPERTISE

- Regional and Statewide Planning
- Economic Development
- Stakeholder Facilitation
- Strategic Planning
- Investable Story Development
- Entrepreneurship and Innovation-based Economic Development
- Partnership Development
- Program Design and Implementation
- Public Policy

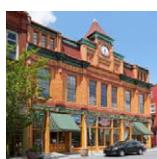
PROJECT EXAMPLES



CONNECT GREATER NEWPORT

Greater Newport Area Chamber of Commerce

Connect Greater Newport (CGN) is the economic development division of the Greater Newport Chamber of Commerce. CGN was launched in 2018 to lead a public private partnership with resources from Newport and Bristol counties with a mission to support the growth of the region's existing businesses and to serve as a resource to attract new companies. Rich has served as an advisor and consultant to CGN assisting with a Strategic Development Plan, COVID-19 recovery planning, and continues to support efforts including broadband expansion, housing policy, and business attraction/retention strategies.



ALLEGHENY TOGETHER TECHNICAL ASSISTANCE PROVIDER

Allegheny County Economic Development

Allegheny County Economic Development manages business retention, expansion, and attraction for the 129 municipalities in Allegheny County, excluding Pittsburgh. Its Allegheny Together program focuses on traditional business districts in Allegheny County and endeavors to encourage well-planned, well-designed and geographically-focused investment while respecting communities' unique history, character, and built environment. Fourth Economy was selected in 2019 to bring a holistic set of services to the Allegheny Together initiative. Communities apply to the program and accepted applicants are led through a facilitated strategic planning process, utilizing data analysis, community engagement, and an urban design review. Through this process, priorities are established, which are then addressed through technical assistance.



ECONOMIC DEVELOPMENT PLAN

York County Economic Alliance

In November of 2019 Fourth Economy and YCEA kicked off a 9-month planning process to create a five year Economic Action Plan that would guide investments in York County through 2025. In March 2020, as the local economic impacts of the global pandemic set in, Rich and his team pivoted to develop an assessment of impacts to the local economy to support the community's economic response and recovery actions. Due to the pivot, our team developed a short term recovery plan in addition to the resilience-focused 5-year strategy. In early 2021 we further advanced analysis regarding childcare, housing, and broadband related issues. The recommendations in the plan outline action steps, lead organizations, and additional partners that will be critical for implementation in the coming years.



MAYA HAPTAS

SENIOR CONSULTANT, MAIN STREETS

PROJECT EXAMPLES

EDUCATION

Cornell University
Department of City & Regional Planning
Ithaca, NY
M.A. in Historic Preservation Planning

Rutgers University
School of Public Affairs and Administration
Certificate in Business District Executive Management

Bard College
Division of Social Studies
Annandale, NY
B.A. in American Studies

PRIOR EXPERIENCE

Lawrenceville Corporation
Business District Manager
Pittsburgh, PA

City of Pittsburgh
Nighttime Economy Manager
Pittsburgh, PA

NEXTpittsburgh
City Design Editor
Pittsburgh, PA

American Institute of Architects
Associate Director
Pittsburgh, PA

AREAS OF EXPERTISE

- Economic Development
- Small Business Development
- Project Management
- Entrepreneurship
- Public-Private Partnerships
- Nonprofit fundraising
- Grantwriting
- Community Engagement
- Community Development
- Marketing & Communications



ALLEGHENY TOGETHER

Allegheny County Economic Development

Allegheny Together is a five year program designed to attract and retain new business to the county, by invigorating traditional “Main Street” business districts via community visioning, strategic technical assistance, and focused commercial revitalization projects. Maya is a Community Lead, engaging with borough leadership and convening stakeholders to assist with the action planning process.



PITTSBURGH SOCIABLE CITY PLAN

City of Pittsburgh, PA

As Nighttime Economy Manager, Maya implemented the Pittsburgh Sociable City Plan in order to develop a safe and vibrant hospitality sector in the City of Pittsburgh. Maya coordinated policies and resources to address public safety, enforcement, and crowd management issues; facilitated citywide campaigns to educate citizens and businesses about issues related to the nighttime economy; and served as a liaison between nightlife businesses, local government, and other stakeholders.



BUSINESS DISTRICT DEVELOPMENT

Lawrenceville Corporation

Maya was responsible for small business development as well as the implementation of project-based strategies and initiatives to address emerging neighborhood community development issues. Maya led business recruitment and retention for the neighborhood, managing two designated Main Street business districts including four years of successful funding applications to the PA Department of Community and Economic Development through the Pittsburgh Urban Redevelopment Authority. Funding applications involved data-driven narratives, work plans, and development of reporting mechanisms.



CARLY HORNE

CONSULTANT, COMMUNITY & ECONOMIC DEVELOPMENT

PROJECT EXAMPLES

EDUCATION

John Carrol University
University Heights, Ohio
B.S., Business Administration

PRIOR EXPERIENCE

Boys Hope Girls Hope of Pittsburgh, Inc.
Finance Associate
Pittsburgh, PA

Street Lark
Founder
Pittsburgh, PA

American Eagle Outfitters, Inc.
Senior Financial Analyst
Pittsburgh, PA

AREAS OF EXPERTISE

- Data Analysis & Reporting
- Small Business & Corporate Strategy
- Entrepreneurship
- Project Management
- Budget Development & Oversight



STRATEGIC ECONOMIC DEVELOPMENT PLAN

City of Scranton

Following decades of population decline and reduced tax base, the City of Scranton was seeking a catalytic strategic economic development plan to present a vision for the city that is forward-looking, actionable, and immediately implementable. Over the course of six months, the Fourth Economy team led a strategic planning process that included in-depth economic analysis, robust community engagement, ideation and visioning processes, surveying, and strategy development. As part of her engagement work, Carly reviewed economic baseline data and led one-on-one interviews with local leaders and residents. She also developed a community survey and organized community engagement workshops (build sessions). Carly supported project management activities, providing analysis and developing review materials for the Advisory Committee and the community at large in order to advance overall project goals.



