



# Town of Upper Marlboro

## BOARD OF TOWN COMMISSIONERS WORK SESSION

14211 School Lane, Upper Marlboro, Maryland, 20772

Tuesday, February 07, 2023 at 7:00 PM

### **AGENDA**

This meeting will be conducted via Blended Format. Town Hall & Zoom Video Teleconference.

<https://uppermarlboromd->

[gov.zoom.us/j/85097369034?pwd=bXNwNFZBMckE5dG9hdVFUaDluRmRiUT09](https://uppermarlboromd-gov.zoom.us/j/85097369034?pwd=bXNwNFZBMckE5dG9hdVFUaDluRmRiUT09)

**Webinar ID:** 850 9736 9034; **Passcode:** 017856; **Audio Dial-in only:** 301 715 8592

### **WORK SESSION AGENDA: 7:00 PM**

- 1. Call to Order**
- 2. Roll Call**
- 3. Pledge of Allegiance**
- 4. Review of Agenda**
- 5. Closed Session Summary From January 24, 2023**
  - [A.](#) Closed Session Summary January 24, 2023
- 6. Old Business**
  - [A.](#) Better City (Board Discussion)
  - [B.](#) Vision Plan (Board Discussion)
  - [C.](#) Resolution 2022-05 Rules of Order & Regulation For Public Meetings (Board Discussion)
  - [D.](#) Blended Meetings (Board Discussion)
  - [E.](#) Conference Room Agreement (Board Discussion)
- 7. New Business**
  - [A.](#) Human Resources RFP (Board Discussion)
  - [B.](#) FY 24 Board Budget Priorities: Roads & Repaving (Board Discussion)
  - [C.](#) Board Review of Performance Review Forms & Employee Survey (Board Discussion)
- 8. Preliminary Approval of Next Meeting Agenda**
- 9. 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

**CLOSED SESSION SUMMARY SHEET TO BE READ INTO RECORD**

Date: January 24, 2023

Time: 9:00 PM

Location: Virtual

Closed Under Annotated Code:

Under General Provisions Article 3-305(b) (2) “To protect the privacy or reputation of individuals concerning a matter not related to public business” & (14) “Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.”

The Board of Commissioners propose to go into Closed Session on Tuesday, January 24, 2023, following the January Regular Town Meeting to discuss meeting procedures, protocols & a discussion of healthcare brokers.

Those Who Voted To Go Into Closed Session:

President Franklin, Commissioner Colbert, Commissioner Duckett, Commissioner Hanchett & Commissioner Lott

Unanimous Of Elected Officials In Attendance:

Yes

Those In Attendance;

President Franklin, Commissioner Colbert, Commissioner Duckett, Commissioner Hanchett, Commissioner Lott & Town Administrator Kyle Snyder, Police Chief David Burse and Public Works Director Darnell Bond

Actions Taken: No Votes Were Taken, Please See Relevant Notes:

None

Topics Discussed:

Healthcare broker how is it provided through human resources firm versus direct.

Meeting preparation procedures and behavioral protocols.

Relevant Notes: None

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## 2035

## Vision Plan

## Town of Upper Marlboro

### Overview

The Town of Upper Marlboro has been the County Seat of Prince George’s County since 1721. The Town was established as a port town in 1706. The town is now one square mile and home to 652 residents and 308 housing units. In 2023 the Board of Commissioners established this vision plan with the input of residents, business owners, and other community stakeholders. The goals and actions in this plan are meant to guide staff in achieving the vision of its residents and businesses by 2033.

### Values

The Town of Upper Marlboro community values a thriving and vibrant downtown, safety in our homes and on our streets, fiscal responsibility, and recreational opportunities that allow us to connect to one another as a community.

To maintain consistency with these values this plan will focus on:

- Community-building events to maintain its small-town feel,
- Connections throughout Town to all activity centers and residential areas through safe roads, sidewalks, trails, and safe bike routes.
- Infill development downtown to revive a thriving town center and support local businesses, our artist community, and community connections.
- Tourism that celebrates and preserves our honest past and celebrated a connection between history and the physical environment,
- Fiscal Responsibility through planning and budgeting for these community goals.

In keeping with these values 2021 the Town Commission Developed the following goals

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to guide its budgeting process. These priorities were led by the overarching goal of ensuring the sustainability of the Town into the future.

## Priorities:

1. A Sustainable Government. The Commission wishes to have policies and procedures in place to ensure the Town is following best practices. A sustainable government includes a budget in which recurring expenses are relatively equal to recurring revenues and capital improvements are planned for and budgeted.
2. Expanded Town Boundaries. The Commission wishes to expand the Town's boundaries to improve public participation and ensure its long-term sustainability.
3. Flooding mitigation and safety. The Commission wishes to ensure safe travel during storm events.
4. Safe and modern roadways. The Commission wishes to see the Town's roadways paved, modernized, and connected for multiple modes of transit. The commission seeks to improve safety for all, but particularly our youngest residents.
5. Increased recreation opportunities. The Commission wishes to strengthen the Upper Marlboro Community with more recreation opportunities for residents creating spaces and events that serve as gathering places.

## History

The Town of Upper Marlboro was founded on Piscataway lands. The Piscataway peoples continue to live in and around the land we now call Upper Marlboro. Around 1695, the Town was settled by colonial peoples and named after the first Duke of Marlborough. With the Western Branch still being navigable by boat, the Town was established as a port Town for the import and export of tobacco and enslaved labor among other commodities of the time. Prior to 1706 the area was known as “Colonel Belt’s Landing”. It was renamed to Marlborough in 1706, when the Maryland General Assembly officially chose it as a site for a new Town in the County. In 1721, Upper Marlboro became the seat of Prince George’s County government when the courthouse was moved to the Town. Throughout the eighteenth century, Marlboro was the geographic and population center of the County. After the Town was seized by the

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British during the War of 1812, British Officers used the Dr. Beans home on Elm Street as their headquarters on the way to attack Washington D.C.

