MAYOR AND COUNCIL

MEETING NO. 21-20
Monday, July 6, 2020 – 7:00 PM

AGENDA

Agenda item times are estimates only. Items may be considered at times other than those indicated.

Any person who requires assistance in order to attend a city meeting should call the ADA Coordinator at 240-314-8108.

Rockville City Hall is closed due to the state directives for slowing down the spread of the coronavirus COVID-19 and continue practicing safe social distancing.

Viewing Mayor and Council Meetings
To support social distancing, the Mayor and Council are conducting meetings virtually. The virtual meetings can be viewed on Rockville 11, channel 11 on county cable, livestreamed at www.rockvillemd.gov/rockville11, and available a day after each meeting at www.rockvillemd.gov/videoondemand.

Participating in Community Forum & Public Hearings:

If you wish to submit comments in writing for Community Forum or Public Hearings:

- Please email the comments to mayorandcouncil@rockvillemd.gov by no later than 2:00 p.m. on the date of the meeting.
- All comments will be acknowledged by the Mayor and Council at the meeting and added to the agenda for public viewing on the website.

If you wish to participate virtually in Community Forum or Public Hearings during the live Mayor and Council meeting:

1. Send your **Name**, **Phone number**, **the Community Forum or Public Hearing Topic** and **Expected Method of Joining the Meeting (computer or phone)** to mayorandcouncil@rockvillemd.gov no later than **9:00 am on the day of the meeting**.
2. On the day of the meeting, you will receive a confirmation email with further details, and two Webex invitations: 1) Optional Webex Orientation Question and Answer Session and 2) Mayor & Council Meeting Invitation.
3. Plan to join the meeting no later than 5:40 p.m. (approximately 20 minutes before the actual meeting start time).
4. Read for https://www.rockvillemd.gov/DocumentCenter/View/38725/Public-Meetings-on-Webex
5. meeting tips and instructions on joining a Webex meeting (either by computer or phone).
6. If joining by computer, **Conduct a WebEx test**: https://www.webex.com/test-meeting.html prior to signing up to join the meeting to ensure your equipment will work as expected.
7. Participate (by phone or computer) in the optional Webex Orientation Question and Answer Session at 3 p.m. the day of the meeting, for an overview of the Webex tool, or to ask general process questions.

Participating in Mayor and Council Drop-In (Mayor Newton and Councilmember Feinberg)
Drop-In Sessions will be held by phone on Monday, July 13 from 5:30-6:30 p.m. **Please sign up by 2 p.m. on the meeting day using the form at: https://www.rockvillemd.gov/formcenter/city-clerk-11/sign-up-for-dropin-meetings-227**

6:00 PM **1. Convene in Open Session to vote on motion to go into Closed Session pursuant to Section 3-305(b)(10) of the General Provisions Article of the Annotated Code of Maryland to discuss public security.**

2. Closed Session

7:00 PM **3. Reconvene into Open Session**

4. Pledge of Allegiance

5. Agenda Review

7:05 PM **6. City Manager's Report**

7:15 PM **7. COVID-19 Update**

7:45 PM **8. Proclamation**

A. Proclamation Declaring July 2020 as Park and Recreation Month in Rockville – CM Feinberg

7:50 PM **9. Community Forum**

Any member of the community may address the Mayor and Council for 3 minutes during Community Forum. Unless otherwise indicated, Community Forum is included on the agenda for every regular Mayor and Council meeting, generally between 7:00 and 7:30 pm. Call the City Clerk/Director of Council Operation's Office at 240-314-8280 to sign up to speak in advance or sign up in the Mayor and Council Chamber the night of the meeting.

10. Mayor and Council's Response to Community Forum

8:10 PM **11. Presentation**

A. Boards and Commissions Task Force Priority Recommendations

8:50 PM **12. Consent**

A. Adoption of Resolution to Adopt Vision Zero Action Plan to Move the City of Rockville Toward Zero Traffic Deaths by 2030

B. Wellness Policy for COVID-19 Pandemic

C. Telework Policy for COVID-19 Pandemic

D. Leave Policy for COVID-19 Pandemic

9:00 PM **13. Emergency Management Update**

10:00 PM **14. Vacancy Report/Hiring Freeze Status**

10:10 PM **15. VisArts Request for Financial Relief**

10:30 PM **16. Review and Comment - Mayor and Council Action Report**

A. Action Report

17. Review and Comment - Future Agendas

A. Future Agendas

18. Old/New Business

10:45 PM **19. Adjournment**

The Mayor and Council Rules and Procedures and Operating Guidelines establish procedures and practices for Mayor and Council meetings, including public hearing procedures. They are available at: http://www.rockvillemd.gov/mcguidelines.

Mayor & Council Meeting Date: July 6, 2020
Agenda Item Type: Presentation
Department: Recreation & Parks
Responsible Staff: Christine Henry

Subject

Proclamation Declaring July 2020 as Park and Recreation Month in Rockville

Recommendation

Staff recommends Mayor and Council approve the Proclamation and present it to Recreation and Park Advisory Board member and Rockville Recreation and Parks Foundation President, Chip Boylan.

Discussion

Parks and Recreation are essential! Join the City of Rockville Recreation and Parks Department and the National Recreation and Park Association (NRPA) in celebrating Rockville's parks and recreation programs and services. Since 1985, America has celebrated July as the nation's official Park and Recreation Month. Created by NRPA, Park and Recreation Month specifically highlights the vital and powerful role local parks and recreation play in conservation, health and wellness, and social equity efforts in communities across the country.

This year, it is all about highlighting how critical parks and recreation are to the fabric of our community. Park and recreation professionals serve our community in a variety of ways as facilitators of health and wellness opportunities, environmental educators, climate change experts, social service providers, nutritionists, inclusion advocates and more, and each of their diverse lived experiences contribute to a greater, wider-reaching impact. From Farmers Markets and meal distributions to providing beautiful, safe open spaces to enjoy, unwind, and unplug.

Rockville and NRPA are encouraging everyone to get out and enjoy their local park in their own way. In Rockville, the community can celebrate Park and Recreation Month by taking a hike, cruising around town on a bike, communing with nature while exploring our many green spaces, or visiting with friends and neighbors (of course, at an appropriate social distance), or shopping at the Farmers Market. Rockville is leading initiatives and providing opportunities for people of all ages and abilities to achieve healthier lifestyles, promote and understand nature and conservation, as well as bringing the community closer through our facilities, programs and services. Parks are where all are welcome and accepted.

Now more than ever, recreation and parks are vital to confronting our most pressing health, environmental, and social challenges. A recent US News and World Report article, by Catherine Nagel, Executive Director of the City Parks Alliance, said it well, *"In this extraordinary time, city parks have once again proved themselves to be critical public infrastructure, strengthening neighborhoods and building bonds among people from all walks of life. The COVID-19 pandemic has placed a premium on access to nature and physical activity with appropriate social distancing, making parks more vital to the health of our cities than ever before. Simply put, our parks are essential.*

Study after study shows that immersion in nature has substantial physical and mental health benefits, and the closer you live to a park the more likely you are to use it for recreation. According to the Center for Disease Control and Prevention, 1-in-5 children and 1-in-3 adults are obese, and 90% of the nation's $3.5 trillion in annual health care expenditures are for people with chronic and mental health conditions. It is time to embrace city parks and open spaces as part of our health care system.

The metaphor of parks as the lungs of a city is as true as ever. Humans need space – to breathe, to de-stress, to re-center their lives and to reconnect with other."

The programs and services provided to the community are the work of the Department of Recreation and Parks and its many partners. The City collaborates with nonprofit organizations, foundations, the business community, and local civic groups. We are fortunate to have the support of these many partners who help us fulfill the mission of Recreation and Parks in providing quality services to Rockville residents and visitors, while keeping the costs to participants at moderate levels.

Partnership Recognition

The City and the Rockville Recreation and Parks Foundation work together to make Rockville the best it can be. In 2015, the Foundation established the Community Achievement Awards to acknowledge community members and organizations for their generous contributions to improving lives in Rockville through recreation and parks. The 2020 Rockville Recreation and Parks Foundation's Community Achievement Award recipients are:

Mentoring Team Volunteers

Rockville's youth mentoring program provides supportive opportunities for young community members and adults to interact in a positive and safe environment by helping them grow, learn and build character. The screened and trained mentors develop meaningful relationships with mentees through one-on-one meetings, activities and communication. Mentors focus on building confidence with schoolwork, act as a sounding board for challenges and experiences, and hone communication skills. The mentors and mentees have adapted to an online model to continue services during the recent COVID-19 closures, put in place by the State of Maryland. This year, there were 47 mentors and mentee teams and all participated through the "virtual"

meetings. All of the mentors are special, but the following group of mentors deserves extra recognition because they have been mentor volunteers for more than five years:

- Dave Berman (2010)
- Isabelle Trocheris (2010)
- Reynolds Atkins (2015) has mentored 10 children and works with multiple students each year.
- Felton Armstrong (2009) is the longest running mentor.
- Sherman Winters (2014) has mentored 9 children during those years. For several years, he has mentored more than one child during the school year.

Meals on Wheels Central Maryland

Meals on Wheels completely switched gears in a very quick time frame to provide frozen meals rather than their normal meal program. They switched very quickly due to Covid-19 and the closing of senior centers. Since March 18th, they have packed 800 boxes, which contained 5,670 meals, to Rockville seniors. The boxes are packed neatly and with care. Because of their efforts, we have been able to continue our lunch service through "grab and go" meals or delivery. During this pandemic, when seniors are worried about how long their food will last and not being able to stretch their dollars to last for the month, Meals on Wheels has truly come through to support Rockville seniors.

Julia Ridgely

Ms. Ridgely lives in the Woodley Gardens neighborhood and reached out to the Senior Center in March of 2020 to see how she and the community could become involved with senior assistance during this pandemic. After many emails and even a Zoom call to "meet" the Senior team, together we came up with a food drive and mask donation drive. Little did we know, Ms. Ridgely was not starting from scratch and she already had a network of community members that included emails, addresses, a list of skills and talents, and she had the ability to get the word out. Ms. Ridgely reached out to the Woodley Gardens list serve, posted flyers in the community, and sent information through social media. Because of her efforts, the word got out to other Rockville communities, and this has allowed us to send 180 bags of shelf-stable food out 4 times since the end of March. Through the generosity of Ms. Ridgely, Woodley Gardens, and the greater Rockville community, the food and mask donation drive was supposed to be a onetime event, but it continued throughout April. Senior Services staff look forward to continuing this relationship and hope to do more together in the future.

Mimi McNeel

The Rockville Concert Band is a well-established volunteer performing arts group of 70 adults and was established in 1957. The band provides opportunities for residents to perform in high-caliber performances. A variety of music is played by the band: classical, pop, Dixieland, marches, musicals, jazz, rock, patriotic, and novelties. The band performs six indoor concerts at

the F. Scott Fitzgerald Theatre as well as two outdoor concerts each year. The Rockville Concert Band has received many awards as one of the best community bands in the Metropolitan Washington area.

Community organizations need a dedicated, talented, and hard-working volunteer to ensure the success of their organization. Ms. McNeel is this outstanding volunteer for the Rockville Concert Band. Mimi joined the band in March of 1967. She became the Secretary/Treasurer in January of 1976 through September 1998, then Secretary from September 1998 through September 2018. As Secretary, she keeps track of internal history by preparing the meeting minutes, the results of election to the Administrative Council, and maintains the band roster. She is the point of contact for all public inquiries to the Concert Band.

Ms. McNeel has served as the Flute Section Leader and the Principal Flute for several years. The Section Leader assigns parts to the section and keeps the section's music organized. The Principal Flute also covers flute solos embedded in works. She is an accomplished harpist and also plays the harp for the band. Mimi helped organize the two European tours of the Rockville Concert Band in 1989 and 1994. She was very involved in the formation of the Rockville Concert Band, Inc., a 501(c)(3) non-profit organization in 2007.

Congratulations to the 2020 award winners and thank you to the more than 2,500 volunteers who give almost 100,000 hours of their time and talents to make Rockville a great place to live, work, and play!

NRPA and Rockville encourages everyone who supports parks and recreation to share how they celebrate park and recreation month at hashtag #WeAreParksAndRec. For more information about Park and Recreation month, visit www.nrpa.org/July.

Mayor and Council History

This proclamation is presented each year. The Community Achievement Awards presentation began in 2015.

Boards and Commissions Review

The Recreation and Park Advisory Board worked with staff to prepare this proclamation.

Next Steps

Read and approve the proclamation and present it to Recreation and Park Advisory Member and President of the Rockville Recreation and Parks Foundation, Chip Boylan.

Attachments

Attachment 8.A.a: 2020 Park and Recreation Month (PDF)

Jenny Kimball

Jenny Kimball, Deputy City Manager 7/1/2020

Proclamation

ROCKVILLE · MARYLAND

WHEREAS parks and recreation programs are an integral part of communities throughout this country, including Rockville; and

WHEREAS our parks and recreation are vitally important to establishing and maintaining the quality of life in our communities, ensuring the health of all residents, and contributing to the economic and environmental well-being of a community and region; and

WHEREAS parks and recreation programs build healthy, active communities that aid in the prevention of chronic disease, provide services for those who are mentally or physically disabled, and improve the mental and emotional health of all residents; and

WHEREAS parks and recreation programs increase a community's economic prosperity through increased property values, expansion of the local tax base, increased tourism, the attraction and retention of businesses, and crime reduction; and

WHEREAS parks and recreation areas are fundamental to the environmental well-being of our community; and

WHEREAS parks and natural recreation areas improve water quality, protect groundwater, prevent flooding, improve the quality of the air we breathe, provide vegetative buffers to development, and produce habitat for wildlife; and

WHEREAS our parks and natural recreation areas ensure the ecological beauty of our community and provide a place for children, adults and seniors to connect with nature and recreate outdoors; and

WHEREAS the U.S. House of Representatives has designated July as Park and Recreation Month; and

WHEREAS Rockville recognizes the benefits derived from parks and recreation resources.

NOW THEREFORE, the Mayor and Council of the City of Rockville do hereby proclaim July 2020, as Park and Recreation Month in Rockville, Maryland.

Bridget Donnell Newton

Bridget Donnell Newton, Mayor

Monique Ashton, Councilmember

Beryl L. Feinberg

Beryl L. Feinberg, Councilmember

David E. Myles

David Myles, Councilmember

Mark Pierzchala, Councilmember

July 6, 2020

Mayor & Council Meeting Date: July 6, 2020
Agenda Item Type: Discussion and Instructions
Department: City Clerk/Director of Council Operations Office
Responsible Staff: Sara Taylor-Ferrell

Subject

Boards and Commissions Task Force Priority Recommendations

Recommendation

Staff recommends that the Mayor and Council discuss the Boards and Commissions Task Force Priority Recommendations.

Discussion

The Mayor and Council created the Boards and Commission Task Force "to ensure that Boards and Commissions stay relevant to the City and the Mayor and Council." The goals of the Task Force included reviewing the legal authority of each board and commission, as well as reviewing all Boards, Commissions, Task Forces, and Committees, and identifying any gaps and/or overlaps among or between them. The full task force charter can be found in Appendix A of the report.

The Task Force presented its final report on October 21, 2019. Following the presentation of the Boards and Commissions Task Force Report, Task Force member Jack Kelly requested that the Mayor and Council consider the information he had prepared during the work of the Task Force. This material is Attachment C. The content includes a dashboard drafted by the Boards and Commissions Task Force and is on the Task Force's web page, as well as 6 issue papers on relevance, effectiveness, diversity, transparency, operational performance, and Open Meeting Act compliance and Mr. Kelly's recommendations to the Mayor and Council.

On December 2, 2019, the Boards and Commission Task Force voted to highlight to the Mayor and Council their four highest priority recommendations from the report. In no particular order, the Task Force's priorities are:

- Establish a full-time Volunteer Coordinator Position,
- Review and update the Guideline and Procedures for Citizen Boards and Commissions to be approved and followed by the Mayor and Council, staff, and chairs,
- Establish a formal process for new boards and commissions, as outlined in the template in the report (page 35 of the report), and
- Improve transparency and diversity of the boards and commissions, including the information for boards and commissions on the website.

Mayor and Council members have expressed an interest in discussing the formation of new Boards or Commissions. The BCTF did not endorse the formation of any particular board or commission but instead developed a recommended policy for developing a new board/commission or assessing an existing one. The process is in the form of a checklist. The BCTF evaluated three examples (an Education Commission, a Public Safety Commission and a Youth Advisory Commission) to illustrate how the recommended process for new boards and commissions can work (Appendix K of the Report). The BCTF did not endorse any of these examples.

Mayor and Council History

On December 16, the Boards and Commission Task Force presented the four priority recommendations and Mayor and Council directed staff to bring back recommendations for further discussion at their meeting on January 6, 2020.

Public Notification and Engagement

The Boards and Commission Task Force held 26 meetings beginning on Nov. 7, 2018, the agenda and minutes for the Task Force can be found on the city's website. Also, the Task Force developed online surveys for the current and former board and commission members.

Next Steps

Mayor and Council will provide direction on the four priority recommendations of the Boards and Commission Task Force. Also, at this time the Mayor and Council will discuss establishing other committees.

Boards and Commissions Update

As of November 21, 2019, the City Clerk sent the Staff Liaisons an attached copy of the "Guidelines and Procedures for Citizens Boards and Commissions ", approved by the Mayor and Council on March 12, 2012. The guidelines and procedures provide a comprehensive outline of the responsibilities of the City Clerk, Staff Liaisons, Chairpersons and Members of the Boards and Commissions.

Attached is a brief overview of each role and their responsibilities. The outline is to provide consistency in the process, to be implemented and tracked periodically to ensure that the process is accurate and efficient.

Attachments

Attachment 11.A.a: Attach A BCTF Report (PDF)
Attachment 11.A.b: Attach B Append to BCTF Report (PDF)
Attachment 11.A.c: Attach C BCTF Survey & Interv Dashboard (PDF)
Attachment 11.A.d: Attach D BCTF Issue Paper 8.18.19 (PDF)
Attachment 11.A.e: Attach E BCTF Issue Paper 9.16.19 (PDF)
Attachment 11.A.f: Attach F BCTF Members Testimony (PDF)
Attachment 11.A.g: Attach G BCTF Minority Report (PDF)
Attachment 11.A.h: Attach H Boards and Commissions Updates (PDF)

Sara Taylor-Ferrell, City Clerk/Director of Council Operations 7/1/2020

Boards and Commissions Task Force Report

Members:

Steve VanGrack, Chair,

Anne Goodman,

James Hedrick,

Anne Herbster,

Jack Kelly,

Michael Benjamin Parry,

Anita Powell,

Lorraine Tarnove,

John Becker

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Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

October 15, 2019

Dear Mayor Newton and Councilmembers Feinberg, Onley and Pierzchala:

This Mayor and Council deserve a lot of credit for creating the Boards and Commissions Task Force (BCTF) and for appointing the finest and most dedicated volunteers with whom I have ever had the pleasure to serve. These members have extensive experience in our boards and commissions. They maintained these prior roles in addition to serving on the BCTF. Please remember their names for this contribution. Further, the city staff was the best. While this is often the case with our staff, their roles in this endeavor were above and beyond.

We were aware from the beginning that the work would take a lot of time. We devoted enormous time to this task. We felt we could make a difference. We believe we have done so.

Our report explains what we did and how we did it. While there will be areas of disagreement, the BCTF always tried to keep in mind how we can make our city better. If we are called an All-American City, then we need to act like an All-American City.

Most of the board and commission volunteers are extremely satisfied and have strong feelings of accomplishment. They feel they make a positive contribution to the quality of life in Rockville. This is demonstrated by the high quality of the services these volunteers perform and are found to be the main reason for volunteering.

Rockville could accomplish even more with a larger and more diverse volunteer population. Accordingly, one of the BCTF's main goals is to recommend a way to provide outreach to potential volunteers and enhance this experience to the benefit of the city and its volunteers.

Unfortunately, even in the face of substantial contributions from volunteers that create value and improve and expand our City government, the residents seem largely unaware of the extent and importance of this work. This report includes recommendations to address this lack of awareness and ways to appeal to more diverse groups of potential volunteers.

The BCTF also recognizes the importance of leadership, noting that the interaction between chairs and their staff liaisons is key to success. Surveys and interviews indicate training, clearer direction from the Mayor and Council, and in some instances, more resources are needed. The considerable efforts of chairs and staff liaisons in multiple departments and the City Clerk's office are crucial for continued growth and needed improvements suggested in this report. The BCTF feels the creation of a high-level staff position to coordinate the boards and commissions efforts is indicated. This individual, whom we recommend being in the City Clerk's office, would also conduct outreach to recruit new and diverse volunteers, keep the public more fully informed, correct operational deficiencies, increase transparency, and educate the public.

The proposals for new and modifications to boards and commissions are decisions to be made by the next Mayor & Council.

We do present some important conclusions:

1. Rockville should conduct an official review every decade of the way we incorporate the opinions of our residents and businesses in our governance.
2. Rockville has a truly amazing corps of volunteers who devote staggering amounts of time to make our city unquestionably GREAT. However, we should enhance volunteerism to the benefit of the people who volunteer as well as those to whom the volunteers serve.
3. Diversity and transparency are critical to the success of our city. We are good, but we need to be better.

We thank you for the opportunity to serve and hope we can enhance the experience in the lives of the people, by the people and for the people.

Sincerely,

Steven VanGrack, Chair

Executive Summary

Our Mission

The BCTF was established by the Rockville Mayor and Council in July 2019 to look at the city's 31 boards and commissions for clarity, understanding of purpose and structure, and to provide recommendations. This was asked of the task force to ensure that these volunteer organizations remained relevant to the City government and residents. (Appendix A Boards and Commission Task Force Charter)

The BCTF convened and reviewed the Charter and developed a working document of vision, mission, goals, and objectives to guide its efforts. (Appendix B December 2019 BCTF Working Document)

Methods

Agreed methodologies for fact-finding were:

- Research on the Rockville city website and other relevant websites and resources
- Surveys of current and former volunteer leaders and the public
- Interviews of volunteer chairs and staff liaisons
- Dashboard exercise

(See page 8 for Survey and Interview discussions, Appendix I for Dashboard details.)

Evaluation Criteria

The evaluation of the boards and commissions focused on five criteria: diversity, relevance, transparency, effectiveness, and operational performance (See Proposed BCTF Evaluation Criteria, Appendix D). After completing the methodological activities listed above, issues discussion and analysis revealed a high degree of coherence in the results and few outliers. The following key conclusions in each evaluation area were:

Diversity

Issues of diversity in gender, age, race, ethnic, and socio-economic and geographic diversity were raised in every component of the BCTF's fact-finding. The actual diversity of boards and commissions varied, but the desire for more diversity was universal and echoed by the BCTF. The question is the how? Some felt it is the purview of the Mayor and Council who approve the appointments. Regardless, the BCTF recommends broad-based, sensitively composed, and targeted outreach to all components of the city's population to increase their interest in volunteering. (See Diversity discussion page 23)

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Transparency

Open and accessible information about the boards and commissions is another shared value that is not completely realized. The BCTF focused on increased Maryland Open Meetings Act (OMA) adherence. This would force a more complete, timely, and accurately posting of minutes and agendas, and coupled with needed improvements to the city's website; it would be a big step towards assuring transparency. Many surveys and interviews, including those with city staff and Council members, mentioned the negative effects of the lack of transparency in the current volunteer nomination process; it is slow, not always responsive to applicants, and tolerates a considerable number of vacancies.

Relevance

While the city website does not address the relevance or reason for individual boards and commissions, the Mayor and Council, the volunteers, and staff, who work on them, speak to their own views of the relevance of their work with enthusiasm. The BCTF found resonance with these views and concluded that all the boards and commissions, if not most, are relevant. The few that seem tangential are the subject of specific recommendations for restructuring. (See Relevance discussion page 26).

Effectiveness

The BCTF took a high-level view of assessing this criterion by looking at results. Indeed, almost every board and commission have visible results in contributions to the city by supporting various government functions or with events and benefits to the city's residents. Volunteers and staff are responsible for managing the members and the work of the boards and commissions. The BCTF did find that additional onboarding and training on board management and leadership could address specific issues that interfere with mission coherence and results. (See Effectiveness Discussion page 27)

Operational Performance

The BCTF found this criterion to be complex. Rockville's boards and commissions have been established over time, and the guidance on specific points of both effectiveness and performance varies from group to group.

Further, interviewees and those surveyed responded from personal experience. Nevertheless, the BCTF was able to develop a list of issues that were mentioned and brought attention to these into both general and specific recommendations. (See Operational performance discussion page 28)

Key Recommendations were made in the following areas:

- Improve diversity across all volunteer organizations
- Increase transparency
- Effectively utilize City resources for engagement and management of volunteer organizations
- Coordinate missions, objectives, and workplans
- Enhance volunteer experience
- Identify opportunities to add new, relevant volunteer organizations and review existing organizations
- Update the Rockville City Code and Guidelines and Procedures for Citizen Boards to reflect changes

See Key Recommendation discussion (page 29)

One key recommendation that stands out for the BCTF and is mentioned several times in this report is to create a new full-time position in the office of the City's Clerk. This position would support boards and commissions and coordinate their activities, and support volunteerism. The BCTF unanimously passed this recommendation, and it is crucial to implementing almost every key recommendation in this report. Without this position, the improvements we envision will not be possible. Rockville has long had a government that includes and depends on volunteers. Those volunteers are ready and willing, but to continue with this model and to ensure that the efforts of these volunteers are supported, we need this position created and filled expeditiously.

New and Revised Boards and Commissions

The BCTF did not have adequate time to fully consider ideas for new boards and commissions. Consistent with the issues we found about existing boards and commissions, the BCTF did develop a recommended policy for developing a new board or assessing existing boards. This process is in the form of a checklist that can be used by anyone with an idea for a new organization. It goes through all the components that should be part of the thought process for forming an effective, relevant organization with an attention to mission, goals, and needed resources. By adopting the use of such a process, some of the issues of concern noted in this report would be avoided. (See page 35)

A list of suggestions for improved operation of existing organizations is also included in the report. Most are focused on restructuring. (See Page 33)

Introduction

Rockville's government has been recognized as a model of open government that stresses citizen participation by 4 All-America City Awards (nationalcivicleague.org). The City enjoys a reputation for high caliber, professional management, and citizen volunteers who make important contributions to the government and community.

Many volunteers provide services to the City, the Rockville Volunteer Fire Department, Rockville Hometown Holidays, and youth sports coaches being three good examples. However, this report focuses only on those volunteers who serve as members of City boards, commissions, task forces, and committees (hereafter referred to as boards and commissions). These volunteers are an important component of Rockville's success.

As a result of its location in the National Capital area, Rockville can draw on a population who values community service and exhibit high levels of professionalism, knowledge, and skills. They are among the many reasons Rockville is an exceptional place to live, work, play, and visit. Indeed, Rockville is fortunate to have many residents willing to volunteer to serve the community.

Thousands of volunteers have served these organizations over the years, and nearly 200 continue to serve on 31 current boards and commissions. The volunteers differ in that they are nominated to their positions by the Mayor and confirmed by City Council. **Collectively, the volunteers who work on these boards and commissions contribute thousands of hours of service to the City in important functions that expand the city's capabilities.** They also provide an important feedback loop and source of advice to the Mayor and Council and City staff.

In 2018, Rockville's Mayor and Council created a volunteer task force to review the City's boards and commissions. Residents were asked to express their interests in participating in the task force, and the Mayor and Council selected a panel of individuals to serve as its members. The Boards and Commissions Task Force (hereafter referred to as the BCTF) was established formally on July 2, 2018, and the first meeting was held on November 7, 2018, to review the 31 boards and commissions identified by staff.

The following report lays out in detail the process used, and the results found by the BCTF and identify several areas of improvement for the Mayor and Council to consider. Goals for the boards and commissions guided the efforts of the BCTF and are summarized, along with key recommendations on the General Findings and Recommendations Dashboard Summary on page 30 and the key recommendation narrative, which follows.

The following goals for Rockville volunteer organizations guided the thinking and the work of the BCTF:

1. Provides resident input to City Government that is:
   - Relevant
   - Effective
   - Diverse
   - Transparent

2. Complement activities of the City staff and elected officials
3. Utilize fully the expertise and experience of volunteers in the formulation of City policies and practices.
4. Ensure consistent communication within volunteer organizations
5. Ensure consistent communication among volunteer organizations, City staff, and Mayor and Council.
6. Promote interest and satisfaction in participating in the City's volunteer organizations by
   - Transparent and efficient processes to identify and appoint volunteers
   - Volunteer satisfaction that they are doing relevant and important work
   - Volunteers seeing the impact and receiving productive feedback from City staff and the Mayor and Council
   - Volunteers being recognized for their efforts and contributions
7. Identify areas of opportunity, including forward-looking areas that warrant citizen input to the Mayor and Council and City staff.

Data Collection & Review

To fulfill our directive from the Mayor and Council, the BCTF adopted an approach that included collecting data and insight from various stakeholders in the boards and commissions system. This included current board and commission members, former members, chairs, Mayor and Council members, city staff, and the public. The BCTF divided this data collection into several different projects, summarized in Table 1. Our findings have been summarized below, but all individual questionnaire responses[1] and interview summaries are available in Appendix C. Members of the BCTF designed and developed all questions and instruments used in the data collection process, and those instruments – including links to the questionnaires on Survey Monkey and the structured interview documents – are available in the appendices.

[1] Questionnaire responses have been anonymized for current and former board and commission members.

Table 1: Data Collection Efforts

Data Collection Effort	Method	Responses
Current B&C Member Questionnaire	On-line Questionnaire	83
Former B&C Member Questionnaire	On-line Questionnaire	25
Public Questionnaire	On-line Questionnaire	22
Current Board & Commission Chair Interviews	Structured Interviews	15
Mayor and Council Interviews	BCTF Team Interview	4
Staff Interviews	Structured Interviews	6

In the following sections, we summarize the major findings and themes from our direct data collection efforts.

Current Board & Commission Members Feedback Questionnaire

The foundation of the BCTF's data collection effort was an 18-question questionnaire sent to 197 current board and commission members and chairs based on information provided by city staff. The BCTF received 82 responses to our questionnaire between January 13, 2019, and March 3, 2019. We received responses from at least one member of 22 different boards, commissions, and task forces, as shown in Table 2. The responses were highly consistent with few outliers. Given the number and breadth of respondents, we can generally assume that the responses represent a reliable and valid snapshot of the current board and commission member opinion.

Table 2: Board & Commission Member Responses

Board or Commission	Responses
Animal Matters Board	3
Board of Appeals	4
Board of Supervisors of Elections	1
Caregiver Funding Task Force	2
Cultural Arts Commission	7
Environment Commission	8
Ethics Commission	4
Financial Advisory Board	3
Historic District Commission	5

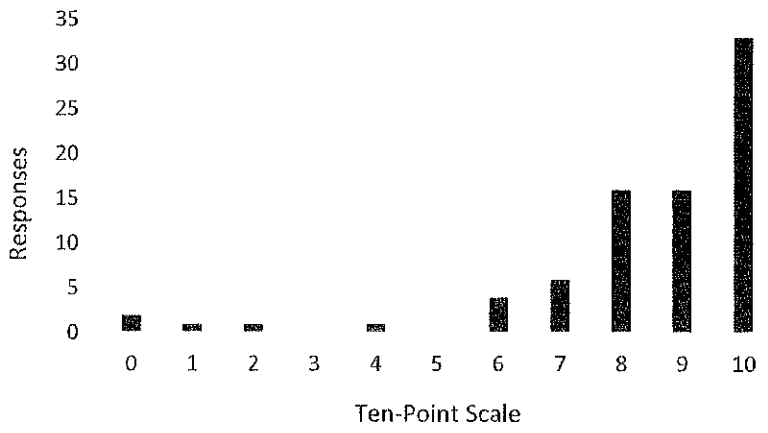
Human Rights Commission	6[2]
Landlord-Tenant Affairs Commission	7
Personnel Appeals Board	1
Recreation and Parks Advisory Board	2
Rockville Economic Development, Inc.	1
Rockville Seniors, Inc.	2
Senior Citizens Commission	3
Total	82

The nature of the questionnaire – multiple topics and open-ended questions – makes summarizing the findings challenging, and readers should refer to the appendices for all the respondent data. However, multiple themes emerged from our analysis of the responses.

Satisfaction

- Current Board and Commission members enjoy serving and would recommend participation to a friend.

Figure 1: Recommend Serving to Others?



[2] One respondent identified as a "former" member of the Human Rights Commission within this survey but was retained in the analysis.
[3] One response referenced the board of Montgomery Community Media, not a City of Rockville Board or Commission. This response was not included in the analysis.

Administrative Functions

- boards and commissions use a variety of means to hold meetings and communicate – e.g., formal teleconferences, dial-in, electronic communication – but monthly face-to-face meetings are by far the standard.
- The Chairs initiate agenda development and distribution. Legally-established entities (e.g., Rockville Housing Enterprises, the Planning Commission) tend to have more formal processes and formats.
- Meeting minutes serve as the primary communication and reporting method. For those groups whose meetings are televised (e.g., the Planning Commission), the recordings serve as the primary reporting method.

Motivation for Volunteering

- Respondents cited consisted of motivations for participation, mostly related to a service motivation and/or contributing to the community.
- Others were motivated by professional concerns or wanting to retain or improve certain skills (e.g., conflict resolution, accounting, etc.).
- Motivation often coincided with a specific issue of concern (e.g., affordable housing, ethics, or diversity). A representative quote from an RHE board member described their motivation as a,

> *Desire to advocate for and facilitate affordable housing for in-need Rockville residents.*

Conducting Business

- Expectations for participation and attendance vary between the more formal, legal organizations (e.g., the RAOs, the Landlord-Tenant Affairs Commission, the Planning Commission), and the advisory boards (e.g., the Environment Commission, the Animal Matters Board). The decision-making boards have a strong culture and expectation of attendance and participation.
- Smaller advisory entities frequently mention the difficulty in maintaining/achieving a quorum.
- Many issues exhibited this dynamic, a split between the more formal organizations and the advisory boards. For example:
    - Goal tracking was more common among organizations like the Planning Commission.
    - Reporting was more likely to be reported or required.
    - More formal boards and commissions were more likely to identify annual submissions to the Mayor and Council.

- Few groups – whether legally required or advisory – reported any formal onboarding or training process. The Planning Commission, the Historic District Commission, and the Board of Appeals represent exceptions since members must pass a State-sponsored course to qualify.
- Chairs reported a good range of skills among the members. Some boards and commissions (e.g., the Financial Advisory Board) report difficulty finding applicants with the requisite specialized skills.
- Rockville City staff were almost universally identified as an invaluable resource.
- Only one organization reported working cooperatively with other boards or commissions.

Application and Selection

- A significant number of responses mentioned the Mayor and Council being slow to fill vacancies. For example, a member of the Human Rights Commission stated:

> *There are often vacancies on the Commission and applicants interested filling the vacancies. It seems like it often takes a long time for the Mayor and Council to appoint new Commissioners. This lag time does make it more difficult to move forward with our projects. We have had meetings without a quorum.*

- Similarly, many mentioned members serving beyond their terms.
- Several respondents mentioned that they or colleagues had applied for different boards or positions than the one they were appointed to, possibly resulting in inefficiencies or a skills mismatch.

Suggestions for Improvement

- Clear mission communication from the Mayor and Council.
- Regular, mandatory public testimony on board and commission activities before the Mayor and Council.
- Timely appointment of replacements and enforcement of term length.
- Expansion of membership for many groups (especially from smaller boards and commissions).
- "How-To" training (e.g., conducting a meeting, leadership, etc.).

Former Board & Commission Members Feedback Questionnaire

The BCTF sent a similar 15-question questionnaire to former board and commission members for the City of Rockville based on a list provided by city staff. The BCTF received 25 responses

out of 87 total invitations between February 18, 2019, and February 28, 2019. We received responses from former members of fourteen different boards or commissions. The responses we received were highly consistent within the former board and commission respondents, as well as consistent with the responses from the current board and commission members.

Table 3: Board and Commission Responses

Board or Commission	Count
Animal Matters Board	1
Board of Supervisors of Elections	1
Compensation Commission	1
Cultural Arts Commission	1
Financial Advisory Board	2
Historic District Commission	3
Human Rights Commission	1
Recreation and Parks Advisory Board	5
Rockville Economic Development, Inc.	1
Planning Commission	1
Senior Citizens Commission	2
Rockville Sister City Corporation	1
Sign Review board	1
Traffic and Transportation	3

The primary participatory motivation for former members remained a desire to serve the community, specifically within an area of interest or expertise such as public art or animal welfare. The challenges identified by former members were also like current members, such as finding qualified candidates, clear direction from the Mayor and Council, and ensuring participation from members. All but one respondent felt that their service was "recognized and appreciated," and only a single respondent did not describe their experience as "valuable." The most common reason for leaving was a change in a geographic location or a move to a different board or commission, not dissatisfaction. As one former chair put it:

> *I had to leave the position because I moved right outside the city limits. I still continued to work full-time in Rockville and had hoped that the Board members could live or work in the City.*

Some consideration might be given to allow more flexibility on board and commission membership.[4]

Other highlights include:

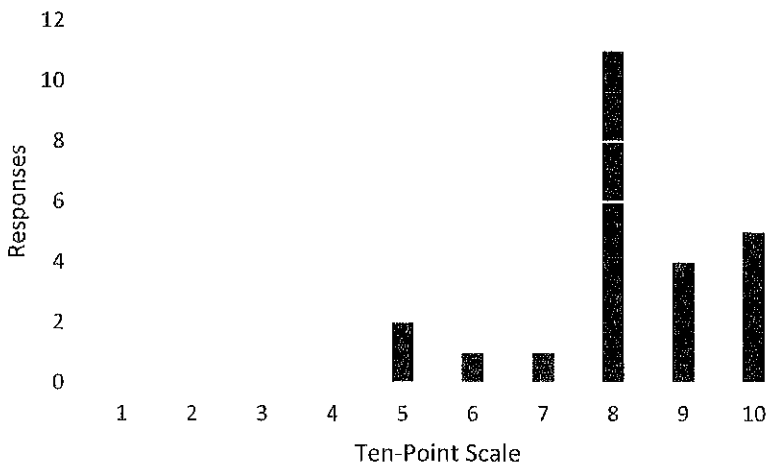
- Most former members continue to volunteer.

Table 4: Continue to Volunteer?

Response	Count
Yes	17
No	8

- Former members are largely satisfied and would overwhelmingly recommend serving to a friend or colleague (average: 8.2).

Table 5: Recommend Serving to Others?



[4] Expanding board and commission membership to non-Rockville residents with a Rockville "connection" was also identified by staff liaisons in separate interviews.

Public Questionnaire

The Boards and Commissions Task Force also designed a public questionnaire consisting of five questions and released the survey on February 19, 2019. The public questionnaire was promoted in *Rockville Reports* and through other City communications portals. The BCTF received 22 responses from Rockville residents over approximately two months – the survey closed on April 21, 2019.

Overall, the responses did not indicate much familiarity with the City's boards and commissions. The generalizability of the responses cannot be determined, but those residents that responded indicated general confusion about the purpose of the boards and commissions. The respondents generally did not know the purpose of the boards, their mission, or why they were important to the city government.