IMAGINE BERKS STRATEGIC ECONOMIC DEVELOPMENT PLAN

Berks County

Berks County is located in Southeastern Pennsylvania, south of Allentown and west of Philadelphia. The county features rural and agricultural lands, including Amish and Mennonite communities, and an urban center, the city of Reading with a growing Hispanic population. Fourth Economy lead the development of an Economic Action Plan which included engaging the community, performing an economic analysis, defining priority areas, developing implementable plans, and providing an action plan and success dashboard. Carly supported analysis by conducting a prior plan review and analysis of economic baseline data and held one-on-one interviews with local leaders and residents to collect qualitative data. Carly also supported engagement and project management efforts to ensure successful outcomes.



NON-PROFIT OPERATIONS AND ACCOUNTING

Boys Hope Girls Hope Of Pittsburgh

Carly led the operations and accounting functions at Boys Hope Girls Hope of Pittsburgh, a non-profit that provides education and support for young people in need. She created operational efficiencies and established strong financial management practices. During her time with the organization, she identified and implemented administrative cost savings initiatives and cash flow planning processes.



EVAN WISE

CONSULTANT, ANALYTICS

EDUCATION

RUTGERS, THE STATE UNIVERSITY OF NEW JERSEY

New Brunswick, NJ
Master of City and Regional Planning

TEMPLE UNIVERSITY

Philadelphia, PA
Bachelor of Science in Community Development

PRIOR EXPERIENCE

PolicyMap

Data Analyst
Philadelphia, PA

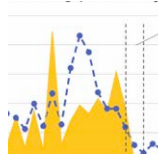
Reinvestment Fund

Policy Solutions Intern
Philadelphia, PA

AREAS OF EXPERTISE

- Data Analysis
- Community Development
- Economic Development
- Public Policy
- Data Management

PROJECT EXAMPLES



DATA ANALYSIS

PolicyMap

Evan managed hundreds of existing datasets on the PolicyMap platform as a Data Analyst. A significant part of his role involved vetting potential data sources. Evan has an eye for good data management, which aided in his ability to maintain and update vast amounts of variables. He enhanced his ability to see use cases for new datasets to inform business development better. He accomplished this using SQL, QGIS, and Python.



DATA ANALYSIS

PolicyMap

As a Data Analyst, Evan created custom datasets for clients in addition to new datasets for the central platform. In his role, he pieced together various data sources to create one or more measurements. He has the ability to draw from multiple sources as well as historical contexts to craft narratives around datasets, notably in the areas of housing, health, and demographics. His work has been used by countless organizations across the United States.



RESEARCH

Reinvestment Fund

During his internship, he performed research and analysis on topics ranging from childcare supply and demand to modeling lead remediation in Philadelphia homes. He participated in survey development, stakeholder interviews, and data validation. His analysis allowed policymakers to understand issues in their communities to allocate resources. He honed his data analysis skills in this role by becoming fluent in ArcGIS and SQL.



 **FOURTH**
ECONOMY
A Steer Company

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Town of Upper Marlboro

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MEMORANDUM

To: Board of Town Commissioners
From: Kyle Snyder, Town Administrator
Date: Tuesday July 5th, 2022
Re: Town Traffic & Parking Legislation Review

Commissioners,

The Town of Upper Marlboro has a robust set of Ordinances and Resolution relating to traffic and parking within the Town limits, which should be reviewed and updated every 5 years or so or as conditions change. Before the Board for discussion are three pieces of legislation, the overarching Traffic & Parking Ordinance, and two Resolutions regulating parking meter fines and parking meter rates.

Traffic & Parking Ordinance

Staff are proposing minor updates and changes to this Ordinance, primarily to fully shift responsibility of parking & traffic duties over to the Police Department.

Parking Meter Rates Resolution

Staff is proposing a new “off-peak” parking rate for the Town-owned on-street meters to help encourage visitors to come downtown and support local businesses. Currently, the Town’s parking meters charge \$2.50 per hour 24/7 except Sundays and holidays (Gov Oden Bowie Dr is free after 5pm and on Saturday & Sunday due to the pond). This is the highest rate in the region, and while this makes sense while the courthouse is operating, the higher-than-average parking rate acts as a deterrent to potential visitors after hours when the courthouse is closed. A comparison chart of area on-street parking meter rates is included below.

The Board of Commissioners could choose to change the hours the parking fee is active, have a reduced rate, or leave it as is.

Parking meter rates were increased from \$0.75/per hour to \$2.50 in 2019 after the new parking meters were installed. A Saturday rate was added in 2016 of \$0.50/hour, but staff could not find any record of rates being set prior to 2016.