The Town became known as “Upper” Marlborough to distinguish it from the Calvert County “Lower” Marlborough. The name changed over time, possibly due to a postal clerk removing the “ugh” to fit the name on rubber stamp. Whatever the source, the Town began to be known as Upper Marlboro in 1893.

In 1927 Crain Highway officially opened. This road, which is now known as Old Crain Highway (and has been replaced by Rte. 301) created the first connection between Southern Maryland and Baltimore. In 1922, one hundred years ago this year, a monument was built to celebrate this connection.

During the Jim Crow era the Town was known as a “sundown town,” a predominately white area that discriminated and inflicted violence against Black residents and visitors. Despite being home to the first school for African Americans in the County, Frederick Douglass Junior/Senior High School, the Town remained highly segregated. When the Civil Rights act of 1964 ended and the Town had to eliminate these laws, the community pool was filled in rather than de-segregated.

During this time and beyond the Town was also home to St. Mary’s Beneficial Society. The Hall, located on Pratt Street and still standing today served as a meeting place, social and political center, and house of worship for the African American community of Upper Marlboro. This was surrounded by a thriving hub of economic and social life for African Americans in Upper Marlboro.

During the 19<sup>th</sup> and 20<sup>th</sup> centuries Greater Upper Marlboro played host to horse racing Showplace Arena and Equestrian Center and later car racing at the old race track just outside of town.

Upper Marlboro has been home to several prominent and influential sports stars, Maryland politicians, and clergy members. In 2018 the Town swore in first Black Elected Officials, Tonga Turner, and Wanda Leonard. Commissioner Turner was selected by the Board to serve as the Board’s President and Town’s first Black President/Mayor. This new board oversaw the Town’s first expansion of its boundaries in 2020 to include the Annexation of the Show Place Arena.

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## EXISTING CONDITIONS

*The following pages outline the existing conditions of the Town of Upper Marlboro. This section allows the Town to identify its starting point, strengths and weaknesses, stakeholders, and programs. The starting point informs THE PLAN found in the next section of this document.*

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## Overview

According to the 2020 American Community Survey<sup>1</sup> the Town of Upper Marlboro is home to 652 residents who live in a total of 305 households. The median age for residents is just below 39 years old. There are approximately 60 residents over the age of 65.

The Town’s racial makeup is predominately Black or African American, making up 60% of the Town’s population. The table below shows a more detailed breakdown by race. Of all races 8% of residents identify as Hispanic or Latino.

Asian	1%
Black or African American	60%
Some other race	7%
Two or more races	6%
White	27%

The Town’s median household income is \$92,500 and an employment rate of 77.8%. The Town has a low poverty rate (3.6%) compared to the state as a whole (9%). Most residents commute outside of Town, driving alone or in a carpool (78.3%). The most common industries that residents work in are Educational services, and health care and social assistance (25.1%) and Public Administration (21.7%). Approximately 45 Town residents are veterans.

Most homes (45%) in Upper Marlboro have a value between \$200,000-\$300,000. Of the 308 housing units existing in Town, 285 are occupied. This leaves the Town with 92% of its housing occupied. The housing market has been tight of late and houses are sold in Town almost as quickly as they go on the market. While a portion of the houses that are unoccupied may be in transition, some of these 23 homes are simply not put on the market and are left vacant by absent property owners.

The Town notices a similar trend in commercial property. While there is demand for office and retail space downtown it is not always rented. These trends indicate a lack of investment in the community by absentee landlords. The Board of Commissioners to this end has determined to pursue a vacant property tax rate for commercial properties in Town.

<sup>1</sup> The American Community Survey uses statistical data to provide communities with a wide range of data about how a community lives. This helps identify social and economic needs more accurately.

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## Structure of Government

The Town of Upper Marlboro has a three-person council, with a President and Treasurer nominated and voted on by the Board of Commissioners. The government of Upper Marlboro takes the structure of a Strong Mayor form of government.