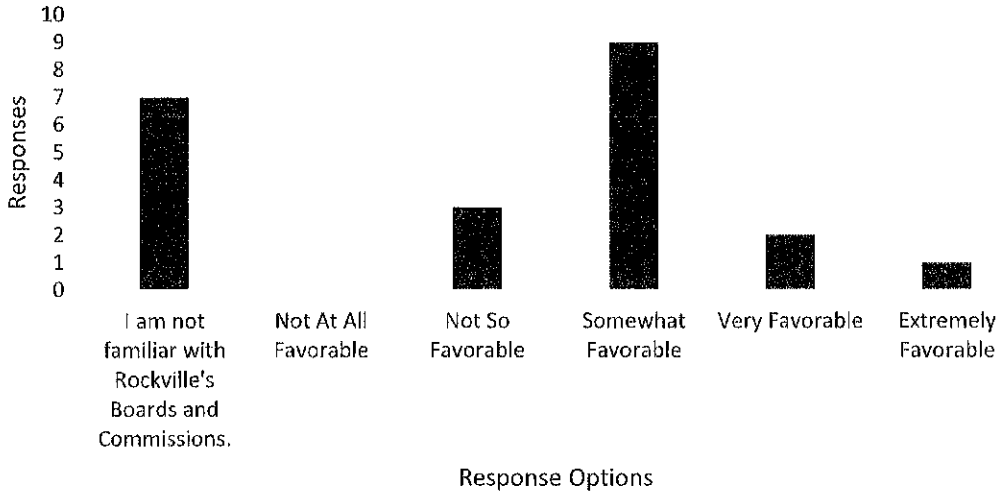
Figure 2 provides the responses to the question, "How would you describe your overall opinion of Rockville's boards and commissions system?" The modal response was "Somewhat Favorable," but approximately one out of three respondents replied, "I am *not* familiar with Rockville's boards and commissions."[5] An illustrative quote from one respondent stated,

> *I'd suggest more promotion and public outreach - many residents are unaware that they can participate.*

The public response contrasts with the responses from current and former commission members, who generally viewed their experiences positively and were strong proponents of the system overall. This suggests that public apathy may be more related to a lack of information and awareness than the specific conduct or experience of the boards.

[5] The mean response (on a 0 – 5 scale) was 2.1, indicating a significant lack of familiarity with the boards and commissions system.

Figure 2: Opinion of Rockville Boards & Commissions



Other findings are included:

- Public recommendations addressed themes previously identified in other data collections.

Table 6: Recommendations

Topic
Improved Transparency
Regular Public Testimony (Mayor and Council)
Regular Updates & Information Posting

- The public provided many ideas but no consensus on the need for new boards or commissions.

Table 7: New Boards or Commissions

Response	Count
Elections Commission	1
Town Center Commission	1
Parks Commission	1
Transit Commission	1
New Planning Board	1
Reduce Boards	1

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Green Space Commission	1
Crime Commission	1
Community Development Commission	1
Education Commission	2
None/Unclear	13

Structured Interviews: Current Board and Commission Chairs

In addition to the questionnaires provided to all current board and commission members, the BCTF members also interviewed current board chairs using a "Structured Interview Tool" (Appendix H). One of the most important findings of the BCTF has been recognizing how central the chairs are to the operation and success of their board or commission. Chairs handle the bulk of the administrative, organizational, and strategic work of the boards and commissions. Good chairs can energize their board or commission, engage other members, and provide the organization with a strategic vision. Table 8 provides the list of chairs interviewed by BCTF members for this report.

Table 8: Board and Commission Chair Interviews

Board or Commission
Animal Matters Board
Traffic and Transportation
Cultural Arts Commission
Senior Citizens Commission
Human Services Advisory Commission
Financial Advisory Board
Ethics Commission
Human Rights Commission
Historic District Commission
Planning Commission
Retirement Board
Board of Supervisors of Elections
Compensation Commission
Board of Appeals
Environmental Commission
Rockville Sister City Corporation
Rockville Housing Enterprises (RHE)
Rockville Senior Citizens, Inc.

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Perhaps unsurprisingly, the interviews uncovered many common themes among board and commission chairs, though there were areas where Chair opinion differed. These differences tended to develop between different types of boards and committees. For example, advisory boards tended to want increased Mayor and Council involvement, such as attendance from Mayor and Council members at board or commission meetings, annual presentations to the Mayor and Council, or more direction from the Mayor and Council on their mission.

Other board and commission chairs, particularly those with legal responsibilities like the Board of Appeals or Board of Elections, want to maintain their independence from the Mayor and Council. Other boards, like the Planning Commission and the Historic District Commission, have unique decision-making authority and don't fit well with the analysis of advisory boards like the Animal Matters Board. Still other boards and commissions – e.g., Rockville Housing Enterprises or the Rockville Sister City Corporation – are Rockville-affiliated organizations such as 501(c)3's or other types of non-profits where the City has influence but not full control over the organization.[6] However, despite these differences, the responses from the chairs interviewed were generally consistent. We have identified areas of consensus and divergence and highlighted them below. The full interview notes for the Chair interviews can be found on the Boards and Commissions Task Force page on the city's website[7].

Mayor & Council Involvement

As mentioned above, opinions on the involvement of elected officials tended to be split between types of boards. Boards with legal requirements to make decisions for the city or review appeals indicated a strong desire to maintain their independence and distance from the Mayor and Council. However, many of the advisory commissions indicated a desire for *more* direction from the Mayor and Council. This includes attendance, financing for events, regular presentations before the Mayor and Council, and suggestions for areas to investigate over a specific time period (e.g., annually).

Staff Support

Among the chairs interviewed, experience with the City staff was almost uniformly positive. One typical comment was, "Staff have been excellent. Very supportive."

Mission and Relevance

As mentioned previously, many advisory chairs indicated a desire for more specific instructions from the Mayor and Council expectations. Some chairs indicated that the Mayor and Council could provide suggestions and recommendations for topics to research and report on annually.

[6] Within this report, we may refer to Rockville Economic Development, Inc., Rockville Housing Enterprises, Rockville Recreation and Parks Foundation Inc., Rockville Seniors, Inc., and the Rockville Sister City Corporation collectively as Rockville-Affiliated Organizations or RAOs. These are independent organizations that the city either appoints all or some of the board members but represent separate legal entities not fully under the control of the city.

[7] https://www.rockvillemd.gov/2098/Boards-and-Commissions-Task-Force

Additionally, some of the advisory commissions indicated that their area of concern has changed and expanded since their charter or ordinance was adopted (e.g., the Human Rights Commission). In these cases, their mission needs to expand/adapt, and the Mayor and Council should be part of specifying those changes.

Training and Leadership

Very few chairs indicated that they had established any formal training beyond the Open Meetings Act requirements.[8] Chairs were generally split on whether they wanted more formal training or not. Chairs leading those boards that require specialized knowledge – such as the Financial Advisory Board – tended to recommend minimal additional training, whereas other advisory board chairs such as the Human Services Advisory Commission indicated that staff provided limited training on the charter and Rockville city code and seemed to view that as enough.

One area where many chairs suggested increased training was needed was on how to conduct meetings and manage the board member's participation. This included the proper procedure for conducting a meeting, proper taking of minutes, rules of order, etc. This may be an area where the city can provide general material to new board and commission members.

Vacancies & Participation

Filling vacancies was a problem identified by many of the chairs. Some had difficulty maintaining a quorum to conduct business. This was a problem that transcended the board or commission type. It was noted by both boards with decision-making authority (e.g., the Planning Commission or Compensation Commission) and advisory boards (e.g., Human Rights Commission). Many indicated that long-term vacancies create a self-reinforcing problem – applicants are not given the opportunity to serve and left in limbo, making it difficult to recruit more volunteers, making it still more difficult to fill vacancies. Many – especially issue-specific boards – indicated a desire for more influence over applicants selected to fill vacancies. Several also indicated that more volunteer recognition – e.g., receptions, plaques, acknowledgment on the website, etc. – would help retention and encourage participation.

Diversity

Diversity was a goal and theme addressed by all the chairs, but how diversity needed to be addressed differed. Some felt their organizations were sufficiently diverse, while others noted a lack of racial, ethnic, age, or gender diversity within their organization. Some reported disappointing prior experiences with outreach, though not specifically for diversity. Additionally, many seemed to see the issue of diversity within the boards and commissions as one for the Mayor and Council to address. Many indicated a willingness and support for

[8] More information on the Maryland Open Meetings Act can be found at the Maryland Attorney General's website at: http://www.marylandattorneygeneral.gov/Pages/OpenGov/OpenMeetings/default.aspx.

opening their meetings to public attendance but indicated it was difficult to address diversity on their board without Mayor and Council leadership/cooperation.

Miscellaneous

- The collaboration was not widespread. Many chairs mentioned a desire to collaborate, but few actual meetings or collaborations were identified.
- Many actively supported the opportunity to present to the Mayor and Council on a regular basis (e.g., annually).

City of Rockville Interviews: Mayor & Council and City Staff

The BCTF also interviewed both staff and elected officials to get their opinion on the volunteer boards and commissions. The BCTF was also able to interview staff liaisons for a diverse selection of boards, including the meet-as-needed Board of Appeals, the dormant Animal Matters Board, the active Cultural Arts Commission, and the infrequently required Compensation Commission. The interviewees and their positions are listed in Table 9.

Table 9: City of Rockville Interviews[9]

Staff Interviews	Position
Rob DiSpirito	City Manager, REDI Liaison/Board Member
Major Eric Over	Rockville Police Department, Animal Matters Board Liaison
Bobby Ray	Board of Appeals Liaison
Sara Taylor-Ferrell	City Clerk, Liaison, Compensation Commission & Board of Supervisors of Elections
Andy Lett	Staff Liaison, Cultural Arts Commission
Tim Chestnut	Director, Recreation and Parks
Gavin Cohen	Chief Financial Officer/Director of Finance, liaison, Retirement Board
Lise Soukup	Staff Liaison, Environment Commission
Sheila Bashiri	Staff Liaison, Historic District Commission (HDC)
Eliot Schaefer	Staff Liaison, Ethics Commission
Mayor & Council Interviews	
Virginia Onley	Councilmember
Mark Pierzchala	Councilmember
Beryl Feinberg	Councilmember
Bridget Newton	Mayor

[9] Staff interviews conducted by 2-3 member teams of the Board and Commissions Task Force. All Mayor and Council interviews conducted by the whole BCTF. Interviews lasted approximately 30 minutes.

City Staff

Despite the variety of boards and commission covered by the city staff interviewed, many of the comments addressed similar themes. Vacancies and the process to fill them were mentioned by multiple staff members. However, the impact of vacancies differed between types of boards and commissions. Some staff members indicated that their commission seems to "draw applicants" when the city announces vacancies. Others indicated that the board requires a "special kind of person" to take an interest in the work.

Overall, vacancies were a major concern from almost all staff members, including for the dormant Animal Matters Board. The staff liaison for the Animal Matters Board indicated that they see value in the board for addressing "hot button issues" but are not clear on what to do with the board in the interim.

Diversity was also a reoccurring theme. One staff member commented that their entire four-member board was white, male attorneys. Another staff member commented that there was considerable diversity on their board, but that the mission of the commission was hurt by high turnover in leadership. Other staff members identified diverse organizations within the City – including the Asian Pacific Task Force – as possible routes to recruit a more diverse board and commission membership.

Another theme was direction from the Mayor and Council. One staff member that identified high turnover in their commission mentioned that it might be mitigated by strong direction from the Mayor and Council to compensate for frequent changes in leadership style. Another commented that there was little activity and direction from the City. Additionally, some staff members want direction for what their board can do between times when their input and advice are needed. This may be a case where the Mayor and Council can provide more direction to the boards and commissions.

Process and appointments were another common theme. One staff member identified the need for someone to track and monitor the boards and commissions' activities and ensure they fulfilled their requirements – such as annual reports – and that their work products were made public. Transparency requirements were also recommended not just for board and commission work products but also expressions of interest so that the public is aware of whether there is an applicant for a vacancy. The same staff member also suggested consecutive terms for boards, so that certain required boards are not left shorthanded during busy periods. Finally, it has been suggested that nominations not be the sole purview of the Mayor, but that other Councilmembers be allowed to provide formal input on nominations, perhaps on a rotating basis.

Mayor & Council

Interviews with the Mayor and Council took place in two sessions, approximately six weeks apart, and were conducted in a free-form discussion between the elected official and all present BCTF members. Several common themes emerged regarding issues – e.g., hiring a volunteer coordinator position – but in many areas, the Mayor and Councilmembers expressed differing opinions on issues. We have summarized some of the areas of divergence below in order to highlight areas where consensus might need to be reached.

- Staffing: Mayor and Council members differed on the need for and nature of a *volunteer coordinator* position for the City of Rockville. Some thought the need was for a part-time position, at most. For example, "Is it an eight-hour a day job?" Others identified the existence of a similar position within Montgomery County.
- Diversity: All elected officials agreed on the need for greater diversity. Some questioned the existence of the Asian and Pacific American Task Force when there are not similar groups dedicated to outreach to other ethnic and racial communities within the city. Others recommended expanding the boards and commissions to include an "outreach commission" to encourage involvement with the city. Others identified a need to "balance" board and commission membership.
- Ease of Participation: Multiple elected officials brought up, making it easier for residents to participate, including providing dependent care and adjusting the overall time commitment.
- Vacancies: Vacancies were a major concern among the officials. Some thought that the nomination process was too "confined" or closely held by the Mayor, inhibiting healthy turnover and requiring that members stay on past their term. Others recommended involving the boards and commissions more formally in choosing their replacement members. Multiple members suggested a public posting and tracking of EOIs to improve transparency.
- Procedures: One member recommended a regular (~4 years) Charter Review Commission to review the City's approach to boards and commissions and recommend changes. Others recommended regular appearances before Mayor and Council and clearly defined mission statements and goals. "Lingering applications" were another issue identified by multiple elected officials.
- Miscellaneous:
    - Transparency: EOIs publicly posted and tracked. Recommended by multiple Mayor and Councilmembers.
    - Expanded Council: One member mentioned that boards perform better with Mayor and Councilmembers express interest in their work and attend their meetings. However, with so many boards and commissions, it's difficult to attend all the meetings. An expanded Mayor and Council would ease this burden.

Evaluation Process

The Charter from the Mayor and Council directed the task force to "review the Rockville City Charter and Code for clarity, understanding of purpose and structure for each Board and Commission, and to provide recommendations to the Rockville Mayor and Council." This included examining the effectiveness and necessity of individual boards and commissions, their membership definitions, structures, and workplans. It also included "reviewing the City Charter and Code to clarify content for increased understanding." The Charter (see Appendix A) also provided goals, defined membership, functions, and roles.

After an initial review of background materials provided by City Staff, information displayed on Rockville's web pages, and internal discussions, the BCTF developed a "Vision, Mission, Goals and Objectives Working Document." The December 17, 2018 version of this document is available as Appendix B. In early February 2019, the BCTF developed a set of "Proposed BCTF Evaluation Criteria." These are available as Appendix D. This document identified the following characteristics on which to evaluate the boards and commissions and proposed ways to conduct the evaluations:

- Relevance – How is the board or commission relevant to the city's population and their concerns?
- Effectiveness – How well is the board or commission performing its role and achieving its mission?
- Diversity – Does the board or commission membership reflect the City's population
- Transparency – How visible and accessible is the board or commission to the Rockville community?
- Operational Performance - How well does the board or commission operate according to applicable codes, laws, and City guidelines?

The BCTF developed a series of surveys and conducted interviews with key volunteers and staff from January to July 2019. The survey data and supporting information culled from interviews provided a very clear picture that emphasized the importance and contribution of volunteers. It established firmly that Rockville volunteers on boards and commissions provide critical functions and provide them competently and enthusiastically. The investigation also revealed areas needing improvement. Details of these findings are provided in the "Data Collection & Review" section of this report.

Each BCTF member added information both from their own individual perspectives and the surveys and interviews conducted into an Excel dashboard. This dashboard provided a format for evaluation and discussion of the five characteristics mentioned earlier for each board and commission. Individual boards and commissions were classified in each of the five areas as (1) goal achieved, no major shortfalls, (2) goal somewhat achieved, some improvement needed, (3) significant improvement needed. Areas of potential improvement were also discussed for each

group in each category, and specific recommendations developed through consensus. It is important to note that any deficiencies are related to process and structure, not the volunteers themselves.

Information on each of the evaluation criteria was culled from the "Data Collection & Review" document, from the supporting details by evaluation criterion and organization in the dashboard, and from several special analyses. The special analyses included:

- Compliance with Open Meetings Act
- Availability of Board and Commission Information on City Websites
- Nomenclature (Appendix L)
- Nomination Process

The information from all these sources was assembled into separate issue papers for each of the five characteristics to be evaluated. The highlights of the evaluation findings for each of the five characteristics are summarized in the following sections of the report.

Diversity

Rockville's diversity is good but needs to be better.

The BCTF looked at the diversity of Rockville's boards and commissions based on how well they mirrored Rockville's demographics with respect to:

- Gender
- Age
- Race/ethnicity
- Geographic - volunteer members from different neighborhoods
- Socio-economic

Lack of diversity was a major concern expressed by board members and chairs, as well as by City staff and elected officials. Only a few boards believed that they were sufficiently diverse with respect to gender, ethnicity, race, or age.

Geographic diversity was also deemed particularly important, particularly on boards responsible for making decisions affecting land use and other programs affecting activities across the City. But geographic diversity was considered less important for boards responsible for technical issues that don't impact specific geographic areas of the City. All agreed that diversity was an important goal that the City needed to address more aggressively. However, many seemed to see the issue of diversity within the boards and commissions as one for the Mayor and Council to address in their appointments of members, rather than an issue for the task force

Diversity was also a reoccurring theme in interviews with City staff and elected officials. Staff members identified diverse organizations within the City – such as the Asian Pacific Task Force – as possible sources of a more diverse pool of prospective board and commission members.

Members of the BCTF shared all the concerns about diversity challenges on the boards and commissions expressed by the board members and chairs, City staff, and elected officials. Although there was a consensus that diversity across all boards and commissions is a desirable goal, there was also recognition that diversity was more critical for some boards and commissions than others. Some members recommended expanding the boards and commissions to include an "outreach or diversity commission" to encourage greater volunteer involvement with the City. With respect to age diversity, several members noted that volunteer opportunities as currently available with respect to times and locations might not appeal to millennials.

Transparency

Transparency is critical, and Rockville needs to be transparent in all things.

"Transparency" is defined as how visible and accessible the workings of the volunteer organizations are to the City government and public. Visibility is determined by the availability of accurate information about the board or commission's relevance, effectiveness, diversity, operational performance, and conformity with legal requirements. The BCTF evaluated this characteristic by:

- Asking about workplans, meeting minutes, and agenda during interviews.
- Reviewing information about the volunteer organizations on the City's website, including meeting agendas and minutes, and in *Rockville Reports*

The Maryland Open Meetings Act

The Maryland Open Meetings Act (OMA) places specific requirements on state and local "public bodies" to make the activities of those bodies, including the decisions and recommendations that they make, transparently available to the public. The City complies with these requirements (among others) by posting on the Rockville website meeting agendas and minutes for the Mayor and Council and for its various boards and commissions. It also transmits live videos of all Mayor and Council meetings as well as for the meetings of certain boards and commissions and retains recordings of these videos on its website. The City requires all members of boards and commissions to take open meeting act training.

The BCTF reviewed the city's boards and commission website pages to assess whether meeting agendas and minutes were posted to the website on a timely basis. Two reviews of the information were conducted; one in late January 2019 and another in August. Both reviews showed that most boards and commissions appeared to be in compliance. Concerns included a lack of required posting of agendas and minutes in a timely manner. The BCTF supports compliance with the OMA and believes compliance will improve transparency. The new position we have recommended would be responsible for monitoring compliance; this oversight should contribute to improving compliance rates.

Board and Commission Reporting

The survey results noted that the minutes of the Rockville volunteer organization meetings served as the primary method of documenting and reporting their activities. Interviews with Rockville officials, including staff liaisons to various boards and commissions, identified the need to make board and commission work products, including annual reports, more available to the public. Three groups' meetings are videotaped; Board of Appeals, Historic District Commission, and Planning Commission. Although videos give the most detailed sense of what transpired at a meeting, reviewing them takes a time commitment that may discourage many folks from doing so. A well-written set of minutes that captures the important matters discussed and the decisions made at the meeting was a superior way of making the substance of the meeting transparent to a wider audience.

The Volunteer Nomination Process

Concerns around the lack of transparency in the full nomination and approval process, including how Expression of Interest Forms (EOI) are handled, specifically acknowledgment of an EOI submission and timely notification of an appointment, reappointment or rejections came up in most aspects of the BCTF fact-finding. Lack of transparency in this crucial area may discourage interested candidates. The number of vacancies seems to indicate a system that is not working efficiently as well. The BCTF believes that this lack of transparency can cause some applicants to feel "lost in the process" and potentially disrespected. If this issue is not addressed effectively, this could frustrate the City's interest in promoting volunteerism and increasing diversity in its volunteer pool.

The Website

The City's website was reviewed as a vehicle for transparency, specifically looking at the availability, completeness, consistency, and accuracy of the information provided about boards and commissions as well as about task forces and committees. The results of this review are documented in detail in a separate issue paper, the recommendations from which are provided in Appendix G, to this report. The most significant findings from this review were:

- The website currently lists these organizations in two separate groups but doesn't explain the differences between the two groups.
- There were five organizations listed as "Boards and Commissions" that are sufficiently different from the "normal" boards and commissions that they deserve being listed as a separate group. The BCTF chose "Rockville Affiliated Organizations" as the name for this new group.
- Most webpages followed a standard format (as shown in Appendix G), but there were numerous inconsistencies in the nature of the information provided as well as the accuracy and currency of some information.

The BCTF concluded that the City generally does a good job of providing information on its website regarding the activities of its boards and commissions, but that there are opportunities for improvement.

Relevance

A core of volunteers spends enormous time to address relevant issues and concerns.

Two overarching criteria were studied for determining relevance. The first was whether the organization was required by state or federal law, or by grant-making agencies or other funding sources. All Rockville boards and commissions are created by the Mayor and Council in City statute, e.g., The Rockville City Code, Ordinance, or Resolution, or in a motion passed in one of their meetings. The second was perceived relevance by key stakeholders.

The City's website describes the functions of each board and commission but doesn't explicitly discuss the relevance of each. However, some of the descriptions state or suggest whether the board or commission was required by state or federal law and whether it has decision-making authority. For example, the Retirement Board is charged with the management of the three City employee retirement funds, with a value of several million dollars. Both characteristics were considered evidence of relevance. It's a simple task to identify state or federal laws that require Rockville to establish a volunteer organization or to determine whether any grant or other funding agency required one. (See Chart of Characteristics of Membership in Appendix F)

The second consideration was whether key stakeholders perceived the work of the board or commission as relevant. They do overwhelmingly. These stakeholders include the Mayor and Council, City staff, the public, local businesses, and visitors. Relevance, in this case, would be based on whether these stakeholders believed that the organization addressed a clear need or opportunity to do something positive for the City, e.g., help it meet certain grant requirements or fulfill its goals and priorities. As could be expected, Chairs, City staff, and the Council members who work with individual boards and commissions find their work meaningful, relevant and addressing community needs. Interviews with chairs and staff expressed enthusiasm for the work of their boards and commissions that indicate a closely held belief in the relevance of their work.

Since the City created all the boards and commissions, it's clear that they were considered relevant when created.

Effectiveness

Rockville's boards and commissions are very effective as perceived by the Boards and Commissions Task Force

"Effectiveness" is how well the board or commission is performing its roles as prescribed in the City Code or as specified in annual workplans or other commitments to the Mayor and Council.

Organizational effectiveness is difficult to assess – there are many measures and approaches to look at outcomes, processes, structure, growth, and productivity. In the case of governmental bodies, the easy marker of profit is not relevant. The kind of survey that would be recognized by the business community is far beyond the capabilities in time, skills, and resources available to the BCTF. Nor does the BCTF have adequate history and endpoints to address effectiveness across all the 31 boards and commissions years of service.

A detailed and extended interview with Rockville's City Manager indicated that his perception is that most boards and commissions were very effective. Similarly, BCTF member comments posted on the evaluation dashboard on the Effectiveness spreadsheet, most boards and commissions were considered effective with notable successes. Interviews and discussions, reading through minutes and agendas, reports, news items, in addition to the collective group knowledge about volunteer activity in the City, gave the impression that missions are being addressed with a variety of energetic approaches and sincere effort.

One can easily observe accomplishments. Boards and commissions provide essential functions, such as the management of the city workers' retirement funds (Rockville Retirement Commission), act as virtual city departments (Rockville Economic Development Inc.), assure solid, controlled growth according to the city Master Plan (Planning Commission), and provide exciting events and activities attended by thousands of residents (Rockville Sister Cities and the Cultural Arts Commission). They also provide important independent oversight and safeguards to members of the community (Personnel Appeals Board, Board of Appeals, Board of Supervisors of Elections, Financial Advisory Board, and Human Rights Commission).

If the Mayor and Council want to delve into the more specific indicators of effectiveness, they should authorize the development of formal criteria and a process for assessing board and commissions in this respect. Such effectiveness study could require significant effort and cost.

Operational Performance

Rockville boards and commissions comply with relevant laws, but some revisions are needed.

The BCTF intended to evaluate the operational performance of Rockville's boards and commissions by how well they operate in accordance with applicable sections of State and/or Federal law, the Rockville City Code, and other City guidelines. This proved to be unfeasible.

Once again, we were faced with a task that went beyond our scope and time frame. Operational Performance was the most complex of the six characteristics to evaluate because it covered such a broad range of issues.

Individuals who responded to survey questions or participated in interviews discussed issues from their own personal perspectives as opposed to a "big picture" view that might have revealed root causes of some of their specific concerns. Most of the issues one would expect under this topic would have been addressed in the "Guidelines and Procedures for Citizen Boards and Commissions" published by the City of Rockville on March 12, 2012. Yet none of the persons surveyed or interviewed mentioned this document. As the BCTF reviewed the city web site, digging deep into minutes, news and documents generated by the boards and commission, a lack of consistent operations was noted in areas including appointments, establishment of groups and subgroups, information included in and format of minutes, communications with the Mayor and Council, lack of synchronicity with city priorities and data about City residents.

Specifically, survey and interview results both mentioned problems with:

- Advisory boards and commissions not having a sufficiently clear sense of what the Mayor and Council expected of them and desiring clear and more frequent communications.
- Decision-making boards and commissions, particularly those established pursuant to state law, feeling that they already have a clear sense of their responsibilities and desiring more independence from the Mayor and Council.
- The need for timelier filling of vacancies by improving volunteer outreach efforts and improving the transparency of the nomination and appointment processes.
- The need to clarify the roles and responsibilities between boards and commissions and any internal committees that they create to carry out aspects of their work. This need is seen particularly acute in committees that are mainly staffed by volunteers, not by appointed board and commission members.
- The need to clarify roles and responsibilities between certain boards and commissions and the City staff with whom they work.
- The need for improved coordination between boards and commissions and task forces or committees with related or overlapping jurisdiction, e.g.:
    - The Human Rights Commission and the Asian Pacific American Task Force.
    - The Planning Commission and Traffic and Transportation Commission and the Rockville Bicycle Advisory Committee and Rockville Pedestrian Advocacy Committee.
    - The Human Services Advisory Commission and the Caregiver Funding Task Force.
- The need for training for new board and commission members as part of a more formal onboarding process as well as training for chairs in how to lead meetings, how to plan the work of the organization, how to coordinate better with other boards and commissions, and how to deal more effectively with the Mayor and Council and City staff.

- The need for annual workplans and annual reports, particularly from advisory boards and commissions, but possibly for decision-making boards and commissions as well.
- On occasion, individual member's agendas can interfere with the mission coherence essential to managing board and commission activity. Too many activities can dilute the effectiveness and affect progress in meeting goals.

Volunteer groups have been part of Rockville's approach to government historically. The 31 boards and commissions included in the BCTF's scope of work have emerged over time. Processes, definitions, and charters have evolved guided by the various Mayor and Councils, the staff, the volunteer leadership, and the thinking at the time of their inception. The result is wide variations in practice. Now, with the number, depth of responsibility, and breadth of activity, there is a need for attention to these issues. Nomenclature (see Appendix L), and specific recommendations from the BCTF suggest solutions and believe that regular reviews such as this one, should be repeated periodically and on a regular basis.

Key Recommendations

The BCTF believes the following key recommendations are critical to improving Rockville's boards and commissions. Each recommendation may address more than one of the five evaluation criteria described in this report. More specific recommendations about operations, activities, or for each volunteer organization are contained throughout the report and most accessibly in the Excel Dashboard (Appendix I). For more discussion or details, consult the evaluation criteria sections and the relevant Addenda.

Improve Diversity Across All Boards and Commissions

Issues around diversity were raised in every portion of the BCTF's fact-finding. Concerns go beyond ethnic and racial representation to age groups and geographic areas. While some boards and commissions are more diverse than others, all can improve. Volunteer and staff leadership would like more discussion and direction from the Mayor and about how they envision accomplishing this. The BCTF believes a broad, proactive effort, reaching out to relevant community organizations in the city and county, is needed, as well as any necessary revision of city policies to attract volunteers who represent all diverse components of the city's population.

Effectively Utilize City Resources to Promote Civic Engagement and Manage Boards and Commissions

Existing city staff and resources are not enough to provide the needed support and coordination of volunteer activities. City staff and volunteers, especially chairs, are stretched already. Staff liaisons may provide support for more than one volunteer organization. For that reason, the BCTF is recommending a new full-time position, as part of the City Clerk's office, to coordinate existing volunteer activities and new ones that are suggested in the report recommendations. This position is critical to the accomplishment of the specific

recommendations from the BCTF and to improving and expanding the volunteer program in support of the city's mission and goals. Tasks for the new position are detailed in Appendix J.

In addition to the new position, the Mayor and Council need to look at the level of oversight and resources needed by the different boards and commissions to assure appropriate resource allocation. The City Staff should address workloads for staff and key volunteers, other resources, and efficiencies of operations in a policy or guidelines and work with the Mayor and Council to assure appropriate support. In addition to the practical matters of resource allocation, this would also provide needed recognition of the significant work or staff and volunteers from the highest level of city government.

Increase Transparency

Transparency is key to citizen awareness about the work of the boards and commission and to attracting new volunteers. While the website provides a lot of information, it needs to be reorganized and expanded to improve and update information and frequently offer news about the activities and accomplishments of boards and commissions. The website should push information about volunteer opportunities and accomplishments out to the resident's attention. The content should educate readers about the mission of the volunteer organizations and increase awareness about how the board or commission's work affects life for residents. Making volunteer opportunities easier to find and including information to attract potential volunteers must be accomplished with sensitivity to all diverse populations. Descriptions should reflect the same sensitivity and should apply to materials developed for all volunteer outreach methods. Detailed improvements recommended to the City's website regarding boards and commissions are provided in Appendix G.

The Open Meetings Act is another important element of transparency. The BCTF supports adherence and believes transparency will result. For example, the posting of agendas and minutes that are accurate and available on a timely basis. The BCTF recommends a new full-time position to assure that this happens.

Coordinate Mission, Objectives, and Workplans

Comments in surveys and interviews with chairs and staff liaisons indicate that the Mayor, Council, City staff, and volunteers could be better aligned on the mission and workplan of each board and commission. This can be achieved by requiring annual reports and workplans to ensure that objectives, expectations, and results are clear. This would also help create a dialog between the Council and boards and commissions, improving communication.

There is also a need to address volunteer boards and commissions that deal with overlapping issues and define mechanisms for improved communication, collaboration, and cross-fertilization among them. An untapped opportunity for chairs and members of boards and commissions to share exists. Concerns were raised about a lack of cooperation when boards and commissions are addressing different aspects of a common issue. For example, consider an

application from the owner of a single project that must be reviewed by the Planning Commission for land use, the Historic District Commission for historic preservation implications, and the Board of Appeals for a variance. How do we ensure that the needed collaboration and sharing of information and perspectives take place? This recommendation will require staff leadership and focal point for awareness of all the boards and commissions activities and is included in the responsibilities for the new full-time position recommended.

Enhance the Volunteer Experience

The volunteer selection process and nomination process need improvement through a variety of means, including:

- changes to the handling of Expression of Interest (EOI) process
- enforcing terms
- filling vacancies in a timely fashion
- Improving the transparency of the entire recruitment and nomination process.

Concerns about this process were raised in most of the fact-finding activities of the BCTF. Applicants should be kept informed of the status of their application, as well as get timely notification receipt of an application, their appointment, reappointment, or rejection. Any efforts to attract additional volunteers must first pay attention to this important matter.

The City leadership and staff need to ensure that volunteers are doing meaningful work that has an observable impact on the city's residents. They should be recognized for their hard work in a variety of ways, including recognition from the Mayor and Council and staff in workplans and reports, increased visibility on the city website, social media, and press, and in major volunteer recognition events attended by the Mayor and Council. In short, increased visibility and acknowledgment.

Consistent basic training is needed to improve overall effectiveness. Volunteers need an orientation process with:

- training on the City structure and operations
- the role of the board or commission
- the members' role and responsibility on the board or commission
- governance
- meeting facilitation.

The specific skills and knowledge needed by each board or commission vary depending on the volunteer organization's mission and the body of knowledge and background required to act on its behalf; individualized training from outside educational resources should be provided as needed.

Last, but not least important, we need proactive outreach out to the community to increase volunteerism through various means, such as organizing volunteer fairs, and development a volunteer database that could be used to identify needed volunteer expertise. Again, the addition of the recommended position is critical to these activities.

Identify Opportunities to Add New Relevant Volunteer Organizations and Regularly Review Existing Organizations

Boards and commissions have been established over time in a variety of different ways. This has led to inconsistencies in operations and gaps or overlaps in missions and activities. Going forward, the BCTF recommends the use of a process checklist (See Page 34) to ensure the need and resources for a new board or commission and to assess the continued need for existing boards and commissions or subgroups under current boards and commissions. This approach will guide residents who have an idea for a new group and provide the staff and Mayor and Council with needed information to assess mission coherence and needed resources.

A process to review applications for new volunteer organizations that encourages civic involvement while maintaining order and efficiency among new and existing and proposed boards and commissions are needed. A periodic review process to evaluate the effectiveness, relevance, diversity, performance, and transparency of existing volunteer organizations should also be considered.

Update the City Code and Guidelines and Procedures to Reflect Changes

We have not linked these recommendations to the Rockville City Code or Guidelines and Procedures for Citizen Boards and Commissions, as the time needed for that task was beyond the time limits of the BCTF. The BCTF recommends that the Mayor and Council work with the city legal staff to review the legislative authority for each board or commission. In addition, the Guidelines document was last updated in 2012, and many changes have occurred since then. Once specific recommendations in this report are acted upon, we suggest that City staff review the Volunteer Guidelines and propose needed revisions.

Modifications to Present Boards and Commissions

Animals Matters Board

This organization has not met in the previous five years. However, animal matters are relevant to our city. This board should be reevaluated using the BCTF's proposed evaluation criteria. If the board is maintained, the board needs (i) regular communication established between the City liaison and board members to keep them apprised of ongoing events and (ii) the scope should be redefined to address current issues, such as deer management and other matters. The Code should also be reviewed to make the board more relevant.

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Compensation Commission

The Compensation Commission meets satisfactory performance standards. Our findings for improvement include:

(i) This commission should have members with appropriate background and experience. The City should consider documenting the necessary experience in the City guidelines. Prior experience, such as financial advisory board experience, is useful for this commission.

(ii) Members should be recruited early in order to fill vacancies expeditiously; the timeline for appointment of members should meet requirements for issuing recommendations on time for the next election cycle. Consecutive terms should be encouraged for effective members.

Environment Commission

The Environment Commission is highly relevant and does much good work. Our task force identified inefficiencies as well as the tension between the Commission, its various subcommittees, and City staff that should be addressed. We recommend the Environment Commission work closely with the City and Mayor and Council to clarify roles, expectations, and processes within the commission, its subcommittees, and the City to improve effectiveness.

Human Rights Commission

Our findings indicate this commission is performing well and is relevant. As our report points out, diversity needs to improve throughout our volunteer organizations and our city. The scope of the Human Rights Commission can be expanded to cover this broader initiative. The concern over diversity enables us to recommend that there be greater outreach to the various communities, such as African Americans, Asian Pacific Americans, Hispanic Americans, and other ethnic groups. A program that formally welcomes all new residents to our city and makes it clear that ALL people are welcome here may be helpful, and we should have a goal that in Rockville will discourage all prejudice

Personnel Appeals Board

The Personnel Appeals Board has not met for many years. The existence of this board, along with the corresponding sections of the City Code, should be reevaluated. The personnel appeals process is necessary but could be accomplished by City staff.

Recreation and Parks Advisory Board

While the City of Rockville Recreation & Parks Department is fantastic, the effectiveness and structure of this Advisory Board should be reviewed. We found a proliferation of subgroups that impacts the operations and efficiency of this advisory board. The role of this advisory board is unclear and should be refreshed, especially considering the importance of recreation and parks to the City.

Rockville Economic Development, Inc. (REDI)

REDI has been very successful in the promotion of economic development in Rockville. However, we are concerned by the fact REDI is not a government organization subject to transparency requirements. We also found that the Mayor, Council, and REDI board could benefit from annual goal setting and review of opportunities to avoid potential conflicts of interest.

Rockville Seniors Inc & Senior Citizens Commission

Both groups are doing good work, but there is room for improvement. The City, Mayor, and Council should work with these organizations to establish role clarity and encourage collaboration between these groups. In particular, the Rockville Seniors Inc has dedicated staff and is doing great work at the senior center, but we found a lack of collaboration and focus outside of the senior center.

Sign Review Board

We recommend the duties previously served herein should be handled by city staff with appeals permitted to the Board of Appeals.

Traffic and Transportation Commission

Expand the role of this commission by incorporating committees on pedestrians, bicycles, scooters, and METRO. 3 METRO Stations 1 without parking garage. There have been great accomplishments with the Rockville Bike Advisory Committee and the Pedestrian Advocacy Committee. However, these committees can be more effective in working together under the Traffic and Transportation Commission. We also have issues of scooters, autonomous vehicles, and other motor vehicles that will need review in the future.

Process for Approving New Boards and Commissions

Assumptions:

1. An individual or group of individuals want the Mayor and Council to form a new volunteer group (i.e., board, commission, task force, etc.) to provide one or more services for the City.
2. This request will eventually have to be brought before the Mayor and Council for their approval.
3. A decision by the Mayor and Council to create a new group will have to be formalized in a Resolution, an Ordinance, a change to the City Code, or a motion passed by that body.
4. It would be helpful for the City to have a formal process so that everyone involved in creating a new volunteer group understands what is expected of them.
    a. It helps applicants understand what information they are expected to present to the City and to whom.

b. Helps City staff:
   i. determine whether applicants have satisfied the information requirements; and
   ii. assure that the application is shared with any affected City departments and with other volunteer groups that might have similar or related responsibilities.
c. It also helps applicants and City staff understand where an application is in the approval process.
d. Assures the Mayor and Council that they will have enough information to determine whether to approve the applicant's request.

5. The Mayor and Council will determine whether the new volunteer group should be designated a Board, Advisory Board, Commission, Task Force, Working Group, Committee, or another title.

1. Process for Applications, Evaluations, And Initial Setup of a New Volunteer Group.

a. The applicant opens an application for a new volunteer group on the City website and provides requested information. [NOTE: Some information may have to be obtained from other parties.]
b. The applicant submits an application to the City Clerk.
c. City Clerk reviews application.
   i. If the application does not meet the criteria for completeness and content, return the application to the applicant with instructions for providing the necessary information.
   ii. If the application meets the criteria for completeness and content, the City Clerk:
      1. Sends the application to any affected City departments and other volunteer groups with similar or related responsibilities.
      2. Prepares an agenda item, including comments from City staff or other volunteer groups, to transmit it to the Mayor and Council for consideration.
      3. Schedules the presentation of the agenda item on the Mayor and Council calendar.
      4. Notifies the applicant when the agenda item will be presented to the Mayor and Council.
d. Once approved, the City Clerk or other designated person guides the new board or commission through the setup process.