Parking Fines Resolution

Chief Burse is recommending increasing some of the parking fines based on comparisons of neighboring jurisdictions. The Town’s parking fines were last updated in 2016, please refer to Resolution 2016-6 in the packet to see how the fines were increased.

Potential Review Timeline:

Initial Discussion- July 12th Regular Work session

Introduction & Public Comment- July 28th Regular Town Meeting
 Board Discussion & Public Comment- August 9th Regular Work session
 Board Approval- August 23rd Regular Town Meeting

Below is a chart of parking meter rates from jurisdictions around the region, selection is limited as only certain areas outside of major cities in our area have on-street parking meters. The average hourly rate of all these jurisdictions is \$1.80 per hour. This chart was researched and compiled by our summer intern Savannah Miller.

City/Town	Parking Meter Rates	Notes
City of College Park	\$0.75 per hour	Monday-Saturday 8am-10pm except holidays
City of Hyattsville	\$0.50 per hour	8am-8pm Monday-Saturday
City of Mt. Rainier	\$1.00 per hour	10am-11pm except Sundays and holidays
City of Annapolis	\$2.00 per hour	Six days a week 10am-7:30pm, on Sundays 12pm-7:30pm
City of Alexandria, VA	\$1.75 per hour	Monday-Saturday 8am-9pm
National Harbor (Prince George's County)	\$2.30 per hour	Monday-Saturday 7am-10pm.
Town of Upper Marlboro	\$2.50 per hour	Monday-Saturday 24/7 Gov Oden Bowie Dr Free Sat & after 5pm M-F

PARKING & TRAFFIC ORDINANCE

ORDINANCE: 2022-XX
 SESSION: Regular Town Meeting
 INTRODUCED:

AN ORDINANCE OF THE TOWN OF UPPER MARLBORO TO BE ENTITLED “VEHICLE & TRAFFIC” THEREBY CONSOLIDATING, REVISING, UPDATING AND CODIFYING EIGHTEEN SEPARATE ORDINANCES OF THE TOWN OF UPPER MARLBORO ENACTED BEGINNING IN 1976 THROUGH 2014 BY PROVIDING NEW SECTIONS REGARDING THE ORDINANCE’S PURPOSE AND AUTHORITY; THE APPLICABILITY OF THE ORDINANCE; DEFINING CERTAIN TERMS; PROVIDING FOR ENFORCEMENT OF THE ORDINANCE; ENUMERATING CERTAIN PARKING RESTRICTIONS; PROVIDING FOR REGULATIONS PERTAINING TO PARKING METERS; ENUMERATING CERTAIN MOVING VIOLATIONS; DESCRIBING CERTAIN SNOW EMERGENCY PARKING RESTRICTIONS; PROVIDING FOR VEHICLE IMPOUND & TOWING UNDER CERTAIN CONDITIONS; AUTHORIZING CERTAIN FINES, FEES AND PENALTIES; PERMITTING CERTAIN FINE, FEE AND PENALTY CHANGES BY RESOLUTION; PROVIDING A SAVING PROVISION; AND GENERALLY RELATING TO VEHICLES AND TRAFFIC.

WHEREAS, the Town Charter, Section 82-63 states that the Town shall have control of all public ways in the Town except such as may be under the jurisdiction of the Maryland State Roads Commission or the County Commissioners for Prince George’s County and subject to the laws of the State of Maryland and said Charter, the Town may do whatever it deems necessary to establish, operate, and maintain in good condition the public ways of the Town; and

WHEREAS, pursuant to Transportation Art., § 25-102(a)(1) and § 21-1001 *et seq.* of the Annotated Code of Maryland, the Town of Upper Marlboro (the “Town”) has the authority to regulate or prohibit the stopping, standing or parking of vehicles; and

WHEREAS, the Town Charter, Section 82-16(qq) states that the Board has the power to pass ordinances not contrary to the laws and Constitution of this State, for the specific purpose to install parking meters on the streets and public places of the Town in such places as by ordinance may be determined, and by ordinance prescribe rates and provisions for the use thereof, except that the installation of parking meters on any street or road maintained by the State Roads Commission of Maryland must first be approved by the Commission; and

WHEREAS, the provisions of the Maryland Vehicle Law found in § 25-102(a)(4) of the Transp. Art. of Md. Ann. Code expressly permit a local authority, in the reasonable exercise of its police power, to exercise certain powers as to highways under its jurisdiction including designating particular highways or separate roadways as one-way highways and requiring that all vehicles on them move in one specified direction; and

WHEREAS, said § 25-102 of the Maryland Vehicle Law further states that an ordinance or regulation adopted under certain provisions in said section is not effective until a traffic control device giving notice of the local traffic regulations is placed on or at the entrances to the highway or its affected part; and

WHEREAS, pursuant to LG Art., § 5-205(d)(1) of the Annotated Code of Maryland, a municipality may establish and collect reasonable fees and charges associated with the exercise of a governmental or proprietary function exercised by the municipality.