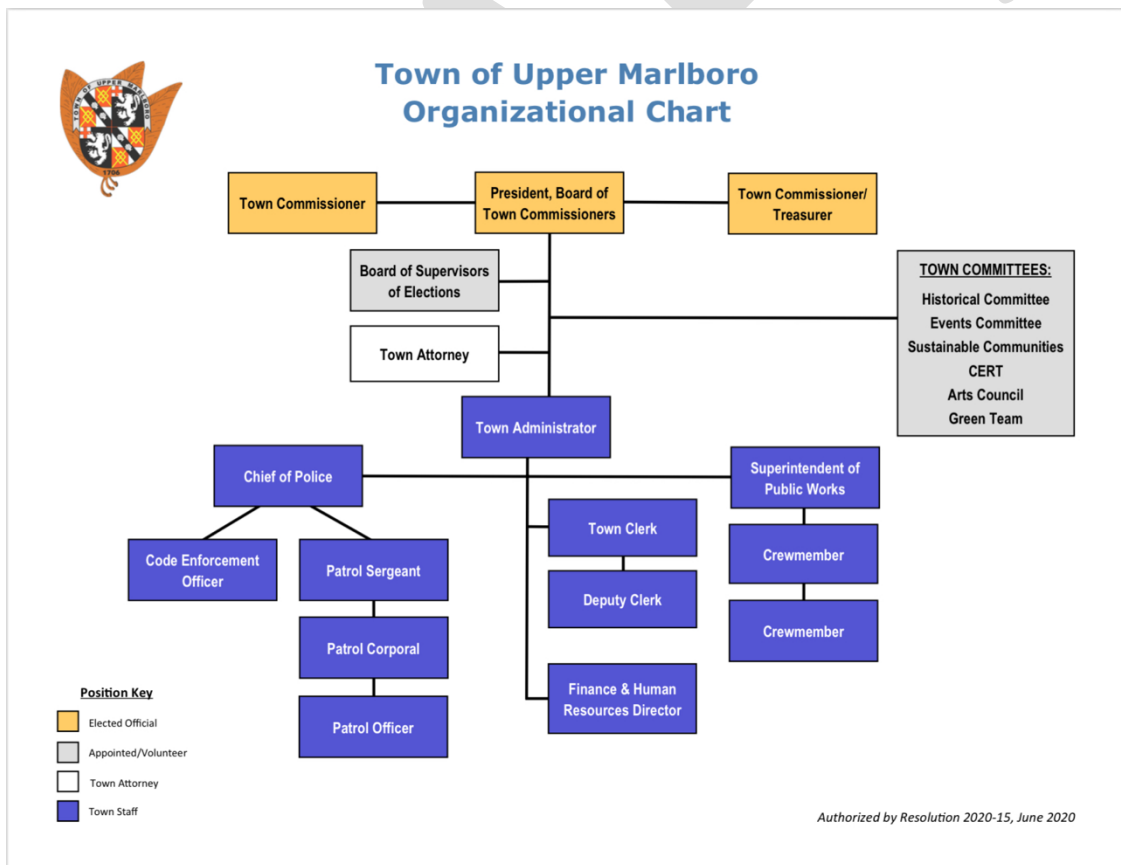
### Roles:

*Commissioners* are responsible for adopting legislation for the running of the Town.

The *President* is the day-to-day administrator for the Town. And has power over the running of the Town and the budget.

The *Treasurer* maintains the budget and works with the President and Town Staff to establish a Town Budget that the full board must vote on for approval. The budget, however, is a set of the mayors priorities.

The Town’s organizational chart shows this structure and the structure of Town Staff:





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## Town Charter

The Town has contracted with Municode to do a review of its charter, Resolutions, and Ordinances. The results of this review are included in the appendix. The recommended charter and code changes should be taken as recommended by Municode.

The Town of Upper Marlboro's Charter has not been comprehensively updated since its adoption. The charter establishes the government and its structure, powers, and elections process. Finance, Town Personnel, Public Works and services and assessment procedures for the maintenance of these services and structures are established.

In 2020 the Town experienced a loss of two out of its three commissioners. The Town's process for replacing Commissioners and elections has been held up as a model of good process. However, the Town experienced several weeks during which there was no functioning government due to a lack of a quorum.

Due to this situation, the Town elected to expand the Board of Commissioners to five people in the fall of 2021. The date of the election was also changed from January to November to align with election day. The elections are held in off-years, so they do not conflict with County, State, and Federal elections. The Election board's appointing year was also updated so that the Board of Supervisors of Elections will have a full year for training before they oversee the Town's election.

## Town Services

### Public Works Department

The Town's Public Works department keeps the Town beautiful and safe. When you drive on Town Roads you are benefiting from the invisible work the Public Works crews do. In-Town roads are cleared of trash and debris regularly, sinkhole maintenance is done by either the Town's crew or, by the Director of Public Works coordinating with County and State Crews to affect repairs. When there is a snow or flood event, or even a traffic accident, public works responds with the Town's Public Safety team to ensure Upper Marlboro is both beautiful and safe. Public Works main services include:

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## Snow Removal:

The Town has three plow capable vehicles and maintains a contract with the State Highway Administration for sand and salt. This allows public works staff to ensure that Town roads and sidewalks are pre-treated and cleared during snow events.

## Trash & Bulk Trash service:

The Town contracts with Burch Trash, a refuse service to provide resident with regular once-a-week trash service. Public Works staff also picks up trash along the roadways to maintain cleanliness in the Town.

The Town maintains a contract for once-a-week recycling pick up and provides residents with bins for recycling waste.

Public Works employees pick up bulk trash for residents twice a week (Mondays and Thursdays) with no need to make appointments.

## Landscaping:

The public works department works to maintain mowing and planting throughout the Town. They keep the Town looking attractive and tidy.

## Road Maintenance:

The Public Works Director coordinates with County and State Agencies to maintain roads throughout the Town. The Town has some roads that are maintained by the Town, some by the County and others by the State.

## Natural Disaster Response:

Public Works is involved in keeping residents and visitors to the Tow safe during weather events. The Town frequently has flooding along Water Street, Old Marlboro Pike, and Main Street/Route 725. Public Works Crews monitor these sights when

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flooding may be possible to ensure that they are closed in a timely manor to keep the roads safe.

Public Works also is on call when limbs or trees fall on the roadways and quickly respond to either cut up a limb and remove it themselves or to contact Greentree if the limbs are in need of larger equipment of professional arborist services. Public Works also coordinates with PEPCO and other agencies to safely remove debris from the roadways and ensure repair of damaged public property occurs.

## Public Safety

The Department of Public Safety comprises the Police Department, Parking Authority, and Code Compliance. This department keeps us safe, ensures compliance with Town codes, and ensures our laws are followed. Our public safety department has been rebuilt from the ground up over the last few years and we are pleased that this coming fiscal year will include the re-introduction of evening and weekend patrols.