2. Proposed Criteria for new Boards and Commissions

a. Criteria should help the Mayor and Council evaluate:
   i. Whether a new volunteer group should be established and why
   ii. The group's scope of work and objectives
   iii. How the new group should be organized, including (1) whether it should be a board, advisory board, commission or task force, (2) how many members, (3) level of expertise of members

iv. The appropriate level of governance required for the group
v. The appropriate level of city resources that should be committed to the group

b. The proposed criteria are listed in Table 10 below. Table 10 is not a proposed application. Once we agree on the process and criteria, these criteria can be converted into a user-friendly application.
c. The criteria are categorized using the categories from the proposed evaluation criteria for existing groups. We are not proposing to maintain these categories in the application for new groups, but feel it is important to reference these categories in this document to ensure we are covering all the areas we need to evaluate.

Table 10 - Proposed Criteria for New Rockville Volunteer Group

REFERENCE CATEGORY FROM EVALUATION CRITERIA (internal use only)	**APPLICATION QUESTION(S)**	**HOW TO EVALUATE**
Requirement	Is a new group required by the city, state, or federal law, grants, or other funding sources? Add supporting references and/or documents.	
Relevance	What is the purpose of the group? Why is the proposed group relevant to the City government and other stakeholders, including? i) The Mayor and Council ii) City staff (including the staff liaison to the group.) iii) The public iv) Businesses	
	How does the group present an opportunity to obtain funding or something positive for the city?	
	How does the group address a clear need or opportunity? Is the need or opportunity a short term needs or long-term need?	

	How does the work of the proposed group overlap with any existing organizations, including existing COR volunteer groups? Can this work or need be addressed by an existing organization? Why or why not?	
Effectiveness	What is the proposed mission of the group?	
	What is the proposed Scope of Work and deliverables of the group?	
	What would the proposed volunteer group do? Please check all that apply and provide the appropriate information as needed. • Provide a service. Please identify which one(s). • Provide advice. On what subject(s)? • Fulfill a legal requirement. Please cite the requirement. • Provide funding to support a City program. Please identify the source(s) of the funding. • Establish and maintain relationships with outside groups who can benefit the City. Please identify which one(s). • Adjudicate complaints or appeals. Please identify the source(s) and the nature of the complaints or appeals. • Mobilize citizens around an issue of public interest. Please identify the issue(s). • Other. Please describe.	

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	Do the activities of the proposed volunteer group impact or overlap with activities of any City departments? Please identify which department(s), the activity(ies) affected, and the nature of the impact or overlap. Have you contacted each affected department to determine its views on your proposal? If so, what was the department's reaction?	
	What criteria should be used to judge the success of the new group?	
Diversity	How will the group impact diversity and specific demographic groups?	
Operations	How should the group be structured? i) How many members ii) Subcommittees	
	Level of expertise required of members	
	What resources from the City or other organizations are required?	
	Will a representative from Mayor or Council be required?	
Transparency	How will this group communicate its activities and progress?	
	How will the group interact with the public?	

Example New Boards and Commissions

The BCTF Charter requests that we review each board and commission and make recommendations for continuing, repurposing, merging or eliminating a board or commission. Recommendations may include adding a new board or commission. Members of the BCTF were approached by residents with their ideas. The enthusiasm and energy are exciting but needs to be channeled to avoid some of the effectiveness issues that we have discussed in this report. Our task force did not have the time to evaluate these suggestions or ideas from our own members adequately before our report to the Mayor and Council was due.

We have provided three examples to illustrate how the recommended process for new boards and commissions can work (Appendix K). The BCTF does not endorse any of these, nor are they

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

presented in any priority order. Any idea for a new board and commission will need the enthusiasm and the hard work of a champion. The recommended process will guide this champion through a process that will indicate the mission, goals, needed resources, and ensure its contribution to the future of Rockville. We encourage the Mayor and Council to respond to resident ideas by encouraging the use of the process checklist.

The following are illustrative examples showing how the recommended checklist would work, not recommendations from the BCTF.

Public Safety Board

Rockville is a relatively safe city; however, we can always make improvements. With the goal of becoming one of the safest cities of its size in America, engaging with residents would be one way to make this happen. This board would consist of residents and police expertise who can work together to identify areas of opportunity. This board would look at ways to educate our residents to help our police best protect our community in a variety of situations. It is important to note that this board would not have a managerial, supervisory, or an investigative role. Chief Victor Brito has been the proponent of and advocate for some of the early concepts and ideas.

Education Commission

Montgomery County Public Schools (MCPS) and Board of Education (BOE) are responsible for the education of the students in Rockville, and over the years there have been numerous disagreements. Some of these challenging areas include transportation, school boundary changes, student capacity, and school locations just to name a few. Bringing together parents and educators would provide an opportunity to identify and bring forward the wants and needs of the city's students and ensure they are being addressed appropriately. New programs could be created and opportunities for new volunteer service hours are just frequently offered examples of opportunities that could be identified

Youth Advisory Board

Rockville is a wonderful place to raise children. We want them to understand how fortunate we all are to live in the City of Rockville. Our youth should be encouraged to learn about and participate in local, state, national, and international issues. We need to find ways to increase the participation of youth in government, and one way is to create Youth Ambassadors to study the issues and become more involved.

At one time, Rockville had a Youth Advisory Board, and it has been proposed to bring it back. Membership would consist of student and educator representatives. Examples of areas of discussion could include - school safety, transportation, mental health and wellness, employment and volunteerism.

Rockville Affiliated Organizations

Issues of transparency around the five affiliated organizations were the subject of much discussion among task force members and staff. It became apparent early on in conversations and reviews of information and survey data that these organizations are essentially different from the others in the study group. They work for Rockville's benefit but have an independent relationship with the city government. Their 501(c)3 non-profit status requires that they operate as a completely stand-alone organization, with their own budgets, space, staff, and workplans.

Rockville Affiliated Organizations

Rockville Economic Development Inc.

Rockville Housing Enterprise

Rockville Sister Cities Corporation

Rockville Seniors, Inc.

Rockville Recreation and Parks Foundation

The key advantage of non-profit organizations is a legal status that allows them to raise money from individuals, government, and private grants. The city is not eligible for this designation. This capability gives them the ability to add value to the city. For example, the Rockville Sister Cities Corporation (RSSC) brings an international component to the city with exchange programs and city-wide events attended by thousands of citizens. The Rockville Economic Development Institute (REDI) has brought in substantial national Small Business Association (SBA) funding to offer the Women's Business Center that provides support and training to women who run business in the City and County.

But the very fundraising that defines the status of these groups can complicate their relationship with the city. The state, which is the legal entity, scrutinizes these organizations with a checklist that requires proof of independent operation. As the BCTF reviewed the affiliated groups, potential issues emerged. Looking at budgets, for instance, compared to the Rockville Sister Cities, which receives in-kind contributions of the use of 3 city locales for events and some program funds, 90 percent of REDI's budget for economic development is provided for in the Rockville city budget. This does not in any way speak to the value of the work of any of these five organizations, including REDI, which has been successful in bringing business to the city and offering training and other development activities. Rather it speaks to the structure of the affiliated organization's boards and how their activities and goals fit with the priorities of Rockville government and resident needs. When considering these aspects of the relationship, issues of transparency arise. The 501(c)3 corporations are required to report to the state annually but are not required to report to the Mayor and Council. The issues related to the OMA and the website information discussed in this section contribute to potential

confusion about their unique affiliate relationship with the City. The BCTF members believe improved communication with the Mayor and Council and City staff would help and would not threaten the non-profit status of these organizations.

Appendices

Appendix A. Boards and Commissions Task Force Charter

Appendix B. Boards and Commission Task Force Working Document

Appendix C. Boards & Commissions Task Force Questionnaire Links

Appendix D. Proposed BCTF Evaluation Criteria

Appendix E. Guidelines and Procedures for Citizen Boards and Commissions

Appendix F. Membership Characteristics

Appendix G. Recommended Improvements to the City's Website Regarding Boards and Commissions

Appendix H. Structured Interview Tool

Appendix I. Dashboard Evaluation Summary

Appendix J. Commissions Support and Volunteer Coordinator Job Description

Appendix K. Example New Boards and Commissions in The Evaluation Process

- Public Safety Board
- Education Commission
- Youth Commission

Appendix L. Nomenclature Issue Paper

Appendix A. Boards and Commissions Task Force Charter

Boards and Commissions Task Force Charter

Section 1: Boards and Commissions Task Force Objective

The objective of the Boards and Commissions Task Force is to review the Rockville City Charter and Code for clarity, understanding of purpose and structure for each Board or Commission, and to provide recommendations to the Rockville Mayor and Council. This includes examining the effectiveness and necessity of individual Boards and Commissions, membership definitions, structure and work plan of Rockville's Boards and Commissions, and reviewing the Charter or Code to clarify content for increased understanding.

Section 2: Boards and Commissions Task Force Purpose

The purpose of this review is to ensure that Boards and Commissions stay relevant to the City and the Mayor and Council. Another purpose is to utilize more fully the expertise and experience of the Board and Commission members in the formulation of City policies and practices, where applicable. This allows the intrinsic desire of serving on a Board or Commission to be met which is critical to their success. Board and Commission efforts should complement those of City Staff and elected officials.

Section 3: Boards and Commissions Task Force Goals

- Study the Rockville City Charter and Code and identify each Board or Commission's defined scope of work.
- Review each Board and Commission and make recommendations for continuing, repurposing, merging or eliminating the Board or Commission. Recommendations may include adding a new Board(s) or Commission(s).
- Review the enabling legislation for each Board or Commission and propose revisions to ensure clarity and understanding.
- Review each body's membership requirements and determine whether eligibility requirements or expertise should be required to be appointed.
- Recommend a practice to provide a statement of expertise needed when Board or Commission openings occur, if particular skills or experience are needed.
- Review all Boards, Commissions, Task Forces and Committees, and identify any gaps and/or overlaps among or between them.
- Review term lengths and term stagger for each Board and Commission, and determine if City Code and Charter requirements are met. If requirements are not met, suggest how to re-establish properly staggered terms.
- Review current City of Rockville Task Forces and Committees and recommend if they should be merged with another Board or Commission or become part of a new Board or Commission.
- Review the current appointment process, including the nomination and confirmation process and recommend changes where appropriate.

Section 4: Task Force Membership

- The Mayor and Council will appoint members.
- The Task Force will consist of up to 13 Members.
- The Task Force will represent a variety of individuals, for example former Mayors, former Councilmembers, the Community-At-Large, current or past members of Rockville Boards and Commissions or current or past members of citizen boards or commissions outside of Rockville.
- When practical, members will be Rockville residents or people who work in Rockville.
- If a vacancy on this Task Force occurs, it will be filled in the same manner as the initial appointment.

Section 5: Functional Roles

- Task Force Members: All Task Force members will take the Maryland Open Meetings Act Training, provide their completion certificate to the City Clerk/Director of Council Operations Office and follow the requirements of the Maryland Open Meetings Act to ensure transparency in governance.
- Task Force Chairperson: The Task Force members will select their Chairperson. The Chairperson sets the meeting agendas, leads the meetings, summarizes key meeting outcomes, delegates assignments and ensures the Task Force adheres to meeting guidelines. Meeting agendas will be identified in advance of each meeting.
- Staff Liaison: The Staff Liaison will coordinate administration, keep minutes and records of key outcomes and activities and ensure accurate and timely distribution of Task Force correspondence, including the web posting of meeting agendas and minutes.

Section 6: Meetings

The Task Force will determine their meeting schedule, with meetings occurring at least monthly and more frequently if desired.

Section 7: Task Force Duration

The Task Force will begin their work once all members are appointed. They will complete their work within six to nine months and provide a report with recommendations to the Mayor and Council.

Appendix B. Boards and Commission Task Force Working Document

Boards and Commission Task Force (BCTF)
Vision, Mission, Goals and Objectives
Working Document as of Dec. 17, 2018

Section 1: The BCTF Vision for Rockville's Boards, Commissions, and Other Volunteer Citizen Advisory Groups

Rockville's Boards, Commissions, and other volunteer citizen advisory groups effectively provide the Mayor and Council and City staff with relevant and robust subject matter expertise and diverse views that reflect the demographics of the City.

Section 2: The BCTF Mission

To develop, by the [date or event to be determined] recommendations to the Mayor and Council for improving the governance, transparency, diversity, and operations of Rockville's Boards, Commissions, Committees, Task Forces, Working Groups and other volunteer citizen advisory groups that provide advice to City government.

Section 3: BCTF Goals

1. To develop recommendations for the Mayor and Council on how the City's Boards, Commissions, and other volunteer citizen advisory groups can:
    a. Provide relevant, effective, and diverse citizen input to City government;
    b. Complement, but not duplicate, activities of City staff and elected officials; and
    c. Utilize more fully the expertise and experience of the members of Boards, Commissions, and other volunteer citizen advisory groups in the formulation of City policies and practices, where applicable.
2. To develop recommendations for standardizing the operational procedures of all Boards, Commissions, and other volunteer citizen advisory groups to improve performance and ensure consistent communications within the groups and between the groups and positive experiences for those volunteering for those groups.
3. To increase citizen interest and satisfaction in participating in the City's Boards, Commissions, and other volunteer citizen advisory groups.
4. To identify issues and areas of opportunity that warrant citizen input to the Mayor and Council.

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Section 4: Board and Commissions Task Force Objectives

← Revised BCTF Vision, Mission, Goals and Objectives 12-1...

- Assemble an overview of basic information about each Board, Commission, and other volunteer citizen advisory group that is readily available from the City Code and website.
- Obtain input from a broad cross-section of current and former members of Rockville's Board, Commissions, and other volunteer citizen organizations; the Mayor and Council; relevant City staff, including staff liaisons to the Boards and Commissions; citizens; and others who can provide useful input to the BCTF's work.
- Identify issues of concern about the relevance, effectiveness, operational performance and other characteristics of Rockville's Boards, Commissions, and other volunteer citizen advisory groups.
- Develop criteria and procedures for determining the relevance, effectiveness, operational performance, and transparency of Rockville's Boards, Commissions, and other volunteer citizen groups in providing input to the Mayor and Council and City staff.
- Identify opportunities to improve the governance, relevance, transparency, and operations of Rockville's Boards, Commissions, and other volunteer citizen advisory groups and make appropriate recommendations to the Mayor and Council for doing so. Governance refers to the Code and other authorities that establish the authorities and operating procedures for all Boards, Commissions, and other volunteer citizen advisory groups.
- Develop recommendations to increase the involvement of Rockville's citizens In the City's Boards, Commissions, and other volunteer citizen advisory groups that reflect community demographics in a transparent process.
- Identify criteria and opportunities for establishing new Boards, Commissions, or other volunteer citizen advisory groups.

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

ROCKVILLE'S BOARDS AND COMMISSION TASK FORCE

Nomination/Appointment/Election

~~Currently~~As a part the work of the Rockville Boards and Commissions Task Force (RBCTF), the City of Rockville has raised at least three (3) areas of concern related to the nomination, appointment, election, and the filling of vacancy slots for Boards and Commissions (BnC). We feel that there is a need for the following:

1. Specific criteria for appointments to certain Boards and Commissions that account for diversity, geographic representation, and technical expertise;
2. Clearly defined and transparent processes that map out the nomination, appointment, election, and the filling of vacancies;
3. An assessment of the Mayor/Nomination and Council/Voting processes to ensure that they are fair, balanced, unbiased, and transparent.

Membership in BnC - Nomination/Appointment/Election Recommendations

The Boards and Commission Task Force is recommending leveraging existing resources (i.e., national association databases) to retrieve information on best practices (e.g., guidelines, city code/charters, reports, and/or white papers) at other municipalities. Also, the task force is seeking public input on the nomination, appointment, election, and the filing of vacancy slot process with a target audience including previous applicants. Therefore, the Boards and Commission Task Force are recommending the following regarding membership in BnC:

a) Recommend additional City Staff to implement all existing aspects of the "Guidelines and Procedures for Citizen Boards and Commissions" and address new ones to be recommended by the Boards and Commissions (BnC) s task force. The existing implementation appears to be spotty, due to staffing shortages, and responsibilities are likely to increase.

(b) Revise the "Guidelines and Procedures for Citizen Boards and Commissions" to reflect the following:
   a. Recommend that appointments to Boards and Commission include a consideration of diversity, geographic representation, and technical expertise, as appropriate;
   b. Establish general criteria (not requirements) for consideration of ways by which this might be achieved (e.g., recommend max of X members from one neighborhood; address gender and cultural diversity; desirability of technical expertise);
   c. Clarify need for Open Meetings Act training for Board, Commissions, and Committee members.

(c) Create a mechanism to evaluate and report the effectiveness of BnC (i.e., eliminate, maintain, or create BnC). Define a regularly scheduled review process to evaluate the outcome and suggest revisions to the process.

(d) Establish mechanisms for recruitment of new members:
   i. Host "Rockville Boards and Commissions volunteer~~job~~ fairs" or other events to which entire community is invited. Advertise as widely as possible; ~~Serve refreshments~~

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

ii. Send representatives to community group meetings to describe activities and encourage participation;~~.~~

iii. Revise the existing City of Rockville's website for BnC with a single click approach to vacancies (i.e., at the moment, it takes three clicks to find BnC vacancies). Add to the current page of the City's website information specifically addressing needs for new BnC members with links to the BnC's pages;~~.~~

iv. Contact existing groups that might help contribute to~~t~~ diversity ~~, like the Asia Pacific Task Force (which is not included in our notebook) and the Human Rights Commission)~~ to help spread the word of Boards and Commissions;~~.~~

v. Send an electronic copy of the guidelines to all applicants so that they can be apprised of their likelihood for consideration for the appointment;~~.~~

vi. Establish quality control measures to evaluate efficacy of updating applicants, including those who are not appointed or those who have been appointed but not informed of the appointment, of their status.

(e) Clearly define processes for removal and replacement of BnC members;~~.~~

a. Establish a clearly defined and transparent process that maps out the filling of vacancies and implement this process. Define the role of BnC members in this process~~.~~ (Note: this is something the guidelines address, but it is a provision that doesn't appear to be implemented for all BnC.);

b. Evaluate whether BnC should have term limits If so, who should set the term limits? Will term limits produce more harm than good?

(f) Seek broad input to the process;

a. Public;
b. Staff;
c. Current and former BnC members;
d. Former elected officials;
e. Civic and Homeowners Associations.

(g) ~~Assess the Mayor/Nomination and Council/Voting processes to ensure that they are fair, balanced, unbiased, and transparent.~~ Request data from other municipalities on their best practices (e.g., guidelines, city code/charters, reports, and/or white papers).

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Appendix C. Boards & Commissions Task Force Questionnaire Links

Appendix C: Boards & Commissions Task Force Questionnaire Links

1. Current Members Questionnaire: https://www.surveymonkey.com/r/K5WXW33
2. Former Members Questionnaire: https://www.surveymonkey.com/r/3XKR67Q
3. Public Questionnaire: https://www.surveymonkey.com/r/ZWSMNS7

Appendix D. Proposed BCTF Evaluation Criteria

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Proposed BCTF Evaluation Criteria

The fourth objective in the draft BCTF Vision, Mission, Goals, and Objectives (dated Dec. 11, 2018) document is to "Develop criteria and procedures for determining the relevance, effectiveness and transparency of Rockville's Boards, Commissions, and other volunteer citizen groups in providing input to the Mayor and Council and City staff."

Relevance – deals with how relevant the B/C's work is to City government.

- Perceived relevance by:
  - The Mayor and Council
  - City staff (including the staff liaison to the B/C.
  - The public
  - Others?

Effectiveness – deals with how effective the B/C is in having its views considered and adopted by the City government.

- Number of recommendations made to the City within the past 12 months. [Alternatively, the number of issues on which the B/C made recommendations to the City.]
- % of recommendations adopted by the City. [Alternatively, the % of issues on which the B/C made recommendations that were adopted by the City.]
- Perceived effectiveness by:
  - The Mayor and Council
  - City staff (including the staff liaison to the B/C.
  - The public
  - Others?

Diversity

- Gender diversity -- % of B/C members who are:
  - Male
  - Female
- Racial/ethnic diversity [how best to define?]
- Geographic diversity -- % of B/C members from different neighborhoods

Operational Performance – How well the B/C functions.

- Has a formal work plan that is:
  - Updated at least annually or on a schedule approved by City government.
  - Approved by City government.
- Produces an annual report of its activities.
- Number of B/C members whose formal terms have expired.
- Length of time that B/C positions have been vacant.
- The average length of time to fill a B/C vacancy.
- the
- Availability of timely meeting minutes on the City's website.

Conformity with Legal Requirements

- The extent to which the B/C operates the applicable sections of State and/or Federal law, the City Code, and City guidelines for B/Cs.
    - Number of members
    - Frequency of meetings
    - Compliance with the Open Meetings Act
    - Scope of the B/C's work.
    - Others?

Transparency – how visible are the workings of the B/C to the City government and public.

- Availability of information on the B/C's relevance, effectiveness, diversity, operational performance, and conformity with legal requirements.

Appendix E. Guidelines and Procedures for Citizen Boards and Commissions

CITY OF ROCKVILLE

GUIDELINES AND PROCEDURES

FOR CITIZEN

BOARDS AND COMMISSIONS

Approved March 12, 2012

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

PURPOSE AND ORIGIN

Boards and Commissions

Individuals serving on Rockville's Boards and Commissions provide an invaluable service to the City. Their advice and expertise on a wide range of topics assist the Mayor and Council in the decision-making process.

Boards and Commissions originate from different sources including federal and state law as well as the City Charter and City Code. The following guidelines have been adopted to assist these groups in effectively carrying out their respective missions.

STRUCTURE

Lengths of terms may vary for certain bodies, however, in most cases appointments are for three years. The practice is that terms be staggered to provide for overlap.

ELIGIBILITY

In most cases, only Rockville residents are eligible for appointment to City Boards and Commissions. Some groups provide for non-residents to participate if a specific expertise is required.

Persons employed by or under contract to the City are not eligible for membership unless so provided in the enabling legislation.

Members are free to resign at any time.

The Mayor and Council generally do not appoint individuals to more than one board or commission at a given time (with the exception of ad hoc committees, special appointments, sub-committees, or task forces) The Mayor and Council may make exceptions to this practice.

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APPOINTMENT PROCEDURES

Board and Commission vacancies are advertised in Rockville Reports and on the City's website and at Mayor and Council meetings. Rockville residents are encouraged to submit an application to the Mayor and Council c/o the City Clerk. An "Expression of Interest Form" is available on the City's website, rockvillemd.gov and from the City Clerk's office. Use of the City's website form will facilitate the application process. A resume, although not necessary, is also appreciated.

When applications are received by the City Clerk, the following process occurs:

- **Each applicant is sent a letter acknowledging receipt of his/her application.**
- **The Mayor and Council, the staff liaison and the chairperson of each Board or Commission receive a copy of the applicant's letter and resume for review and comment.**
- **Chairpersons or staff liaisons invite an applicant to attend a group meeting. Applicants are encouraged to attend a meeting of the particular Board or Commission to familiarize themselves with the activities of the group.**
- **The Mayor may take into consideration any comments of the Chairperson, staff liaison or members of the Council. The Mayor will make the final decision on the appropriateness of a nomination to the Council.**
- **The City Clerk will notify the Council regarding the Mayor's intention to make an appointment to the Board of Appeals, Historic District Commission and Planning Commission three weeks prior to a nomination. During the three-week period the Councilmembers who wish to contact the nominee prior to appointment have an opportunity to do so. All other appointments do not require the advance notice.**
- **The applicant is advised a week prior to his or her nomination being brought to the Mayor and Council for appointment approval.**
- **After an appointment has been confirmed by the Mayor and Council, the chairperson and staff liaison are advised; and the appointee receives a copy of the Guidelines and Procedures for Citizen Boards and Commissions and the New Member Training and Orientation Handbook. The chairperson and/or staff liaison will alert the newly appointed member to the next meeting date of the body and brief the appointee as needed.**

- Applicants who are not appointed will be notified by the staff liaison and advised that their applications will remain on file (for at least one year) for consideration when future vacancies occur.

COMPENSATION

Board and Commission members receive no compensation, although they may be reimbursed for actual expenses incurred in the performance of their duties in accordance with appropriations for the Board or Commission made by the Council.

ATTENDANCE

All board and commission members are expected to attend the meetings of their respective Board or Commission. Excessive absences as set forth in Section 2-220 of the City Code may result in removal of a member from a Board or Commission. Occasionally, special meetings or training sessions are held for members. Attendance is generally not mandatory for these sessions, but is encouraged.

TERM EXPIRATION

- Prior to the expiration of a member's term, the staff liaison assigned to the Board or Commission should ask the member if he/she wishes to seek reappointment. Written notification of a request for reappointment through the submission of a "Reappointment Expression of Interest Form" should be sent to the City Clerk's office prior to the expiration of the member's term. An updated resume is also appreciated. The member may or may not be reappointed by the Mayor. If reappointed, such reappointment is subject to confirmation by the Council.

- Persons seeking reappointment to a City Board or Commission will be placed into the same pool as persons seeking appointment for the first time.

- The position will be advertised in Rockville Reports, on the City's website and Mayor and Council meetings. If the individual desires reappointment, he/she will be considered along with the other applicants.

SPECIAL CONDITONS APPLICABLE TO APPLICANTS AND MEMBERS OF THE BOARD OF APPEALS, HISTORIC DISTRICT COMMISSION AND THE PLANNING COMMISSION

In accordance with Chapter 16, "Public Ethics" of the City Code each applicant to the Board of Appeals, Historic District Commission and the Planning Commission is required to file a financial disclosure statement (on a form available from the City Clerk) prior to appointment. In addition, in accordance with the provisions of

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Chapter 16, each member of the Board of Appeals, Historic District Commission and the Planning Commission shall submit an annual financial disclosure statement to the City Clerk on or before April 15 of each year during the individual's term in office for the immediate preceding calendar year.

OPERATING GUIDELINES

Unless the enabling legislation specifies otherwise, a body elects its chair annually from among its appointed members in accordance with Section 2-219 of the City Code. The term of the chairperson is one year.

The chairperson is responsible for setting the meeting agenda. A City staff liaison is assigned to each Board and Commission and will assist the chairperson in the preparation and distribution of the agenda and meeting materials. Boards and Commissions may adopt reasonable rules and regulations for the conduct of their business. Such rules and regulations shall become effective upon adoption by the Board or Commission. Some of the Boards and Commissions have adopted their own rules of procedure.

All Board and Commission meetings are open to the public pursuant to the Open Meetings Law. A Board or Commission may convene in executive (closed) session only for those reasons set forth in Section 10-508 of the State Government Article of the Annotated Code of Maryland. Any request for an executive session should be reviewed by the City Attorney's Office.

Boards and Commissions shall hold meetings when necessary to conduct business or at such intervals as may be mandated by law, resolution or rule. Meetings shall be held at the call of the chairperson. The staff liaison is responsible for ensuring that all meeting dates are adequately publicized on the City's website.

A majority of the members of the board or commission shall constitute a quorum for the transaction of business, and a majority vote of those present at any meeting, but not less than the number necessary for a quorum, shall be sufficient for any official action taken by the Board or Commission.

Minutes are kept of all meetings, and the staff liaison is responsible for posting and forwarding copies of the approved minutes to the City Clerk for distribution to the Mayor and Council. The staff liaison is also responsible for providing the City Clerk with copies of all meeting agendas and minutes. Agendas and minutes should also be posted on the City's website in a timely manner.

With the exception of meetings where transcripts are required, the minutes should be brief and reflect decisions and recommendations of a Board or Commission.

PUBLIC ETHICS ORDINANCE

Chapter 16, "Public Ethics" of the Rockville City Code requires that members of the Boards and Commissions disqualify themselves from participating in any decision by which they, their immediate family, their business associates or a business entity in which they have an interest would be directly and economically impacted. In addition, such individuals are required to file a written statement with the City Clerk disclosing any interest or employment, the holding of which would require disqualification from participation, sufficiently in advance of any anticipated action to allow adequate disclosure to the public.

With the exception of the Board of Appeals, Historic District Commission and Planning Commission whose members are required to file annual financial disclosure statements, Board and Commission members must disclose in a statement filed with the City Clerk receipt of gifts during the calendar year in excess of twenty-five dollars ($25) in value or a series of gifts totaling one hundred dollars ($100) or more from entities doing business with the City.

STAFFING

A staff liaison is assigned to each Board or Commission by the City Manager or his designee. While these individuals are responsible for providing staff support to their respective Board or Commission, they are not the group's employee. Staff liaisons are directly responsible to their department head and/or the City Manager, and their primary role is to facilitate the flow of information among the Mayor and Council, their department and the Board or Commission.

COMMUNICATIONS

Any position the board or commission would like to take on behalf of the City on issues affecting the City in general must be approved by the Mayor and Council.

Board and Commission members are encouraged to contact the Mayor and Council at any time with specific concerns, issues or questions. Correspondence directed to the Mayor and Council on behalf of the Board or Commission should be routed through the chairperson, the staff liaison and the relevant department director. The City Clerk also serves as a liaison with the Mayor and Council and may be contacted at any time.

MEETINGS WITH THE MAYOR AND COUNCIL

Periodically, the Mayor and Council may hold a worksession with a Board or Commission. These worksessions serve as an opportunity for open dialogue regarding matters of mutual concern and to address any issues, including those that may have a budgetary impact.

Agendas and minutes of the Mayor and Council meetings are on the City's website, www.rockvillemd.gov. These may include action of interest to a specific Board or Commission.

CONTACT:

City Clerk's Office 240-314-8280

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Appendix F. Membership Characteristics

Membership Characteristics of Rockville's Boards, Commissions, Task Forces, and Committees
From Review of Rockville City Code Binder and Code

	Roles of Mayor and Council in Appointing Members			Composition of BCTF		Special Requirements for Membership?		Term Requirements			
Rockville Board/Commission/Task Force	Mayor	Council	Authority	Members	Alternates	Rockville Resident?	Other Quals?	Years	Staggered?	Are Terms Extended until Replacement?	Notes
Boards and Commissions											
Animal Matters Board	Appoints	Appoints	Sec. 3-92(a)	3	2	?	Y	3	N	Y	
Board of Appeals	Appoints	Confirms	Sec. 25.04.03.c.1	7	0	Y	N	5	Y	Y	
Board of Supervisors of Election	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	The City Code doesn't include language on the appointment of members or the Chairperson, the number of members, or their terms. The webpage for the Board has this information, but not the Code
Charter Review Commission	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Commission. However, this information is provided on the webpage for the Commission.
Compensation Commission	Appoints	Appoints	Sec. 2-21(b)	5	0	Y	N	4	Y	Y	
Cultural Arts Commission	Appoints	Confirms	Sec. 4-17(a)	11	0	?	Y	3	N	Y	
Environment Commission	Appoints	Confirms	Res. 21-02.2	9	0	?	Y	3	N	N	
Ethics Commission	Appoints	Confirms	Sec. 16.3(a)	5	0	Y	Y	3	Y	Y	
Financial Advisory Board	Appoints	Confirms	Sec. 2-238(a)	7	0	Y	Y	3	Y	N	
Historic District Commission	Appoints	Confirms	Sec. 25-04.04.c.1	5	1	Y	Y	3	Y	Y	
Human Rights Commission	Appoints	Confirms	Sec. 2-218(a)	11	0	?	Y*	3	N	Y	* "must be broadly representative of the City."
Human Services Advisory Commission	Appoints	Confirms	Res. 5-01.2	11	0	Y	Y*	3	Y	Y	* "generally reflect the gender and ethnic diversity of the City" and represent specific constituencies.
Landlord-Tenant Affairs Commission	Appoints	Confirms	Sec. 2-218(a)	7	3	Y	Y	3	N	Y	
Personnel Appeals Board	None	Appoints	Sec. 15-61(a)	3	0	Y	Y	3	N	N	
Planning Commission	Appoints	Confirms	Sec. 25.04.02.c.1	7	0	Y	N	5	Y	Y	
Recreation and Parks Advisory Board	Appoints	Confirms	Sec. 2-218(a)	9	0	?	Y	3	N	Y	
Retirement Board	Appoints	Confirms	Sec. 15.83(a)	7	0	?	Y	3*	N	Y	* Two members are City officials whose terms correspond to their job tenure.
REDI	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this group. However, this information is provided on the webpage for REDI.

Membership Characteristics of Rockville's Boards, Commissions, Task Forces, and Committees
From Review of Rockville City Code Binder and Code

	Roles of Mayor and Council in Appointing Members			Composition of BCTF		Special Requirements for Membership?		Term Requirements			
Rockville Board/Commission/Task Force	Mayor	Council	Authority	Members	Alternates	Rockville Resident?	Other Quals?	Years	Staggered?	Are Terms Extended until Replacement?	Notes
Rockville Housing Enterprises	Appoints	Confirms	Sec. 2-218(a)	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	The City Code doesn't include language on the appointment of members or the Chairperson, the number of members, or their terms. The webpage for RHE has this information, but not the Code.
Rockville Recreation and Parks Foundation, Inc.	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Foundation. However, this information is provided on the webpage for this group.
Rockville Seniors Inc. (RSI)	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this group. However, this information is provided on the webpage for RSI.
Rockville Sister City Corporation	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Corporation. However, this information is provided on the webpage for this group.
Senior Citizens Commission	Appoints	Confirms	Res. 62-69	5	0	?	N	2	Y	N	
Sign Review Board	Appoints	Confirms	Sec. 25.04.03.c.1	3	1	Y	N	3	Y	Y	
Traffic and Transportation Commission	Appoints	Confirms	Sec. 2-218(a)	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	The City Code doesn't include language on the appointment of members or the Chairperson, the number of members, or their terms. The webpage for the Commission has this information and references several Resolutions, but the binder didn't include the Resolutions.
Task Forces and Committees											
Boards and Commissions Task Force	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Task Force. However, some of this information is provided on the webpage for this group.

Membership Characteristics of Rockville's Boards, Commissions, Task Forces, and Committees
From Review of Rockville City Code Binder and Code

	Roles of Mayor and Council in Appointing Members			Composition of BCTF		Special Requirements for Membership?		Term Requirements			
Rockville Board/Commission/Task Force	Mayor	Council	Authority	Members	Alternates	Rockville Resident?	Other Quals?	Years	Staggered?	Are Terms Extended until Replacement?	Notes
Caregiver Funding Task Force	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Task Force. However, some of this information is provided on the webpage for this group.
King Farm Task Force	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Task Force. However, some of this information is provided on the webpage for this group.
Asian Pacific American Task Force	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder included a printout from the City's website on this Task Force, but not under the "Task Forces and Committees" section of the City's website. This webpage came from the Community Engagement Programs website under the City Manager's Office. Certainly not an intuitive place to find it.
Rockville Bike Advisory Committee	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder included a printout from the City's website on this Committee, but not under the "Task Forces and Committees" section of the City's website. This webpage came from the Bicycling website under the Traffic and Transportation Division of the Public Works Department. Certainly not an intuitive place to find it.
Upper Watts Branch Citizens Task Force	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Task Force. Nor was this information provided on the webpage for this group.

Appendix G. Recommended Improvements to the City's Website Regarding Boards and Commissions

Appendix G

Recommended Improvements to the City's Website
Regarding Boards and Commissions

1. Reorganize and expand the City's website to offer frequently updated news of activities and accomplishments of boards and commissions. Make vacancies easy to find. Apply the same principles to other outreach methods.
2. Adding the following information to the City's website information on the process for nominating and appointing new board and commission members:
    a. Post all pending EOIs for all applicants, including the applicants' names, the dates their EOIs were received by the City Clerk's Office, and the current status of each EOI.
    b. Post the information provided by the Mayor's Office about its reasons for not taking action on each applicant whose application is over two months old.
3. Create a standard webpage template for all boards & commissions. This template should be used for all boards, commissions, task forces, committees, and other organizations listed on the City's website. Attachment G-1 shows the characteristics of a typical board or commission webpage on the City's current website. In addition to this current information, the standard webpage template should also include:
    a. Links to the Rockville legal authorities (e.g., Code chapter, Ordinance, Resolution, etc.) that established the organization.
    b. Links to any State or Federal statutes with which the organization needs to comply.
4. Have the standard template approved by the Council of Board Chairs [or by some other oversight authority]
5. Have all webpages updated to conform to the standard template.
6. In addition to the groups listed on the City's website as "Boards & Commissions" and "Task Forces & Committees," create a separate group for "Rockville Affiliated Organizations" to display information on the five organizations that don't meet the standard definition of a board or commission. These organizations are:
    a. Rockville Economic Development Inc. (REDI)
    b. Rockville Housing Enterprises (RHE)
    c. Rockville Sister Cities Corporation (RSCC)
    d. Rockville Seniors Inc. (RSI)
    e. Rockville Recreation and Parks Foundation, Inc. (RRPFI)
7. On the introductory overview webpage for each of the three groups, add an introductory paragraph that includes a definition for the organizations in each group. Attachment G-2 provides sample language that could be used for each group.
8. Post minutes on the organization's webpage, not just videos. At a minimum, the minutes should reflect all decisions made at a meeting.

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9. Each webpage should be reviewed at least annually to confirm that all information on it is current, accurate and complete. [Note: Require all boards and commissions to include a certification to this effect in their annual reports to the Mayor and Council.]
10. Remove the Development Review Committee from the list of Task Forces and Committees on the City's website. This is comprised of City staff, not volunteers.

Attachments:

G-1 - Characteristics of a Typical Board or Commission Webpage
G-2 - Proposed Introductory Language for Each Group of Volunteer Organizations on the City's Website

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Attachment G-1

Characteristics of a Typical Board or Commission Webpage

Although there is some variation in the information provided on each organization's webpage, a typical webpage would include a two-column introductory section.

In the left-hand column:

- Description of the Organization – This is a more detailed description of what the organization does than provided on the overview list. It typically includes the number of members, their terms, in addition to a more detailed, but still high-level, description of its purpose and functions.

In the right-hand column:

- Phone number of the staff liaison to the organization.
- Name and email address of the staff liaison.
- Location of meetings
- Meeting schedule and times
- A link to previous meeting agendas and minutes
- A link to videos of past meetings, if available.

Following the introductory section is a list of current members with the dates their terms are expiring, or in some cases have expired.

Following the list of members, there are sometimes up to three additional sections:

- An invitation to sign up for notification of meeting alerts and when agendas are posted
- An invitation to join the organization; and/or
- A "Resources" section that provides links to documents that are important to the work of the organization, e.g., rules of procedure, guidelines, forms, etc.

These additional sections are not available for all organizations.

Attachment G-2

Proposed Introductory Language for Each Group of Volunteer Organizations on the City's Website

Boards & Commissions

A Board or Commission is an organization created by an act of the Mayor and Council to perform an on-going function and is, therefore, subject to the Maryland Open Meetings Act. These organizations are subject to the requirements established by the Mayor and Council regarding membership requirements, terms, and other characteristics. Some of these organizations were created in response to requirements of the State or Federal government.

Task Forces & Committees

A Task Force or Committee is an organization created by an act of the Mayor and Council to perform a time-limited function and is, therefore, subject to the Maryland Open Meetings Act. These organizations are subject to the requirements established by the Mayor and Council regarding membership requirements, terms, and other characteristics.