NOW, THEREFORE, THE BOARD OF COMMISSIONERS OF THE TOWN OF UPPER MARLBORO, STATE OF MARYLAND, DOES ORDAIN AND ENACT AS FOLLOWS:

VEHICLE & TRAFFIC ORDINANCE

SECTION 1:	PURPOSE AND AUTHORITY
SECTION 2:	APPLICABILITY OF THE ORDINANCE
SECTION 3:	DEFINITIONS
SECTION 4:	ENFORCEMENT
SECTION 5:	PARKING RESTRICTIONS
SECTION 6:	PARKING METERS
SECTION 7:	MOVING VIOLATIONS
SECTION 8:	SNOW EMERGENCY PARKING RESTRICTIONS
SECTION 9:	VEHICLE IMPOUND & TOWING
SECTION 10:	PENALTIES
SECTION 11:	FINE, FEE AND PENALTY CHANGES
SECTION 12:	SEPARABILITY

SECTION 1. PURPOSE AND AUTHORITY

- A. The purpose of this Ordinance is to establish standards for vehicle use and parking in the Town of Upper Marlboro, and to prevent conditions that threaten the public health, safety or welfare of residents of, or visitors to, the Town of Upper Marlboro. The Ordinance also establishes a system of notifications and penalties for violations to enforce these standards.

- B. The authority to provide for the regulation of vehicles, traffic and parking within the Town of Upper Marlboro for both residents and visitors is provided in Section 82-16(2)–Specific Powers of the Charter of the Town of Upper Marlboro.
- C. The authority to impose fees and penalties for violating the regulations is provided in Section 82-18–Enforcement of the Charter of the Town of Upper Marlboro.

SECTION 2. APPLICABILITY OF THE ORDINANCE

All persons operating, parking, standing or storing vehicles on public streets or public right-of-ways within the corporate boundaries of the Town of Upper Marlboro shall obey and abide by the regulations and requirements herein stated.

SECTION 3. DEFINITIONS

- A. Unless otherwise defined herein, words and phrases, when used in this Ordinance, shall have the meanings ascribed to them in the Maryland Vehicle Law (Titles 11 through 27 of the Transportation Article of the Annotated Code of Maryland), as now in force or as hereafter amended, enacted or reenacted, except where the context clearly indicates a different meaning.
- B. The term “holidays,” as used in this Ordinance, shall mean and include the following: New Year’s Day, Martin Luther King, Jr.’s Birthday, Washington’s Birthday, Memorial Day, Independence Day, Labor Day, Veterans’ Day, Thanksgiving Day and Christmas Day.
- C. In this Ordinance, the singular shall include the plural; and the plural shall include the singular; the masculine shall include the feminine and the neuter.

SECTION 4. ENFORCEMENT

Except for moving violations which shall be enforced only by police officers, this Ordinance and the regulations adopted thereby may be enforced by any police officer of the State of Maryland as well as those police and parking enforcement officers, code enforcement officers or such other persons as may be designated by the Town.

SECTION 5. PARKING RESTRICTIONS

- A. Parking of Vehicles for more than forty-eight (48) hours: No vehicle shall be parked upon any public street or public right-of-way in the Town longer than forty-eight (48) consecutive

hours. Exempted are legally parked, properly licensed and, operable vehicles which are parked on the public right-of-way directly adjacent to the property owner's or resident's premises to whom the vehicle is registered.

- B. Commercial Vehicle and Recreational Vehicle: No person shall park any commercial vehicle or recreational vehicle on any public street, residential property, or public right-of-way in the Town between the hours of 5 p.m. and 7 a.m., Mondays through Fridays, or at any time on weekends or holidays. Exempted are vehicles in the process of making deliveries which do not park for more than a two-hour period. Also, exempted are vehicles for which a written permit for the same shall have been obtained from the Town Police Chief. Such permit shall be issued only for good cause and for a period not to exceed forty-eight (48) hours or unless a written permit for a longer period shall have been granted by action of the Board of Town Commissioners. In cases of unusual circumstances, the Board of Town Commissioners may grant a long-term permit for a period not exceeding one year, and such permit may be renewed only by action of the Board of Town Commissioners.
- C. Abandoned Vehicles: No person shall abandon any motor vehicle in any place within the Town of Upper Marlboro and no owner, lessee, or custodian in charge of any lot, field, road, street, lane or other property shall permit any abandoned vehicle to remain on such property within the Town of Upper Marlboro.
- D. Construction Materials: No construction materials of any kind shall be placed or stored on any public street or public right-of-way within Town without the approval of the Board of Town Commissioners. Exempted are items required by a contractor, building or public utility company working on a project where permission or necessary permits have been obtained from the Town. Also exempted are public utility companies making emergency repairs.
- E. Emergency Minor Repairs: No person, firm or corporation shall service any motor vehicle on any public street or public right-of-way of the Town. Exempted are emergency minor repairs such as brakes, electrical or fuel systems and tire repairs. All other repairs shall be considered major repairs.
- F. Parking next to curbs: All standing or parked vehicles must be placed with the right side parallel to and within twelve (12) inches of the curb or edge of improved surface on the right-hand side of the public street or right of way. On public streets where traffic is permitted to move in one direction only, cars may park with either side parallel to the curb in the direction and flow of traffic unless otherwise posted.
- G. Standing or Parking Vehicles: No person shall stand or park a vehicle on any public street or public right-of-way in Town under the following conditions:
1. Driveway entrances– In front of a private driveway which provides access to a public street without the consent of the owner or occupant of the premises.
 2. Fire hydrant– Within fifteen (15) feet of a fire hydrant.
 3. Crosswalk– Within twenty (20) feet of a crosswalk at an intersection.