### Police department:

The Town has been rebuilding its Police Department since 2019. This department consists of the Chief of Police, a Police Sergeant and two corporals.. The Town is in the process of hiring four additional officers to bring the department up to six people. The department has an agreement with Prince George’s County to ensure continuity of service for residents. All public safety response dispatches through 911 or calling the County non-emergency line. The County has recently added an on-line form for submitting non-emergency Public Safety concerns. This is accessed at <https://princegeorges-cwiprod.motorolasolutions.com/cwi/select>.

The Upper Marlboro Police Department patrols during daytime hours as well as staggered evenings and weekends. During all other hours police service is provided by Prince George’s County. The Town is working to increase police staff in order to provide a faster response time and more hours of patrolling for town business and residents.

### Code & Parking Compliance:

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The Town has one code enforcement officer. This officer monitors code violations throughout the Town, issuing citations for properties that are in violation of the Town’s property maintenance code.

The officer additionally monitors parking meters and the Town Parking lots, issues citations, and collects parking fees with other Public Safety department employees.

## Fire & EMS

Fire and Emergency Medical Services are provided through Prince George’s County’s Marlboro Fire Station 20. This is a volunteer fire department with a minimum of six fire fighters on duty at all times with the addition of 20 volunteers throughout the week. The department has three command vehicles, an ambulance, one heavy rescue squad, one fire engine, and one paramedic ambulance.

The fire department also has a four-bay hall that can be rented out for events and can accommodate \_\_\_ people.

## General Government/Administration

The Town government provides additional services to residents. Residents can bring concerns to the Town and staff will address concerns to the Commission, or if it is a different government or agency staff will work with these agencies to address resident issues.

The Town maintains a Notary Public on staff.

## Town Committees

### Arts Council

The Town’s Arts Council was established in 2020. The council plans to seek out grants for the installation of public art as well as work with the Town’s events committee on artistic and cultural events.

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## Events Committee

The Town's Events Committee was established in March of 2019 for the purpose of building community and relationships. This committee has a three member board, who works with volunteers to host events throughout the year. The Events Committee hosts small events in the winter, Marlboro Day (a large community day and festival) in the spring, Movie nights in the summer, a community trick-or-treating event in the fall, and a Holiday party to wrap up the year together.

## Green Team

The Town's Green team has been recently established in November of 2020. This new committee has been established to build community in a sustainable way. The Green team plans to create community gardens (including gardening plots and a pollinator garden), increase community composting, water harvesting, and recycling awareness and access, increase tree canopy, green spaces, and walking/biking connections, reduce energy use and incorporate solar panels into town projects, and investigate flooding and stream bank stabilization projects.

## Historic Committee

The Town of Upper Marlboro Historic Committee (TUMHC) was established in 2012. The purpose of the historic committee to collect and celebrate history of the Town of Upper Marlboro. The historic committee has collected extensive information on the colonial period of the Town's history.

## Sustainable Communities

The Town's Sustainable Communities Committee (SCWG) was established in 2014. This committee is intended to work with Town staff and businesses to administer grants to create a more sustainable town in the areas of economic development, interconnected transportation networks, and community support and sustainability.

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## Geography

### Maps & Boundaries

Today Upper Marlboro is comprised of one square mile between Route 4 and Route 202, between John Rodgers Boulevard and the Show Place Arena. The following map shows the current Town boundaries. The Town receives calls daily from residents outside the Town limits requesting assistance with community issues and concerns. Each time there is an election the Town receives phone calls from potential candidates just outside the boundaries of Town and has to turn away voters because they do not live in the Town limits. All of these indicators have caused the Town to look at annexation in order to provide much desired services to more people in Greater Upper Marlboro, and to expand its community and welcome in more neighbors.

<insert map>

### Roads

Roads in Upper Marlboro are maintained by a variety of agencies. The table below lists the roads in Town and indicates what agency is responsible for each Road's Maintenance.

Road	Road Maintenance Agency
Old Crain Highway	PGDPW&T
School Lane	UMDPW
Wilson Lane	UMDPW
Rectory Lane	UMDPW
Old Marlboro Pike (route 725)	MDOT - SHA
Main Street (Route 725)	MDOT - SHA
Water Street	MDOT -SHA
Church Street	UMDPW
Judges Drive	PGDPW&T
Marlboro Race Track Road	PGDPW&T
Pratt Street	UMDPW
Governor Oden Bowie Drive	UMDPW
Elm Street	UMDPW
Old Mill Road	UMDPW
Marlboro Drive	UMDPW
Marlboro Lane	MT
Marlboro Grove	MT
Marlboro Circle	MT

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Spring Branch Drive	UMDPW
Valley Lane	PGDPW&T
Old Largo Road (Rte 202)	MDOT - SHA
Buck Lane	Private?
Peerless Avenue	PGDPW&T

## Water Resources

The Town of Upper Marlboro exists because of its proximity to water resources. The Western Branch of Patuxent River and its tributaries flow throughout and around Town and connects to Schoolhouse Pond. Schoolhouse Pond is a major recreational and storm water management feature in Town. Paths around the Pond also connect residential and commercial areas for pedestrians. These resources have the potential to provide recreational and economic benefits to the Town.

The Town suffers from the impacts of severe flooding in all areas of Town. Flooding occurs regularly, impacting mobility around Town as well as flooding residences, businesses, and government offices. If there is a large storm event upriver from Upper Marlboro it is possible for two to three of the four main entrances and exits to Town to be flooded and impassable for a time. There are areas of Town where residents can be stuck in their neighborhoods because the roads are impassable. Further, homes frequently flood throughout town in large storm events. As climate conditions worsen the need for adequate stormwater management systems will only increase.