Rockville Affiliated Organizations

An organization affiliated with Rockville is typically an organization created outside of the City government, with which the City has a contractual or other formal relationship. All of these organizations were incorporated as 501(c)(3) organizations and operate according to their own By-laws. Since most of these organizations are not 'public bodies' as defined in the Open Meetings Act, they are not subject to the transparency requirements of that Act. Rockville Housing Enterprises in an exception since it was created by the Mayor and Council and is subject to, and complies with, the Open Meetings Act. The underlined name of each organization on its individual webpage provides a link to a separate website managed by that organization that provides greater detail on the activities of the organization as well as its by-laws.

Appendix H. Structured Interview Tool

Last updated 02/25/2019

Boards & Commissions Task Force
Structured Interview Document

This questionnaire is designed to be used during the interview with current Rockville Board and Commission Chairs. All questions that are applicable should be answered, if possible. Feel free to ask follow-up questions, encourage the interviewees to elaborate, and frame questions in your own words.

Interviewee Name:	
Interviewee Board/Commission:	
Interview Date:	
Interviewers:	

Introduction:

- Briefly explain the Boards & Commission Task Force's (BCTF) mission & purpose
  - Charged by the Mayor & Council to investigate the effectiveness and purpose of Rockville's current B&C.
  - Emphasize that this is not an attempt to change any B&C, but an effort to better understand the B&Cs and help the City better operate and organize them.
  - Thank them for participating and ask if they are ready to begin.
  - If you are recording, inform the interviewee and *ask for their permission before recording*.

1. Relationship with the City - Mayor & Council, Staff, other Boards & Commissions
   - Do you think your board or commission would benefit from more communication, direction, or acknowledgement by the Mayor & Council? Have you ever met with the Mayor & Council or presented anything to them?
   - How does your board or commission interact with city staff? Did you find staff support adequate and helpful? How could relationships between staff and your board or commission be improved? What additional resources would you like the City to provide?
   - In response to our questionnaire, few board or commission members indicated that they had collaborated with other boards or commissions. How have you and your board or commission interacted with other boards and commissions within the City? Do you think increased collaboration would benefit your board or commission? How do you think collaboration in

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general could be improved?

2. Mission & Relevance
   - In responding to our questionnaire, many board and commission members indicated a desire for more direction concerning their organization's mission and goals. Would your board or commission benefit from more clear direction from the Mayor and Council?
   - How would you describe the mission of your board or commission? How does your board or commission's mission address current needs within the City?
   - How has your mission/focus changed over time? What improvements, if any, would you make to improve the mission/focus of your board or commission?

3. Training & Leadership
   - In responding to our questionnaire, many board and commission members indicated a desire for more training in leadership and organization. Do you believe such training would benefit the members of your board or commission? What training would best improve your board or commission's activities?

- Few respondents to our questionnaire indicated any formal orientation for new members. What materials or introduction (if any) does your board or commission provide new members? What types of training or materials do you believe would provide the most benefit to new members?

- Our online questionnaire indicated that most chairs do the lion's share of the work within their board or commission. How does your board or commission delegate tasks and generally divide up the work? E.g., who handles generating agendas, minutes, and/or reports? Do your members generally fully participate in the group's activities? Have you experienced difficulty encouraging participation from other members?

4. Vacancies & Participation
   - Few respondents to our questionnaire indicated any formal succession planning for replacing members. How does your board or commission handle succession planning and replacing members?

   - Many respondents to our questionnaire expressed dissatisfaction with the number of vacancies. How have vacancies affected the business/performance of your board or commission?

   - *If the respondent has experienced significant vacancies, ask them to elaborate and provide specific examples. E.g.,* Has your board or commission had difficulties achieving a quorum? How

long have these vacancies lasted? Have commissioners served past the end of their appointments? To what do you attribute these vacancies and how would you solve this issue?

5. Diversity
   - How do you feel your group represents the diversity of the Rockville area? What efforts have you made to include diverse individuals or perspectives in your work?
   - What thoughts would you have on improving diversity, representation, or outreach within Rockville's Boards and Commissions?

6. Final Thoughts
   - What else would you like to tell us about your work or your experience?
   - Do you have any suggestions for any new boards or commissions to fill needs of the Rockville community?
   - What recommendations do you have for improving the boards and commissions system?

7. Interviewer Notes (Miscellaneous) - Include any additional observations, insights, or comments on the interview.

Appendix I. Dashboard Evaluation Summary

Appendix J: Dashboard Evaluation Summary

The dashboard exercise was designed to download information from the assigned interviews of individual boards and commissions to see them across like criteria, and in a way to rate that allowed assessment according to the same ratings and scales. The resulting Dashboard of General Findings lays out the goals and Key Recommendations is supported by specific cells on each board and commission that include observations and suggestions from the volunteer members who conducted the interviews.

This exercise allowed information to be laid out in parallel fashion across the evaluation criteria and overall ratings (1=significant improvement needed, 2=some improvement needed, and 3 goals achieved with no major shortfalls). The accumulation of the data in this way allowed BCTF members to be sure all the findings were captured and considered in the overall ratings and recommendations. Specific comments for each board and commission can be found in the full dashboard available on the Boards and Commissions Task Force Webpage

Key Recommendations to Improve Rockville's Boards and Commissions
Effectively Utilize City Resources to Promote Civic Engagement and Manage Boards and Commissions
1. Hire a full-time staff member in the City Clerk's office committed to increasing civic engagement; including volunteer outreach and management of Rockville's Volunteer Organizations.
2. Create a policy to distinguish the level of resources and oversight required for various types of boards and commissions s. For example, (i) should decision-making bodies require more oversight and resources than other boards and commissions s? How can the time of City staff be utilized more effectively and efficiently without overworking the staff? Should a City Council liaison be appointed to all boards and commissions s, or just select organizations?
Coordinate Missions, Objectives and Workplans
3. Mayor, Council, City staff and boards and commissions members should be better aligned on the mission and workplan of each boards and commissions ; require designated boards and commissions s to establish and publish annual reports and workplans, and Mayor and Council should review annual reports and workplans of each boards and commissions to ensure objectives, expectations, and results are clear.
4. Identify boards and commissions that deal with overlapping issues and define mechanisms for communication, collaboration, and cross-fertilization among relevant boards and commissions.
Enhance Volunteer Experience and Boost Participation
5. Improve the volunteer selection and nomination process through a variety of means, including (i) enforcing terms, (ii) filling vacancies, (iii) and improving the transparency of the recruitment, nomination and selection process. Expressions of interest of all candidates

should be available on the website, applicants should be informed of the status of applications, and applicants should be timely if they are appointed, reappointed, on hold or rejected
6. Ensure volunteers are doing impactful work and are recognized for their hard work through various methods, including but not limited to (i) receiving meaningful input from Mayor, Council and City staff on annual reports and workplans, (ii) increasing visibility on the COR website, social media and press, and (iii) organizing regular volunteer recognition events.
7. Improve the volunteer orientation process, with more training on the City structure and operations, the role of the boards and commissions, the member's role within the boards and commissions, governance, and meeting facilitation.
8. Proactively reach out to the community to increase volunteerism through various means, such as organizing volunteer fairs and maintaining and utilizing a volunteer database. Utilize this database to solicit expertise where needed.
Improve Diversity of the Boards and Commissions
9. Revise city policies on volunteerism to increase diversity.
10. Proactively reach out to diverse organizations and community associations in City and County to increase diversity of volunteer base.
Identify Opportunities to Add New Relevant Boards and Commissions and Regularly Review Existing Boards and Commissions
11. Create a process to review applications for new boards and commissions s; the process should encourage civic engagement while maintaining order and efficiency among existing and proposed boards and commissions.
12. Create a periodic review process to evaluate effectiveness, relevance, diversity, performance, and transparency of existing boards and commissions.
Improve Transparency
13. Reorganize and expand the City website to offer frequently updated news of activities and accomplishments of BOARDS AND COMMISSIONS s. Make vacancies easy to find. Apply the same principles to other outreach methods.

Appendix J. Commissions Support and Volunteer Coordinator Job Description

CITY OF ROCKVILLE, MD

COMMISSIONS SUPPORT AND VOLUNTEER COORDINATOR

JOB DESCRIPTION

DESCRIPTION

Under general supervision and a member of the City Clerk's office this individual provides direct support to the City's Commissions, Boards, Task Forces and committees (BCTF). Activities include recruitment, coordination of policies and procedures and ongoing communication of activities, requirements, etc. Ensures that the BCTF websites are being updates and maintained per guidelines. Completes annual audit of compliance with city, state and federal requirements; oversees the commission office's daily administrative activities; supervises, assigns, reviews, and participates in the work of clerical staff engaged in commission support activities; assists in maintaining official files of the commission; and performs other related duties as required. Provide citywide organization and support for all volunteers ensuring resources are identifies, engaged and are in compliance with requirements.

The incumbent reports to a higher-level administrator who reviews work through personal observations, conferences and written reports for

PRIMARY DUTIES

Acts as the primary administrative and operational support to one or more commissions or boards. Acts as a first point of contact for inquiries and requests submitted to the commission or board by other agencies, County staff, and the public; serves as a liaison for commission and board chairs with other commissioners or board members, as appropriate

Receives and documents sensitive information on community issues from this and other organizations and agencies, as well as members of the public; handles inquiries and public concerns in a sensitive and confidential manner consulting with commissioners, board members, and/or County staff, as appropriate; answers a variety of routine and semi- technical questions related to commission or board activities, functions, operating guidelines, and programs.

Performs professional level support (administrative) duties for the City of Rockville Commission, Boards and Task Forces. Providing coordination of:

1. Existing members
    a. Ongoing communication to commissioners and members
    b. Manage coordination of quarterly meetings/communication between commissioners to ensure broad awareness of activities and opportunities for cross engagement
    c. Advises and ensures compliance with policies, procedures, and

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requirements

d. Compiling and monitoring budgets, and serving as a liaison between commissioners, board members, city staff, and the public.

e. Records management – ensure completion of required functions and reporting requirements

2. Managing the process by which new members become commissioners / members

a. Recruitment – identify candidates, screen, manage process of coordination with city staff, Mayor and Council and appropriate chairs.

b. Communication throughout the process

c. Coordination with Mayor and Council and Chairs of appropriate B/C or TF.

d. Once appointed, manages orientation including completion of all training and or required forms as needed.

3. General Duties

a. Responsible for exercising considerable judgment and independence in performing commission assignments of above average difficulty which require a comprehensive knowledge of assigned projects and programs.

b. Ensure all groups are adhering to guidelines and requirements

c. Manage database of existing members and potential candidates

d. Identify recognition opportunities and coordinate activities across all organizations and within the city.

e. Communicate information about the organizations to city staff and Mayor and Council.

f. Manage onboarding of designated members, ensure training and other requirements are met for specialized positions and establish and manage a council of all organization's chairs

g. Composes letters, memoranda, correspondence, summaries, resolutions, and notices from general instructions or in accordance with regulatory guidelines and accepted work procedures; types and distributes materials according to subject matter or routing and mailing procedures.

h. Manage city wide volunteers including: Recruitment, onboarding, recognition, events and all supporting efforts. Identify new

opportunities as needed.

i. Manage website and social media activities.

MINIMUM REQUIREMENTS:

College Degree
2 years of management of electronic data, including software conversions;
2 years of posting and documenting notices for public hearings;
5 years of experience in enforcing City Code and development orders;
5 years of experience in Planning and Zoning or construction related approvals.

KNOWLEDGE, SKILLS AND ABILITIES:

- Considerable knowledge of City Code
- Considerable knowledge of rules and regulations regarding the management of public meetings and the retention of the public record
- Skilled in all current Microsoft Office software, particularly Excel, Word, and Power Point
- Skilled in NOVUS agenda, and EnerGov software systems
- Knowledge of municipal government operations
- Ability to supervise employees in a manner conducive to full performance and high morale
- Ability to exercise judgment and discretion in devising, installing, and/or interpreting City rules, regulations, policies, or procedures
- Ability to establish and maintain effective working relationships with other employees, supervisors, department officials, officials of other agencies, and the general public
- Ability to carry out complex verbal and written instructions
- Ability to express ideas and information clearly and concisely, both verbally and in writing
- Ability to prepare clear and concise reports, records, correspondence, and other documents
- Ability to supervise and prepare a variety of required reports accurately and completely and on a timely basis
- Ability to demonstrate an awareness and appreciation of the cultural diversity in the community
- Knowledge of: Functions and procedures of a commission; provisions of the Government Code as it pertains to commissions and other advisory committees; commission budgets, government grants, and grant proposals; modern office methods and filing systems used to record, store, and retrieve resolutions and other records; modern office procedures including preparing business correspondence and legal notices; database management techniques; receptionist techniques, report writing, correct English usage, grammar, spelling, vocabulary, and punctuation.

- Ability to: Compose meeting minutes and summaries that accurately reflect and interpret actions; independently compose clear and concise letters; meet the public and answer questions pertaining to commission procedures and activities; plan, organize, and coordinate the work of clerical subordinates; record meeting proceedings accurately; write and maintain records, notices, and reports; establish and maintain effective working relationships with County officials and the public; learn, interpret, and apply administrative and departmental policies and rules; understand and follow oral and written directions.

PHYSICAL REQUIREMENTS:

- The work is typically performed while sitting at a desk or table
- The work is typically performed in an office

Appendix K. Example New Boards and Commissions in The Evaluation Process

- Public Safety Board
- Education Commission
- Youth Commission

Example: New Boards, Commissions and Task Forces: **Public Safety Board**

Depicted below is one of three examples, for illustrative purposes, which show how the proposed checklist works for future proposed Boards, Commissions and Task Force.
BCTF offers the check list to Mayor, Council, Staff and Residents of Rockville as a recommendation for the consideration of additional Boards, Commissions and Task Forces. This check list can be used for proposed and existing Boards, Commissions and Task Forces.

Select one of the following to describe the proposed body:

Board: Merriam-Webster: a group of persons having managerial, supervisory, investigatory, or advisory powers. Ex.: She is on the bank's board of directors.
Commission: Merriam-Webster: a group of persons directed to perform some duty.
Ex.: The state set up a commission to study the proposed merger of the school districts.
Committee: Merriam-Webster: a body of persons delegated to consider, investigate, take action on, or report on some matter an advisory committee. Ex.: We are waiting for recommendations from the advisory *committee.*
Task Force: Merriam-Webster: a temporary grouping under one leader For accomplishing a definite objective. Ex.: They appointed a *task force* to review the situation.

1. **Requirement:**
   a. Does city, state or federal law, grants, or other funding sources require a new group? Add supporting references and/or documents.
      i. No there is no mandate by law or legislation.

   b. See Section 7 Examples for other jurisdictions and municipalities that have established such bodies.

2. **Relevance:**
   a. What is the purpose of the group? See item 2b below.

   b. Why is the proposed group relevant to City government and other stakeholders, including:
      i. The Mayor and Council
      ii. City staff (including the staff liaison to the group)
      iii. The public, residents, businesses, and visitors

The residents, businesses, and visitors in Rockville have been very fortunate with an outstanding and award-winning police department. We are also beneficiaries of protection with the Montgomery County Police Department, Maryland State Police Department and the Sheriff's Office of Montgomery County.
However, we can always improve safety. Our goal is to become one of the safest big cities in America. However, we can always improve safety. Our goal is to become one of the safest big cities in America.
We should be proactive in creating a board of residents and police expertise who will understand the role of a police department and be in existence without waiting for a

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potential unfortunate incident. Everything from natural disasters to catastrophic events should be reviewed. We can educate our residents to help our police best protect our community in the event of terrorism.

We can create a police auxiliary corps with trained volunteers to assist our police. By training residents to inspect houses when families are on vacation, direct traffic for citywide events and create an extensive business, home, and city camera, registration program. These actions will make us safer with a fiscal benefit. They can even have a presence in our Town Center.

Chief Victor Brito has been the proponent of and advocate for some of these concepts. The Mayor and Council Priority Initiatives of June 1, 2018 states, "…Review and agree upon the scope of duties of the Rockville City Police Department and determine appropriate staffing.

The body shall be a conduit between residents and others and the Police Dept. to address the areas as mentioned above. Other Cities as noted above have established such entities to conduct coordination, communication, and exposure of Police and the public.

c. How does the group present an opportunity to obtain funding or something positive for the city?
   i. The proposed body can assist with submitting grant applications.
   ii. See above for a review of positives for the City.

d. How does the group address a clear need or opportunity? Is the need or opportunity a short-term need or long-term need?
   i. The need is a permanent long term as it can initially work on bringing the Police and Rockville stakeholders together with the goal of identifying common goals/objectives and also areas of disagreement. Further the basis of moving forward with innovation and advocacy of new methods of safety education and involvement by Rockville and the Police working together to continue to increase the efforts on maintaining a safe city.

e. How does the work of the proposed group overlap with any existing organizations, including existing COR BCTFs?
   i. Currently no body deals with the mission and objectives of the proposed Policy Advisory Board.

f. Can this work or need be addressed by an existing organization? Why or why not?
   i. Currently there is no formal Advisory body in place.

3. Effectiveness

a. What is the proposed mission of the group?
   i. See Sections 1 & 2. The Proposed body undertakes tasks of evaluation, identifies public safety issues, positive communication, and interactions between police and residents, businesses and guests in Rockville, and mediates problems, advocacy of ideas, programs to increase interaction between Police and residents.

b. What is the proposed Scope of Work and deliverables of the group?
   i. See Sections 1&2 above

c. What would the proposed volunteer citizen group do? Please check all that apply and provide the appropriate information as needed.

   i. Provide a service. Please identify which one(s).

      1. mediation between Police and individuals and groups regarding complaints against the Police Dept. and improve relationship between public and police

   ii. Provide advice. On what subject(s)?

      1. problems and complaints

   iii. Fulfill a legal requirement. Please cite the requirement.

      1. N/A

   iv. Provide funding to support a City program. Please identify the source(s) of the funding.
      1. Possible grant application assistance. The specifics require further research.

   v. Establish and maintain relationships with outside groups who can benefit the City. Please identify which one(s).

      1. Prospective businesses and visitors.

   vi. Adjudicate complaints or appeals. Please identify the source(s) and nature of the complaints or appeals.

      1. Mediation of complaints, disagreements, and concerns of current policies.

   vii. Mobilize citizens around an issue of public interest. Please identify the issue(s).

      1. Support dissemination of information related public safety to Rockville, Mayor and Council, prospective businesses and visitors

   viii. Other. Please describe.

d. Do the activities of the proposed volunteer citizen group affect activities of any City departments?

   i. Police Dept.

e. Please identify which department(s), the activity (ies) affected, and the nature of the impact or overlap.

   i. The City Dept. affected by this proposed body include the Police Dept., Information office, City Manager and Mayor and Council

f. Have you contacted each affected department to determine its views on your proposal? If so, what was the department's reaction?
   i. BCTF Chair VanGrack has discussed this proposed body with Chief Brito.

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g. What criteria should be used to judge the success of the new group?
   i. Performance and results of mediation activities.
   ii. Information sharing with Rockville
   iii. Reports to Mayor, Council and Rockville
   iv. Grant Applications and awards (if this task is possible)

4. Diversity:

a. How will the group address diversity and specific demographic groups?
   i. Based upon similar bodies by other municipalities the membership shall be comprised of police dept., attorneys, neighborhood representation, and Human Rights Commission member and community organizations.

5. <u>Operations:</u>

a. Structure of the Body
   i. How many members
      1. Asheville, NC: nine voting members: five area representatives, two at-large seats, a resident of property owned by the Housing Authority, and a Housing Authority representative. The term of office is three years.
   ii. Montgomery County, MD: 7 public members plus legal/law enforcement professionals

b. Subcommittees: none at this time

c. Level of expertise required of members:
   i. See examples shown below in Section 7.

d. What resources from the City or other organizations are required?
   i. Staff liaison from Police Dept., meeting location. Utilize funding from existing Police and City General Funds. Publication of information and other outreach accomplished via established communication, information, and media as provided by the City.

e. Will a representative from Mayor or Council be required?
   i. Suggest yes with the proviso that regular meetings may occur on an as needed basis, monthly, semi-monthly, quarterly, and semi-annually. Frequency depends on issues/matters at hand.

6. Transparency:

a. How will this group communicate its activities and progress?
   i. Publish reports and recommendations/position papers to Mayor, Council and City Depts. (Manager)

b. How will the group interact with the public?
   i. Public meetings and outreach activities

7. Examples:

a. **Asheville, North Carolina:** The Citizens / Police Advisory Committee (CPAC) consist of nine voting members: five area representatives, two at-large seats, a resident of

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property owned by the Housing Authority, and a Housing Authority representative. The term of office is three years.
The committee serves as a liaison between the police department and community. The committee mediates problems or conflicts and serves as an advocate for programs, ideas, and methods to improve the relationship between the police and community. The committee is also responsible for disseminating information to the community and to the government officials of Asheville. As an advisory committee to City Council, CPAC's primary function is to make recommendations to the City Council and act as a source of citizen information.

b. **Dunedin, Florida:** Public Safety Committee, Consists of seven members and one alternate. Assess quality of life and make recommendations on public safety issues in areas of law enforcement, fire protection, emergency services and both long and short term disaster planning and identification of cost efficiencies in public safety matters.
Inform itself and the public on whatever public safety issues it deems relevant to the interests of the City of Dunedin and to make recommendations to the City Commission regarding such matters. The Committee is not authorized to serve as an oversight entity regarding the operational issues of the City's public safety services and shall limit its efforts to non-operational issues of the various agencies providing public safety services to the Dunedin public. The Committee may initiate such efforts and investigations as deemed appropriate including, but not limited to, surveys and public feedback forums in order to be properly informed and to provide the greatest degree of assistance to the City Commission, the City Manager, and his/her staff, Departments of the City and to the general public.

c. **Ithaca, New York:** The Community Police Board (CPB) is charged by the City of Ithaca to act as a community liaison to the Police Department and actively foster positive communications between police and all segments of the community.
The Commissioners are chosen from a range of culturally and economically diverse community groups with consideration given to the effect each appointment will have on the diversity of representation, including geographic representation, on the board.
The Community Police Board provides two ways to engage members of the community and members of the Police Department in healthy communication.
A way to express appreciation by citizens to members of the Police Department for work and actions performed in the line of duty, which should be recognized and commended. The CPB forwards those statements to the Chief of Police with the hope that they will be forwarded to the Police Officers so cited.
A way to file a formal complaint by citizens to members of the Police Department for work and actions performed in the line of duty, which asks for an investigation and resolution between the parties. The Community Police Board conducts those investigations, and forwards its findings and recommendations to the Chief of Police and to the citizen(s) involved, expecting that appropriate action(s) undertaken to resolve the complaint to the mutual satisfaction of all parties.

d. **Bowie, Maryland:** Public Safety Committee the Mission of the City's Public Safety Committee is to identify and examine Bowie's public safety issues. Public safety issues

include, but are not limited to Emergency Preparedness, Fire/EMS, and Police services.

e. **Frederick, Maryland:** Excessive Use of Police Services Board the Excessive Use of Police Services Board shall hear appeals of actions of The City of Frederick in accordance with the City Code, Section 15-46(h).

f. **Montgomery County, Maryland: Criminal Justice Coordinating Commission** (32)
Created: Mo. Co. Code Section 2-60 as amended
Description: Evaluates the organization and adequacy of law enforcement and the administration of justice in the County pertaining to local issues and agencies. Members serve three-year terms without compensation.
Type of Positions: Administrative Judges of the Circuit and District Courts; State's Attorney; Sheriff; Circuit Court Clerk; Public Defender; Police Chiefs of the Cities of Rockville, Gaithersburg, Takoma Park, and Village of Chevy Chase, and MNCPPC; Director MCPS School Safety and Security; Chair, Council Public Safety Committee; Chief Administrative Officer; Police Chief, Director. Dept. of Corrections and Rehabilitation; Chief, Behavioral and Crisis Services; Chief, Children, Youth and Family Services; Director, Dept. of Technology Services; Asst. Chief, Fire Code Enforcement and Fire Investigations; 7 public members; member selected by County Legislative Delegation; State Depts. of Parole and Probation and Juvenile Justice; Commission on Juvenile Justice; Victim Services Advisory Board.

Example: New Boards, Commissions and Task Forces: **Education Commission**

Depicted below is one of three examples, for illustrative purposes that show how the proposed checklist works for future proposed Boards, Commissions and Task Force.
BCTF offers the check list to Mayor, Council, Staff and Residents of Rockville as a recommendation for the consideration of additional Boards, Commissions and Task Forces. This check list can be used for proposed and existing Boards, Commissions and Task Forces.

Select one of the following to describe the proposed body:

Board: Merriam-Webster: a group of persons having managerial, supervisory, investigatory, or advisory powers. Ex.: She is on the bank's board of directors.
Commission: Merriam-Webster: a group of persons directed to perform some duty.
Ex.: The state set up a commission to study the proposed merger of the school districts.
Committee: Merriam-Webster: a body of persons delegated to consider, investigate, take action on, or report on some matter an advisory committee. Ex.: We are waiting for recommendations from the advisory *committee*.
Task Force: Merriam-Webster: a temporary grouping under one leader For accomplishing a definite objective. Ex.: They appointed a *task force* to review the situation.

1. **Requirement:**
   a. Does city, state or federal law, grants, or other funding sources require a new group? Add supporting references and/or documents.
      i. No

   b. See Section 7 Examples, at the end of this proposal, for other jurisdictions and municipalities that have established such bodies.

2. **Relevance:**
   a. What is the purpose of the group?
      i. The students of Rockville have been subject to many disagreements in the past with Montgomery County Public Schools (MCPS) and the Board of Education (BOE). These have included the parking of school buses, long time parking of tractor-trailers in property close to METRO station, school boundary changes, student capacity, and school location. These policies have been significantly impacted by the public education of our children and restricted the family growth in our city. Our children are fortunate to have parents who find the time to object to MCPS and BOE decisions, which are not favorable to Rockville residents and businesses. With the added strength provided by the resources of City Hall, we can enhance our children's education. We can create programs where community service hours can be obtained in City Hall learning about how government helps people. Several PTSA activists have supported this proposal.

   b. Why is the proposed group relevant to City government and other stakeholders, including:
      i. The Mayor and Council

1. Mayor and Council Priority Initiatives, June 1, 2018: "Partner with other jurisdictions to meaningfully engage with MCPS, Montgomery County and the state to promote school construction".

ii. City staff (including the staff liaison to the group)

iii. The public, residents, businesses, and visitors

c. How does the group present an opportunity to obtain funding or something positive for the city?

i. Create programs where students earn community service hours at City Hall learning about how government helps people.

d. How does the group address a clear need or opportunity? Is the need or opportunity a short-term need or long-term need?

i. This is a long term permanent body and its function is to advocate, inform, lobby for the interests of students who live in and attend Rockville located public schools

e. How does the work of the proposed group overlap with any existing organizations, including existing COR (?), Boards, Commissions, Committees, or Task Forces?

i. Overlap with Montgomery County Public Schools Administration and teachers, students and parents as well as the Montgomery County Public Schools Board as their policies and procedures and processes affect Rockville students

f. Can this work or need be addressed by an existing organization? Why or why not?

i. Rockville students are subjected to decisions and policies that do not always benefit and enhance their education. LIST PROBLEMS HERE

3. **Effectiveness:**

a. What is the proposed mission of the group?

i. Advocate, inform, and lobby MCPS & BoE to increase benefit of education for Rockville students.

b. What is the proposed Scope of Work and deliverables of the group?

i. Involvement in MCPS/BoE policies and decisions on school operations, curriculum and future expansion of school facilities and using Mayor, Council and City Staff to support such efforts.

c. What would the proposed volunteer citizen group do? Please check all that apply and provide the appropriate information as needed.

i. Provide a service. Please identify which one(s).

1. Public knowledge and advocacy of satisfying needs of Rockville students, teachers, and parents.

ii. Provide advice. On what subject(s)?

1. School operations, programs, expansion needs

iii. Fulfill a legal requirement. Please cite the requirement.

1. N/A

iv. Provide funding to support a City program. Please identify the source(s) of the funding.

1. May be possible to obtain grants. THIS NEEDS TO BE DETERMINED.

v. Establish and maintain relationships with outside groups who can benefit the City. Please identify which one(s).

1. MCPS/BoE

vi. Adjudicate complaints or appeals. Please identify the source(s) and nature of the complaints or appeals.

1. N/A

vii. Mobilize citizens around an issue of public interest. Please identify the issue(s).

1. Quality of Rockville located MCPS schools

viii. Other. Please describe.

d. Do the activities of the proposed volunteer citizen group affect activities of any City departments?

i. Mayor and Council and City Manager

e. Please identify which department(s), the activity (ies) affected, and the nature of the impact or overlap.

i. Resource needs, liaisons from City Council and City Staff

f. Have you contacted each affected department to determine its views on your proposal? If so, what was the department's reaction?
   i. TBD

g. What criteria should be used to judge the success of the new group?
   i. Information sharing with Rockville
   ii. Reports to Mayor, Council and Rockville
   iii. Success with MCPS/BoE resulting in programs and policies that benefit Rockville students

4. **<u>Diversity:</u>**
   a. How will the group address diversity and specific demographic groups?
      i. Education professionals, parents from the various school districts and students

5. **<u>Operations:</u>**
   a. Structure of the Body
      i. How many members

1. Nine members

b. Subcommittees: none at this time

c. Level of expertise required of members:
   i. Education professionals, parents, students

d. What resources from the City or other organizations are required?
   i. City Staff Liaison and associated support time, materials

e. Will a representative from Mayor or Council be required?
   i. Suggested

6. **Transparency:**
   a. How will this group communicate its activities and progress?
      i. Meeting agendas, minutes, report to Mayor and Council, and articles in Rockville Reports and other media.

   b. How will the group interact with the public?
      i. Meetings open to the public and outreach events related to education and MCPS/BoE activities.

7. **Examples:**
   a. **Asheville, North Carolina:** A local board of education serves a vital role in our community by helping steer the educational journeys of our children. Its decisions influence the lives of students and their parents, teachers, school staff, and district leadership, and affect the overall well-being of the community. The Asheville City Board of Education serves as the governing body of The Asheville City Schools. This board establishes the vision for education in the district. It sets the goals, standards, and tone for what we want our public schools to be and ensures that these schools are responsive to the needs of our local community. The school board serves the larger purposes of representing the needs of the community in our schools, building bridges among parents, school leadership, and other sectors of the community, and ensuring that our schools are the best they can be. Board is comprised of five members serving four-year term with option to seek a second term.

   b. **Dunedin, Florida:** None

   c. **Ithaca, New York:** None

   d. **Bowie, Maryland:** Education Committee: The City of Bowie Education Committee is charged with advising the Bowie City Council on matters relating to education. The City Education Committee was established in 1976 by the Bowie City Council. It was originally called the Educational System Study Committee. The Committee evolved over the years until 1996 when it was combined with the City's Excellence in Education Scholarship Committee.
   The Education Committee has established a number of programs to support education and

educators in schools in Bowie: **Bowie Reads** is a reading promotion the City's Education Committee began several years ago in an effort to encourage children to read and to develop a love for reading.

From January to May each year the committee collects new and gently used children's books to distribute at the City's annual festival Bowiefest, always held on the first Saturday in June at Allen Pond Park. Parents and grandparents may bring children to select free books to take home to read. Information about reading to children, helping children to learn to read, and other related topics are also available.

Excellence in Education the City of Bowie and the Education Committee sponsor a yearly event, entitled *Excellence in Education*, which recognizes teachers in Bowie schools for providing excellence in their classrooms and schools and in the education of their students.

Dignitaries, including the Governor, members of the General Assembly, and representatives from federal and local government join the education community and the City in honoring teachers. Their peers select the teachers, from eligible public and private schools in Bowie. The City has proudly honored educators for over three decades.

Education Grants the City of Bowie offers Education Grants of up to $1,000 each to support educational activities for children in the City of Bowie. The deadline to apply for the grant is October 7. The City of Bowie Education Committee awards grants that support education for Bowie children. Grants, of amounts ranging from $100 - $1,000, are awarded to teachers, parent groups, and other interested individuals from eligible community schools who have new and creative ideas for projects and programs that will enrich the students' learning experiences.

Education Scholarships: The City of Bowie provides Excellence in Education scholarships yearly to qualified graduating high school seniors. Over the years, over $50,000 in scholarships have been awarded to students. Nomination Process Nominations may only come from the schools. Students should contact the guidance office of their high school by mid-January and let them know that they are residents of the City of Bowie and would like to be considered for nomination. Eligibility for a school to consider a student for nomination, students must: have a minimum GPA of 3.5; Live in the City of Bowie; and have been accepted at an accredited college or university.

e. **Frederick, Maryland:** None

f. **Montgomery County, Maryland:** None

Example: New Boards, Commissions and Task Forces: **Youth Commission**

Depicted below is one of three examples, for illustrative purposes that show how the proposed checklist works for future proposed Boards, Commissions and Task Force.
BCTF offers the check list to Mayor, Council, Staff and Residents of Rockville as a recommendation for the consideration of additional Boards, Commissions and Task Forces. This check list can be used for proposed and existing Boards, Commissions and Task Forces.

Select one of the following to describe the proposed body:

Board: Merriam-Webster: a group of persons having managerial, supervisory, investigatory, or advisory powers. Ex.: She is on the bank's board of directors.
Commission: Merriam-Webster: a group of persons directed to perform some duty.
Ex.: The state set up a commission to study the proposed merger of the school districts.
Committee: Merriam-Webster: a body of persons delegated to consider, investigate, take action on, or report on some matter an advisory committee. Ex.: We are waiting for recommendations from the advisory *committee*.
Task Force: Merriam-Webster: a temporary grouping under one leader For accomplishing a definite objective. Ex.: They appointed a *task force* to review the situation.

1. **Requirement:**
   a. Does city, state or federal law, grants, or other funding sources require a new group? Add supporting references and/or documents.
      i. No

   b. See Section 7 Examples, at the end of this proposal, for other jurisdictions and municipalities that have established such bodies.

2. **Relevance:**
   a. What is the purpose of the group?
      i. Rockville is a wonderful place to raise children. We want them to understand how fortunate we all are to live in a city of Rockville, the county of Montgomery, the state of Maryland and the United States of America. We should encourage our children to study and participate in local, state, national, and international issues. Countless government officials began their public service careers in grade school. We can improve the participation of youth in government. At one time, Rockville had a Youth Advisory Board. Randy Alton was chair in this Board and has proposed that it be re-established. We can create Youth Ambassadors of all ages to study the issues and participate in government.

   b. Why is the proposed group relevant to City government and other stakeholders, including:
      i. The Mayor and Council
      ii. City staff (including the staff liaison to the group)
      iii. The public, residents, businesses, and visitors

1. Raise awareness of issues unique to youth/teens, develop future leaders, provide a voice to youth, civic education, contribute to Rockville

c. How does the group present an opportunity to obtain funding or something positive for the city?
   i. To Be Determined

d. How does the group address a clear need or opportunity? Is the need or opportunity a short-term need or long-term need?
   i. Long term, see 2.b. above and provide a voice for youth, expand involvement, encourage public involvement by youth.

e. How does the work of the proposed group overlap with any existing organizations, including existing COR (?), Boards, Commissions, Committees, or Task Forces?
   i. Possible Recreation and Parks, proposed Police Advisory and Education.

f. Can this work or need be addressed by an existing organization? Why or why not?
   i. Youth as a group of residents are currently not service in total by any existing body within the city. See previous sections of the inclusiveness of this proposed body.

3. <u>Effectiveness:</u>

a. What is the proposed mission of the group?
   i. Advise Mayor and Council, City Manager and Staff as well as parents, youth on programs and policies affecting youth and advocating for youth.

b. What is the proposed Scope of Work and deliverables of the group?
   i. Areas affecting Youth include transportation, school safety, mental health and wellness, part time employment, volunteer efforts in the City

c. What would the proposed volunteer citizen group do? Please check all that apply and provide the appropriate information as needed.

   i. Provide a service. Please identify which one(s).

      1. Yes for guidance, advocacy, for Youth, which does not formally exist.

   ii. Provide advice. On what subject(s)?

      1. Mental health and well-being, safety, involvement in the City

   iii. Fulfill a legal requirement. Please cite the requirement.

      1. N/A

   iv. Provide funding to support a City program. Please identify the source(s) of the funding.

      1. Possible grant funding requires investigation

v. Establish and maintain relationships with outside groups who can benefit the City. Please identify which one(s).

1. Interactions with prospective businesses and visitors to the City, Montgomery County Public Schools, Montgomery County Gov't, and State Gov't.

vi. Adjudicate complaints or appeals. Please identify the source(s) and nature of the complaints or appeals.

1. None

vii. Mobilize citizens around an issue of public interest. Please identify the issue(s).

1. Youth involvement, guidance safety, education and experience in City Gov't, public participation.

viii. Other. Please describe.

d. Do the activities of the proposed volunteer citizen group affect activities of any City departments?

i. Police, Recreation and Parks, Human Rights, City Manager

e. Please identify which department(s), the activity (ies) affected, and the nature of the impact or overlap.

i. Youth and Police: TBD
ii. Youth and Recreation and Parks: TBD
iii. Human Rights: TBD
iv. City Manager and Depts.: TBD

f. Have you contacted each affected department to determine its views on your proposal? If so, what was the department's reaction?
i. No

g. What criteria should be used to judge the success of the new group?
i. Performance and results of advocacy, guidance involvement in City
ii. Information sharing with Rockville residents, businesses and Gov't
iii. Reports to Mayor, Council and Rockville
iv. Grant Applications and awards (if this task is possible)

4. <u>Diversity:</u>

a. How will the group address diversity and specific demographic groups?
i. Membership ranges from teens, the various City designated neighborhoods, and youth services professionals, education, police, and parents. Majority would be teens/youth as determined.

5. <u>Operations:</u>

a. Structure of the Body

i. How many members
   1. By number of Neighborhoods and adults with majority being youth, suggested number of members = nine to 11 members.

b. Subcommittees:
   i. Mental Health and Wellness, School Safety, Government Activities

c. Level of expertise required of members:
   i. Teen or pre-teen, parents, professionals in Youth Services, Police

d. What resources from the City or other organizations are required?
   i. Staff and Council Liaison, resources for meeting locations, agendas and minutes and outreach

e. Will a representative from Mayor or Council be required?
   i. suggested

6. **Transparency:**
   a. How will this group communicate its activities and progress?
      i. Public meetings, printed agendas and minutes, Rockville reports, and other City media, annual or as events occur reports to Mayor and Council.

   b. How will the group interact with the public?
      i. Outreach and conducting meetings in the various designated Neighborhoods.

7. **Examples:**
   a. **Asheville, North Carolina:**
      i. None

   b. **Dunedin, Florida: Youth Advisory Committee:** Provide the youth of Dunedin with a forum to address their needs and concerns; provide input to Commission on issues affecting youth in our community; provide an opportunity to enhance leadership skills and civic involvement among Dunedin's youth. This is an advisory committee.

   c. **Ithaca, New York: Ithaca Youth Council:** Teens in Ithaca face many challenges, which adults in government may not always see. The Ithaca Youth Council Ambassadors (YCA) is teens from Ithaca and Tompkins County who focus on civic engagement, community outreach, and peer leadership. The Ambassadors strive to raise awareness in the Ithaca community about issues that are unique to teens, and they work together to develop resources and find solutions. YCA meets twice per month at the Ithaca Youth Bureau to address issues facing youth in the Ithaca Community and to learn about local government from local government leaders.
      Youth Council is a Program of Youth Employment Service. For more information, check out the Youth Council website.