4. Traffic control devices– Within thirty (30) feet on the approach to any flashing signal, stop sign, yield sign, or traffic-control signal located at the side of a roadway.
5. Signs prohibiting parking– At any place where standing or parking is prohibited by an official sign.
6. Handicapped zone–In a space or zone marked as restricted for the use of handicapped individuals, unless displaying a handicapped license plate or window sticker.
7. Sidewalk– On any sidewalk.
8. Roadway Passage– At a location which will reduce the width of the open roadway in either direction to no less than eleven (11) feet along a street or will obstruct a clear passageway along the same for fire apparatus or any other vehicle.
9. Mailboxes– Within five (5) feet of any United States Postal Service mailbox mounted along the roadway.
10. Truck parking– Commercial vehicles over 10,000 pounds shall not be permitted to park upon public streets and ways within the Town limits.
11. Obstruction of Traffic– No motor vehicle, person, business, utility company, or other party may obstruct free vehicular passage of the roadway by standing, stopping, or parking in the traveled portion of the roadway.

SECTION 6. PARKING METERS

A. Parking Regulation

1. It shall be unlawful for any person to cause, allow or permit any vehicle registered in his/her name or any vehicle under his/her control to be or remain parked or stopped in any metered parking space, for any period of time without immediately making the required payment in the parking meter pursuant to the directions on the meter controlling the parking space.
2. It shall be unlawful for any person to cause, allow, permit or suffer any vehicle registered in the name of or operated by such person to be parked overtime or beyond the period of legal parking time established for the parking space in question, or to deposit in any parking meter any payment for the purpose of parking beyond the maximum legal parking time, if any, for the particular parking meter zone or space.
3. It shall be unlawful for any person to park any vehicle across any line or marking of a metered parking space or in such position that the vehicle shall not be parked entirely within the parking space designated by such lines or markings.
4. The loading or unloading of a truck, van or other commercial vehicle may be conducted for a brief, reasonable period on a metered parking space without making the applicable payment.
5. It shall be unlawful for any person to deface, injure, tamper with, open, or willfully break, destroy or impair the usefulness of any parking meter installed under the provisions of this ordinance.

6. It shall be unlawful for any person to counsel, aid or abet any violation of this Ordinance or any failure to comply with this Ordinance.
7. A person who has handicapped plates or permits that have been issued by this state or any other state, may park in a parking space equipped with a parking meter, free of charge, only for twice the maximum time period permitted on the parking meter, not to exceed four hours.
8. All vehicles registered in a state that issues two license plates intended to be affixed to a particular vehicle must have both plates properly displayed at all times on the vehicle.
9. Only one (1) vehicle per parking space. No other vehicle (motorcycle, moped, scooter, or any other motor vehicle) shall be allowed in a parking space.

B. Parking Violation Procedure Authorized

1. Authorized enforcement personnel as outlined in Section 4 of this Ordinance shall issue a report or ticket for each violation. The violation notice shall contain:
 - i. The location and number (as applicable) of the metered parking space where the vehicle occupying it is, or has been, parked in violation of any of the provisions of this Article.
 - ii. The State license number of such vehicle.
 - iii. The date and approximate time of such violation.
 - iv. Any other facts, knowledge of which is necessary to a thorough understanding of the circumstances, attending the violation.
 - v. An oath by the officer or designated employee be attached and certifying, under penalty of perjury, that the matters set forth on said citation are, to the best of his/her knowledge, true.
2. It shall be the duty of the person issuing the ticket or report to submit to the appropriate Town employee, official, or department written notice of each violation of or failure to comply with the parking requirements of this Ordinance.
3. The person issuing the ticket or report shall give the owner or driver a copy of the ticket or report of violation or, in the event that said vehicle is unattended, shall attach said notice in a conspicuous place upon the vehicle.

C. Parking Meter Maintenance:

It shall be the duties of the Upper Marlboro Police Department to oversee the installation, maintenance, and collection of Town-owned parking meters.

D. Establishment of Parking Meter Zones

The below areas are authorized by the Board of Town Commissioners to be designated as metered parking areas.

1. All street parking in the 14500, 14600, 14700, 14800 & 14900 blocks of Main Street (Route 725),
the entirety of Water Street, and the east side of Elm Street.

2. The Town-owned Church Street Parking lot located at 14525 Church Street.
3. The north side of Old Mill Road, and the south side of Pratt Street.
4. All street parking along the entirety of Judges Drive.
5. All street parking along the entirety of Governor Oden Bowie Drive.
6. Other areas as set by the Board of Town Commissioners by amending this Ordinance.

SECTION 7. MOVING VIOLATIONS

Consistent with the Maryland Manual on Uniform Traffic Control Devices, the Board shall have authority to install any appropriate traffic control devices on streets and public ways under the jurisdiction of the Town deemed prudent for the following moving violations, and said violations shall be enforced by the issuance of Maryland State citations per Maryland Law

- A. Maximum Speed: No person shall operate any motor vehicle upon any roadway, street, or ally within the Town of Upper Marlboro at a speed greater than reasonable or prudent or at a rate of speed greater than twenty-five (25) miles per hour.
- B. Through Trucks: Provided the Town has designated an adequate alternate route for diverted truck traffic, the Board of Town Commissioners may designate certain streets as “No Through Truck Traffic” for purposes of preventing serious damage from deterioration, rain, snow, or any other condition or avoiding dangerous or heavy truck traffic flow or patterns in and upon Main Street from Route 202 (Largo Road) though Old Crain Highway at the western entrance of the Town and Old Marlboro Pike at the northern entrance to the Town and all residential streets.
- C. Unlawful Turns: No person shall execute a U-turn or back into Main Street, also known as Route 725 and also known as Marlboro Pike, between the intersection at Governor Oden Bowie Drive and 14504 Main Street.
- D. One Way Traffic: Pratt Street shall be one-way traffic only between Main Street and Judges Drive with traffic flowing in an easterly direction. No person shall operate a motor vehicle on a street posted for one-way traffic in the opposite or wrong direction.