## Sinkholes

The Town of Upper Marlboro has been struggling with the impacts of sinkhole over the last decade. The Department of Public Works has coordinate with Washington Sanitary Sewer Commission (WSSC), Prince George’s County Department of Public Works, Maryland Department of Transportation (MDOT), to study these sinkholes and determine their cause. This is important in an effort to address an appropriate solution to the problem. The major sinkholes in Town as of the writing of this Plan are described in the following table:

Location	Description	Agencies
Water Street Crosswalk	This site has been worked on several times in 2020 & 2021 and continues to sink.	WSSC,
Intersection of Water Street	The center of this intersection has a recurring sinkhole. There are additional smaller	WSSC,

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and Main Street	sinkhole concerns along the outer edges of this intersection.	
Judges Drive	This is a new sinkhole that was dealt with for the first time in 2021.	PGDPW,
John Rodgers Boulevard & Old Marlboro Pike	This sinkhole was reinforced by County Public Works but the area should be monitored.	PGDPW,
14173 Spring Branch Dr	Roadway in front of storm drain box sinking.	PGDPW,
14518 Church St	Sinkhole at the end of driveway directly in line with storm drain piping. Camera scope shows evidence of gravel filler applied by UMDPW inside drain pipe.	PGDPW - addressed
14513 Main St (rear of building)	Drain Box collapse. Inspected by DPW&T last year, still no word on a possible fix. Parking lot around drain box also starting to collapse.	PGDPW

Sources:

*Upper Marlboro Town Action Plan*; Upper Marlboro, MD: September 2009. Maryland-National Capital Park and Planning Commission.

- a. Town of Upper Marlboro; *2018 Door-knocking and Resident Survey Feedback Overview*. December 2018. (include as appendix)
- b. Town of Upper Marlboro Historical Committee: *Walking/Driving Tour of the Historic Town of Upper Marlboro*, MD. 2020



**The Town of Upper Marlboro**

RESOLUTION: 2022-05  
SESSION: Regular/Special Town Meeting  
INTRODUCED: January 11<sup>th</sup>, 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 4<sup>th</sup> 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 2<sup>nd</sup> 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.

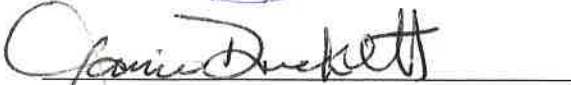
ATTEST:

  
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

## Regulations Governing Use of The Town of Upper Marlboro Meeting Room(s)

The Upper Marlboro Town Hall building, and surrounding grounds are both owned and maintained by The Town of Upper Marlboro using public funds. The Board of Commissioners are interested in guaranteeing the use of meeting space to its residents. The Town also serves as a historical and cultural center for the greater Upper Marlboro area. In order to promote the public interest, the Town agrees to allow the residents of the Town, and of the greater Upper Marlboro area, to use the Town Hall meeting area(s) and its surrounding grounds for civic and cultural purposes under the terms and conditions as follows:

1. The attached Indemnity/Hold Harmless Agreement is signed, and the organization/person agrees to its contents.
2. The agreement application is properly filled out and signed by the group's authorized leader and submitted with payment at least two weeks prior to the event (*cash, money order, check or major credit cards are accepted*) along with the \$250.00 security deposit.
3. Meeting rooms will normally be available for use from 5:00 p.m. to 10:00 p.m. during the business week.
4. The Town Hall Facility and grounds are smoke-free environments; No hard alcohol or illicit drugs may be consumed or served; Beer and wine are allowed, but only with prior approval by the Town Administrator, and there may be a need to hire the Town Police to provide security to the event. No alcohol shall be sold on Town property at any time. No open flames are allowed; If refreshments are to be served, tables must be protected with a waterproof covering. If food is to be sold, a County Food Service Permit may be required.
5. Events that charge admission will be considered on a case-by-case basis by the Town Administrator.
6. A Certificate of Insurance showing liability coverage and listing the Town as an additional insured may be required by groups that are legal entities or individuals, especially if alcohol is consumed. General liability insurance (\$1,000,000.00 minimum).
7. Town Hall and the grounds must be left in the same condition and arrangement as it was found; Any damage to the Town Hall Facility, its contents, furnishings, and/or grounds must be compensated for to the Town.
8. Youth organizations must be supervised by at least one adult over the age of 21.
9. The capacity of the Conference Room is determined by fire regulations and must not exceed 39 people if using chairs and tables; and 83 people without any chairs, tables, or furniture. Hallway doors to the meeting room(s) must remain unlocked at all times.
10. In-Town events, residents, staff, businesses, civic groups, Town committees, and clubs have priority use of the Town Hall Meeting Room. Rental rates for outside-of-Town citizens, businesses, and various groups are applied according to the current rate schedule (*see Rate Chart on Request Application next page.*)
11. Parking of Vehicles can only be in designated paved parking spaces. All reserved spaces must remain open. Overflow parking is available at the adjacent Board of Education parking lot.
12. No refunds for cancellations. No rescheduling of booked dates once the agreement is approved.
13. One Application Form can be used for multiple meeting dates by a single entity, but all dates requested must be within the same fiscal year (*July 1—June 30*) however, only one Hold Harmless Agreement form per request is required.
14. The Town Administrator, on behalf of the Board of Commissioners, reserves the right to supplant previously reserved dates, reclassify and/or waive rental fees, or make exemptions to regulations at his or her discretion

***I have read and understand the conditions and regulations of this use agreement and agree to abide by them.***

\_\_\_\_\_  
Signature of applicant (date of this request)

\_\_\_\_\_  
Name of group/organization/individual

\_\_\_\_\_  
Contact information (phone & email)

\_\_\_\_\_  
Contact Address

Date(s) you are requesting the room to	Section 6, Item E.
_____	
_____	
_____	
_____	
Start time: _____	Duration (in hours): _____

### Meeting Room Rental Rates & Rental Information:

Each Rental is allowed one hour of set-up time and one hour of clean-up time free of charge. Any additional need for prep time would require additional hours being rented.