Main Objectives: The Youth Council is teen-run; its members have developed an organizational structure and work to identify and prioritize issues that matter to local youth. Youth Council has four main goals: **Develop Future Leaders** Our youth have the power to shape the future of our city. By being provided opportunities to participate in city governance and have an active role in addressing community issues, members learn important skills, become positive agents for change, and become bonded to the community. **Give Formal Voice To Youth** The Youth Council provides representation for Ithaca's youth and provides a forum for advocacy. It provides ongoing, 2-way communication with policy-makers, especially Common Council, to better address youth and community issues. Youth Council members are expected to develop ways to get regular input from other youth about their ideas and concerns.
Civic Education Youth Council members get first-hand experience with how the democratic process works by becoming involved in government in a practical, hands-on way. **Community Contribution** In addition to representing the needs and interests of youth to policy makers, Youth Council plans and executes projects to improve conditions for teenagers. Mission: The mission of the Ithaca Youth Council Ambassadors is to listen and speak for the youth of Tompkins County

d. **Bowie, Maryland:**
   i. None

e. **Frederick, Maryland:** Source: Frederick city web site, 6/6/18: NEWS RELEASE Youth to Have Greater Voice; Council Offers Influence FREDERICK, MD –June 6, 2018: Frederick youth are invited to be a force within City government. The application period is now open to serve on the Youth Advisory Council that the Board of Aldermen voted unanimously to create earlier this year. Spearheaded by Alderman Roger Wilson, the council will consist of 18 total members, 13 voting and 5 non-voting. Each member will be appointed by the Mayor and Board of Aldermen. City residents ages 14 to 18 will make up the voting members. Adult professionals from local organizations that specialize in providing youth services will serve as non-voting members. Youth may apply to serve on the council online (www.cityoffrederick.com/yac), and/or by sending letters of interest to Bob Smith, deputy director of Parks and Recreation; at 121 N. Bentz St., Frederick, MD 21701. The Mayor and Board hope to select the first council by September. The deadline for interested youth to apply is July 31. "This is a good start toward the goal I envisioned," Wilson said. "The youth often feel that they don't have a voice or any influence over issues that matter to them. This council changes all that, and offers them a real opportunity to get involved in their community in a substantial and meaningful way." The Youth Advisory Council's primary goal is to expand youth involvement and gain insight from youth so their voices can be heard, and to address a concern about the lack of opportunities for emerging adults in the Frederick community. Alderman Wilson also hopes that the council will encourage more young people to become involved in public service. The council has a mission to provide advice on legislation, assist the City's Parks and Recreation Department, and work with the Human Resources Department to develop student programs.

NEWS RELEASE Boys & Girls Club of Frederick County and other local organizations have also expressed their support for the council. Mayor O'Connor said this is a genuine opportunity for young people to be active in their community, while collaborating with

adults to encourage them to communicate on topics that matter to them. "This goes to the heart of my intention to broaden citizen engagement," O'Connor said.

f. **Montgomery County, Maryland: Children and Youth, Commission on** (27)
Created: Mo. Co. Code Section 27-48.
Description: Advises the County Executive, County Council, Department of Health and Human Services, and the Board of Education on the development of coordinated community and government policies, programs and services, which support children, youth, and families. Adult members serve three-year terms without compensation. Youth members serve one-year terms without compensation.
Type of Positions: agency representatives, parents, youth, a private school representative, and required public agencies.

i. March 25, 2019Greetings from the Commission on Children and Youth! On February 7, 2019, the Montgomery County Commission on Children and Youth hosted the 12th Annual Youth Having a Voice RoundTable at the Silver Spring Civic Building. Over 50 middle and high students from across the county attended and shared their experiences and opinions regarding public transportation, school safety, and mental health and wellness. This year the Commission has focused its work on these three identified areas and subcommittees were formed to explore the topics, narrow the scope, and make recommendations for the needs of our county's children and youth. Our first subcommittee, the Mental Health and Wellness Subcommittee, has spent the past two years exploring ways to promote a positive approach to mental health and well-being. Our second subcommittee, the School Safety Subcommittee, is focused on balancing psychological and physical safety in Montgomery County schools and providing a safe environment for students during non-instructional hours, including after school activities on campus. By bringing these conversations to the youth that the Roundtable, our subcommittees are afforded the opportunity to gathered valuable information that will be used, in conjunction with input from several professionals, to make recommendations to the County Council, County Executive and the Board of Education. The School Safety Subcommittee plans to share preliminary recommendations with the Board of Education prior to the close of the current academic year. Our third subcommittee, comprised of our youth commissioners, spearheaded an effort to explore youth experiences with public transportation in Montgomery County, specifically examining the Kids Ride Free and Youth Cruiser SmarTrip programs. Youth responses were gathered both at the Round table event and from an online survey. The youth commissioners had the opportunity to share their preliminary findings with members of the Transportation and Environment Committee and leadership from the Montgomery County Department of Transportation. The youth commissioners will continue collecting data via the online survey and in the next few months will begin formulating specific recommendations that will support youth having greater and more reliable access to public bus service in Montgomery County. We appreciate you taking the time to review the attached summary of the Youth Having A Voice Roundtable Event. We also look forward to sharing our recommendations in the Commission on Children and Youth Annual Report in November 2019.Sincerely,Itamar Fiorino, Victoria Koretsky, Talia Nesin & Ashley Thommana Youth Commissioners, Commission on Children and Youth Department of Health and Human Services7300 Calhoun Place, Suite 600, Rockville, Maryland 20855 240-777-4659, 240-777-4665

FAXmontgomerycountymd.gov/311240-773-3556 TTYCOMMISSION ON CHILDREN AND YOUTH

ii. 12thAnnual Youth Having A Voice RoundTable Hosted by the Commission on Children and Youth February 7, 2019The Commission on Children and Youth is dedicated to its mission of promoting the well-being of Montgomery County's children, youth and families so that all young people may realize their full potential and become contributing, productive adults. Every year we host the Youth Having A Voice RoundTable event to hear directly from the youth and children of the county. On February 7, 2019, our commission held the 12th annual Youth Having a Voice RoundTable at the Silver Spring Civic Building. We had over 50 youth attend the event, from middle and high schools across the county. Councilmember Evan Glass and Councilmember Gabe Albornoz and members of their staff attended the event. Ms. Pamela Luckett attended on behalf of Councilmember Will Jawando. Other distinguished attendees included Ms. Shebra Evans, President of the Montgomery County Board of Education, Ms. Jeanette E. Dixon, Montgomery County Board of Education, Ms. Victoria Buckland, Acting Director of the Department of Health and Human Services, Ms. JoAnn Barnes, Chief of Children, Youth and Families, Dr. Barbara Andrews, Administrator of Early Childhood Services, as well as Dr. Jonathan Brice, Associate Superintendent from the Office of Student and Family Support and Engagement. This year, the Commission on Children and Youth has been focusing on two main areas of interest: mental health, wellness, and school safety. We chose these focus areas because we believe that these are some of the greatest issues affecting Montgomery County youth. Separately, the Youth Leadership Subcommittee, which is comprised of 4 youth commissioners, is currently focusing on public transportation options, partially due to its impacts on school safety. We, the youth commissioners, recently met with the Transportation and Environment Committee of the County Council and offered recommendations regarding future expansion of the Kids Ride Free programs. The Roundtable, in addition to an online survey, was used to collect information about how kids currently use public transportation programs.

iii. Public Transportation At the Roundtable, when asking the youth participants questions about public transportation, we found that a mere 4 out of over 50 kids knew what the Youth Cruiser SmarTrip Card is—a program that is being used to phase out the use of student IDs for public transportation use in the future. We determined that this was due to the limited and somewhat confusing information provided on the Department of Transportation website as well as general lack of public awareness. In addition, we realized how restrictive the current Kids Ride Free Program is since many kids rely on public transportation on the weekends, holidays, and times outside of the set 2:00-8:00 PM. We also found that bus drivers are sometimes unfamiliar with the specifics of these programs, as multiple students shared stories of being "kicked off of buses" or not allowed to ride during designated times.

iv. School Safety In addition to discussing transportation, a 35-minute portion of the evening was dedicated to the subject of school safety. The participants were told to think of safety in a broad way, including safety from physical violence as well as psychological safety from harassment, bullying, intimidation, discrimination, or ridicule. A majority of students reported a "moderate" feeling of safety within their school. Of those who did not report feeling safe, most students' concerns were regarding bullying, intimidation, and fights between students. Students also reported feeling unsafe during lockdown

drills, which they believed were not taken seriously enough by both students and teachers. Another concern that students shared was concerning the safety concerns with their school facility, citing specifics such as gas leaks and broken pipes. One of the school safety subcommittee's primary concerns was examining safety during afterschool hours so roundtable participants were asked to comment on school safety afterschool. Participants generally felt less safe after school hours, as security guards and school resource officers had left for the day. Most students that felt safe during these times mentioned trusted adults that they were with; those who did not often said they did not stay after school for this reason.

v. Mental Health & Wellness Finally, the Roundtable addressed the topic of mental health and wellness. When asked to describe what mental health meant to them, the students referred "it was their state of mind" and "what they think and feel". Even early in the discussion, students indicated that they understood the fact that mental health is a sensitive subject. One student noted that it is not something people can control and that if other students chose to bully other regarding their mental health, it would be appropriate to confront the bullies. Additionally, students generally agreed that school was one of the major stressors in their lives. Tests, homework, and extracurriculars every day left many students feeling frustrated. Roundtable participants were also asked what they would do if a friend came to them for help regarding a crisis or of a situation that was, making them feel stressed. Many students reported that they would not immediately tell an adult but would instead prefer to handle the situation themselves. Participants also said that even if they themselves were feeling stressed or overwhelmed, they would talk with their trusted friends as opposed to adults, although some students shared that they had one or two teachers or school staff, such as coaches, they trusted. These students claimed that they were able to build a trusting relationship with these identified adults because the adult was genuinely interested in the well-being of their students. Interestingly, when specifically asked if they would talk with their school guidance counselors about mental health concerns, almost all said they would not. When asked why, students brought up many good points. While conceding that some adults were trained and experienced, the participants noted that they (the adults) do not understand the issue the same way students do. One extremely important idea that many students agreed upon is that teachers and counselors are often required to respond in a certain way with a specific protocol. This often escalates the situation further, something the students do not necessarily want.

vi. The Commission considered the Youth Having A Voice RoundTable event to be a huge success with a great deal of important data being collected from the youth participants. The Commission plans on examining the data collected and will use it to generate recommendations to share with County decision makers in order to better the county's policies regarding mental health, public transportation, and school safety.

Appendix L. Nomenclature Issue Paper

City of Rockville
Boards and Commissions Task Force
Issue Paper (August 18, 2019)

Issue: Nomenclature

Background

Rockville lists 31 volunteer organizations on its website in two groups: Boards and Commissions with 25 organizations, and Task Forces and Committees with six. However, none of those four terms: Board, Commission, Task Force, or Committee indicates the nature of the organization's authorities or functions. The terms Board and Commission appear to be used interchangeably in Rockville as well as in other jurisdictions and make no distinction as to whether the organization is empowered to make decisions, make recommendations, play advocacy roles, or something else.

The Task Force chose to examine this issue to determine the feasibility of coming up with a standard nomenclature that would apply to these organizations generally and whether each organization should be assigned a name that would more accurately indicate its function.

Discussion

The first challenge was to find a good acronym for the Boards and Commissions Task Force. BCTF is an obvious choice. The second challenge was to determine a name that would apply to the entire class of volunteer organizations. The term "Boards and Commissions" would exclude "Task Forces and Committees." The acronym "BCTF" would seemingly apply to all four types of volunteer organizations, but it could also be the acronym for this Task Force. Since these organizations are all composed of citizen volunteers, three new terms were suggested that might seem applicable to all of them collectively and each of them individually. The suggested new terms are Volunteer Citizen Organization (VCO), Rockville Volunteer Corps (RVC), and Rockville Volunteer Organization (RVO).

All three terms are new and the City might have a hard time accepting any of them into common use. Although VCO and RVO can be applied to an individual organization and the plural, VCOs and RVOs, can be applied to all volunteer organizations collectively, RVC seems to be more applicable to all volunteer organizations collectively than to an individual organization. It should also be noted that not all members of Rockville's volunteer organizations are, in fact, citizens of Rockville, which suggests the RVO would be the best choice. Alternatively, the BCTF can decided to use the phrase "boards and commissions" to include task forces and committees, since most of its analyses and recommendations deal with boards and commissions. For purposes of this paper, the term RVO will be used for all volunteer organizations unless the BCTF decides otherwise.

The next challenge is to distinguish between a Board, Commission, Task Force, and Committee. It's fairly easy to distinguish between the group of organizations called "Boards and Commissions" and the group called "Task Force and Committees" based on the term and nature of their work. "Boards and Commissions" are generally assigned responsibilities that are long-term, i.e., they last until the group is disbanded. "Task Forces and Committees" are generally assigned time-limited, task-oriented responsibilities and disbanded when the time limit expires, or the assigned task is completed.

However, it's difficult to distinguish between the organizations within each of these two groups. It's a fair question as to whether it's worth trying, but the BCTF chose to pursue this matter.

Although the range of responsibilities of Rockville's RVOs is quite broad, it should be possible to characterize those responsibilities in standard ways, e.g., quasi-judicial decision-making, other decision-making, advisory, advocacy, reactive, pro-active, subject to State and/or Federal requirements or only to City requirements, driven by technical or professional standards, driven by judgment or experience, driven by politics, etc. If we can come up with a standard taxonomy for all RVO authorities and responsibilities, we could assign the RVO a name based on a specific set of characteristics. It's also important to note that the term "advisory" has meaning in a RVO name; i.e. an "Advisory Board or Commission" is clearly different from a plain "Board or Commission."

Special Cases

When the BCTF began its work, each of its members was provided a notebook containing information on twenty-two (22) different "Boards and Commissions." These are shown in bold letters in the table in Appendix A. The Task Force subsequently found information on nine additional RVOs on the City's website. These additional RVOs were presented in two groups: "Boards and Commissions" and "Task Forces and Committees." Five (5) additional RVOs were listed under the first group and four additional RVOs were listed under the second. These additional RVOs brought the total up to thirty-one (31). After its work was well underway, the Task Force learned that the Mayor and Council had created a new Pedestrian Advisory Commission, bringing the total up to thirty-two (32). Information on this new Commission had not been posted on the City's website as of this writing.

When the BCTF began examining each of these RVOs and identifying their key characteristics, we identified some special cases that needed additional discussion. In no particular order, they are:

Rockville Affiliated Organizations

Some of the earliest RVO characteristics examined by the BCTF were related to the transparency requirements of the Open Meetings Act (OMA). It became readily apparent that several RVOs were out of compliance with the OMA, most notably the so-called

"four Rs:" Rockville Economic Development Inc. (REDI); Rockville Seniors Inc.; Rockville Sister City Corporation; and Recreation and Parks Foundation, Inc. None of these organizations post meeting agenda or minutes on the City's website. Over time, it became apparent that these four organizations had not been created by the City and, therefore, were not "public bodies" subject to the OMA. They had established themselves as 501(c)(3) organizations and are governed by their own by-laws, not by the City. Since all the other RVOs were created by the City and are subject to the OMA, it seems appropriate to create a separate group for these four organizations outside of the "Boards and Commissions" group on the City website. Rockville Housing Enterprises is also a 501(c)(3) organization, even though it was also established by a City Resolution. Because it operates much like the other four 501(c)(3) organizations, it's appropriate to include it with this group. Several names have been suggested for this new group, but one option proposed by the BCTF is "Rockville Affiliated Organizations" (RAOs). Another option will be presented in last section on "Decisions." Appendix B shows how the RVOs might be displayed in three groups: Boards and Commissions, Task Forces and Committees, and Rockville Affiliated Organizations. This spreadsheet also displays information on several important characteristics associated with each RVO.

Boards vs Commissions - in general

One way to distinguish among the RVOs designated as Boards and Commissions is to separate those with decision-making authorities from those only authorized to make recommendations. Appendix C is a spreadsheet that groups Boards and Commissions on this basis.

An interesting naming pattern emerges, particularly among the ten (10) Non-decision-making RVOs. Six of these RVOs are called Commissions; one is called a Board; two are called Advisory Boards; and one is called an Advisory Commission. The predominant pattern in this group is that Non-decision-making RVOs are generally called Commissions.

The naming pattern among the ten (11) Decision-making RVOs is almost evenly split between Boards and Commissions, although there's one more Commission than there are Boards.

If we wanted to follow the predominant naming pattern across both groups, we would re-name all Non-decision-making RVOs as Commissions, including and the Animal Matters Board. Advisory Boards have the same general responsibilities as Commissions, but there's no compelling reason to re-name them. This leaves the designation of Board for the Decision-making RVOs. This could be problematic for three of the Commissions required by State law, the Ethics Commission, Historic District Commission, and Planning Commission. State law directs local jurisdictions to establish commissions for all three of those functions. Presumably, Rockville could re-name each of those groups a Board as long as the corresponding City law prescribed that the new Board is assigned the role and responsibilities of the corresponding commission required by State law. It may simply be more trouble than it's worth to attempt this.

Advisory Board vs Advisory Commission

There are two Advisory Boards (the Financial Advisory Board and the Recreation & Parks Advisory Board) and one Advisory Commission (the Human Services Advisory Commission). All of these RVOs have similar roles and responsibilities, although the Financial Advisory Board doesn't play an advocacy role and the others do. The term "advisory" in each of their names signifies that they're Non-decision-making RVOs and there's no advantage to re-naming them to clarify this characteristic.

Retirement Board -- This Board differs from other Boards and Commissions in several important ways:

- It makes decisions that impact the raising and spending of money; e.g., retirement contributions by the City and employees and retirement benefits paid by the City.
- It is both pro-active and reactive.
- It makes other decisions on how retirement funds are to be invested and who manages those investments.
- It advises the Mayor and Council on retirement matters.

Board of Supervisors of Elections -- This Board also differs from other Boards and Commissions in several important ways:

- It's required by State law.
- It's reactive in that its responsibilities are tied to the election cycles.
- It makes other decisions on how and where elections are to be conducted.
- It oversees and manages the election process in the City, including the appointment of election clerks and other employees to assist with elections and election judges to serve each polling place
- It hears appeals of election judge results
- It certifies election results.

Land Use VCOs -- There are eight RVOs that can be fully considered "land use RVOs;" two of which are Task Forces that have completed their work and should be dropped from the overall list: King Farm Task Force and Upper Watts Branch Citizens Task Force. The six remaining "land use RVOs" are:

- Board of Appeals - because its decisions can impact land use decisions made by other "land use RVOs."
- Historic District Commission - because their decisions determine the boundaries of historic districts and the modifications that residents may make to historic structures.
- Planning Commission - because their recommendations impact zoning decisions by the Mayor and Council and they decide whether certain development proposals are consistent with the City's approved land use plan.
- Recreation and Parks Advisory Board -- because their decisions might impact the location and size of City parks.
- REDI -- because its activities might impact the location and speed of development activities within the City.

- Rockville Housing Enterprises -- because their decisions impact the location and nature of low-income housing in the City.

There are two additional RVOs that might be considered "land use RVOs:"

- Bicycle Advisory Committee -- because their recommendations might impact the location of dedicated bike paths or lanes.
- Recreation and Parks Foundation, Inc. -- because their decisions might impact the location and size of City parks.

Finally, there are two RVOs that might be considered partial (P) "land use RVOs:"

- Traffic and Transportation Commission -- because its decisions impact the size and locations of permit parking areas in the City.
- Pedestrian Advisory Commission -- because [I'm not sure what its responsibilities are, but they might impact sidewalk locations and sizes]

The BCTF requires additional information on these last four RVOs to determine whether they should be included among the "land use RVOs."

Annual Reports Required by Law -- There are only six RVOs required by law to file annual reports: the Environment Commission; Historic District Commission; Human Rights Commission; Planning Commission; Recreation and Parks Advisory Board; and Senior Citizens Commission. We are aware of at least one other RVO, the Financial Advisory Board that has chosen to file an annual report.

Nomenclature Decisions that the BCTF Needs to Make

This paper suggests several decisions that the BCTF should make regarding the nomenclature used in our final issue papers and report. It would be good to make them as soon as possible.

1. Should we use the term BCTF as an abbreviation for this task force, or use it to refer to all boards, commissions, task forces, and committees collectively?
    a. Use it for this task force and find another term for all the groups collectively. **[The BCTF approved this option.]**
    b. Use it to apply to all these groups collectively and refer to the task force as simple the "Task Force."
2. What's the best generic name for all of Rockville's volunteer citizen organizations to include boards, commissions, task forces, committees, and other volunteer groups serving the City?
    a. There isn't any. Just call each by its formal name.
    b. Volunteer Citizen Organizations (VCOs).
    c. Rockville Volunteer Corps (RVC).
    d. Rockville Volunteer Organization (RVO). **[The BCTF approved this option.]**
    e. Boards and Commissions. Just use this general term to refer to boards, commissions, task forces, and committees. Other volunteer groups like

the Rockville Volunteer Fire Department have their own identities and are understood to be different from boards, commissions, and similar groups.

f. Other. Does anyone have another suggestion, e.g., BCTF?

3. Should we recommend renaming boards and commissions based on whether they make decisions or just recommendations?
   a. Yes. The name would give clarity as to whether the organization made decisios or not. However, it would require a significant renaming effort and would likely be opposed by some group, as well as by members of the Mayor and Council.
   b. No. Keep the existing names, but make sure that the description of each organization on the City's website describes explicitly whether the organization makes decisions and, if so, what kinds. Also, recommend to the Mayor and Council that they consider a new organization's decision-making role in deciding whether to call it a commission or board. **[The BCTF approved this option.]**
4. What term should we recommend for the group of organizations that don't fit within the group called "Boards and Commissions?"
   a. Organizations Affiliated with Rockville (OARs). This term was proposed because OARs help move a boat in the desired direction and some BCTF members considered that metaphor attractive.
   b. Rockville Affiliated Organizations (RAOs). This was the first term suggested and it stuck with some BCTF members. **[The BCTF approved this option.]**
5. Is it important to designate some RVOs as "Land Use RVOs?"
   a. Yes. In which case, we need to explain why and the associated consequences.
   b. No. It won't affect the names or responsibilities of any of the RVOs. **[The BCTF approved this option.]**
6. Do any of the other considerations under the "Special Cases" section compel the BCTF to make other nomenclature recommendations?
   a. Yes. What are the specifics?
   b. No. We're done. **[The BCTF approved this option.]**

Addendum A. Boards and Commissions Evaluation Dashboard

Boards and Commissions Evaluation Dashboard

Group Name	Legal Requirement	Relevance	Effectiveness	Diversity	Operational Performance	Transparency	Key Recommendations to Mayor and Council
	Select: >> None >> City Resolution >> City code	Legend: >> WOW!: outstanding performance >> OK: satisfactory, no major shortfalls >> I: improvement needed					
Example: BCTF	City Resolution	OK	NA	OK	OK	I	1. Too early to evaluate Effectiveness as BCTF is in the process of gathering data for its report to Mayor and Council. 2. Operational Performance is strong. 3. Minutes to be posted to increase Transparency.
Animal Matters Board	City code	I	NA	I	I	NA	Need to revise or dissolve. If the board is maintained, the board needs (I) regular communication established between the City liaison and board members to keep them apprised of ongoing events and (ii) redefine the scope of the board's activities to address current issues.
Board of Appeals	State law	OK	OK	I	OK	OK	1. Meets high performance standards. Goals and objectives of each are met by current infrastructure, processes, and scheduling. 2. For improvement, (I) need mechanism to communicate with other boards and commissions dealing with the same issue/site, (ii) Need to fill vacancies expeditiously, (iii) diversity needs to improve
Board of Supervisors of Elections	State law	OK	OK	I	OK	OK	1. Meets high performance standards. Goals and objectives of each are met by current infrastructure, processes, and scheduling. 2. For improvement, expeditiously fill vacancies with knowledgeable members. Appointments should be made prior to the election cycle and consecutive terms for effective board members should be encouraged. Desired background and experience for members should be documented by City. 3. Diversity needs to improve.
Compensation Commission	City code	OK	OK	I	OK	OK	1. Meets high performance standards. Goals and objectives of each are met by current infrastructure, processes, and scheduling. 2. Need members with appropriate background/experience. Consider documenting necessary experience in City guideline. Prior experience is key. City should issue guidelines describing desired experience. Financial advisory board experience is useful. 3. Recruit members early in order to fill vacancies expeditiously; timeline for appointment of members should meet requirements for issuing recommendations on time for the next election cycle. Encourage consecutive terms for effective members.

Boards and Commissions Evaluation Dashboard

Cultural Arts Commission	City Resolution	OK	OK	I	I	OK	1. improve process for recruiting and appointing new members. 2. Modify code to provide greater clarity on their mission and identify other ways to expand role, funding and visibility within the city. 3. Improve support from Mayor and Council and City, especially city staff liaison.
Environment Commission		OK	I	I	I	I	1. Clarify roles, expectations and processes within commission, subcommittees, and with City. 2. Clarify M&C expectations for the commission. 3. Create annual written plan and align resources to meet written plan.
Ethics Commission	State law and City Code	OK	OK	OK	OK	OK	1. Change the Board and Commission Guidelines to require annual work plans for all self-initiated projects and annual reports on the work performed. 2. Change the Board and Commission guidelines to require more detail on the subjects of Advisory Opinions being discussed by the Commission. 3. Try to appoint female to board to fill upcoming vacancy to maintain gender diversity.
Historic District Commission	Federal law, State law, and City Code	OK	OK	OK	I	OK	1. Mayor and Council should explore alternative methods of appointing Commission members to see if the impasse on HDC appointments can be broken in the future. 2. HDC need to find more effective ways to communicate technical aspects of work to Mayor and Council in order to increase understanding of need for qualified board members to fill vacancies.
Financial Advisory Board	Chtr 2, Div. 2	OK	OK	OK	OK	OK	Explore strategies for attracting additional qualified, diverse members who want to stay committed for extended periods.

Boards and Commissions Evaluation Dashboard

Human Rights Commission	Chapter 11 Code	OK	OK	OK	I	OK	expand to cover more events and other groups (LGBT and others)
Human Services Advisory Commission	None	I	I	OK	OK	OK	1. Grant program could be more efficient if grants were for 2 years instead of 1 year; otherwise grantees are constantly working on grant applications instead of actual work. 2. Direct communication with Mayor and Council and collaboration with other organizations could improve effectiveness. 3 . Commissions role is primarily grant approval, monitoring and admin; could be more relevant with more advocacy work
Landlord/Tenant Affairs Commission	Chtr 18	OK	OK	OK	OK	OK	guided by code and admin law operations
Personnel Appeals Board		OK	NA	NA	NA	NA	Consider automatic appointment of three staff or volunteers from related bodies that is triggered when there is a complaint.
Planning Commission	State Law	WOW!	WOW!	OK	WOW!	OK	The workload of volunteers on this commission should be considered when addressing resources during the budget process.
Rec & Parks Advisory Board		OK	I	I	I	I	Restructure with attention to proliferation of subgroups for improved operations and efficiency. Consider additional resources for the second largest department in City government.

REDI (Rockville Economic Development Inc.)		OK	I	I	OK	I	The Mayor and Council and REDI board could benefit for annual goal setting and review of opportunities as opposed to the REDI board identifying things that come to their attention through their own networking with the business community.
Retirement Board		OK	WOW!	I	OK	OK	no recommendations
Rockville Housing Enterprises		OK	WOW!	I	OK	OK	A succession plan is needed for the chair of the board and vacancy needs to be filled.
Rockville Seniors, Inc.		OK	OK	I	I	I	More collaboration with Senior Commission and County

Rockville Sister City Corporation		OK	OK	OK	OK	I	Develop additional Sister Cities with connections to Rockville population.
Senior Citizens Commission	City Resolution	OK	I	OK	I	I	Establish role-clarity between Rockville Seniors, Inc. and Senior Citizens Commission.
Sign Review Board	City Code	I	I	OK	I	I	1. Eliminate the Sign Review Board. Update the City Code, as per staff recommendations. 2. Distribute the SRB's authority to City Staff and the Board of Appeals.
Traffic and Transportation Commission	City Code	OK	OK	OK	I	OK	1. Improve data sharing with the Commission through city, county, and state agencies. 2. Adopt MOUs to grant access to preliminary data.

Recreation and Parks Foundation Inc.		NA	NA	NA	NA	I	The Foundation's sole purpose is fundraising to augment the Parks and Recreation budget. Efforts have been minimal. Staff from this large department realize the need to rejuvenate the Foundation but resources are limited.
Charter Review Commission							
Asian American Task Force							
Bicycle Advisory Committee							
Pedestrian Advisory Commission							

Addendum B. Chair Interview Notes

Last updated 02/25/2019

Boards & Commissions Task Force
Structured Interview Document

This questionnaire is designed to be used during the interview with current Rockville Board and Commission Chairs. All questions that are applicable should be answered, if possible. Feel free to ask follow-up questions, encourage the interviewees to elaborate, and frame questions in your own words.

Interviewee Name:	Robert Wright ***DRAFT: need confirmation of accuracy from interviewee***
Interviewee Board/Commission:	Financial Advisory Board
Interview Date:	4/3/19
Interviewers:	Ben Parry & John Becker

Introduction:

- Briefly explain the Boards & Commission Task Force's (BCTF) mission & purpose
  - Charged by the Mayor & Council to investigate the effectiveness and purpose of Rockville's current B&C.
  - Emphasize that this is not an attempt to change any B&C, but an effort to better understand the B&Cs and help the City better operate and organize them.
  - Thank them for participating and ask if they are ready to begin.
  - If you are recording, inform the interviewee and *ask for their permission before recording*.

1. Relationship with the City - Mayor & Council, Staff, other Boards & Commissions
   - Do you think your board or commission would benefit from more communication, direction, or acknowledgement by the Mayor & Council? Have you ever met with the Mayor & Council or presented anything to them?
   - *Yes, FAB reviews budget and has specific tasks assigned to them.*
   - *Charter clearly states FAB's actions*
   - *FAB makes presentation to M&C and City Staff*
   - How does your board or commission interact with city staff? Did you find staff support adequate and helpful? How could relationships between staff and your board or commission be improved? What additional resources would you like the City to provide?
   - *Yes staff support is good*
   - *Council liaison participates very well*

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

- In response to our questionnaire, few board or commission members indicated that they had collaborated with other boards or commissions. How have you and your board or commission interacted with other boards and commissions within the City? Do you think increased collaboration would benefit your board or commission? How do you think collaboration in general could be improved?

- *Functions work well at this time.*

2. Mission & Relevance
   - In responding to our questionnaire, many board and commission members indicated a desire for more direction concerning their organization's mission and goals. Would your board or commission benefit from more clear direction from the Mayor and Council?

   - *Tasks as outlined in the Charter are clear and provide the appropriate guidance.*

   - How would you describe the mission of your board or commission? How does your board or commission's mission address current needs within the City?

   - *Advisory on Financial Mgmt. of the City of Rockville.*

   - How has your mission/focus changed over time? What improvements, if any, would you make to improve the mission/focus of your board or commission?
     Following accepted practices of other governmental entities has helped in the effectiveness of the FAB.

3. Training & Leadership
   - In responding to our questionnaire, many board and commission members indicated a desire for more training in leadership and organization. Do you believe such training would benefit the members of your board or commission? What training would best improve your board or commission's activities?

   - *Primarily and accounting finance background are the experiences of the FAB Commissioners. Training in Open Meetings Act and the basics of City Charters/Commissions Guidelines.*

- Few respondents to our questionnaire indicated any formal orientation for new members. What materials or introduction (if any) does your board or commission provides new members? What types of training or materials do you believe would provide the most benefit to new members?

- Our online questionnaire indicated that most chairs do the lion's share of the work within their board or commission. How does your board or commission delegate tasks and generally divide up the work? E.g., who handles generating agendas, minutes, and/or reports? Do your members generally fully participate in the group's activities? Have you experienced difficulty encouraging participation from other members?

- *10-25 hours per month.*

- *FAB does not meet every month but during budget season it meets several times a month.*

- *Also meets on an as needed basis.*

4. <u>Vacancies & Participation</u>

- Few respondents to our questionnaire indicated any formal succession planning for replacing members. How does your board or commission handle succession planning and replacing members?
- *Vacancies typically addressed by word of mouth.*
- *FAB meets prospective candidates and recommends to M&C.*

- Many respondents to our questionnaire expressed dissatisfaction with the number of vacancies. How have vacancies affected the business/performance of your board or commission?
- *Expanded membership from 5 to 7 members which helps with meeting quorum and progress of FAB.*
- *See above along with word gets out to the Community of Accountants and Gov't/Public/Private Finance professionals.*

- If the respondent has experienced significant vacancies, ask them to elaborate and provide specific examples. E.g., Has your board or commission had difficulties achieving a quorum? How long have these vacancies lasted? Have commissioners served past the end of their appointments? To what do you attribute these vacancies and how would you solve this issue?

  There have been a couple of times when it was difficult to find the right people who are interested in th actively participating in the FAB.

-

5. Diversity
   - How do you feel your group represents the diversity of the Rockville area? What efforts have you made to include diverse individuals or perspectives in your work?

   - *This is not the sexist Commission, so with meetings primarily revolving around the City Budget Cycle membership is comprised of an Asian, 1- woman, 5-males. Of these two are CPAs.*

     What thoughts would you have on improving diversity, representation, or outreach within Rockville's Boards and Commissions?

6. Final Thoughts
   - What else would you like to tell us about your work or your experience?

   - Do you have any suggestions for any new boards or commissions to fill needs of the Rockville community?
     None at this time.

   - What recommendations do you have for improving the boards and commissions system?

7. Interviewer Notes (Miscellaneous) - Include any additional observations, insights, or comments on

the interview.

Last updated 02/25/2019

Boards & Commissions Task Force
Structured Interview Document

This questionnaire is designed to be used during the interview with current Rockville Board and Commission Chairs. All questions that are applicable should be answered, if possible. Feel free to ask follow-up questions, encourage the interviewees to elaborate, and frame questions in your own words.

Interviewee Name:	Courtney Proctor: ***DRAFT: requries review of interviewee for accuracy***
Interviewee Board/Commission:	Human Rights Commission
Interview Date:	4/3/19
Interviewers:	John Becker

Introduction:

- Briefly explain the Boards & Commission Task Force's (BCTF) mission & purpose
  - Charged by the Mayor & Council to investigate the effectiveness and purpose of Rockville's current B&C.
  - Emphasize that this is not an attempt to change any B&C, but an effort to better understand the B&Cs and help the City better operate and organize them.
  - Thank them for participating and ask if they are ready to begin.
  - If you are recording, inform the interviewee and *ask for their permission before recording*.

1. Relationship with the City - Mayor & Council, Staff, other Boards & Commissions
   - Do you think your board or commission would benefit from more communication, direction, or acknowledgement by the Mayor & Council? Have you ever met with the Mayor & Council or presented anything to them?
   - *More involvement from Mayor & Council as currently no Council representative attends HRC meetings and HRC needs support and advise from M&C.*
   - *They have not provided any annual report to M&C, nor has HRC ever met with M&C as a whole*
   - *More input into the budget process for HRC activities. MLK Day Celebration funds very limited as to program needs. No funds available for other HRC events and expansion of programs.*
   - How does your board or commission interact with city staff? Did you find staff support adequate and helpful? How could relationships between staff and your board or commission be improved? What additional resources would you like the City to provide?
   - *Need more staff support regarding budget and advancing HRC efforts and possible new initiatives.*
   - *No HRC input regarding social media and web page content.*
   - *Need HRC paraphernalia*

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

- In response to our questionnaire, few board or commission members indicated that they had collaborated with other boards or commissions. How have you and your board or commission interacted with other boards and commissions within the City? Do you think increased collaboration would benefit your board or commission? How do you think collaboration in general could be improved?

- *They tried to reach out to the Cultural Arts Commission but no response. However an annual greet/meet with all commissions is suggested.*

- *Need more communication/collaboration efforts with other Commissions and staff*

2. Mission & Relevance
   - In responding to our questionnaire, many board and commission members indicated a desire for more direction concerning their organization's mission and goals. Would your board or commission benefit from more clear direction from the Mayor and Council?

   - *Mission is established but needs to expand from the era when HRC was established.*

     How would you describe the mission of your board or commission? How does your board or commission's mission address current needs within the City?
     Needs to expand beyond the traditional to the current period where more citizens and groups needs are addressed by HRC
   -

   - How has your mission/focus changed over time? What improvements, if any, would you make to improve the mission/focus of your board or commission?
     See above.

3. Training & Leadership
   - In responding to our questionnaire, many board and commission members indicated a desire for more training in leadership and organization. Do you believe such training would benefit the members of your board or commission? What training would best improve your board or commission's activities?
   - *Review of duties/responsibilities and a legal requirement are desired as there is no formal traning*

- Few respondents to our questionnaire indicated any formal orientation for new members. What materials or introduction (if any) does your board or commission provides new members? What types of training or materials do you believe would provide the most benefit to new members?

- *City Charter for the HRC and other appointed Boards/Commissions/Task Force guidelines.*

Our online questionnaire indicated that most chairs do the lion's share of the work within their board or commission. How does your board or commission delegate tasks and generally divide up the work? E.g., who handles generating agendas, minutes, and/or reports? Do your members generally fully participate in the group's activities? Have you experienced difficulty encouraging participation from other members?

10-15 hours per month with significantly more depending on events that take place

4. Vacancies & Participation
   - Few respondents to our questionnaire indicated any formal succession planning for replacing members. How does your board or commission handle succession planning and replacing members?

   - *Very diverse and no problem with participation.*
   - *Desire having a say on membership appointments by reviewing and interviewing prospects.*
   - *Appointment process is slow. Qualified prospests keep getting overlooked.*

   - *Volunteers that have put in a lot of time are passed over when it comes to appointment to HRC*

   - Many respondents to our questionnaire expressed dissatisfaction with the number of vacancies. How have vacancies affected the business/performance of your board or commission?
   - *None*

   - If the respondent has experienced significant vacancies, ask them to elaborate and provide specific examples. *E.g.,* Has your board or commission had difficulties achieving a quorum? How long have these vacancies lasted? Have commissioners served past the end of their appointments? To what do you attribute these vacancies and how would you solve this issue?

   - *None*

5. Diversity
   - How do you feel your group represents the diversity of the Rockville area? What efforts have you

made to include diverse individuals or perspectives in your work?

- *Yes Women, different religions, Christian, Older, College Student, Asian, etc.*

What thoughts would you have on improving diversity, representation, or outreach within Rockville's Boards and Commissions?

- *Schedule annual get together of Boards, Commissions, Task Forces along with updates on specific Commissions activities*

6. Final Thoughts
   - What else would you like to tell us about your work or your experience?
     Enjoy it, but further advancement and brining the HRC into the current environment is needed.
   - Do you have any suggestions for any new boards or commissions to fill needs of the Rockville community?
   - What recommendations do you have for improving the boards and commissions system?

7. Interviewer Notes (Miscellaneous) - Include any additional observations, insights, or comments on the interview.

Last updated 02/25/2019

Boards & Commissions Task Force
Structured Interview Document

This questionnaire is designed to be used during the interview with current Rockville Board and Commission Chairs. All questions that are applicable should be answered, if possible. Feel free to ask follow-up questions, encourage the interviewees to elaborate, and frame questions in your own words.