SECTION 8. SNOW EMERGENCY PARKING RESTRICTIONS

Should the Board of Town Commissioners or the President declare a Snow Emergency, the following parking restrictions shall go into effect from declaration until 24 hours after last snowfall or revoked:

- A. There shall be no parking on the even numbered side of Spring Branch Drive.
- B. Parking of vehicles on grass shall be permitted for the duration of the snow emergency.
- C. Any vehicle in violation of this section may be ticketed as “Parked in a no-parking zone” and shall be impounded or moved if deemed necessary for snow removal operations.

SECTION 9. VEHICLE IMPOUND AND TOWING

- A. The Police Department may immobilize using a “boot” or other device, or take into custody and impound:
1. Any unattended vehicle not registered within the State of Maryland for which three (3) or more outstanding parking or parking meter violation citations issued within a consecutive eighteen (18) month period.
 2. Any vehicle parked or disabled in a “no parking at any time, tow-away zone” zone; blocking a private driveway without the permission of the property owners; parked in an area designated as a fire lane; within ten (10) feet of a fire hydrant, or; parked on any sidewalk.
 3. Any vehicle displaying improper, illegal or expired license plates or no plates at all parked or left standing, stored or operated on any public street or any property owned or leased by the Town, or upon private property except when the vehicle is parked within a fully enclosed garage, unless said vehicle shall have affixed or attached thereto license plates or markers displayed conspicuously on the front and rear of said vehicle in accordance with the provisions of the Annotated Code of Maryland or, in the case of a nonresident, the State, County or territory where such vehicle is registered.
 4. The provisions of Title 25, Subtitle 2, of the Maryland Vehicle Law (§ 25-201 et seq. of the Transportation Article of the Annotated Code of Maryland) shall apply with respect to the removal, storage, reclamation and disposal of any vehicle taken into custody pursuant to Subsection A above.
- C. In addition to any information required to be contained in the notices given under Title 25, Subtitle 2, of the Maryland Vehicle Law, information as to the nature and circumstances of the traffic or parking violation or violations on account of which a vehicle is impounded shall be given to the owner or other person normally in charge of such vehicle.
- D. In addition to paying all towing, preservation and storage charges or fees resulting from taking or placing the vehicle in custody, the owner or person normally in charge of such vehicle shall also be liable for any fine, fee or forfeiture resulting from the violation or violations for which the vehicle was impounded and/or immobilized, and such vehicle shall not be released until either written receipt is displayed showing payment of such fine, fee forfeiture and/or collateral, with said fine, fee, forfeiture and/or collateral amount to be set by ordinance or resolution of the Board of Town Commissioners, and such violation is posted for appearance of the owner or person normally in charge of such vehicle in the District Court of Prince George’s County to answer the violation or violations on account of which the vehicle was impounded.
- E. Any vehicle found in violation of this section is subject to impoundment.

SECTION 10: PENALTIES AND FEES

- A. Misdemeanor: Except for moving violations as enumerated in Section 7, violation of any provision of this Ordinance shall be deemed a misdemeanor and any person convicted of such

violation shall be fined not less than twenty-five (\$25.00) dollars nor more than five hundred (\$500.00) dollars.

- B. State Citations: All moving violations, including those by any person violating Section 7 (Moving Violations) of this Ordinance, shall be cited using the Maryland Uniform Complaint and Citation Form, and upon conviction, shall be fined and/or penalized in accordance with the schedule of fines and penalties determined by the State and set out in a document prepared by the Chief Administrative Judge of the District Court of Maryland and referred to as the "Schedule of Preset Fines and/or Penalty Deposits," as such document (Form #DC-CR-090) may be amended from time to time.
- C. Town Citations: Any Town citations and fine amounts are listed in Section 11 of this Ordinance. Furthermore, when a citation which is unpaid longer than thirty (30) days following issuance shall double in amount. Should the citation remain unpaid after forty-five (45) days of the initial citation date, it shall become subject to the State of Maryland Flagging Program.
- D. Administrative Flagging Fee : Any owner of a vehicle who shall receive a warning letter or notice from the Town pursuant to the provisions of the Maryland Motor Vehicle Administration's parking violation and flagging procedures or shall seek to obtain a parking fine receipt from the Town in order to remove the registration flag and register said vehicle shall be subject to a municipal flagging fee of twenty dollars (\$20.00) in addition to those penalties or fees incurred as a result of other violations of this Ordinance.
- E. Boot Fee: In addition to any other authorized charges, a boot or immobilization fee of \$150.00 shall be charged a vehicle owner who violates this Ordinance or is otherwise responsible which results in immobilization as described in this Ordinance to defray the Town's cost of installing, removing and maintaining the boot device.
- F. Payment to Town: A person who elects to pay the charges of a Town citation shall do so directly to the Upper Marlboro Police Department, The Town of Upper Marlboro, 14211 School Lane, Upper Marlboro, MD 20772.
- G. Election to stand trial: A person who receives a Town or State citation issued by the Town has the option to stand trial for the violation. An election to stand trial for a Town citation shall be made by sending a notice of intent to the Upper Marlboro Police Department within twenty (20) days of the date the citation was issued. If a person desires the presence at trial of the Police Officer or Town Parking Enforcement Official who issued the citation, he shall so indicate when notifying the Police of Intention to stand trial. If proper notification is not given, the Police Officer need not appear at trial, and a copy of the citation bearing the certification of the officer is prima facie evidence of the facts stated therein.
- H. In addition to the fines and penalties herein described, the Board may avail themselves of any and all civil and equitable remedies for the purposes of stopping continuing offenses of this Ordinance.