**Private Event:** (Non-Town Resident or Entity) \$100.00 per hour

**Private Event:** (Town Resident or In-Town Entity) \$75.00 per hour

**Public Event:** Please consult with Town Staff prior to submitting an application.

- Enter your event through the side entrance (single glass door) that faces School Lane.
- If the facility is being rented outside office hours, the responsible party will need to pick up an access key card from Town Hall during office hours prior to the event. Failure to return the key card in a timely manner will result in the deposit being held.
- For your security, ensure the entrance is in a locked position once all members of your event have arrived.
- Exit your event through the Conference Room fire exit directly into the parking lot.
- Please provide 2 separate payments: One for the rental fee & one for the \$250.00 deposit. Credit card information can be securely held to satisfy deposit requirements Deposit is returned (or credit information destroyed) after the successful completion of the event. *Payments can be furnished in the form of checks, cash, or credit card—credit card processing incurs a 3.5% processing fee* Make checks payable to the Town of Upper Marlboro.

-----Town Staff Use Only Below This Line-----

Approved by Town Administrator			Key Card Picked Up	
Date			Key Card Returned	
Payment Received			Deposit Returned	
Notes				

# Indemnity / Hold Harmless Agreement

Section 6, Item E.

In consideration of the use of facilities, \_\_\_\_\_ [name of person, association or entity] (the "User") agrees to indemnify and hold harmless The Town of Upper Marlboro (the "Town") and its officials, employees and agents from and against any and all liabilities, judgments, settlements, losses, costs or charges (including attorney's fees) incurred by the Town or any of its officials, employees or agents as a result of any claim, demand, action or suit relating to any bodily injury (including death), loss or property damage caused by, arising out of, related to or associated with the use of the premises by the User or by the User's members, guests, employees, agents or invitees. User knows, understands, and acknowledges the risks and hazards associated with using the premises and the surrounding property, and hereby assumes any and all risks and hazards associated therewith.

User hereby irrevocably waives any and all claims against the Town or any of its officials, employees or agents for any bodily injury (including death), loss or property damage incurred by the User as a result of using the premises and surrounding property and hereby irrevocably releases and discharges the Town and any of its officials, employees or agents from any and all claims of liability arising out of or associated with the use of the premises. User shall pay the Town for any and all physical loss or damage to the premises (including the cost to repair or replace the premises) caused by, arising out of, relating to or associated with the use of the premises by the User or the User's members, employees, agents, guests or invitees. User further agrees to provide proof of insurance, when requested, which names the Town as an additional insured on a policy with limits and coverage's similar to those provided by the Town's insurance carrier. The parties also understand and agree that the Town will not be responsible for lost or stolen items.

Authorized Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Name of Organization: \_\_\_\_\_

Business Address: \_\_\_\_\_

Name of Contact: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

## Request for Proposals

### Town of Upper Marlboro Government Human Resources Firm

RFP # UM 2023-01

**Project Overview:** The Town of Upper Marlboro is seeking proposals for professional and technical services to provide human resource (HR) consulting services. The Town releases an RFP every two years for all its professional service contractors.

**Scope of Work:** Qualified applicants should be able to provide the below services to the Town:

- Implement recommended changes based on the off initial audit.
- Assist with the review and updates to personnel files, job descriptions, and job classification.
- Ensure Town staff has required training and assist with the scheduling of in-person bi-annual staff training.
- Assist with recruitment and onboarding of new staff.
- Coordinate with the Town's Health Insurance Broker to ensure Town employees have uninterrupted and proper health insurance coverage.
- Serve as the Town's primary contact and retirement coordinator for the Maryland State Retirement System.
- Manage and oversee the Town's Life Insurance Policy & any supplemental retirement programs.
- Have a certified Human Resources specialist regularly scheduled to be on-site at Town Hall for at least 4hrs per month available to speak to staff with their questions and concerns.
- General Human Resources support as needed.

**Level of Experience:** Applicant firms must have the following experience:

- Experience working with local government.
- Experience working in Maryland.
- Employ Certified and qualified HR personnel.
- Experience working with a growing entity.
- Ability to manage multiple issues and priorities on deadline.

**Budget:** The annual budget for this service shall not exceed \$18,000.

**Deadline:** Responses to this RFP are to be submitted by Friday, March 31<sup>st</sup>, 2023, at 5pm. By Mail: Town of Upper Marlboro P.O. Box 280 Upper Marlboro MD 20773. By Email: Info@UpperMarlboroMD.gov. In-Person: Upper Marlboro Town Hall 14211 School Lane Upper Marlboro MD 20772.

**Selection Process and Criteria:** This RFP is for a 24-month contract with the Town, with the option for renewal beginning May 1<sup>st</sup>, 2023. Town Elected Officials will participate in the



process of selecting the appropriate firm. for professional and technical services to provide human resource consulting services.