Interviewee Name:	Ciriaco Gonzales ***DRAFT: need confirmation of interviewee***
Interviewee Board/Commission:	Human Services Advisory Commission
Interview Date:	4/3/19
Interviewers:	Ben Parry & John Becker

Introduction:

- Briefly explain the Boards & Commission Task Force's (BCTF) mission & purpose
  - Charged by the Mayor & Council to investigate the effectiveness and purpose of Rockville's current B&C.
  - Emphasize that this is not an attempt to change any B&C, but an effort to better understand the B&Cs and help the City better operate and organize them.
  - Thank them for participating and ask if they are ready to begin.
  - If you are recording, inform the interviewee and *ask for their permission before recording.*

1. Relationship with the City - Mayor & Council, Staff, other Boards & Commissions
   - Do you think your board or commission would benefit from more communication, direction, or acknowledgement by the Mayor & Council? Have you ever met with the Mayor & Council or presented anything to them?
   - *Need more sharing of info with M&C*
   - *Grant programs should be for two year periods as one year period is not sufficient to maintain program integrity/accomplishments as it's a never ending grant application cycle while grantee staff has no employment security.*
   - How does your board or commission interact with city staff? Did you find staff support adequate and helpful? How could relationships between staff and your board or commission be improved? What additional resources would you like the City to provide?
   - *HSAB reviews grant applications along with City Staff. Commission offers recommendations to City as part of City's approval process.*
   - *Sometimes there were problems with City Staff on the review process, but it is working now..*
   - *HSAB meets during budget season and conducts once a year inspection of grant awardees.*
   - *HSAB strongly suggest one additional staff position created to handle work load.*

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

-

- In response to our questionnaire, few board or commission members indicated that they had collaborated with other boards or commissions. How have you and your board or commission interacted with other boards and commissions within the City? Do you think increased collaboration would benefit your board or commission? How do you think collaboration in general could be improved?

- *There is some collaboration w/other Commissions in the review process.*

  Has reached out to Senior Citizens and Human Rights but no specific action other than info sharing.

2. Mission & Relevance
   - In responding to our questionnaire, many board and commission members indicated a desire for more direction concerning their organization's mission and goals. Would your board or commission benefit from more clear direction from the Mayor and Council?
   - *Advocate more direct communication and action to M&C and reduce some control by Staff*

   - How would you describe the mission of your board or commission? How does your board or commission's mission address current needs within the City?

   - *Caregivers Organizations sometimes provide more advocacy that HSAB.*

   - *HSAB becoming more of an advocate.*

   - How has your mission/focus changed over time? What improvements, if any, would you make to improve the mission/focus of your board or commission?

3. Training & Leadership
   - In responding to our questionnaire, many board and commission members indicated a desire for more training in leadership and organization. Do you believe such training would benefit the members of your board or commission? What training would best improve your board or commission's activities?
   - *How to conduct meetings, proper procedure and Robert's Rules of Order.*

- Few respondents to our questionnaire indicated any formal orientation for new members. What materials or introduction (if any) does your board or commission provides new members? What types of training or materials do you believe would provide the most benefit to new members?
- *Staff provides info/training to new HSAB members, but limited to basic Charter and Code.*

- Our online questionnaire indicated that most chairs do the lion's share of the work within their board or commission. How does your board or commission delegate tasks and generally divide up the work? E.g., who handles generating agendas, minutes, and/or reports? Do your members generally fully participate in the group's activities? Have you experienced difficulty encouraging participation from other members?
- *Chair handles administrative with staff.*
- *Sometimes there have been participation issues but not monumental.*

4. Vacancies & Participation
   - Few respondents to our questionnaire indicated any formal succession planning for replacing members. How does your board or commission handle succession planning and replacing members?
   - *10 members of HSAB.*
   - *Good responses when vacancies occur.*
   - *Mayor and council make appointments*

   - Many respondents to our questionnaire expressed dissatisfaction with the number of vacancies. How have vacancies affected the business/performance of your board or commission?
   - *Currently this is not an issue.*

   - *If the respondent has experienced significant vacancies, ask them to elaborate and provide specific examples. E.g.,* Has your board or commission had difficulties achieving a quorum? How long have these vacancies lasted? Have commissioners served past the end of their appointments? To what do you attribute these vacancies and how would you solve this issue?

   - *Comprised of Women and Men, 2 African Americans, 1 Asian, 1 Latino, 1 Nurse, 1 lawyer, age range is 30-60, with Ciriaco the oldest.*

5. Diversity
   - How do you feel your group represents the diversity of the Rockville area? What efforts have you made to include diverse individuals or perspectives in your work?
   - What thoughts would you have on improving diversity, representation, or outreach within Rockville's Boards and Commissions?

6. Final Thoughts
   - What else would you like to tell us about your work or your experience?
   - Do you have any suggestions for any new boards or commissions to fill needs of the Rockville community?
   - What recommendations do you have for improving the boards and commissions system?

7. Interviewer Notes (Miscellaneous) - Include any additional observations, insights, or comments on the interview.

Phone Interview by Anita Neal Powell and Report reviewed by Anne Goodman
Chair, Karen Becker, Chair, Animal Matters Board
June 4, 2019, approximately 4:00PM-5:00PM

Commissioners Anne Goodman and Anita Neal Powell have been trying to reach out to Chair, Karen Becker, for approximately 3 months. We were able to finally catch up with her this month. Anita met with Chair, Becker, via telephone and had a very productive meeting. Anne and Anita met to discuss the outcome of the meeting.

1. **Relationship with the City and other Boards and Commissions:** There are few meetings and interactions with the City. There are no meetings held with others boards and commissions. The board usually meet with the citizens when there are complaints. Meetings with City and Boards and Commissions would be helpful basically to share information and to hear other viewpoints. The Environment Commission would be a good fit for the Animal Matters Board.
2. **Mission and Relevance:** The board could benefit by reading the policies; understanding the structures and background information presented in public hearings and in meetings.
3. **Training and Leadership:** Board members Read the bylaws, background and this allows for those interested in applying for the board to be more prepared for the position and efficient in serving on the board. Meetings are not held often, only when a complaint or an issue arises and decisions must be made. For example, there were chickens and deer issues within the city, and neighbors were complaining about the noise and the number of wild deer in their communities. The chicken issue was brought before the board. Minutes, agendas and/or reports are provided by the Police Officer who serves as staff liaison to the Animal Matters Board. The benefit would to hold phone conferences and send emails.
4. **Vacancies and Participation:** Currently there are 7 members on the Board. Members of the board have specialized skills. Members participates when ad-hoc or public meetings are scheduled. This board may meet quarterly. It only depends of the need for the meeting. It is not clear if anyone has served past their terms. However, the Chair was appointed by Mayor to serve as Chair of the Board. Because this board really needs background and specialized skillsets it may be more difficult to appoint members to the Board without the skillsets needed (public health, environment, animals, etc.)
5. **Diversity:** Currently there are 5 white females and 2 white males. The board does not represent the City in its diversity.
6. **Final Thoughts:** More meetings would be great; however they must relate to issues related to animals; Meeting and communicating with other Boards and Commission would be great; Meeting with Mayor and Council and other City staff would work outside of the Mayor and Council meetings to discuss an issues or to bring items to the tables for a vote. A deer issue study would be something that could be looked into in the future. Stray cats and wildlife are other issues to look into or discuss at meetings. Staff liaison should convene more meetings.

Anita Neal Powell and Anne Goodman
Rockville Boards and Commissions Task Force
June 15, 2019

Notes from interview with Alan Frankle, Chair, Board of Appeals (BoA)
10 am, March 25, 2019
751 Rockville Pike, #7 (Mr. Frankle's office)
Interviewers: Anne Goodman, Anita Neal Powell

Mr. Frankle has been on the board for 2-3 years, and he loves it. Their responsibilities are clear, being limited to appeals of zoning variances for homeowners and special exceptions. He thinks the group is very effective, and the number of members is appropriate. There are 3 permanent positions and 1 alternate. Currently there are three white males on the board.

The group has no control over membership. The Mayor nominates at her discretion based on a submitted expression of interest. Council then votes.

The group meets monthly for the most part, unless there is no appeal to review. That schedule appears to work.

He is chair because of the rotation schedule described in the by-laws. No one else has wanted to assume the chair, so he has remained in it for a couple of years. He sees the board's function as a vehicle to help people.

He was invited to apply for the BoA by the Mayor. He didn't have much of a background in land use or zoning except what he learned in law school. Members attend orientation sessions given by staff for training. He doesn't think external training would be helpful.

Decisions are made based on 4 designated criteria (1) zoning, (2) special exceptions, (3) variance (set-back) and (4) land use. Vacancies can be a problem. Since he has been on, there has been a one-person vacancy on more than one occasion. This has made achieving a quorum difficult.

He considers the on-line training on the open meetings act to be inadequate. It is too easy to pass. However, he doesn't think outside training would be useful for this board.

He was critical of the proposal to move Sign Review Board functions to the BoA. He thinks the Sign Review Board should be maintained. A revision of the sign review ordinance is going through the system right now. BoA has reviewed the revisions. He disagrees with several provisions in the current revisions under review, including those on election signs, pole signs, "taking" of property, sunset provisions, and signs posted in yards.

Anne Goodman, one of the interviewers, noted that the Planning Commission (PC) was scheduled to discuss these revisions in its meeting later the same week as the interview. PC members had not received any input from either the BoA or the Sign Review Board, which has also reviewed the ordinance revisions. This is an example of the lack of communication among Boards and Commissions. All 3 discussants agreed that this lack needs to be addressed. Formation of a focus group with representation from various boards and commissions, with meetings on a fairly regular basis, was discussed as a possible way to address the issue. This may become a recommendation for a new board or commission.

Mr. Frankle feels no need to interact with Mayor and Council. In fact, he stated that BoA should be totally independent of them. He did not think Mayor and Council members should meet independently with developers.

He was extremely complimentary of staff with one exception. He felt that certain decisions have been made because staff rendered a decision regarding child safety by adhering strictly to the rules. He feels that, in certain situations, creativity is needed, particularly when safety is an issue.

There is no ethnic or racial diversity on the group at this time. He thinks Mayor and Council should work harder to involve the community in filling vacancies in Boards and Commissions.

He expressed the opinion that the Mayor and Council don't care about neighborhoods west of 270. Of note is that Anne Goodman heard the same sentiment from the President of the Twinbrook Citizens Association the preceding Friday. She has also heard the complaint from residents in East Rockville. She heard it at Community Forum on March 25, from a Lincoln Park resident. It appears to be a prevailing feeling that the Mayor and Council might want to try to address.

Take-home lessons:

- There is a need to fill vacancies expeditiously so that there can be a quorum for decision-making
- Boards and Commissions need to communicate. We may need to recommend a way for that to happen, possibly a focus group/commission or some other mechanism.
- Structure and function of BoA is adequate; there is no need to interact with Mayor and Council
- He thinks staff needs more flexibility when it comes to considerations of safety.
- He saw no need for additional training.
- He had no specific recommendations about increasing diversity on the board

Last updated 04/11/2019

Boards & Commissions Task Force
Structured Interview Document

This questionnaire is designed to be used during the interview with current Rockville Board and Commission Chairs. All questions that are applicable should be answered, if possible. Feel free to ask follow-up questions, encourage the interviewees to elaborate, and frame questions in your own words.

Interviewee Name:	ANNE Herbster
Interviewee Board/Commission:	Senior Citizens Commission
Interview Date:	04/2/2019
Interviewers:	James Hedrick

Introduction:

- Briefly explain the Boards & Commission Task Force's (BCTF) mission & purpose
  - Charged by the Mayor & Council to investigate the effectiveness and purpose of Rockville's current B&C.
  - Emphasize that this is not an attempt to change any B&C, but an effort to better understand the B&Cs and help the City better operate and organize them.
  - Thank them for participating and ask if they are ready to begin.
  - If you are recording, inform the interviewee and *ask for their permission before recording*.

1. Relationship with the City - Mayor & Council, Staff, other Boards & Commissions
   - Do you think your board or commission would benefit from more communication, direction, or acknowledgement by the Mayor & Council? Have you ever met with the Mayor & Council or presented anything to them?
     - Presented a proposal to lower age from 60-55
       - Alexis DeAngelo - good relationship, handle lots of details (room, minutes, etc.), 3-4 of Senior Center staff participate, *very* engaged with staff
     - M&C vs. Commission-driven
       - Don't think the City does much to help us fill vacancies
       - Do more promotion about commission, passionate about seniors,
       - More outreach to Seniors, more outreach to residents
       - *Communication, communication, Communication*
       - Diversity
         - Pakistani, african-american, two white
         - Lack of generational diversity, people with parents who are seniors

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

- City: *Like them to help us identify people, access to applications and interview with commissions,*
- Lack of onboarding, never told about Maryland OMA,

- How does your board or commission interact with city staff? Did you find staff support adequate and helpful? How could relationships between staff and your board or commission be improved? What additional resources would you like the City to provide?
  - Jan (missed FEB) & March
  - Long-term chair, advocacy issues, law
    - Active in Maryland Seniors group
  - Anne - joined 2 years ago,
    - Didn't hear for about 4 months
    - Co-chair "Bruce" reached out
    - "If I'm goiing to volunteer, I want to do something, not just sit in meetings."
    - Meet, Senior Center staff, talked
    - "What's our mission?"
    - Average age ~75-ish
    - Frustration of inactivity, "Not really doing anything"
    - Use of the senior center
    - Lower the age of use of the senior center (60->55)
    - Someone else took it to M&C (former Chair)
    - RSI rejected it - RSI is more powerful than the Senior Citizen Commission
      - Should have sold RSI
      - Overlapping jurisdictions
      - Communication and Senior Center offereings
    - Mission/vision/value proposition.

  - Alexis DeAngelo - good relationship, handle lots of details (room, minutes, etc.), 3-4 of Senior Center staff participate, *very* engaged with staff
    - Meet 3rd TH at 1:30 pm.
    - Change to 10-10:30am, changing

- In response to our questionnaire, few board or commission members indicated that they had collaborated with other boards or commissions. How have you and your board or commission interacted with other boards and commissions within the City? Do you think increased collaboration would benefit your board or commission? How do you think collaboration in general could be improved?

- Collaboration (specifically with RSI) - role clarity b/t Senior Citizens Commission and RSI
    - Who trumps who? Better working relationships.
    - Someone from Senior Citizens Commission is also on RSI. Anne (SCC Chair) to reach out. Increased Collaboration
    - *Lack of clarity*, do we have to be unified? Who trumps who? More discussion.
    - RSI - 501c3 with a mission to support the Senior Center.

2. Mission & Relevance

- In responding to our questionnaire, many board and commission members indicated a desire for more direction concerning their organization's mission and goals. Would your board or commission benefit from more clear direction from the Mayor and Council?
    - primary focus - has been Senior Center, need a broad, more Senior-related approach.
    - Came on as new member (Anne H.), spurred the discussion of mission
        - Mission & Vision Statement, Goals/Vision/Priority
            - Reviewed older docs
            - Brainstorming, what you thought defines the org?
            - Post-It words and voting
            - First for mission, then for priorities
                - Narrowed "40 words" to "4 areas"
                - Communications, services, legislative, "senior center"
    - A move to expanding the Commission's mission and activities
        - An idiosyncratic approach (mostly just Anne's influence)
- How would you describe the mission of your board or commission? How does your board or commission's mission address current needs within the City?
- How has your mission/focus changed over time? What improvements, if any, would you make to improve the mission/focus of your board or commission?

3. Training & Leadership
   - In responding to our questionnaire, many board and commission members indicated a desire for more training in leadership and organization. Do you believe such training would benefit the members of your board or commission? What training would best improve your board or commission's activities?
     - Help in identifying individuals to join Commission (~15k in Rockville are Seniors)
     - Less training and leadership for Commission
     - Should be "voice of the Senior", "in front of Mayor & Council"
     - "It's not a coffee clutch"
   - Few respondents to our questionnaire indicated any formal orientation for new members. What materials or introduction (if any) does your board or commission provide new members? What types of training or materials do you believe would provide the most benefit to new members?
     - No formal orientation.
   - Our online questionnaire indicated that most chairs do the lion's share of the work within their board or commission. How does your board or commission delegate tasks and generally divide up the work? E.g., who handles generating agendas, minutes, and/or reports? Do your members generally fully participate in the group's activities? Have you experienced difficulty encouraging participation from other members?
     - Good working relationship with other members, actively.

4. Vacancies & Participation
   - Few respondents to our questionnaire indicated any formal succession planning for replacing members. How does your board or commission handle succession planning and replacing members?
     - People are "parachuted in" without discussion with the Commission
   - Many respondents to our questionnaire expressed dissatisfaction with the number of vacancies. How have vacancies affected the business/performance of your board or commission?

- Vacancy filled by individual with no prior experience & an unrealistic idea of what the Commission can do.
-

- *If the respondent has experienced significant vacancies, ask them to elaborate and provide specific examples. E.g.,* Has your board or commission had difficulties achieving a quorum? How long have these vacancies lasted? Have commissioners served past the end of their appointments? To what do you attribute these vacancies and how would you solve this issue?

5. Diversity
   - How do you feel your group represents the diversity of the Rockville area? What efforts have you made to include diverse individuals or perspectives in your work?
     - Generational diversity. More younger folks, with older parents.
   - What thoughts would you have on improving diversity, representation, or outreach within Rockville's Boards and Commissions?

6. Final Thoughts
   - What else would you like to tell us about your work or your experience?
     - *Clear Onboarding* - City's responsibility, set expectations for new folks.
   - Do you have any suggestions for any new boards or commissions to fill needs of the Rockville community?
     - A commission around education, county has such a strong influence, an opportunity to have a larger role with county in education.
   - What recommendations do you have for improving the boards and commissions system?
     -

7. Interviewer Notes (Miscellaneous) - Include any additional observations, insights, or comments on the interview.

- Rejected a nominee from the City because of his attitude and threatened to resign.
- Lack of clear purpose.
- New blood and turnover.
- Meet regularly, take minutes, follow Roberts Rules, minutes are supposed to be posted, experiment with changing our time, 8:30am - no shuttle service - change time.
- Want to make the commission have a broader, deeper reach.
- Maybe we should be an ongoing "Task Force"
- What does the *City* want the Senior Citizens Commission to do?
    - i. A true advisory/advocacy board needs a particular type of people.
- Question for M&C: What should your role as establishing organization be?
    - i. Clear reporting, regular meeting,
- Commission changing under new chair.

Boards and Commissions Task Force (BCTF)
Interview Notes

Interview with Gene Thirolf – Chair, Ethics Commission

Conducted by Anne Herbster and Jack Kelly for BCTF on March 12, 2019 at Gene's home. [NOTE: These notes include answers to a few follow-up questions that were asked subsequent to the interview.]

We began the meeting by giving Gene a copy of the Revised BCTF Vision, Mission, Goals and Objectives from 12-6-18.

Relationship with the City

Gene stated that the Ethics Commission was created in 2015 in response to a State law requiring all Maryland cities to have an Ethics Ordinance and an Ethics Commission. The State law requires each city's Ethics Commission to certify annually to the State that the city is in compliance with State law. The Commission wrote the City's Ethics Ordinance that was adopted by the Mayor and Council and developed its own rules and procedures as well as forms, e.g., a Financial Disclosure Form, required to carry out the Ethics Ordinance. The Commission has a good relationship with City staff, in particular with Eliot Schaefer, their staff liaison from the City Attorney's Office.

Gene has been the Chair of the Commission since it was created.

The main relationships that the Commission has with other City organizations were with the Historic District Commission, the Planning Commission, and the Board of Election Supervisors. All of their members are required to fill out Financial Disclosure Forms to avoid any conflicts of interest. [NOTE: Gene said that the Ethics Commission doesn't review the Financial Disclosure Forms, because the original Ethics Ordinance didn't give it the responsibility or authority to do so. This could be a **good follow-up topic for the BCTF** to consider.]

Mission & Relevance

Because State law requires it and specifies its responsibilities, the Commission doesn't require direction from the Mayor and Council. It's pretty independent and meets almost monthly. The bulk of the Commission's time is devoted to reviewing proposed changes to the Ethics Ordinance, its rules and procedures, and related forms, and considering complaints and requests for Advisory Opinions. The Commission's responsibilities include developing and maintaining materials for ethics training and the Commission has done this. However, the Commission hasn't delivered any ethics training yet. The City doesn't have an on-line staff training capability that the Commission could use to deliver ethics training. He asked the Mayor and Council for funds to do this and was provided $15,000, but this wasn't nearly enough to do the job. Gene doesn't feel that ethics training is a big priority for the City and acknowledged that the Commission hasn't

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

pushed very hard for this either. Gene noted that different job types required different kinds of ethics training. [NOTE: This could be another issue deserving **BCTF follow-up**.]

Training & Leadership

All five members of the Commission are lawyers and don't require additional training or special orientation when they join the Commission. Gene himself was an ethics lawyer with the federal Department of Justice. The membership of the Commission has remained the same since the Commission was formed, with one exception. Kevin Jenkins replaced Kathleen Conway when she left the Commission. The Commission functions as a group. Tasks aren't delegated to individual members. The staff liaison generates agendas and minutes.

Vacancies & Participation

The Commission didn't have a problem replacing the one member who resigned, but the position was vacant for about 6 months, before it was filled. There's currently one member (Hurwitz) who's serving an expired term. She hasn't asked to be re-appointed, but is permitted to continue to serve until a replacement is confirmed.

Diversity

One of the five members is African-American, another is Hispanic, and one of the five is a woman. Gene believes that the Mayor and Council was particularly interested in assuring the diversity of this group (because of its mission – my comment, not Gene's).

Final Thoughts and Suggestions

Gene would like to see a better way to deliver ethics training and a random way of testing the effectiveness of that training. He also thinks it would be helpful if the City provided generalized training to all of its Boards and Commissions on topics including ethics, the Open Meetings Act, and how to interact with the Mayor and Council. [NOTE: potential for **BCTF follow-up**.]

Gene is concerned about the City's lack of awareness about the circumstances and needs of its senior population. He and Anne (who chairs the City's Senior Citizens Commission) discussed this issue and the fact that almost 28% of the City's population is over 55 years old. Gene recommended that the City conduct a professional survey of the City's senior population to determine the circumstances and needs of that population. He also said he would be happy to argue for that before the Mayor and Council.

When asked about possible need for new Boards and Commissions, Gene mentioned an Education Commission and said the City used to have one, but it was discontinued about 20 years ago. He doesn't know why it was discontinued. He never served on it, but a

neighbor of his (Paul ?) did. He pointed out a potential link between the County schools and the City's Recreation and Parks Department.

Finally, Gene pointed out that the list of applicants for the recent Council vacancy might be reviewed for candidates to invite to fill certain Board or Commission vacancies, since they indicated interest in serving the City.

Boards and Commissions Task Force (BCTF)
Interview Notes

Interview with Karen Askin – Chair, Cultural Arts Commission

There were two interviews conducted with Karen. The first was conducted by Jack Kelly on April 12, 2019. The second was conducted by Anne Herbster and Jack Kelly on April 17, 2019. Both were conducted at Dawson's Market in Rockville Town Center. [NOTE: These notes include answers to a few follow-up questions that were asked subsequent to the interview.]

Mr. Kelly began the first interview by giving Karen a copy of the Revised BCTF Vision, Mission, Goals and Objectives from 12-6-18.

Karen's General Background (from first interview)

Karen's first career was as a Tax Attorney for 3 – 4 years with the IRS during the Reagan Administration. After she left the IRS to become a full-time mom, she started a part-time catering job and became very active in the Wooten HS PTA until her last daughter graduated.

She's love art since she was a kid. She decided to take an art welding course at the Corcoran, but got kicked out by the teacher because of safety concerns. Because she couldn't get a refund, she signed up for the only other open course, ceramics. She fell in love with working with clay and began classes at Rockville Arts Place. She became a Resident Artist there and very active in that organization. When Visarts was created to replace Rockville Arts Place, she clashed with the new Director and left.

Six years ago (2013?), Karen rejoined Visarts as a Resident Artist. At that time, Visarts almost imploded. The developer (name?) put up $250,000 of its own money to bail it out. Karen was asked to help wind down Visarts, but she and others decided that they could make it work and she joined the staff (in what capacity?).

Karen believes that Visarts is now a viable organization, although it still struggles for money. They now have a good relationship with the City's Recreation and Parks Department. She believes her strength is in building community relationships.

Karen's Background with Cultural Arts Commission (CAC)

2 ½ to 3 years ago, the Mayor (Bridget Newton) approached Karen about joining the Cultural Arts Commission (CAC). Several years prior to Karen joining the CAC, a man named John Moser (generally known as "the Colonel') had been the Chair of the CAC for many years. He was very well connected to the political structure of Rockville and left the CAC about 5 years ago. Karen said that "the Colonel" was mainly interested in the Art in Public Places role of the CAC as well as Glenview Mansion. He wasn't so

interested in community arts organizations that weren't connected to the F Scott Fitzgerald Theater or Glenview Mansion.

After Karen joined the CAC, the CAC created a new Sub-committee to revisit its mission. Karen felt that the old CAC Charter focused on Glenview Mansion, although the current City Code doesn't mention it explicitly.

Karen has been Chair of the CAC since Feb. 2018. Unlike most Rockville Commissions, which elect their own Chairs, the Mayor appoints the Chair of the CAC. Karen said that she was the only member of the CAC that expressed interest in being the Chair after the previous Chair left.

CAC Activities

The CAC has two sub-committees: the Art in Public Places Sub-Committee, and the Cultural and Arts Organizations Sub-Committee.

In 2011, the City commissioned a Cultural Arts Plan. Karen thinks that this plan was awful. Whomever the Consultant interviewed was considered stakeholders even though there might have been other actual stakeholders who weren't interviewed. [Confirm this with Karen.] When the Cultural and Arts Organizations Sub-Committee was established, it reviewed the plan and didn't consider it forward-thinking enough.

There is currently a study underway that is looking at Rockville as an Arts Destination and considering alternate organizational placements for the arts support functions.

Karen delegates the work of the CAC to the Chairs and members of her two sub-committees. They do the actual work of the Commission. Jesse and Patricia share the lead of the Cultural and Arts Organizations Sub-Committee.

Support from City Staff

Andy Lett, a Recreation Superintendent in the Recreation and Parks Department, is the City Staff Liaison to the CAC. According to CAC minutes, there is at least one other Rec & Parks staffer, Laura Creech, who attends each meeting with him and is responsible for taking minutes. She was out sick for the meeting I attended on April 10, 2019. Betty Wisda, another Rec & Parks staffer, often attends CAC meetings, too. She was the Staff Liaison prior to Andy.

Karen feels that art and culture are just a tiny part of Andy's overall portfolio of responsibilities. She feels that he has so many other responsibilities with his job that he's simply overworked. Andy also has to worry about meeting the City' cost recovery goals. She also believes that the City's Art and Culture programs should have greater prominence in the City government and mentioned several organizational arrangements in nearby jurisdictions, e.g., Gaithersburg and Arlington County. [double check]

Relationship with the Mayor and Council

Karen feels like the CAC has a good relationship with the Mayor and Council and that she feels comfortable in going before them to make recommendations in meetings as well as contacting them informally, if needed. She has good relationships with both Bridget Newton (Mayor) and Mark Pierzchala, the CAC's M&C Liaison. She said that Mark attends most CAC meetings and is very supportive of the Commission's work. Because the City decided to bail out Dawson's Market this past year, money was very tight and the City Manager decided not to fill a vacant position at Glenview Mansion so that he could fund a Police position instead. Karen testified that the CAC was in favor of restoring that position. [find out what happened]

Vacancies

Not all members attend all meetings, but vacancies haven't been a problem. Three terms expire later this year (2019).

Karen believes that the residency requirements for the CAC are too restrictive. She favors expanding the pool of potential CAC members beyond Rockville residents to people who work in the City as well as people who own property in the City. These people are also stakeholders in the City's arts and culture programs.

Karen believes that the current process for filling vacancies is not transparent enough. She's also unclear as to how pro-active Commissioners can be in recruiting others to apply for Commission vacancies. She has never been asked to recruit proactively. She said she was asked by Mayor Newton to apply to be on the Commission, and that the Commission voted as a body to support the nomination of another candidate. The Mayor was furious with what she saw as a challenge to her authority to nominate new CAC members. This may have been a contributing factor in the Mayor sending word to City staff liaisons that their Boards and Commissions were no longer permitted to make recommendations on new B&C nominations.

Training

Karen thinks that leadership training for Board Chairs might be a good idea, but she hasn't had any problems in running CAC meetings (1) because there's not a lot of internal dissention among the CAC members, and (2) she has a lot of experience in running meeting from her time on the Wooten HS PTA.

The CAC doesn't have formal orientation materials but "unofficial minutes" of CAC meetings might be useful for that purpose. Because the City Attorney's Office won't permit the CAC to post detailed minutes (fear of potential litigation), the CAC began the practice of having one of its members take "unofficial minutes" that aren't posted to the City's website. The CAC feels this is important to document the substance of its discussions and decisions.

We also discussed the idea of having performance appraisals for Commissioners. According to Karen, some Commissioners don't contribute much to meetings or ideas. She'd like a way to replace non-contributing members with more productive ones.

Diversity

The CAC has a diversity problem. There is only one young African American woman on the Commission and no other minorities. There was recently a young Asian American man on the CAC, but he had to resign when his wife got a new job that required him to stay at home with the children more.

Anne and I mentioned that this problem was common to all Bs&Cs and that a City-wide solution needed to be sought. Karen suggested reaching out to the Asian-Pacific Task Force to solicit prospective B&C volunteers from that community and to the Human Rights Commission to solicit prospective volunteers from the LBGTQ community. We also need a more coordinated way of reaching out to the African American and Hispanic communities.

Miscellaneous Comments

Karen was critical of the lack of information on the City's website about the location and history of the many pieces of public art the City has purchased or sponsored over the years. [NOTE: This should be a **BCTF recommendation**.]

Karen wishes the CAC had its own small budget. She noted that the CAC used to receive a small grant from the Maryland Arts Council, but that this money now goes directly to the Rec. & Parks Dept.

Karen and some of the Commissioners believe that the City Code regarding the CAC is out of date and have proposed revised language that the CAC voted to send to the Mayor and Council.

Patricia Dubroff suggested that the CAC host a social event, separate from a business meeting, for the Commissioners to get to know one another better.

Karen thinks that the City lacks strategic thinking.

Interview with Drew Powell

Chair of Rockville Sister Cities, Inc.

March 25, 2019

Mr. Powell expressed a great deal of pride and satisfaction with the work of the Sister Cities program and his volunteers and staff. The program is a separate corporation but works closely with the city. The city provides in-kind support, most importantly venues for events. The city provides three fee venues for events during the year. The SRI raises the funds for the many events held through-out the year. This year for the first time they had an event to celebrate the end of the Lunar New Year celebration. This involved the many subsets of the Asian American community. This community is also well-represented on the board, which is diverse. Negotiations are underway with Elon, Taiwan for a sister city relationship and discussions about possible relations with a city in mainland China are also underway. The Mayor and Council would have to approve any additional sister city agreements. This is a bit of an issue as Mr. Powell explained that a tremendous amount of volunteer work must be done to put together an application. If the application is not approved, it's discouraging to those who have spent so much effort to bring it forward. He is meeting with the national organization to suggest changes to the process, perhaps creation of a policy and procedure that would include milestones. For now, Pinnesberg, Germany is the one contracted sister city and it has been a very successful relationship with many ongoing relationships formed. Mr. Powell stressed the importance of the people to people aspect of the program. This model is a grassroots model, not government to government, and is apolitical. This amazing program and all the events cost the city nothing.

The board rarely has vacancies, and with a 13 person board, Mr. Powell sometimes keeps an open seat so there is an opening if the right appointee is presented. The board members must work. Training and orientation is done by having potential members attend meetings, which are at least held monthly. A number of board members have served repeat terms but Mr. Powell sees no need for term limits; he feels their knowledge base and historic perspective are invaluable. There is a liaison from the Council, but Mr. Powell feels this sometimes presents potential conflicts of interest. He also added that the Mayor and Council hesitates to give direction if there are any sensitive, controversial areas or potential political agendas.

The Board does not report to the Council regularly but did arrange a working session with the Council when a sensitive request raised issues. This session was extremely helpful and productive. The City staff are very helpful and work well with the board. The Mayor and Council have been supportive and often take part in the events throughout the year.

Interview with Edward Dufy

Chair of the Rockville Housing Authority

March 26, 2019

Mr. Dufy is unique among the chairs we have interviewed. He began his career as a Rockville City employee in the housing area. He moved from entry level to management and knows the city's housing inside out. When he retired, he wanted to share his knowledge and experience and continue to work towards the goals of the Rockville Housing Authority. He was appointed to the board and has served several terms as chair. It's hard to imagine anyone who knows more about Rockvile housing, and his breadth of experience is humbling. He has truly devoted his life's work to Rockville.

RHE is not the typical board. It oversees $15 million is assets. They maintain a good relationship with the Council and City staff who are very knowledgeable and committed to the mission of the housing program. But they need more help; at least 5-6 more staff! They do not have problems filling seats on the board; even though volunteers must have a strong knowledge and experience in this type of housing program. Repeat volunteers are common and valued; not seen as a problem but an asset. Mr. Dufy mentioned the Neighborhood Resource Team as a potential way to improve citizen's knowledge of how the Boards and Committees of the city work and about volunteer opportunities.

He does feel that new volunteers need more training and understanding of the City government in general. He would recommend a 3-4 hour structured training course for all volunteers. Like all the chairs we have interviewed, he spends a substantial amount of time, over and above meetings and administrative tasks like co-signing checks, etc. He suggested that groups having problems filling vacancies have their board members recruit. He also suggested going to corporations and businesses in the city to recruit volunteers, especially when a specific technical knowledge is needed. Keeping the citizen-at-large seat filled is sometimes an issue for his board.

Interview with Abe Nadler and Roseanne Fitzpatrick

Rockville Senior Citizens Inc.

Mach 27, 201

We met at the amazing Rockville Senior Center set in a beautiful wooded area at the end of Carnation Street. This may be the best kept secret in Rockville. RSI is a separate, independent 501 (c) 3 not-for-profit corporation. The city maintains the property and the RSI board manages the volunteers, coordinates programs, and fundraises to support all costs associated with programming. Both volunteer leaders expressed a great deal of satisfaction with the City's role in supporting the Senior Center. City staff are on the board and are located in the Senior Center making for good communication, understanding and cooperation. Past issues with finances have been happily resolved. Their volunteers are intergenerational including many teenagers who are getting community service hours for helping. One issue they are working on is signage. The Center is hidden at the end of a cul-de-sac and Rockville rules only allow small signs that don't really stand out. They are working with the city to get an exception so they can raise visibility with better signage.

The Senior Center has 1500 members staffed by 100 + volunteers and manages $330,000 in funds. They are in the process of implementing a yearly audit and purchasing board and directors liability insurance coverage. They offer a wide variety of successful programs. Their main issues are filling board vacancies and getting more publicity to educate citizens about their programs. They have used the city outlets but their audience is not using social media. They need help figuring out better ways to get their information across to their target audience. Another issue is a misconception that the senior center budget is paid by the City of Rockville or other government funding. This is not true at all. The RSI board fundraises to support everything except the building maintenance provided by the City.

RSI works with the Senior Citizen Commission but these two organizations have very different missions. The RSI's mission is tied to the building and what goes on in it, while the Commission deals with issues throughout the City. The Senior Center has been identified as a model and is "the most progressive in Montgomery County." They have pioneered such features as ATMs on site and a fully equipped gym with the latest equipment.

Both leaders express a high level of pride in the board and its role in assuring the support needed for this ambitious and forward looking organization.

Interview with Gail Sherman, Chair, Planning Committee

Conducted by Steve Van Grack and Lorraine Tarnove for BCTF

March 13, 2019

Ms. Sherman has an impressive history of volunteer service. We hardly needed to use the structured interview. Ms. Sherman talked at length about the specific issues of the Planning Commission. As we thought from reviewing the online survey responses, the boards and commissions that have a legal footing have a different profile. The Planning Commission has its own decision making authority and a staff of 14. These characteristics seem to create issues that interfere with effectiveness and efficiency of the Commissioner's ability to fulfill their mission. For instance, the staff feel they report to the board, but the volunteer members need the staff to work for and with them. Examples were given about routinely late delivery of complex documents needed to enable members to make decisions. The staff makes recommendations for action without providing adequate details. Staff does not provide requested information, liaisons, or reports, leaving commissioners in the position of making crucial decisions without the information they requested and need.

The time commitment for commissioners can easily require 8-10 hours a week. This and the Mayor and Council's delays in making appointments has left the Commission with 3 vacancies. The time commitment and the skills required make it difficult to find willing volunteers who are qualified. The lack of recognition for volunteers was also noted. A certificate of appreciation and a photo on the website of in Rockville Reports would go a long way to making volunteers feel appreciated.

The Planning Commission is clearly unique. Their mission and responsibilities are crucial to the future of the County. The Commission is not diverse and does not adequately represent the population mix of the County.

Given the importance of the Commission and the legal requirements, the BCTF may want to look at it separately and make suggestions accordingly. Overall though, having seen survey responses that signal issues that separate the needs of boards and commissions, we may want to consider less boards and commissions with more members, and perhaps some compensation for groups that require substantial time commitments. The boards and committees that are recommended should be established with adequate staff and clear lines of authority between volunteers and staff. Adequate training and orientation is needed as well.

Boards and Commissions Task Force (BCTF)
Interview Notes

Interview with Matt Goguen – Chair, Historic District Commission

Conducted by Anne Herbster and Jack Kelly for BCTF on March 18, 2019 at the Rockville Memorial Library in Rockville Town Center. [NOTE: These notes include answers to a few follow-up questions that were asked subsequent to the interview.]

We began the meeting by giving Matt a copy of the Revised BCTF Vision, Mission, Goals and Objectives from 12-6-18.

Matt's Background

Matt moved to Rockville from Vermont in January 2016. He graduated from the University of Vermont with a Masters in Historic Preservation and has a passion for that subject. He was appointed to the Historic District Commission (HDC) in December 2016 to fill someone else's uncompleted term. He was voted Chair by the members of the Commission in 2017 and again in 2019.

Relationship with the City

Matt doesn't feel that the HDC needs any direction from the Mayor & Council because of the well-defined, quasi-legal nature of its role. The Commission has never met with the Mayor and Council as a group and there is no Mayor & Council liaison to the Commission. [This could be a good follow up topic for the **BCTF** to consider.]

Sheila Bashiri, a Preservation Planner with PDS, is the staff liaison to the Commission and has over 30 years experience in historic preservation. Matt is very happy with the excellent support that she provides. Other members of the City's planning staff as well as a representative of the City Attorney's Office (usually Cindy Walters) attend Commission meetings regularly.

As for relationships with other Boards and Commissions, Matt emphasized that the HDC is independent of the Planning Commission, although they occasionally make recommendations to the Planning Commission. He also mentioned that the Board of Appeals could be brought in to resolve disputes with HDC decisions.

Mission & Relevance

Matt reiterated his view that the HDC's role is well defined by Federal, State, and City statutes and that no further direction from the Mayor and Council is needed for it to do its job.

The mission of the HDC is to help preserve the City's history and heritage through the review of historic property alterations and the recommending of new historic districts.

This mission has remained constant since the HDC was created in 1966.

Training & Leadership

The HDC is required to take two subject matter training sessions each year from the Maryland Association of Historic District Commissions. He doesn't see any need for management or leadership training. When he was appointed to the HDC, he received a large, very thorough orientation binder that had been prepared with input from the City's Planning staff, the City Attorney's Office, and Preservation Planning staff.

The City staff (Sheila Bashiri) does all the preparation work on the Certificate of Approval requests brought before the Commission as well as preparing agendas and minutes for the HDC meetings. The Commission functions as a group; there are no individual projects or assignments. [NOTE: Mr. Kelly attended one Commission meeting and was impressed with how well run it was and how quickly it attended to its business.]

Vacancies & Participation

This is an area of great concern. According to the City Code, the Commission is composed of five members and one alternate. [NOTE: The City's web page for the HDC doesn't mention the alternate or list this position as "Open," i.e., vacant. **BCTF** follow up required.]