SECTION 11: FINE, FEE AND PENALTY CHANGES

Violation of any provision of this Ordinance shall be subject to a fee, fine and/or penalty, which may be amended or established from time to time by written resolution of the Board of Town Commissioners. Any fine, fee or penalty established by this Ordinance may be individually or collectively modified in the form of a fine, fee and penalty schedule.

SECTION 12: SEPARABILITY

If any section or provisions or parts thereof in this Ordinance shall be adjusted invalid or deemed unconstitutional by a court of competent jurisdiction, such invalidity or unconstitutionally shall not affect the validity of this Ordinance as a whole or any other section or provision or part thereof.

PARKING METER RATE RESOLUTION

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE TOWN OF UPPER MARLBORO that it hereby approves, adopts and establishes the following:

1. That as of September 1st, 2022, the hourly parking meter fees for Town installed and maintained meters in all established zones shall be two and a half (\$2.50) U.S. dollars per hour, Monday

through Friday 7am until 5pm. All other hours, with the exception of all-day Sunday and observed Federal Holidays (when there will be free parking), the rate shall be one ~~(\$1)~~ U.S. dollars per hour.

Commented [KS1]: This new \$1/hr "non-peak" hour rate is subject to discussion by the Board.

2. That as of July 1, 2019, the Town may charge an additional credit card processing fee not to exceed five (\$5) U.S. dollars for a voluntary credit card convenience fee payment transaction.

3. That these fees will be remaining in effect until a new resolution is passed.

PARKING FINE RESOLUTION

Section 1-16	Parked on a red meter - \$30
Section 1-17	Parked across line - \$30
Section 1-31.1	Parked within 5 (five) feet of driveway - \$50
Section 1-31.1	Parked on sidewalk - \$70
Section 1-31.1	Parked within intersection - \$50

Commented [KS2]: New fine amount per Chief's request

Section 1-31.1	Parked within crosswalk - I\$50
Section 1-31.1	\$70
Section 1-31.2	Parked within 6 (six) feet of hydrant -\$50
Section 1-31.2	Parked within 20 (twenty) feet of crosswalk or intersection - I\$50
Section 1-31.2	Parked within 30 (thirty) feet of approach side of traffic control device - \$50
Section 1-31.2	Double Parked - \$50
Section 1-31.3	Parked with left wheels to edge of road - \$50
Section 1-31.3	Parked on private property - \$50
Section 1-33	Parked over 48 (forty-eight) hours - \$50
Section 1-33	Parked on public space with expired/missing tags - to \$50
Section 1-31.3	Parked in a handicap space - \$250
	Parked in a designated Fire Lane- \$250.00

MEMORANDUM

To: Board of Town Commissioners
From: Savannah Miller, Intern
Date: Thursday June 30th, 2022
Re: Afterhours Downtown Parking Meter Rates Discussion

Commissioners,

All metered parking is overseen by the Town of Upper Marlboro. The Town manages 123 on street, single space parking meters along Main Street, Elm Street, Judges Drive, Governor Oden Bowie Drive, Water Street, and Pratt Street. These parking spaces are managed by M5tm Single-Space Smart Parking Meters installed in July 2019. Governor Oden Bowie Drive is \$2.50 per hour Monday-Friday 7am-5pm, and Main Street is free Sundays. The after hour parking revenue (after 5:00 PM on Weekdays & Saturdays) is only 2.16% of the Town's annual parking revenue overall.

Most people visiting the town during peak hours are on court business. They park their vehicles along Main Street and Governor Oden Bowie Dr., near School House Pond and near Dr. Bean's historical office on what used to be called Academy Hill back in his and Francis Scott Key's Day. Lots of visitors to the town on court business avoid the meters altogether and use street parking for free near the Showcase Arena and the Old Equestrian Center.

We should not lose sight of the fact that many people tend to live and work in smaller cities and towns to get away from the fast life and hustle and bustle of more developed areas. Short-term parkers such as shoppers, diners, or people visiting historical sites or other attractions, are often unwilling to park more than a few blocks from their destination. Longer-term parkers, such as workers in the area or people who plan to spend the entire day here, are often willing to walk a few more blocks to and from their destination, especially if the cost to park all day is less or free at those other parking options.

To provide Commissioners with some historical background, the board set parking meter rates via resolution on August 1, 2016, the hourly parking meter fees for the town installed and maintained meters for \$0.75 cents per hour, 8am-6pm Monday-Friday. In a town meeting on February 12, 2019, it was established that as of July 1, 2019, the hourly parking meter fees for the town installed and maintained meters be \$2.50 U.S. dollars per hour, 24 hours per day, with the exception of all-day Sunday, and observed Federal holidays, whereby the hourly fee was waived.