**Overview of the Town:** Settled around 1695 and named after the first Duke of Marlborough, the Town of Upper Marlboro is among the oldest of the surviving Southern Maryland towns dating back to colonial times. It was established as a port town for tobacco shipments in 1706, when the Western Branch of the Patuxent River was still navigable. It has been the county seat of Prince George’s County since 1721.

The Town is governed by five elected Town Commissioners, one of which serves as the President/Mayor who are elected every two years. The Town government maintains a Police Department, Public Works Department, and Town Administration Department, along with several volunteer committees. The total staff for the Town is 15 full-time, 2 part-time employees. The Town offers its employees Blue Cross Medical, Dental, and Vision insurance. Though the Town’s resident population is around 700, the Town’s downtown historic Main Street is home to one of the largest Courthouses in the State, which attracts over 1.5 million visitors per year.

The Town of Upper Marlboro is growing in size, economically, and in community outreach. This past year the Town successfully completed phase 1 of its annexation plan which grew the Town’s landmass for the first time in its over 300-year history. The Town’s continued growth through annexation plays an important role in influencing the economic growth, environmental protection, quality of life, and municipal fiscal well-being of the Upper Marlboro community. The Town is also working to revitalize its historic downtown Main Street through streetscape initiatives, upgrades to its parking infrastructure, and attracting new small businesses to fill any commercial storefront vacancies. The Town also maintains a strong social media and web presence to stay engaged with its residents.

**Point of Contact:** Kyle Snyder, the Town Administrator, can be reached at 301-627-6905 or [ksnyder@UpperMarlboroMD.gov](mailto:ksnyder@UpperMarlboroMD.gov) with any questions.

*Thank you for your interest in this Request for Proposals from the Town of Upper Marlboro*



# Town of Upper Marlboro

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Town Hall, 14211 School Lane      Tel: (301) 627-6905      [info@uppermarlboromd.gov](mailto:info@uppermarlboromd.gov)  
Upper Marlboro, MD 20772      Fax: (301) 627-2080      [www.uppermarlboromd.gov](http://www.uppermarlboromd.gov)  
Mailing address: P.O. Box 280 • Upper Marlboro, MD 20773-0280

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## MEMORANDUM

To: Board of Town Commissioners  
From: Kyle Snyder, Town Administrator  
Date: Tuesday, January 31<sup>st</sup>, 2023  
Re: 2024 Budget Priorities

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Commissioners,

As we enter into budget season, prior to the meeting, it would be helpful for Commissioners to think of and bring 1-2 goals or priorities they would like to see included in the FY2024 Budget Planning to the work session on 2/7.

And just as a reminder, below are the goals selected by the Board for their term of office (2021-2023, which covers both Fiscal Years FY2023 and FY2024.

**A Sustainable Government.** The Commission wishes to have policies and procedures in place to ensure the Town is following best practices. A sustainable government includes a budget in which recurring expenses are relatively equal to recurring revenues and capital improvements are planned for and budgeted.

**Expanded Town Boundaries.** The Commission wishes to expand the Town's boundaries to improve public participation and ensure its long-term sustainability.

**Flooding mitigation and safety.** The Commission wishes to ensure safe travel during storm events.

**Safe and modern roadways.** The Commission wishes to see the Town's roadways paved, modernized, and connected for multiple modes of transit. The commission seeks to improve safety for all, but particularly our youngest residents.

**Increased recreation opportunities.** The Commission wishes to strengthen the Upper Marlboro Community with more recreation opportunities for residents creating spaces and events that serve as gathering places.



# Town of Upper Marlboro

Town Hall, 14211 School Lane  
Upper Marlboro, MD 20772

Tel: (301) 627-6905  
Fax: (301) 627-2080

info@uppermarlboromd.gov  
[www.uppermarlboromd.gov](http://www.uppermarlboromd.gov)

Mailing address: P.O. Box 280 • Upper Marlboro, MD 20773-0280

**Janice Duckett**  
Treasurer

**Karen Lott**  
Commissioner

**Sarah Franklin**  
President

**Thomas Hanchett**  
Commissioner

**Charles Colbert**  
Commissioner

## Employee Evaluation Form

I. EMPLOYEE INFORMATION		
Employee Name	Job Title	
Supervisor/Reviewer	Review Period From:    /    /    To:    /    /	
II. CORE VALUES AND OBJECTIVES		
PERFORMANCE CATEGORY	RATING	COMMENTS AND EXAMPLES
<b>Quality of Work:</b> <i>Work is completed accurately (few or no errors), efficiently and within deadlines with minimal supervision</i>	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable	
<b>Attendance &amp; Punctuality:</b> <i>Reports for work on time, provides advance notice of need for absence</i>	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable	
<b>Reliability/Dependability:</b> <i>Consistently performs at a high level; manages time and workload effectively to meet responsibilities</i>	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable	
<b>Communication Skills:</b> <i>Written and oral communications are clear, organized, and effective; listens and comprehends well</i>	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable	
<b>Judgment &amp; Decision-Making:</b> <i>Makes thoughtful, well-reasoned decisions; exercises good judgment, resourcefulness, and creativity in problem-solving</i>	<input type="checkbox"/> Exceeds expectations <input type="checkbox"/> Meets expectations <input type="checkbox"/> Needs improvement <input type="checkbox"/> Unacceptable	
<b>Initiative &amp; Flexibility:</b>	<input type="checkbox"/> Exceeds expectations	