There are currently three open positions, including the alternate, and two of the current members are serving expired terms. Matt's term expired December 2017, the year after he was appointed to fill a vacated position. The Mayor nominated a replacement for Matt, but the Council did not confirm him. The Code requires members of the Commission to have specific qualifications. Matt has a Masters Degree in Historic Preservation. One of the other members is an architect and the other has a long history of working with a preservation-related organization. Matt pointed out that the person nominated by the Mayor didn't appear to have the qualifications required for HDC membership and that the City might have lost funding had he been confirmed by the Council. Matt pointed out that he has special qualifications that make the City eligible for certain Federal funds as a Certified Local Government Program administered by the National Park Service.

Matt is notified of applicants to the Commission and knows of three people who have applied for appointment to the Commission; one last year and two this year. He has written to the Mayor and Council asking them to take action and has invited the applicants to attend Commission meetings.

It's clear that the Commission's vacancy problem is caused by the dysfunction of the Mayor and Council.

Diversity

For a five-member group, Matt believes that the three active members represent a diverse group. One is an African American woman from Lincoln Park/East Rockville who's been very active in her neighborhood community preservation programs. The other is a woman architect. Matt lives in Town Center and doesn't know where the woman architect lives. Matt is in favor of an even more diverse group, but needs the Mayor and Council to appoint and confirm new members that achieve that goal. [**BCTF** needs to point out that the M&C are ultimately responsible for the diversity of City Boards and Commissions.]

Final Thoughts and Suggestions

Matt doesn't have any suggestions for a new Board or Commission, although he did mention an interest in Town Center.

Matt would like to see greater transparency in the BCTF appointment process, since he receives no information on the status of applicants to his Commission. He'd also like the City to provide better information to the public on what its different Boards and Commissions do. He feels that more people might apply to join these groups if they had a better understanding of what the groups actually do and why they're important. Matt thinks that the City should do a better marketing job in this area. "Give more information in a public way."

Matt supports the idea of having a dedicated City staff person to support BCTFs. [Several **BCTF** follow-up items in this section.]

Interview with John Rodgers

March 20, 2019

Mr. Rodgers has been on the Retirement Board since 2012 and is completing his second term as chair. He is up for reappointment. The Retirement Board provides oversight and management of the employee pension funds for the County. The composition of the board includes two citizen members, a Council representative, the county manager and three city employees representing the three unions. This is unique among the boards and commissions and the presence of so many on the county payroll could present some potential conflicts While Mr. Rodgers acknowledged the potential, he said it has not happened and offered that a requirement that the committee chair be one of the citizen members would be a good idea. Mr. Rodgers found the staff highly motivated and knowledgeable. Providing both technical knowledge and guidance. The time spent by volunteers is significant, counting preparation for meetings that are at least 4-6 hours quarterly, plus several special meetings annually the time exceeds the average for other chairs. Again, the majority of the members are in positions paid by the county and included in their job responsibilities. Mr. Rodgers did not feel honorarium for the two public members was needed.

The Retirement Board interacts with the Financial Advisory Board, providing updates on the status of the pension funds. Relations with the Board and Council are smooth. The chair has presented to the Mayor and Council on occasion but not on any regular basis. Lines of communication are built into the board by the composition.

There is no formal training for members. The citizen members appointed have financial backgrounds that provide the skills necessary. Mr. Rodgers has taken the OMA training and runs the meetings accordingly. They have no succession plan but recommend that potential citizen members attend a few meetings to familiarize themselves with the workings and content of the matters coming before the board. Thus far there have been no issues with member performance.

Mr. Rodgers expressed a great deal of satisfaction with his service on the Retirement Board. He feels it runs smoothly and all involved fulfill their roles well. He did have some experience as a volunteer with the Rockville Sister Cities where individual agendas and personalities interfered with the group's goals. He believes the structure and make-up of the Retirement Board, with built in connections to the staff and Council works well and recommended no changes except for the designation of a public member for chair.

Boards and Commissions Task Force (BCTF)
Interview Notes

Interview with John Becker – Chair, Environment Commission

Jack Kelly interviewed John on April 12, 2019, in Dawson's Market. [NOTE: These notes include answers to a few follow-up questions that were asked subsequent to the interview.]

Since John is also on the BCTF, there was no need to give him a copy of the Revised BCTF Vision, Mission, Goals and Objectives from 12-6-18.

John's Background

John grew up in the Finger Lakes region of NY State. He went to Grad School at UNC – Chapel Hill and almost got a graduate degree in City and Regional Planning. He then got into real estate, construction, leasing, several small business start-ups.

REC Background

The Commission was first created in the mid-1990s as the Science and Technology Commission and became the REC in 2002. It was created by a Resolution, updated in a subsequent resolution, but never put into the City Code. Putting the Resolutions into the Code has been discussed, but no action taken to do so. [**BCTF should address**.]

John was appointed to the REC in 2011. He doesn't feel he has the qualification to be appointed now. This will be John's last year on the Commission and as Chair. He wants to move on.

Business Processes

The REC has a structured process for preparing an annual work plan that begins with a retreat every two years in January. John makes sure that the work plan addresses the Mayor & Council's priority goals. Unplanned activities pop up during the year and also have to be addressed. Planning for FY 2020 will begin in July and become more active in September. Meetings are 2 – 2 ½ hours. The REC presents an annual report to the M&C using a standardized PowerPoint format.

The REC has had an annual budget of $1,000 for many years. John reviews spending proposals very carefully and won't approve of year-end spending requests just to use up unspent funds.

John puts in around 30 hours a month on REC business, even though sub-committees do much of the detailed work.

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Sub-committees

The REC has three sub-committees (called committees): Energy Committee, Climate Action Committee, and Watershed Committee. Each committee consists of no more than two REC members, to avoid OMA problems with quorums, and from 2 to 6 volunteers depending on the committee.

Some of the Commissioners and most of the volunteers are very strong environmental advocates and sometimes demand a lot of support from City staff. The REC has been getting some pushback from staff recently about being asked to provide too much support. [Lise Soukup, the Staff Liaison, had a lot more to say on this issue in her interview.]

John would like to see the City create more structure around its Board and Commission sub-committees.

Staff Support

The REC gets good staff support from the Environmental Management Division of the Department of Public Works, in addition to the support provided by the Staff Liaison.

Relationships with Other Departments and Commissions

Although the REC's main relationship with City staff is with the Environmental Management Division in DPW, it has recently begun working with Rec. and Parks and Planning Departments on the 2020 Master Plan. This year, they've also had interactions with the Planning Commission and the Traffic and Transportation Commission. In general, John would like to see greater interactions with other Boards and Commissions.

Work Products

In addition to the annual work plan and annual report, John also mentioned that the REC testified in Annapolis in previous years and that the M&C has to clear their testimony.

He also said that the REC prepared a position paper on Montgomery County's proposal to relocate its bus depot to the site near Montgomery College.

Changing Role

The REC has two roles: advisory and advocacy. John believes that the Commission's role has changed over time from advisory (on compliance) to advocacy.

Vacancies

Vacancies haven't generally been a problem for the REC. In the past, the application process for new members was slow, but not now. The REC gets very good participation from its members.

Diversity

The REC has good gender and age diversity, but not ethnic diversity. It has a problem in attracting minorities.

Training

The REC has an orientation package for on-boarding new members and requires all new members to undergo OMA training. John would like training in how to run meetings more effectively, but according to "Bobby's Rules," not the formal Robert's Rules.

New Commission Suggestions

Communications Commission.

Last updated 02/25/2019

Boards & Commissions Task Force
Structured Interview Document

This questionnaire is designed to be used during the interview with current Rockville Board and Commission Chairs. All questions that are applicable should be answered, if possible. Feel free to ask follow-up questions, encourage the interviewees f to elaborate, and frame questions in your own words.

Interviewee Name:	Dr. Alan Kaplan
Interviewee Board/Commission:	Chair??Traffic??and??Transportation??
Interview Date:	4/12/2019
Interviewers:	James Hedrick

Introduction:

- Briefly explain the Boards & Commission Task Force's (BCTF) mission & purpose
  - Charged by the Mayor & Council to investigate the effectiveness and purpose of Rockville's current B&C.
  - Emphasize that this is not an attempt to change any B&C, but an effort to better understand the B&Cs and help the City better operate and organize them.
  - Thank them for participating and ask if they are ready to begin.
  - If you are recording, inform the interviewee and *ask for their permission before recording*.

1. Relationship with the City - Mayor & Council, Staff, other Boards & Commissions

- Do you think your board or commission would benefit from more communication, direction, or acknowledgement by the Mayor & Council? Have you ever met with the Mayor & Council or presented anything to them?
  - Excellent staff (Daniel), "Staff has been very supportive."
  - Getting data from county and state, preliminary data.
  - Rockville Pike is really a state road. Recommendations have to go through State.
  - Multi-jurisdictional issues with Rockville roadways.
  - Excellent cooperation from Mayor & Council (specifically, Julie). Liaison would come to regular meetings. Presented to M&C. Operating within the City is really good.
  - Cooperation with staff is excellent.
  - Avoid meetings when we have nothing to discuss.
  - Monthly meeting with agenda.

- How does your board or commission interact with city staff? Did you find staff support adequate and helpful? How could relationships between staff and your board or commission be improved? What additional resources would you like the City to provide?

Attachment 11.A.a: Attach A BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

- In response to our questionnaire, few board or commission members indicated that they had collaborated with other boards or commissions. How have you and your board or commission interacted with other boards and commissions within the City? Do you think increased collaboration would benefit your board or commission? How do you think collaboration in general could be improved?
    - Never really collaborated with other board or commission. Have a member on bicycle commission, no joint meetings, work/communicate with Planning Commission when issues arise.
    - Mobility coordinator with county to come in. Bring in outside folks for educational purposes.
    - Formal report transmitted to Planning Board. Previously, just sent them the minutes. Last couple of years, send minutes and memo to Planning Board about their issues.
        - Example, developer wanted to eliminate bicycle lanes to add 4 parking places.
        - Sometimes don't get enough feedback from Planning Commission about concerns.
        - Review a development *before* it goes to the planning commission; staff has been essential and very good at assisting with that.

2. <u>Mission & Relevance</u>
    - In responding to our questionnaire, many board and commission members indicated a desire for more direction concerning their organization's mission and goals. Would your board or commission benefit from more clear direction from the Mayor and Council?
        - We do it ourselves. Would sometimes ask Julie when she was liaison.
        - Self-directed. "Charted our own course."
        - "Bring up the issues ourselves."

- How would you describe the mission of your board or commission? How does your board or commission's mission address current needs within the City?
    - Meets the current needs of the city.
    - Chair has tried to increase input and information sharing (WMATA, public works, police, County Attorney, etc.). What issues are arising, what we should be paying attention to. E.g., speed bumps.
    - "Often *reactive* to what developers want to do."
    - "Just because that's the way you've always done it, doesn't mean it works."
    - "We have to learn." Crosswalks for example, heavier striping, make them more visible.
- How has your mission/focus changed over time? What improvements, if any, would you make to improve the mission/focus of your board or commission?
    - No.

3. <u>Training & Leadership</u>
    - In responding to our questionnaire, many board and commission members indicated a desire for more training in leadership and organization. Do you believe such training would benefit the members of your board or commission? What training would best improve your board or commission's activities?
    - Few respondents to our questionnaire indicated any formal orientation for new members. What materials or introduction (if any) does your board or commission provide new members? What types of training or materials do you believe would provide the most benefit to new members?
        - "Learning curve about traffic and transportation."
        - No formal training or orientation.
        -
    - Our online questionnaire indicated that most chairs do the lion's share of the work within their board or commission. How does your board or commission delegate tasks and generally divide up the work? E.g., who handles generating agendas, minutes, and/or reports? Do your members

- "We sent out letters to all the homeowners associations for input." Got *two* responses. Disappointed in the HOA responses. Few wanted to meet.
- Tried some outreach.
- "Hasn't really been a problem."
-

6. Final Thoughts
   - What else would you like to tell us about your work or your experience?
     - Smooth out data-sharing between jurisdictions (e.g., county, state, etc.)
     - Traffic and Transportation has trouble getting info from county and city. Formalize or ease data sharing.
     - "Limited by lack of access to even preliminary data." I.e., accident data,
     - "If don't know what intersections are causing problems, you can't make recommendations."
     - "Better relationships and data sharing between county and state and city."
     - "We ask for data and aren't provided any preliminary report/data."
   - Do you have any suggestions for any new boards or commissions to fill needs of the Rockville community?
   - What recommendations do you have for improving the boards and commissions system?

7. Interviewer Notes (Miscellaneous) - Include any additional observations, insights, or comments on the interview.

Notes of interview with Lois Neumann, Chair, Board of Supervisors of Elections
11:00 am March 25, 2019
Interviewees: Anne Goodman, Anita Neal Powell
Blue Crab Room, City Hall

Ms. Neuman thinks her Board is great, including the interactions with City Staff. She said the current group is the sharpest, strongest, most positive group she has encountered, and she has been chair for several rounds of elections (since 2012). She has overseen elections for both 2 year and 4 year terms.

The board is composed of 4 members. Right now there is one vacancy. She encourages non-members to attend meetings. That happens seldom unless someone is interested in joining the board. Prospective members will sometimes come to observe. She says it takes a certain type of personality to be an effective member, and some can tell from those observations that they don't want to join

The board has no control over membership. Members are nominated by Mayor and elected by Mayor and Council. Ms. Neuman has expressed preferences for potential members to the Mayor in the past, but not everyone she recommended was nominated.

The board's activities center on elections, although there are some activities between them. Comment that the board might need to address can come anytime. For example, the group was extremely busy when it had to respond to the change in term length for the Mayor and Council from 2 to 4 years.

The Board routinely meets twice a month in an election and once a month in off years, sometimes more often, if necessary. Schedules are somewhat irregular and adjusted to meet the needs and other activities of board members. The schedule is published at least 2 weeks prior to the meeting and is therefore in compliance with the Open Meetings Act.

She sees the board as an independent entity. There is no need for interaction with or guidance from Mayor and Council. In fact, if anything, the Board guides Mayor and Council members. She is satisfied with the number of members, as she is not in favor of large boards.

The Open Meetings training is all that members receive. With respect to backgrounds of potential members, she recommends that they have been poll workers, involved with elections at the city, county or federal level or as federal government employees. A writing background is also useful, as they have to write technical papers and guides with arguments and summaries. These have to be clear, as they are instructional for voters and candidates. An accounting background is helpful but not necessary. Communication with the public to get the word out is a primary focus. Technology for this can be costly.

The Board provides training for individual candidates. In this regard, the Board holds an orientation session with each political candidate and his/her treasurer.

The current Board is not ethnically or racially diverse, although perspectives and opinions of individual board members differ. There are presently 3 females and 1 male, all Caucasian, all over 50 years old.

That said, their services must be available to all people. Three of the board members can speak languages other than English.

She is satisfied with the structure of the board. While vacancies may have some impact, the effect does not appear to be major impact. Their functions include developing infrastructure for the existing voting process, developing new processes like early voting or vote by mail, revising regulations/making code changes, responding to questions, and providing orientation and training to candidates.

As part of the larger picture, language can be a barrier with respect to outreach. This may become less of a problem with voting by mail, since voters may have a family member who can assist with translations or understanding of the instructions provided.

Low voter turn-out is a concern and one of the issues the Board tries to address. Although there are no clear explanations for the particularly low turn-out in some neighborhoods, the process may contribute the problem. For example, it may be that ethnic groups who may lack documentation but are registered to vote may be afraid to do so. Vote by mail may increase voter turn-out. Interestingly, she said that early voting did not have a significant effect. Other factors may include lack of child care or taking time off the job.

Recommendations and conclusions:

- She had no recommendations about new boards or increasing diversity on this one
- She feels no need for additional training
- She is satisfied with the existing structure of the board
- Although there have been/are vacancies on her board, they don't seem to pose a major problem.
- She feels no need for additional interaction with other Boards and Commissions or the Mayor and Council.

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Recommendations and conclusions:

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- She feels no need for additional training
- She is satisfied with the existing structure of the board
- Although there have been/are vacancies on her board, they don't seem to pose a major problem.
- She feels no need for additional interaction with other Boards and Commissions or the Mayor and Council.

Notes from interview with Richard Stolz, Chair, Compensation Commission
1:00 pm, March 24, 2019
Blue Crab Room, City Hall
Interviewees: Anne Goodman and Anita Neal Powell

Mr. Stolz said the Compensation must be one of the easiest commissions around. There are 3-4 meetings before elections held every 4 years (now that we are in a 4 year election cycle). The group apparently disbands in the interim.

Commission members have no control over vacancies. Everyone on the board is new this term. He responded to a vacancy announcement, and he was selected as chair by request from another member. It wasn't clear whether there was even a vote. There are supposed to be 5 members, but there is one vacancy. The vacancy doesn't appear to be a problem. Terms are not staggered. Their sole focus is compensation for the Mayor and Council. Their work must be completed within a specified time frame. Recommendations are due by the end of March for compensation for the Mayor and Council members who will be elected in November. Recommendations will be presented in April to the Mayor and Councilmembers.

Mr. Stolz has a background in freelance writing and compensation. He isn't sure what the background of the other members is, but at least one is an attorney. The only training he received was in the Open Meetings Act. He didn't identify any other training he thought would be helpful or appropriate. The Commission was provided compensation information from other municipalities for guidance.

Staff has been helpful. He interacts with City Attorney, City Clerk, and the Public Information Officer.

With regard to diversity, there is one African-American on the group and 3 Caucasians. Three are male and one is female. He made the point that not everyone can afford to be a member of a Board or Commission, which can be a deterrent to socioeconomic diversity.

There is no need for his group to interact with the Mayor and Council. It might actually be a conflict of interest if someone did.

Take-home lessons:

- He made no recommendations for changes to the Commission.
- Although there is a vacancy, it has not been a problem
- Diversity, or lack thereof, is an issue on this board as it is many others. He had no suggestions on increasing it.
- No particular need for training or interaction with other Boards and Commissions was identified
- In this case, board members should not interact with the Mayor and Council members because of the potential for conflict of interest.

Appendix A. Boards and Commissions Task Force Charter

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Boards and Commissions Task Force Charter

Section 1: Boards and Commissions Task Force Objective

The objective of the Boards and Commissions Task Force is to review the Rockville City Charter and Code for clarity, understanding of purpose and structure for each Board or Commission, and to provide recommendations to the Rockville Mayor and Council. This includes examining the effectiveness and necessity of individual Boards and Commissions, membership definitions, structure and work plan of Rockville's Boards and Commissions, and reviewing the Charter or Code to clarify content for increased understanding.

Section 2: Boards and Commissions Task Force Purpose

The purpose of this review is to ensure that Boards and Commissions stay relevant to the City and the Mayor and Council. Another purpose is to utilize more fully the expertise and experience of the Board and Commission members in the formulation of City policies and practices, where applicable. This allows the intrinsic desire of serving on a Board or Commission to be met which is critical to their success. Board and Commission efforts should complement those of City Staff and elected officials.

Section 3: Boards and Commissions Task Force Goals

- Study the Rockville City Charter and Code and identify each Board or Commission's defined scope of work.
- Review each Board and Commission and make recommendations for continuing, repurposing, merging or eliminating the Board or Commission. Recommendations may include adding a new Board(s) or Commission(s).
- Review the enabling legislation for each Board or Commission and propose revisions to ensure clarity and understanding.
- Review each body's membership requirements and determine whether eligibility requirements or expertise should be required to be appointed.
- Recommend a practice to provide a statement of expertise needed when Board or Commission openings occur, if particular skills or experience are needed.
- Review all Boards, Commissions, Task Forces and Committees, and identify any gaps and/or overlaps among or between them.
- Review term lengths and term stagger for each Board and Commission, and determine if City Code and Charter requirements are met. If requirements are not met, suggest how to re-establish properly staggered terms.
- Review current City of Rockville Task Forces and Committees and recommend if they should be merged with another Board or Commission or become part of a new Board or Commission.
- Review the current appointment process, including the nomination and confirmation process and recommend changes where appropriate.

Section 4: Task Force Membership

- The Mayor and Council will appoint members.
- The Task Force will consist of up to 13 Members.
- The Task Force will represent a variety of individuals, for example former Mayors, former Councilmembers, the Community-At-Large, current or past members of Rockville Boards and Commissions or current or past members of citizen boards or commissions outside of Rockville.
- When practical, members will be Rockville residents or people who work in Rockville.
- If a vacancy on this Task Force occurs, it will be filled in the same manner as the initial appointment.

Section 5: Functional Roles

- Task Force Members: All Task Force members will take the Maryland Open Meetings Act Training, provide their completion certificate to the City Clerk/Director of Council Operations Office and follow the requirements of the Maryland Open Meetings Act to ensure transparency in governance.
- Task Force Chairperson: The Task Force members will select their Chairperson. The Chairperson sets the meeting agendas, leads the meetings, summarizes key meeting outcomes, delegates assignments and ensures the Task Force adheres to meeting guidelines. Meeting agendas will be identified in advance of each meeting.
- Staff Liaison: The Staff Liaison will coordinate administration, keep minutes and records of key outcomes and activities and ensure accurate and timely distribution of Task Force correspondence, including the web posting of meeting agendas and minutes.

Section 6: Meetings

The Task Force will determine their meeting schedule, with meetings occurring at least monthly and more frequently if desired.

Section 7: Task Force Duration

The Task Force will begin their work once all members are appointed. They will complete their work within six to nine months and provide a report with recommendations to the Mayor and Council.

Appendix B. Boards and Commission Task Force Working Document

← Revised BCTF Vision, Mission, Goals and Objectives 12-1...

Boards and Commission Task Force (BCTF)
Vision, Mission, Goals and Objectives
Working Document as of Dec. 17, 2018

Section 1: The BCTF Vision for Rockville's Boards, Commissions, and Other Volunteer Citizen Advisory Groups

Rockville's Boards, Commissions, and other volunteer citizen advisory groups effectively provide the Mayor and Council and City staff with relevant and robust subject matter expertise and diverse views that reflect the demographics of the City.

Section 2: The BCTF Mission

To develop, by the [date or event to be determined] recommendations to the Mayor and Council for improving the governance, transparency, diversity, and operations of Rockville's Boards, Commissions, Committees, Task Forces, Working Groups and other volunteer citizen advisory groups that provide advice to City government.

Section 3: BCTF Goals

1. To develop recommendations for the Mayor and Council on how the City's Boards, Commissions, and other volunteer citizen advisory groups can:
   a. Provide relevant, effective, and diverse citizen input to City government;
   b. Complement, but not duplicate, activities of City staff and elected officials; and
   c. Utilize more fully the expertise and experience of the members of Boards, Commissions, and other volunteer citizen advisory groups in the formulation of City policies and practices, where applicable.
2. To develop recommendations for standardizing the operational procedures of all Boards, Commissions, and other volunteer citizen advisory groups to improve performance and ensure consistent communications within the groups and between the groups and positive experiences for those volunteering for those groups.
3. To increase citizen interest and satisfaction in participating in the City's Boards, Commissions, and other volunteer citizen advisory groups.
4. To identify issues and areas of opportunity that warrant citizen input to the Mayor and Council.

Section 4: Board and Commissions Task Force Objectives

← Revised BCTF Vision, Mission, Goals and Objectives 12-1...

- Assemble an overview of basic information about each Board, Commission, and other volunteer citizen advisory group that is readily available from the City Code and website.
- Obtain input from a broad cross-section of current and former members of Rockville's Board, Commissions, and other volunteer citizen organizations; the Mayor and Council; relevant City staff, including staff liaisons to the Boards and Commissions; citizens; and others who can provide useful input to the BCTF's work.
- Identify issues of concern about the relevance, effectiveness, operational performance and other characteristics of Rockville's Boards, Commissions, and other volunteer citizen advisory groups.
- Develop criteria and procedures for determining the relevance, effectiveness, operational performance, and transparency of Rockville's Boards, Commissions, and other volunteer citizen groups in providing input to the Mayor and Council and City staff.
- Identify opportunities to improve the governance, relevance, transparency, and operations of Rockville's Boards, Commissions, and other volunteer citizen advisory groups and make appropriate recommendations to the Mayor and Council for doing so. Governance refers to the Code and other authorities that establish the authorities and operating procedures for all Boards, Commissions, and other volunteer citizen advisory groups.
- Develop recommendations to increase the involvement of Rockville's citizens In the City's Boards, Commissions, and other volunteer citizen advisory groups that reflect community demographics in a transparent process.
- Identify criteria and opportunities for establishing new Boards, Commissions, or other volunteer citizen advisory groups.

ROCKVILLE'S BOARDS AND COMMISSION TASK FORCE

Nomination/Appointment/Election

~~Currently~~As a part the work of the Rockville Boards and Commissions Task Force (RBCTF), the City of Rockville has raised at least three (3) areas of concern related to the nomination, appointment, election, and the filling of vacancy slots for Boards and Commissions (BnC). We feel that there is a need for the following:

1. Specific criteria for appointments to certain Boards and Commissions that account for diversity, geographic representation, and technical expertise;
2. Clearly defined and transparent processes that map out the nomination, appointment, election, and the filling of vacancies;
3. An assessment of the Mayor/Nomination and Council/Voting processes to ensure that they are fair, balanced, unbiased, and transparent.

Membership in BnC - Nomination/Appointment/Election Recommendations

The Boards and Commission Task Force is recommending leveraging existing resources (i.e., national association databases) to retrieve information on best practices (e.g., guidelines, city code/charters, reports, and/or white papers) at other municipalities. Also, the task force is seeking public input on the nomination, appointment, election, and the filing of vacancy slot process with a target audience including previous applicants. Therefore, the Boards and Commission Task Force are recommending the following regarding membership in BnC:

a) Recommend additional City Staff to implement all existing aspects of the "Guidelines and Procedures for Citizen Boards and Commissions" and address new ones to be recommended by the Boards and Commissions (BnC) s task force. The existing implementation appears to be spotty, due to staffing shortages, and responsibilities are likely to increase.

(b) Revise the "Guidelines and Procedures for Citizen Boards and Commissions" to reflect the following:
   a. Recommend that appointments to Boards and Commission include a consideration of diversity, geographic representation, and technical expertise, as appropriate;
   b. Establish general criteria (not requirements) for consideration of ways by which this might be achieved (e.g., recommend max of X members from one neighborhood; address gender and cultural diversity; desirability of technical expertise);
   c. Clarify need for Open Meetings Act training for Board, Commissions, and Committee members.

(c) Create a mechanism to evaluate and report the effectiveness of BnC (i.e., eliminate, maintain, or create BnC). Define a regularly scheduled review process to evaluate the outcome and suggest revisions to the process.

(d) Establish mechanisms for recruitment of new members:
   i. Host "Rockville Boards and Commissions volunteer~~job~~ fairs" or other events to which entire community is invited. Advertise as widely as possible;~~. Serve refreshments~~

ii. Send representatives to community group meetings to describe activities and encourage participation;~~.~~

iii. Revise the existing City of Rockville's website for BnC with a single click approach to vacancies (i.e., at the moment, it takes three clicks to find BnC vacancies). Add to the current page of the City's website information specifically addressing needs for new BnC members with links to the BnC's pages;~~.~~

iv. Contact existing groups that might help contribute to~~t~~ diversity ~~, like the Asia Pacific Task Force (which is not included in our notebook) and the Human Rights Commission)~~ to help spread the word of Boards and Commissions;~~.~~

v. Send an electronic copy of the guidelines to all applicants so that they can be apprised of their likelihood for consideration for the appointment;~~.~~

vi. Establish quality control measures to evaluate efficacy of updating applicants, including those who are not appointed or those who have been appointed but not informed of the appointment, of their status.

(e) Clearly define processes for removal and replacement of BnC members;~~.~~

a. Establish a clearly defined and transparent process that maps out the filling of vacancies and implement this process. Define the role of BnC members in this process~~.~~ (Note: this is something the guidelines address, but it is a provision that doesn't appear to be implemented for all BnC.);

b. Evaluate whether BnC should have term limits If so, who should set the term limits? Will term limits produce more harm than good?

(f) Seek broad input to the process;

a. Public;

b. Staff;

c. Current and former BnC members;

d. Former elected officials;

e. Civic and Homeowners Associations.

(g) ~~Assess the Mayor/Nomination and Council/Voting processes to ensure that they are fair, balanced, unbiased, and transparent.~~ Request data from other municipalities on their best practices (e.g., guidelines, city code/charters, reports, and/or white papers).

Appendix C. Boards & Commissions Task Force Questionnaire Links

Appendix C: Boards & Commissions Task Force Questionnaire Links

1. Current Members Questionnaire: https://www.surveymonkey.com/r/K5WXW33
2. Former Members Questionnaire: https://www.surveymonkey.com/r/3XKR67Q
3. Public Questionnaire: https://www.surveymonkey.com/r/ZWSMNS7

Appendix D. Proposed BCTF Evaluation Criteria

Proposed BCTF Evaluation Criteria

The fourth objective in the draft BCTF Vision, Mission, Goals, and Objectives (dated Dec. 11, 2018) document is to "Develop criteria and procedures for determining the relevance, effectiveness and transparency of Rockville's Boards, Commissions, and other volunteer citizen groups in providing input to the Mayor and Council and City staff."

Relevance – deals with how relevant the B/C's work is to City government.

- Perceived relevance by:
  - The Mayor and Council
  - City staff (including the staff liaison to the B/C.
  - The public
  - Others?

Effectiveness – deals with how effective the B/C is in having its views considered and adopted by the City government.

- Number of recommendations made to the City within the past 12 months. [Alternatively, the number of issues on which the B/C made recommendations to the City.]
- % of recommendations adopted by the City. [Alternatively, the % of issues on which the B/C made recommendations that were adopted by the City.]
- Perceived effectiveness by:
  - The Mayor and Council
  - City staff (including the staff liaison to the B/C.
  - The public
  - Others?

Diversity

- Gender diversity -- % of B/C members who are:
  - Male
  - Female
- Racial/ethnic diversity [how best to define?]
- Geographic diversity -- % of B/C members from different neighborhoods

Operational Performance – How well the B/C functions.

- Has a formal work plan that is:
  - Updated at least annually or on a schedule approved by City government.
  - Approved by City government.
- Produces an annual report of its activities.
- Number of B/C members whose formal terms have expired.
- Length of time that B/C positions have been vacant.
- The average length of time to fill a B/C vacancy.
- the
- Availability of timely meeting minutes on the City's website.

Conformity with Legal Requirements

- The extent to which the B/C operates the applicable sections of State and/or Federal law, the City Code, and City guidelines for B/Cs.
    - Number of members
    - Frequency of meetings
    - Compliance with the Open Meetings Act
    - Scope of the B/C's work.
    - Others?

Transparency – how visible are the workings of the B/C to the City government and public.

- Availability of information on the B/C's relevance, effectiveness, diversity, operational performance, and conformity with legal requirements.

Appendix E. Guidelines and Procedures for Citizen Boards and Commissions

CITY OF ROCKVILLE

GUIDELINES AND PROCEDURES

FOR CITIZEN

BOARDS AND COMMISSIONS

Approved March 12, 2012

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

PURPOSE AND ORIGIN

Boards and Commissions

Individuals serving on Rockville's Boards and Commissions provide an invaluable service to the City. Their advice and expertise on a wide range of topics assist the Mayor and Council in the decision-making process.

Boards and Commissions originate from different sources including federal and state law as well as the City Charter and City Code. The following guidelines have been adopted to assist these groups in effectively carrying out their respective missions.

STRUCTURE

Lengths of terms may vary for certain bodies, however, in most cases appointments are for three years. The practice is that terms be staggered to provide for overlap.

ELIGIBILITY

In most cases, only Rockville residents are eligible for appointment to City Boards and Commissions. Some groups provide for non-residents to participate if a specific expertise is required.

Persons employed by or under contract to the City are not eligible for membership unless so provided in the enabling legislation.

Members are free to resign at any time.

The Mayor and Council generally do not appoint individuals to more than one board or commission at a given time (with the exception of ad hoc committees, special appointments, sub-committees, or task forces) The Mayor and Council may make exceptions to this practice.

APPOINTMENT PROCEDURES

Board and Commission vacancies are advertised in Rockville Reports and on the City's website and at Mayor and Council meetings. Rockville residents are encouraged to submit an application to the Mayor and Council c/o the City Clerk. An "Expression of Interest Form" is available on the City's website, rockvillemd.gov and from the City Clerk's office. Use of the City's website form will facilitate the application process. A resume, although not necessary, is also appreciated.

When applications are received by the City Clerk, the following process occurs:

- Each applicant is sent a letter acknowledging receipt of his/her application.
- The Mayor and Council, the staff liaison and the chairperson of each Board or Commission receive a copy of the applicant's letter and resume for review and comment.
- Chairpersons or staff liaisons invite an applicant to attend a group meeting. Applicants are encouraged to attend a meeting of the particular Board or Commission to familiarize themselves with the activities of the group.
- The Mayor may take into consideration any comments of the Chairperson, staff liaison or members of the Council. The Mayor will make the final decision on the appropriateness of a nomination to the Council.
- The City Clerk will notify the Council regarding the Mayor's intention to make an appointment to the Board of Appeals, Historic District Commission and Planning Commission three weeks prior to a nomination. During the three-week period the Councilmembers who wish to contact the nominee prior to appointment have an opportunity to do so. All other appointments do not require the advance notice.
- The applicant is advised a week prior to his or her nomination being brought to the Mayor and Council for appointment approval.
- After an appointment has been confirmed by the Mayor and Council, the chairperson and staff liaison are advised; and the appointee receives a copy of the Guidelines and Procedures for Citizen Boards and Commissions and the New Member Training and Orientation Handbook. The chairperson and/or staff liaison will alert the newly appointed member to the next meeting date of the body and brief the appointee as needed.

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

- Applicants who are not appointed will be notified by the staff liaison and advised that their applications will remain on file (for at least one year) for consideration when future vacancies occur.

COMPENSATION

Board and Commission members receive no compensation, although they may be reimbursed for actual expenses incurred in the performance of their duties in accordance with appropriations for the Board or Commission made by the Council.

ATTENDANCE

All board and commission members are expected to attend the meetings of their respective Board or Commission. Excessive absences as set forth in Section 2-220 of the City Code may result in removal of a member from a Board or Commission. Occasionally, special meetings or training sessions are held for members. Attendance is generally not mandatory for these sessions, but is encouraged.

TERM EXPIRATION

- Prior to the expiration of a member's term, the staff liaison assigned to the Board or Commission should ask the member if he/she wishes to seek reappointment. Written notification of a request for reappointment through the submission of a "Reappointment Expression of Interest Form" should be sent to the City Clerk's office prior to the expiration of the member's term. An updated resume is also appreciated. The member may or may not be reappointed by the Mayor. If reappointed, such reappointment is subject to confirmation by the Council.

- Persons seeking reappointment to a City Board or Commission will be placed into the same pool as persons seeking appointment for the first time.

- The position will be advertised in Rockville Reports, on the City's website and Mayor and Council meetings. If the individual desires reappointment, he/she will be considered along with the other applicants.

SPECIAL CONDITONS APPLICABLE TO APPLICANTS AND MEMBERS OF THE BOARD OF APPEALS, HISTORIC DISTRICT COMMISSION AND THE PLANNING COMMISSION

In accordance with Chapter 16, "Public Ethics" of the City Code each applicant to the Board of Appeals, Historic District Commission and the Planning Commission is required to file a financial disclosure statement (on a form available from the City Clerk) prior to appointment. In addition, in accordance with the provisions of

Chapter 16, each member of the Board of Appeals, Historic District Commission and the Planning Commission shall submit an annual financial disclosure statement to the City Clerk on or before April 15 of each year during the individual's term in office for the immediate preceding calendar year.

OPERATING GUIDELINES

Unless the enabling legislation specifies otherwise, a body elects its chair annually from among its appointed members in accordance with Section 2-219 of the City Code. The term of the chairperson is one year.

The chairperson is responsible for setting the meeting agenda. A City staff liaison is assigned to each Board and Commission and will assist the chairperson in the preparation and distribution of the agenda and meeting materials. Boards and Commissions may adopt reasonable rules and regulations for the conduct of their business. Such rules and regulations shall become effective upon adoption by the Board or Commission. Some of the Boards and Commissions have adopted their own rules of procedure.

All Board and Commission meetings are open to the public pursuant to the Open Meetings Law. A Board or Commission may convene in executive (closed) session only for those reasons set forth in Section 10-508 of the State Government Article of the Annotated Code of Maryland. Any request for an executive session should be reviewed by the City Attorney's Office.

Boards and Commissions shall hold meetings when necessary to conduct business or at such intervals as may be mandated by law, resolution or rule. Meetings shall be held at the call of the chairperson. The staff liaison is responsible for ensuring that all meeting dates are adequately publicized on the City's website.

A majority of the members of the board or commission shall constitute a quorum for the transaction of business, and a majority vote of those present at any meeting, but not less than the number necessary for a quorum, shall be sufficient for any official action taken by the Board or Commission.

Minutes are kept of all meetings, and the staff liaison is responsible for posting and forwarding copies of the approved minutes to the City Clerk for distribution to the Mayor and Council. The staff liaison is also responsible for providing the City Clerk with copies of all meeting agendas and minutes. Agendas and minutes should also be posted on the City's website in a timely manner.

With the exception of meetings where transcripts are required, the minutes should be brief and reflect decisions and recommendations of a Board or Commission.

PUBLIC ETHICS ORDINANCE

Chapter 16, "Public Ethics" of the Rockville City Code requires that members of the Boards and Commissions disqualify themselves from participating in any decision by which they, their immediate family, their business associates or a business entity in which they have an interest would be directly and economically impacted. In addition, such individuals are required to file a written statement with the City Clerk disclosing any interest or employment, the holding of which would require disqualification from participation, sufficiently in advance of any anticipated action to allow adequate disclosure to the public.

With the exception of the Board of Appeals, Historic District Commission and Planning Commission whose members are required to file annual financial disclosure statements, Board and Commission members must disclose in a statement filed with the City Clerk receipt of gifts during the calendar year in excess of twenty-five dollars ($25) in value or a series of gifts totaling one hundred dollars ($100) or more from entities doing business with the City.

STAFFING

A staff liaison is assigned to each Board or Commission by the City Manager or his designee. While these individuals are responsible for providing staff support to their respective Board or Commission, they are not the group's employee. Staff liaisons are directly responsible to their department head and/or the City Manager, and their primary role is to facilitate the flow of information among the Mayor and Council, their department and the Board or Commission.

COMMUNICATIONS

Any position the board or commission would like to take on behalf of the City on issues affecting the City in general must be approved by the Mayor and Council.

Board and Commission members are encouraged to contact the Mayor and Council at any time with specific concerns, issues or questions. Correspondence directed to the Mayor and Council on behalf of the Board or Commission should be routed through the chairperson, the staff liaison and the relevant department director. The City Clerk also serves as a liaison with the Mayor and Council and may be contacted at any time.

MEETINGS WITH THE MAYOR AND COUNCIL

Periodically, the Mayor and Council may hold a worksession with a Board or Commission. These worksessions serve as an opportunity for open dialogue regarding matters of mutual concern and to address any issues, including those that may have a budgetary impact.

Agendas and minutes of the Mayor and Council meetings are on the City's website, www.rockvillemd.gov. These may include action of interest to a specific Board or Commission.