City/Town	Parking Meter Rates	Notes
College Park	\$0.75 per hour	Monday-Saturday 8am-10pm except holidays
Hyattsville	\$0.50 per hour	8am-8pm Monday-Saturday
Mt. Rainier	\$1.00 per hour	10am-11pm except Sundays and holidays
Annapolis	\$2.00 per hour	Six days a week 10am-7:30pm, on Sundays 12pm-7:30pm
Alexandria, VA	\$1.75 per hour	Monday-Saturday 8am-9pm
National Harbor	\$2.30 per hour	Monday-Saturday 7am-10pm.

RESOLUTION: 2016-06

SESSION: Regular Town Meeting

DATED: May 10, 2016

**A RESOLUTION AUTHORIZING SETTING OF FINES FOR PARKING VIOLATIONS,
ASSOCIATED FEES AND RATES OF INCREASE OF FINES, FOR TOWN CITATIONS**

WHEREAS, the Board of Commissioners for the Town of Upper Marlboro, a body politic and corporate in the State of Maryland under its Charter and as a municipal corporation; and

WHEREAS, the Board of Commissioners for the Town of Upper Marlboro is authorized under Town Ordinance 89-2 to adopt by resolution, future penalties and fines and rates of increase of fines upon non-payment as necessary; and

WHEREAS, current fines, penalties and rates of increase of fines have remained unchanged for over ten (10) years, and

WHEREAS, the Board of Town Commissioners of the Town of Upper Marlboro has considered the desirability of certain changes in the fines currently levied for various parking or traffic violations and fines related thereto; and

WHEREAS, the Board of Town Commissioners has determined to make certain changes;

NOW THEREFORE, BE IT RESOLVED that the Board of Town Commissioners for the Town of Upper Marlboro exercises its authority to change the following fines as follows:

- | | |
|----------------|--|
| Section 1-16 | Parked on a red meter - Increase from \$15 to \$25 |
| Section 1-16 | Parked beyond maximum time - Increase from \$15 to \$25 |
| Section 1-17 | Parked across line - Increase from \$15 to \$25 |
| Section 1-31.1 | Parked within 5 (five) feet of driveway - Increase from \$25 to \$50 |
| Section 1-31.1 | Parked on sidewalk - Increase from \$25 to \$50 |
| Section 1-31.1 | Parked within intersection - Increase from \$25 to \$50 |
| Section 1-31.1 | Parked within crosswalk - Increase from \$25 to \$50 |
| Section 1-31.1 | Parked disobeying official sign - Increase from \$25 to \$50 |
| Section 1-31.2 | Parked within 6 (six) feet of hydrant - Increase from \$25 to \$50 |
| Section 1-31.2 | Parked within 20 (twenty) feet of crosswalk or intersection - Increase from \$25 to \$50 |
| Section 1-31.2 | Parked within 30 (thirty) feet of approach side of traffic control device - \$25 to \$50 |
| Section 1-31.2 | Double Parked - Increase from \$25 to \$50 |
| Section 1-31.3 | Parked with left wheels to edge of road - Increase from \$15 to \$50 |
| Section 1-31.3 | Parked on private property - Increase from \$25 to \$50 |
| Section 1-33 | Parked over 48 (forty-eight) hours - Increase from \$25 to \$50 |
| Section 1-33 | Parked on public space with expired/missing tags - Increase from \$15 to \$50 |
| Section 1-31.3 | Parked in a handicap space - Increase from \$200 to \$250 |

AND FURTHER, after thirty (30) days of issuance all unpaid citation totals shall double; and fifteen (15) days thereafter, if still unpaid, the automobile record will be submitted to the Maryland Motor Vehicle Administration's vehicle registration flagging program pursuant to Regulation 11.15.21.01 et seq. of the Code of Maryland Regulations ("COMAR") wherein associated flagging fees will be assessed. Separate administrative flagging fees which shall be paid to the Motor Vehicle Administration in the amount specified by COMAR Reg. 11.11.05.04 and the Town in the amount of \$30.00 shall be in addition to any fee or penalty assessed by the Town for each parking violation reported.

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners for The Town of Upper Marlboro, Maryland, that the following fees be set effective July 1, 2016, and remain in effect until a new Resolution is passed.

INTRODUCED and ADOPTED by the Board of Commissioners of the Town of Upper Marlboro, Maryland at a regular meeting on this 10th day of May, 2016.

ATTEST:

BOARD OF COMMISSIONERS OF THE
TOWN OF UPPER MARLBORO, MARYLAND


Clerk


James Storey, President

May 10, 2016
Date


Nancy C. Clagett, Commissioner

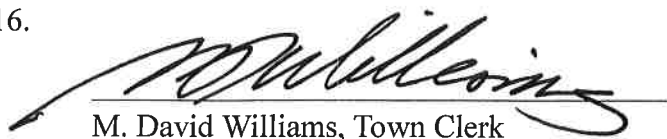

Linda Pennoyer, Commissioner



CERTIFICATION

I, the undersigned, hereby certify that I am the Town Clerk of the Town of Upper Marlboro and that the Board of Town Commissioners of the Town of Upper Marlboro at a public meeting at which a quorum was present adopted this Resolution, and that said Resolution is in full force and effect and has not been amended or repealed.

In witness whereof, I have hereunto set my hand and seal of the municipal corporation, this 10th day of May, 2016.


M. David Williams, Town Clerk