<p><i>Demonstrates initiative, often seeking out additional responsibility; identifies problems and solutions; thrives on new challenges and adjusts to unexpected changes</i></p>	<p><input type="checkbox"/> Meets expectations  <input type="checkbox"/> Needs improvement  <input type="checkbox"/> Unacceptable</p>	
<p><b>Cooperation &amp; Teamwork:</b>  <i>Respectful of colleagues and residents when working with others and makes valuable contributions to help the group achieve its goals</i></p>	<p><input type="checkbox"/> Exceeds expectations  <input type="checkbox"/> Meets expectations  <input type="checkbox"/> Needs improvement  <input type="checkbox"/> Unacceptable</p>	

**III. JOB-SPECIFIC PERFORMANCE CRITERIA**

PERFORMANCE CATEGORY	RATING	COMMENTS AND EXAMPLES
<p><b>Knowledge of Position:</b>  <i>Possesses required skills, knowledge, and abilities to competently perform the job</i></p>	<p><input type="checkbox"/> Exceeds expectations  <input type="checkbox"/> Meets expectations  <input type="checkbox"/> Needs improvement  <input type="checkbox"/> Unacceptable</p>	
<p><b>Training &amp; Development:</b>  <i>Continually seeks ways to strengthen performance and regularly monitors new developments in field of work</i></p>	<p><input type="checkbox"/> Exceeds expectations  <input type="checkbox"/> Meets expectations  <input type="checkbox"/> Needs improvement  <input type="checkbox"/> Unacceptable</p>	

**IV. PERFORMANCE GOALS**

**Set objectives and outline steps to improve in problem areas or further employee development;**

1.

2.

3.

**V. OVERALL RATING**

<p><input type="checkbox"/> <b>EXCEEDS EXPECTATIONS</b>  <i>Employee consistently performs at a high level that exceeds expectations</i></p>	<p><input type="checkbox"/> <b>MEETS EXPECTATIONS</b>  <i>Employee satisfies all essential job requirements; may exceed expectations periodically; demonstrates likelihood of eventually exceeding expectations</i></p>	<p><input type="checkbox"/> <b>NEEDS IMPROVEMENT</b>  <i>Employee consistently performs below required standards/expectations for the position; training or other action is necessary to correct performance</i></p>	<p><input type="checkbox"/> <b>UNACCEPTABLE</b>  <i>Employee is unable or unwilling to perform required duties according to company standards; immediate improvement must be demonstrated</i></p>
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**Comment on the employee's overall performance;**

**VI. EMPLOYEE COMMENTS (OPTIONAL)**

**VII. ACKNOWLEDGEMENT**

I acknowledge that I have had the opportunity to discuss this performance evaluation with my manager/ supervisor and I have received a copy of this evaluation.

Employee Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Supervisor Signature: \_\_\_\_\_ Date: \_\_\_\_\_



## Town of Upper Marlboro Employee Survey

Please take a moment to complete the Town of Upper Marlboro Employee Survey. Please provide details in the comment boxes as appropriate. Thank you.

\* 1. Do you have all the necessary tools you need to do your best work?

Yes

No

\* 2. If you could change anything about the organization, what would you change?

\* 3. Do you think your work goals and responsibilities are clear?

\* 4. What do you think of the way you are managed?

\* 5. Do you receive frequent, constructive feedback from your manager and peers?

- Yes
- No

\* 6. What benefits or programs do you feel are missing from the organization?

\* 7. What do you appreciate most about working here?

\* 8. Are you happy with your pay, benefits, and other incentives?

- Yes
- No

\* 9. What would make this a better place to work?

\* 10. Are you satisfied with the opportunities to grow your career at the Town, and is there a clear plan available for you to do so?

\* 11. Does your manager communicate expectations clearly and professionally?

- Yes
- No

DRAFT

\* 12. If you encounter a problem or unusual situation, do you know where to go for a solution?

- Yes
- No

\* 13. How comfortable are you contributing to meetings, projects, and problem-solving with your supervisor?

\* 14. Does your team/department support and encourage your best work?

- Yes
- No

\* 15. Do you agree with your organizations approach to work/life balance?

- Yes
- No

\* 16. Do you feel valued as an employee of this Town?

- Yes
- No

\* 17. Is the training directly relevant to your work?

- Yes
- No

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\* 18. Are the quality of the facilities and equipment available to you to do your job?

- Yes
- No

\* 19. Does the Town take the time to celebrate your success?

- Yes
- No

\* 20. How would you rate the clarity of instruction for your position?

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

**Your Personal Growth and Development**

21. The organization provides me with the right opportunities to develop as a leader.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

22. There are professional challenges inside our Town that are exciting to me.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

23. My manager helps me identify the best resources to develop my skills and knowledge as a leader.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

24. My manager coaches me on skills and knowledge that I need to grow as a leader.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

25. I have enough time during working hours that I use for my professional growth and development.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Goals and Resources To Do Your Job**

26. I am involved in setting the vision for me and my team.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

27. I am involved in setting the overall goals and objectives for me and my team.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

28. Our team's goals and objectives are achievable.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

29. I have the right technology in place to achieve our business objectives.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

30. I have the right team in place to achieve our business objectives.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

31. My department is large enough to do the work being asked of it.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

32. I have enough time to do the work being asked of me.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

33. I feel supported by my own manager.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Anatomy & Trust**

34. I trust my team to get the job done.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

35. I have confidence in my manager's ability to lead our team.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

36. I am informed about decisions that impact me or our team in a timely manner.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

37. My manager gives me and our department autonomy to decide how to best reach our business goals.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

38. Me and my team members' opinions on important initiatives are taken into account.

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Choose One	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

39. As a Town Employee, what are your professional goals for 2023?

Thank you for taking time to complete this survey. Your feedback is essential to our success.

DRAFT