CONTACT:

City Clerk's Office 240-314-8280

Appendix F. Membership Characteristics

Membership Characteristics of Rockville's Boards, Commissions, Task Forces, and Committees
From Review of Rockville City Code Binder and Code

	Roles of Mayor and Council in Appointing Members			Composition of BCTF		Special Requirements for Membership?		Term Requirements			
Rockville Board/Commission/Task Force	Mayor	Council	Authority	Members	Alternates	Rockville Resident?	Other Quals?	Years	Staggered?	Are Terms Extended until Replacement?	Notes
Boards and Commissions											
Animal Matters Board	Appoints	Appoints	Sec. 3-92(a)	3	2	?	Y	3	N	Y	
Board of Appeals	Appoints	Confirms	Sec. 25.04.03.c.1	7	0	Y	N	5	Y	Y	
Board of Supervisors of Election	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	The City Code doesn't include language on the appointment of members or the Chairperson, the number of members, or their terms. The webpage for the Board has this information, but not the Code
Charter Review Commission	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Commission. However, this information is provided on the webpage for the Commission
Compensation Commission	Appoints	Appoints	Sec. 2-21(b)	5	0	Y	N	4	Y	Y	
Cultural Arts Commission	Appoints	Confirms	Sec. 4-17(a)	11	0	?	Y	3	N	Y	
Environment Commission	Appoints	Confirms	Res. 21-02.2	9	0	?	Y	3	N	N	
Ethics Commission	Appoints	Confirms	Sec. 16.3(a)	5	0	Y	Y	3	Y	Y	
Financial Advisory Board	Appoints	Confirms	Sec. 2-238(a)	7	0	Y	Y	3	Y	N	
Historic District Commission	Appoints	Confirms	Sec. 25-04.04.c.1	5	1	Y	Y	3	Y	Y	
Human Rights Commission	Appoints	Confirms	Sec. 2-218(a)	11	0	?	Y*	3	N	Y	* "must be broadly representative of the City."
Human Services Advisory Commission	Appoints	Confirms	Res. 5-01.2	11	0	Y	Y*	3	Y	Y	* "generally reflect the gender and ethnic diversity of the City" and represent specific constituencies.
Landlord-Tenant Affairs Commission	Appoints	Confirms	Sec. 2-218(a)	7	3	Y	Y	3	N	Y	
Personnel Appeals Board	None	Appoints	Sec. 15-61(a)	3	0	Y	Y	3	N	N	
Planning Commission	Appoints	Confirms	Sec. 25.04.02.c.1	7	0	Y	N	5	Y	Y	
Recreation and Parks Advisory Board	Appoints	Confirms	Sec. 2-218(a)	9	0	?	Y	3	N	Y	
Retirement Board	Appoints	Confirms	Sec. 15.83(a)	7	0	?	Y	3*	N	Y	* Two members are City officials whose terms correspond to their job tenure.
REDI	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this group. However, this information is provided on the webpage for REDI.

Membership Characteristics of Rockville's Boards, Commissions, Task Forces, and Committees
From Review of Rockville City Code Binder and Code

	Roles of Mayor and Council in Appointing Members			Composition of BCTF		Special Requirements for Membership?		Term Requirements			
Rockville Board/Commission/Task Force	**Mayor**	**Council**	**Authority**	**Members**	**Alternates**	**Rockville Resident?**	**Other Quals?**	**Years**	**Staggered?**	**Are Terms Extended until Replacement?**	**Notes**
Rockville Housing Enterprises	Appoints	Confirms	Sec. 2-218(a)	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	The City Code doesn't include language on the appointment of members or the Chairperson, the number of members, or their terms. The webpage for RHE has this information, but not the Code.
Rockville Recreation and Parks Foundation, Inc.	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Foundation. However, this information is provided on the webpage for this group.
Rockville Seniors Inc. (RSI)	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this group. However, this information is provided on the webpage for RSI.
Rockville Sister City Corporation	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Corporation. However, this information is provided on the webpage for this group.
Senior Citizens Commission	Appoints	Confirms	Res. 62-69	5	0	?	N	2	Y	N	
Sign Review Board	Appoints	Confirms	Sec. 25.04.03.c.1	3	1	Y	N	3	Y	Y	
Traffic and Transportation Commission	Appoints	Confirms	Sec. 2-218(a)	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	Unclear	The City Code doesn't include language on the appointment of members or the Chairperson, the number of members, or their terms. The webpage for the Commission has this information and references several Resolutions, but the binder didn't include the Resolutions.
Task Forces and Committees											
Boards and Commissions Task Force	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Task Force. However, some of this information is provided on the webpage for this group.

Membership Characteristics of Rockville's Boards, Commissions, Task Forces, and Committees
From Review of Rockville City Code Binder and Code

	Roles of Mayor and Council in Appointing Members			Composition of BCTF		Special Requirements for Membership?		Term Requirements			
Rockville Board/Commission/Task Force	Mayor	Council	Authority	Members	Alternates	Rockville Resident?	Other Quals?	Years	Staggered?	Are Terms Extended until Replacement?	Notes
Caregiver Funding Task Force	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Task Force. However, some of this information is provided on the webpage for this group.
King Farm Task Force	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Task Force. However, some of this information is provided on the webpage for this group.
Asian Pacific American Task Force	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder included a printout from the City's website on this Task Force, but not under the "Task Forces and Committees" section of the City's website. This webpage came from the Community Engagement Programs website under the City Manager's Office. Certainly not an intuitive place to find it.
Rockville Bike Advisory Committee	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder included a printout from the City's website on this Committee, but not under the "Task Forces and Committees" section of the City's website. This webpage came from the Bicycling website under the Traffic and Transportation Division of the Public Works Department. Certainly not an intuitive place to find it.
Upper Watts Branch Citizens Task Force	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	Not provided	The binder didn't include any information on this Task Force. Nor was this information provided on the webpage for this group.

Appendix G. Recommended Improvements to the City's Website Regarding Boards and Commissions

Appendix G

Recommended Improvements to the City's Website
Regarding Boards and Commissions

1. Reorganize and expand the City's website to offer frequently updated news of activities and accomplishments of boards and commissions. Make vacancies easy to find. Apply the same principles to other outreach methods.
2. Adding the following information to the City's website information on the process for nominating and appointing new board and commission members:
    a. Post all pending EOIs for all applicants, including the applicants' names, the dates their EOIs were received by the City Clerk's Office, and the current status of each EOI.
    b. Post the information provided by the Mayor's Office about its reasons for not taking action on each applicant whose application is over two months old.
3. Create a standard webpage template for all boards & commissions. This template should be used for all boards, commissions, task forces, committees, and other organizations listed on the City's website. Attachment G-1 shows the characteristics of a typical board or commission webpage on the City's current website. In addition to this current information, the standard webpage template should also include:
    a. Links to the Rockville legal authorities (e.g., Code chapter, Ordinance, Resolution, etc.) that established the organization.
    b. Links to any State or Federal statutes with which the organization needs to comply.
4. Have the standard template approved by the Council of Board Chairs [or by some other oversight authority]
5. Have all webpages updated to conform to the standard template.
6. In addition to the groups listed on the City's website as "Boards & Commissions" and "Task Forces & Committees," create a separate group for "Rockville Affiliated Organizations" to display information on the five organizations that don't meet the standard definition of a board or commission. These organizations are:
    a. Rockville Economic Development Inc. (REDI)
    b. Rockville Housing Enterprises (RHE)
    c. Rockville Sister Cities Corporation (RSCC)
    d. Rockville Seniors Inc. (RSI)
    e. Rockville Recreation and Parks Foundation, Inc. (RRPFI)
7. On the introductory overview webpage for each of the three groups, add an introductory paragraph that includes a definition for the organizations in each group. Attachment G-2 provides sample language that could be used for each group.
8. Post minutes on the organization's webpage, not just videos. At a minimum, the minutes should reflect all decisions made at a meeting.

9. Each webpage should be reviewed at least annually to confirm that all information on it is current, accurate and complete. [Note: Require all boards and commissions to include a certification to this effect in their annual reports to the Mayor and Council.]
10. Remove the Development Review Committee from the list of Task Forces and Committees on the City's website. This is comprised of City staff, not volunteers.

Attachments:

G-1 - Characteristics of a Typical Board or Commission Webpage
G-2 - Proposed Introductory Language for Each Group of Volunteer Organizations on the City's Website

Attachment G-1

Characteristics of a Typical Board or Commission Webpage

Although there is some variation in the information provided on each organization's webpage, a typical webpage would include a two-column introductory section.

In the left-hand column:

- Description of the Organization – This is a more detailed description of what the organization does than provided on the overview list. It typically includes the number of members, their terms, in addition to a more detailed, but still high-level, description of its purpose and functions.

In the right-hand column:

- Phone number of the staff liaison to the organization.
- Name and email address of the staff liaison.
- Location of meetings
- Meeting schedule and times
- A link to previous meeting agendas and minutes
- A link to videos of past meetings, if available.

Following the introductory section is a list of current members with the dates their terms are expiring, or in some cases have expired.

Following the list of members, there are sometimes up to three additional sections:

- An invitation to sign up for notification of meeting alerts and when agendas are posted
- An invitation to join the organization; and/or
- A "Resources" section that provides links to documents that are important to the work of the organization, e.g., rules of procedure, guidelines, forms, etc.

These additional sections are not available for all organizations.

Attachment G-2

Proposed Introductory Language for Each Group of Volunteer Organizations on the City's Website

Boards & Commissions

A Board or Commission is an organization created by an act of the Mayor and Council to perform an on-going function and is, therefore, subject to the Maryland Open Meetings Act. These organizations are subject to the requirements established by the Mayor and Council regarding membership requirements, terms, and other characteristics. Some of these organizations were created in response to requirements of the State or Federal government.

Task Forces & Committees

A Task Force or Committee is an organization created by an act of the Mayor and Council to perform a time-limited function and is, therefore, subject to the Maryland Open Meetings Act. These organizations are subject to the requirements established by the Mayor and Council regarding membership requirements, terms, and other characteristics.

Rockville Affiliated Organizations

An organization affiliated with Rockville is typically an organization created outside of the City government, with which the City has a contractual or other formal relationship. All of these organizations were incorporated as 501(c)(3) organizations and operate according to their own By-laws. Since most of these organizations are not 'public bodies' as defined in the Open Meetings Act, they are not subject to the transparency requirements of that Act. Rockville Housing Enterprises in an exception since it was created by the Mayor and Council and is subject to, and complies with, the Open Meetings Act. The underlined name of each organization on its individual webpage provides a link to a separate website managed by that organization that provides greater detail on the activities of the organization as well as its by-laws.

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Appendix H. Structured Interview Tool

Last updated 02/25/2019

Boards & Commissions Task Force
Structured Interview Document

This questionnaire is designed to be used during the interview with current Rockville Board and Commission Chairs. All questions that are applicable should be answered, if possible. Feel free to ask follow-up questions, encourage the interviewees to elaborate, and frame questions in your own words.

Interviewee Name:	
Interviewee Board/Commission:	
Interview Date:	
Interviewers:	

Introduction:

- Briefly explain the Boards & Commission Task Force's (BCTF) mission & purpose
  - Charged by the Mayor & Council to investigate the effectiveness and purpose of Rockville's current B&C.
  - Emphasize that this is not an attempt to change any B&C, but an effort to better understand the B&Cs and help the City better operate and organize them.
  - Thank them for participating and ask if they are ready to begin.
  - If you are recording, inform the interviewee and *ask for their permission before recording*.

1. Relationship with the City - Mayor & Council, Staff, other Boards & Commissions
   - Do you think your board or commission would benefit from more communication, direction, or acknowledgement by the Mayor & Council? Have you ever met with the Mayor & Council or presented anything to them?
   - How does your board or commission interact with city staff? Did you find staff support adequate and helpful? How could relationships between staff and your board or commission be improved? What additional resources would you like the City to provide?
   - In response to our questionnaire, few board or commission members indicated that they had collaborated with other boards or commissions. How have you and your board or commission interacted with other boards and commissions within the City? Do you think increased collaboration would benefit your board or commission? How do you think collaboration in

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

general could be improved?

2. Mission & Relevance
   - In responding to our questionnaire, many board and commission members indicated a desire for more direction concerning their organization's mission and goals. Would your board or commission benefit from more clear direction from the Mayor and Council?
   - How would you describe the mission of your board or commission? How does your board or commission's mission address current needs within the City?
   - How has your mission/focus changed over time? What improvements, if any, would you make to improve the mission/focus of your board or commission?

3. Training & Leadership
   - In responding to our questionnaire, many board and commission members indicated a desire for more training in leadership and organization. Do you believe such training would benefit the members of your board or commission? What training would best improve your board or commission's activities?

- Few respondents to our questionnaire indicated any formal orientation for new members. What materials or introduction (if any) does your board or commission provide new members? What types of training or materials do you believe would provide the most benefit to new members?

- Our online questionnaire indicated that most chairs do the lion's share of the work within their board or commission. How does your board or commission delegate tasks and generally divide up the work? E.g., who handles generating agendas, minutes, and/or reports? Do your members generally fully participate in the group's activities? Have you experienced difficulty encouraging participation from other members?

4. Vacancies & Participation

- Few respondents to our questionnaire indicated any formal succession planning for replacing members. How does your board or commission handle succession planning and replacing members?

- Many respondents to our questionnaire expressed dissatisfaction with the number of vacancies. How have vacancies affected the business/performance of your board or commission?

- *If the respondent has experienced significant vacancies, ask them to elaborate and provide specific examples. E.g.,* Has your board or commission had difficulties achieving a quorum? How

long have these vacancies lasted? Have commissioners served past the end of their appointments? To what do you attribute these vacancies and how would you solve this issue?

5. Diversity
   - How do you feel your group represents the diversity of the Rockville area? What efforts have you made to include diverse individuals or perspectives in your work?
   - What thoughts would you have on improving diversity, representation, or outreach within Rockville's Boards and Commissions?

6. Final Thoughts
   - What else would you like to tell us about your work or your experience?
   - Do you have any suggestions for any new boards or commissions to fill needs of the Rockville community?
   - What recommendations do you have for improving the boards and commissions system?

7. Interviewer Notes (Miscellaneous) - Include any additional observations, insights, or comments on the interview.

Appendix I. Dashboard Evaluation Summary

Appendix J: Dashboard Evaluation Summary

The dashboard exercise was designed to download information from the assigned interviews of individual boards and commissions to see them across like criteria, and in a way to rate that allowed assessment according to the same ratings and scales. The resulting Dashboard of General Findings lays out the goals and Key Recommendations is supported by specific cells on each board and commission that include observations and suggestions from the volunteer members who conducted the interviews.

This exercise allowed information to be laid out in parallel fashion across the evaluation criteria and overall ratings (1=significant improvement needed, 2=some improvement needed, and 3 goals achieved with no major shortfalls). The accumulation of the data in this way allowed BCTF members to be sure all the findings were captured and considered in the overall ratings and recommendations. Specific comments for each board and commission can be found in the full dashboard available on the Boards and Commissions Task Force Webpage

Key Recommendations to Improve Rockville's Boards and Commissions
Effectively Utilize City Resources to Promote Civic Engagement and Manage Boards and Commissions
1. Hire a full-time staff member in the City Clerk's office committed to increasing civic engagement; including volunteer outreach and management of Rockville's Volunteer Organizations.
2. Create a policy to distinguish the level of resources and oversight required for various types of boards and commissions s. For example, (i) should decision-making bodies require more oversight and resources than other boards and commissions s? How can the time of City staff be utilized more effectively and efficiently without overworking the staff? Should a City Council liaison be appointed to all boards and commissions s, or just select organizations?
Coordinate Missions, Objectives and Workplans
3. Mayor, Council, City staff and boards and commissions members should be better aligned on the mission and workplan of each boards and commissions ; require designated boards and commissions s to establish and publish annual reports and workplans, and Mayor and Council should review annual reports and workplans of each boards and commissions to ensure objectives, expectations, and results are clear.
4. Identify boards and commissions that deal with overlapping issues and define mechanisms for communication, collaboration, and cross-fertilization among relevant boards and commissions.
Enhance Volunteer Experience and Boost Participation
5. Improve the volunteer selection and nomination process through a variety of means, including (i) enforcing terms, (ii) filling vacancies, (iii) and improving the transparency of the recruitment, nomination and selection process. Expressions of interest of all candidates

should be available on the website, applicants should be informed of the status of applications, and applicants should be timely if they are appointed, reappointed, on hold or rejected
6. Ensure volunteers are doing impactful work and are recognized for their hard work through various methods, including but not limited to (i) receiving meaningful input from Mayor, Council and City staff on annual reports and workplans, (ii) increasing visibility on the COR website, social media and press, and (iii) organizing regular volunteer recognition events.
7. Improve the volunteer orientation process, with more training on the City structure and operations, the role of the boards and commissions, the member's role within the boards and commissions, governance, and meeting facilitation.
8. Proactively reach out to the community to increase volunteerism through various means, such as organizing volunteer fairs and maintaining and utilizing a volunteer database. Utilize this database to solicit expertise where needed.
Improve Diversity of the Boards and Commissions
9. Revise city policies on volunteerism to increase diversity.
10. Proactively reach out to diverse organizations and community associations in City and County to increase diversity of volunteer base.
Identify Opportunities to Add New Relevant Boards and Commissions and Regularly Review Existing Boards and Commissions
11. Create a process to review applications for new boards and commissions s; the process should encourage civic engagement while maintaining order and efficiency among existing and proposed boards and commissions.
12. Create a periodic review process to evaluate effectiveness, relevance, diversity, performance, and transparency of existing boards and commissions.
Improve Transparency
13. Reorganize and expand the City website to offer frequently updated news of activities and accomplishments of BOARDS AND COMMISSIONS s. Make vacancies easy to find. Apply the same principles to other outreach methods.

Appendix J. Commissions Support and Volunteer Coordinator Job Description

CITY OF ROCKVILLE, MD

COMMISSIONS SUPPORT AND VOLUNTEER COORDINATOR

JOB DESCRIPTION

DESCRIPTION

Under general supervision and a member of the City Clerk's office this individual provides direct support to the City's Commissions, Boards, Task Forces and committees (BCTF). Activities include recruitment, coordination of policies and procedures and ongoing communication of activities, requirements, etc. Ensures that the BCTF websites are being updates and maintained per guidelines. Completes annual audit of compliance with city, state and federal requirements; oversees the commission office's daily administrative activities; supervises, assigns, reviews, and participates in the work of clerical staff engaged in commission support activities; assists in maintaining official files of the commission; and performs other related duties as required. Provide citywide organization and support for all volunteers ensuring resources are identifies, engaged and are in compliance with requirements.

The incumbent reports to a higher-level administrator who reviews work through personal observations, conferences and written reports for

PRIMARY DUTIES

Acts as the primary administrative and operational support to one or more commissions or boards. Acts as a first point of contact for inquiries and requests submitted to the commission or board by other agencies, County staff, and the public; serves as a liaison for commission and board chairs with other commissioners or board members, as appropriate

Receives and documents sensitive information on community issues from this and other organizations and agencies, as well as members of the public; handles inquiries and public concerns in a sensitive and confidential manner consulting with commissioners, board members, and/or County staff, as appropriate; answers a variety of routine and semi- technical questions related to commission or board activities, functions, operating guidelines, and programs.

Performs professional level support (administrative) duties for the City of Rockville Commission, Boards and Task Forces. Providing coordination of:

1. Existing members
    a. Ongoing communication to commissioners and members
    b. Manage coordination of quarterly meetings/communication between commissioners to ensure broad awareness of activities and opportunities for cross engagement
    c. Advises and ensures compliance with policies, procedures, and legal

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

requirements

d. Compiling and monitoring budgets, and serving as a liaison between commissioners, board members, city staff, and the public.

e. Records management – ensure completion of required functions and reporting requirements

2. Managing the process by which new members become commissioners / members

a. Recruitment – identify candidates, screen, manage process of coordination with city staff, Mayor and Council and appropriate chairs.

b. Communication throughout the process

c. Coordination with Mayor and Council and Chairs of appropriate B/C or TF.

d. Once appointed, manages orientation including completion of all training and or required forms as needed.

3. General Duties

a. Responsible for exercising considerable judgment and independence in performing commission assignments of above average difficulty which require a comprehensive knowledge of assigned projects and programs.

b. Ensure all groups are adhering to guidelines and requirements

c. Manage database of existing members and potential candidates

d. Identify recognition opportunities and coordinate activities across all organizations and within the city.

e. Communicate information about the organizations to city staff and Mayor and Council.

f. Manage onboarding of designated members, ensure training and other requirements are met for specialized positions and establish and manage a council of all organization's chairs

g. Composes letters, memoranda, correspondence, summaries, resolutions, and notices from general instructions or in accordance with regulatory guidelines and accepted work procedures; types and distributes materials according to subject matter or routing and mailing procedures.

h. Manage city wide volunteers including: Recruitment, onboarding, recognition, events and all supporting efforts. Identify new

opportunities as needed.

i. Manage website and social media activities.

MINIMUM REQUIREMENTS:

College Degree
2 years of management of electronic data, including software conversions;
2 years of posting and documenting notices for public hearings;
5 years of experience in enforcing City Code and development orders;
5 years of experience in Planning and Zoning or construction related approvals.

KNOWLEDGE, SKILLS AND ABILITIES:

- Considerable knowledge of City Code
- Considerable knowledge of rules and regulations regarding the management of public meetings and the retention of the public record
- Skilled in all current Microsoft Office software, particularly Excel, Word, and Power Point
- Skilled in NOVUS agenda, and EnerGov software systems
- Knowledge of municipal government operations
- Ability to supervise employees in a manner conducive to full performance and high morale
- Ability to exercise judgment and discretion in devising, installing, and/or interpreting City rules, regulations, policies, or procedures
- Ability to establish and maintain effective working relationships with other employees, supervisors, department officials, officials of other agencies, and the general public
- Ability to carry out complex verbal and written instructions
- Ability to express ideas and information clearly and concisely, both verbally and in writing
- Ability to prepare clear and concise reports, records, correspondence, and other documents
- Ability to supervise and prepare a variety of required reports accurately and completely and on a timely basis
- Ability to demonstrate an awareness and appreciation of the cultural diversity in the community
- Knowledge of: Functions and procedures of a commission; provisions of the Government Code as it pertains to commissions and other advisory committees; commission budgets, government grants, and grant proposals; modern office methods and filing systems used to record, store, and retrieve resolutions and other records; modern office procedures including preparing business correspondence and legal notices; database management techniques; receptionist techniques, report writing, correct English usage, grammar, spelling, vocabulary, and punctuation.

- Ability to: Compose meeting minutes and summaries that accurately reflect and interpret actions; independently compose clear and concise letters; meet the public and answer questions pertaining to commission procedures and activities; plan, organize, and coordinate the work of clerical subordinates; record meeting proceedings accurately; write and maintain records, notices, and reports; establish and maintain effective working relationships with County officials and the public; learn, interpret, and apply administrative and departmental policies and rules; understand and follow oral and written directions.

PHYSICAL REQUIREMENTS:

- The work is typically performed while sitting at a desk or table
- The work is typically performed in an office

Appendix K. Example New Boards and Commissions in The Evaluation Process

- Public Safety Board
- Education Commission
- Youth Commission

Example: New Boards, Commissions and Task Forces: **Public Safety Board**

Depicted below is one of three examples, for illustrative purposes, which show how the proposed checklist works for future proposed Boards, Commissions and Task Force.
BCTF offers the check list to Mayor, Council, Staff and Residents of Rockville as a recommendation for the consideration of additional Boards, Commissions and Task Forces. This check list can be used for proposed and existing Boards, Commissions and Task Forces.

Select one of the following to describe the proposed body:

Board: Merriam-Webster: a group of persons having managerial, supervisory, investigatory, or advisory powers. Ex.: She is on the bank's board of directors.
Commission: Merriam-Webster: a group of persons directed to perform some duty.
Ex.: The state set up a commission to study the proposed merger of the school districts.
Committee: Merriam-Webster: a body of persons delegated to consider, investigate, take action on, or report on some matter an advisory committee. Ex.: We are waiting for recommendations from the advisory *committee*.
Task Force: Merriam-Webster: a temporary grouping under one leader For accomplishing a definite objective. Ex.: They appointed a *task force* to review the situation.

1. **Requirement:**
   a. Does city, state or federal law, grants, or other funding sources require a new group? Add supporting references and/or documents.
      i. No there is no mandate by law or legislation.

   b. See Section 7 Examples for other jurisdictions and municipalities that have established such bodies.

2. **Relevance:**
   a. What is the purpose of the group? See item 2b below.

   b. Why is the proposed group relevant to City government and other stakeholders, including:
      i. The Mayor and Council
      ii. City staff (including the staff liaison to the group)
      iii. The public, residents, businesses, and visitors

The residents, businesses, and visitors in Rockville have been very fortunate with an outstanding and award-winning police department. We are also beneficiaries of protection with the Montgomery County Police Department, Maryland State Police Department and the Sheriff's Office of Montgomery County.
However, we can always improve safety. Our goal is to become one of the safest big cities in America. However, we can always improve safety. Our goal is to become one of the safest big cities in America.
We should be proactive in creating a board of residents and police expertise who will understand the role of a police department and be in existence without waiting for a

potential unfortunate incident. Everything from natural disasters to catastrophic events should be reviewed. We can educate our residents to help our police best protect our community in the event of terrorism.
We can create a police auxiliary corps with trained volunteers to assist our police. By training residents to inspect houses when families are on vacation, direct traffic for citywide events and create an extensive business, home, and city camera, registration program. These actions will make us safer with a fiscal benefit. They can even have a presence in our Town Center.
Chief Victor Brito has been the proponent of and advocate for some of these concepts. The Mayor and Council Priority Initiatives of June 1, 2018 states, "...Review and agree upon the scope of duties of the Rockville City Police Department and determine appropriate staffing.
The body shall be a conduit between residents and others and the Police Dept. to address the areas as mentioned above. Other Cities as noted above have established such entities to conduct coordination, communication, and exposure of Police and the public.

c. How does the group present an opportunity to obtain funding or something positive for the city?
   i. The proposed body can assist with submitting grant applications.
   ii. See above for a review of positives for the City.

d. How does the group address a clear need or opportunity? Is the need or opportunity a short-term need or long-term need?
   i. The need is a permanent long term as it can initially work on bringing the Police and Rockville stakeholders together with the goal of identifying common goals/objectives and also areas of disagreement. Further the basis of moving forward with innovation and advocacy of new methods of safety education and involvement by Rockville and the Police working together to continue to increase the efforts on maintaining a safe city.

e. How does the work of the proposed group overlap with any existing organizations, including existing COR BCTFs?
   i. Currently no body deals with the mission and objectives of the proposed Policy Advisory Board.

f. Can this work or need be addressed by an existing organization? Why or why not?
   i. Currently there is no formal Advisory body in place.

3. Effectiveness

a. What is the proposed mission of the group?
   i. See Sections 1 & 2. The Proposed body undertakes tasks of evaluation, identifies public safety issues, positive communication, and interactions between police and residents, businesses and guests in Rockville, and mediates problems, advocacy of ideas, programs to increase interaction between Police and residents.

b. What is the proposed Scope of Work and deliverables of the group?
   i. See Sections 1&2 above

c. What would the proposed volunteer citizen group do? Please check all that apply and provide the appropriate information as needed.

   i. Provide a service. Please identify which one(s).

      1. mediation between Police and individuals and groups regarding complaints against the Police Dept. and improve relationship between public and police

   ii. Provide advice. On what subject(s)?

      1. problems and complaints

   iii. Fulfill a legal requirement. Please cite the requirement.

      1. N/A

   iv. Provide funding to support a City program. Please identify the source(s) of the funding.
      1. Possible grant application assistance. The specifics require further research.

   v. Establish and maintain relationships with outside groups who can benefit the City. Please identify which one(s).

      1. Prospective businesses and visitors.

   vi. Adjudicate complaints or appeals. Please identify the source(s) and nature of the complaints or appeals.

      1. Mediation of complaints, disagreements, and concerns of current policies.

   vii. Mobilize citizens around an issue of public interest. Please identify the issue(s).

      1. Support dissemination of information related public safety to Rockville, Mayor and Council, prospective businesses and visitors

   viii. Other. Please describe.

d. Do the activities of the proposed volunteer citizen group affect activities of any City departments?

   i. Police Dept.

e. Please identify which department(s), the activity (ies) affected, and the nature of the impact or overlap.

   i. The City Dept. affected by this proposed body include the Police Dept., Information office, City Manager and Mayor and Council

f. Have you contacted each affected department to determine its views on your proposal? If so, what was the department's reaction?
   i. BCTF Chair VanGrack has discussed this proposed body with Chief Brito.

g. What criteria should be used to judge the success of the new group?
   i. Performance and results of mediation activities.
   ii. Information sharing with Rockville
   iii. Reports to Mayor, Council and Rockville
   iv. Grant Applications and awards (if this task is possible)

4. **Diversity:**
   a. How will the group address diversity and specific demographic groups?
      i. Based upon similar bodies by other municipalities the membership shall be comprised of police dept., attorneys, neighborhood representation, and Human Rights Commission member and community organizations.

5. **<u>Operations:</u>**
   a. Structure of the Body
      i. How many members
         1. Asheville, NC: nine voting members: five area representatives, two at-large seats, a resident of property owned by the Housing Authority, and a Housing Authority representative. The term of office is three years.
      ii. Montgomery County, MD: 7 public members plus legal/law enforcement professionals

   b. Subcommittees: none at this time

   c. Level of expertise required of members:
      i. See examples shown below in Section 7.

   d. What resources from the City or other organizations are required?
      i. Staff liaison from Police Dept., meeting location. Utilize funding from existing Police and City General Funds. Publication of information and other outreach accomplished via established communication, information, and media as provided by the City.

   e. Will a representative from Mayor or Council be required?
      i. Suggest yes with the proviso that regular meetings may occur on an as needed basis, monthly, semi-monthly, quarterly, and semi-annually. Frequency depends on issues/matters at hand.

6. **Transparency:**
   a. How will this group communicate its activities and progress?
      i. Publish reports and recommendations/position papers to Mayor, Council and City Depts. (Manager)

   b. How will the group interact with the public?
      i. Public meetings and outreach activities

7. **Examples:**
   a. **Asheville, North Carolina:** The Citizens / Police Advisory Committee (CPAC) consist of nine voting members: five area representatives, two at-large seats, a resident of

property owned by the Housing Authority, and a Housing Authority representative. The term of office is three years.
The committee serves as a liaison between the police department and community. The committee mediates problems or conflicts and serves as an advocate for programs, ideas, and methods to improve the relationship between the police and community. The committee is also responsible for disseminating information to the community and to the government officials of Asheville. As an advisory committee to City Council, CPAC's primary function is to make recommendations to the City Council and act as a source of citizen information.

b. **Dunedin, Florida:** Public Safety Committee, Consists of seven members and one alternate. Assess quality of life and make recommendations on public safety issues in areas of law enforcement, fire protection, emergency services and both long and short term disaster planning and identification of cost efficiencies in public safety matters.
Inform itself and the public on whatever public safety issues it deems relevant to the interests of the City of Dunedin and to make recommendations to the City Commission regarding such matters. The Committee is not authorized to serve as an oversight entity regarding the operational issues of the City's public safety services and shall limit its efforts to non-operational issues of the various agencies providing public safety services to the Dunedin public. The Committee may initiate such efforts and investigations as deemed appropriate including, but not limited to, surveys and public feedback forums in order to be properly informed and to provide the greatest degree of assistance to the City Commission, the City Manager, and his/her staff, Departments of the City and to the general public.

c. **Ithaca, New York:** The Community Police Board (CPB) is charged by the City of Ithaca to act as a community liaison to the Police Department and actively foster positive communications between police and all segments of the community.
The Commissioners are chosen from a range of culturally and economically diverse community groups with consideration given to the effect each appointment will have on the diversity of representation, including geographic representation, on the board.
The Community Police Board provides two ways to engage members of the community and members of the Police Department in healthy communication.
A way to express appreciation by citizens to members of the Police Department for work and actions performed in the line of duty, which should be recognized and commended. The CPB forwards those statements to the Chief of Police with the hope that they will be forwarded to the Police Officers so cited.
A way to file a formal complaint by citizens to members of the Police Department for work and actions performed in the line of duty, which asks for an investigation and resolution between the parties. The Community Police Board conducts those investigations, and forwards its findings and recommendations to the Chief of Police and to the citizen(s) involved, expecting that appropriate action(s) undertaken to resolve the complaint to the mutual satisfaction of all parties.

d. **Bowie, Maryland:** Public Safety Committee the Mission of the City's Public Safety Committee is to identify and examine Bowie's public safety issues. Public safety issues

include, but are not limited to Emergency Preparedness, Fire/EMS, and Police services.

e. **Frederick, Maryland:** Excessive Use of Police Services Board the Excessive Use of Police Services Board shall hear appeals of actions of The City of Frederick in accordance with the City Code, Section 15-46(h).

f. **Montgomery County, Maryland: Criminal Justice Coordinating Commission** (32)
Created: Mo. Co. Code Section 2-60 as amended
Description: Evaluates the organization and adequacy of law enforcement and the administration of justice in the County pertaining to local issues and agencies. Members serve three-year terms without compensation.
Type of Positions: Administrative Judges of the Circuit and District Courts; State's Attorney; Sheriff; Circuit Court Clerk; Public Defender; Police Chiefs of the Cities of Rockville, Gaithersburg, Takoma Park, and Village of Chevy Chase, and MNCPPC; Director MCPS School Safety and Security; Chair, Council Public Safety Committee; Chief Administrative Officer; Police Chief, Director. Dept. of Corrections and Rehabilitation; Chief, Behavioral and Crisis Services; Chief, Children, Youth and Family Services; Director, Dept. of Technology Services; Asst. Chief, Fire Code Enforcement and Fire Investigations; 7 public members; member selected by County Legislative Delegation; State Depts. of Parole and Probation and Juvenile Justice; Commission on Juvenile Justice; Victim Services Advisory Board.

Example: New Boards, Commissions and Task Forces: **Education Commission**

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Board: Merriam-Webster: a group of persons having managerial, supervisory, investigatory, or advisory powers. Ex.: She is on the bank's board of directors.
Commission: Merriam-Webster: a group of persons directed to perform some duty.
Ex.: The state set up a commission to study the proposed merger of the school districts.
Committee: Merriam-Webster: a body of persons delegated to consider, investigate, take action on, or report on some matter an advisory committee. Ex.: We are waiting for recommendations from the advisory *committee*.
Task Force: Merriam-Webster: a temporary grouping under one leader For accomplishing a definite objective. Ex.: They appointed a *task force* to review the situation.

1. **Requirement:**
   a. Does city, state or federal law, grants, or other funding sources require a new group? Add supporting references and/or documents.
      i. No

   b. See Section 7 Examples, at the end of this proposal, for other jurisdictions and municipalities that have established such bodies.

2. **Relevance:**
   a. What is the purpose of the group?
      i. The students of Rockville have been subject to many disagreements in the past with Montgomery County Public Schools (MCPS) and the Board of Education (BOE). These have included the parking of school buses, long time parking of tractor-trailers in property close to METRO station, school boundary changes, student capacity, and school location. These policies have been significantly impacted by the public education of our children and restricted the family growth in our city. Our children are fortunate to have parents who find the time to object to MCPS and BOE decisions, which are not favorable to Rockville residents and businesses. With the added strength provided by the resources of City Hall, we can enhance our children's education. We can create programs where community service hours can be obtained in City Hall learning about how government helps people. Several PTSA activists have supported this proposal.

   b. Why is the proposed group relevant to City government and other stakeholders, including:
      i. The Mayor and Council

1. Mayor and Council Priority Initiatives, June 1, 2018: "Partner with other jurisdictions to meaningfully engage with MCPS, Montgomery County and the state to promote school construction".

ii. City staff (including the staff liaison to the group)

iii. The public, residents, businesses, and visitors

c. How does the group present an opportunity to obtain funding or something positive for the city?

i. Create programs where students earn community service hours at City Hall learning about how government helps people.

d. How does the group address a clear need or opportunity? Is the need or opportunity a short-term need or long-term need?

i. This is a long term permanent body and its function is to advocate, inform, lobby for the interests of students who live in and attend Rockville located public schools

e. How does the work of the proposed group overlap with any existing organizations, including existing COR (?), Boards, Commissions, Committees, or Task Forces?

i. Overlap with Montgomery County Public Schools Administration and teachers, students and parents as well as the Montgomery County Public Schools Board as their policies and procedures and processes affect Rockville students

f. Can this work or need be addressed by an existing organization? Why or why not?

i. Rockville students are subjected to decisions and policies that do not always benefit and enhance their education. LIST PROBLEMS HERE

3. **Effectiveness:**

a. What is the proposed mission of the group?

i. Advocate, inform, and lobby MCPS & BoE to increase benefit of education for Rockville students.

b. What is the proposed Scope of Work and deliverables of the group?

i. Involvement in MCPS/BoE policies and decisions on school operations, curriculum and future expansion of school facilities and using Mayor, Council and City Staff to support such efforts.

c. What would the proposed volunteer citizen group do? Please check all that apply and provide the appropriate information as needed.

i. Provide a service. Please identify which one(s).

1. Public knowledge and advocacy of satisfying needs of Rockville students, teachers, and parents.

ii. Provide advice. On what subject(s)?

1. School operations, programs, expansion needs

iii. Fulfill a legal requirement. Please cite the requirement.

1. N/A

iv. Provide funding to support a City program. Please identify the source(s) of the funding.

1. May be possible to obtain grants. THIS NEEDS TO BE DETERMINED.

v. Establish and maintain relationships with outside groups who can benefit the City. Please identify which one(s).

1. MCPS/BoE

vi. Adjudicate complaints or appeals. Please identify the source(s) and nature of the complaints or appeals.

1. N/A

vii. Mobilize citizens around an issue of public interest. Please identify the issue(s).

1. Quality of Rockville located MCPS schools

viii. Other. Please describe.

d. Do the activities of the proposed volunteer citizen group affect activities of any City departments?

i. Mayor and Council and City Manager

e. Please identify which department(s), the activity (ies) affected, and the nature of the impact or overlap.

i. Resource needs, liaisons from City Council and City Staff

f. Have you contacted each affected department to determine its views on your proposal? If so, what was the department's reaction?
i. TBD

g. What criteria should be used to judge the success of the new group?
i. Information sharing with Rockville
ii. Reports to Mayor, Council and Rockville
iii. Success with MCPS/BoE resulting in programs and policies that benefit Rockville students

4. **Diversity:**
a. How will the group address diversity and specific demographic groups?
i. Education professionals, parents from the various school districts and students

5. **Operations:**
a. Structure of the Body
i. How many members

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

1. Nine members

b. Subcommittees: none at this time

c. Level of expertise required of members:
   i. Education professionals, parents, students

d. What resources from the City or other organizations are required?
   i. City Staff Liaison and associated support time, materials

e. Will a representative from Mayor or Council be required?
   i. Suggested

6. **Transparency:**
   a. How will this group communicate its activities and progress?
      i. Meeting agendas, minutes, report to Mayor and Council, and articles in Rockville Reports and other media.

   b. How will the group interact with the public?
      i. Meetings open to the public and outreach events related to education and MCPS/BoE activities.

7. **Examples:**
   a. **Asheville, North Carolina:** A local board of education serves a vital role in our community by helping steer the educational journeys of our children. Its decisions influence the lives of students and their parents, teachers, school staff, and district leadership, and affect the overall well-being of the community. The Asheville City Board of Education serves as the governing body of The Asheville City Schools. This board establishes the vision for education in the district. It sets the goals, standards, and tone for what we want our public schools to be and ensures that these schools are responsive to the needs of our local community. The school board serves the larger purposes of representing the needs of the community in our schools, building bridges among parents, school leadership, and other sectors of the community, and ensuring that our schools are the best they can be. Board is comprised of five members serving four-year term with option to seek a second term.

   b. **Dunedin, Florida:** None

   c. **Ithaca, New York:** None

   d. **Bowie, Maryland:** Education Committee: The City of Bowie Education Committee is charged with advising the Bowie City Council on matters relating to education. The City Education Committee was established in 1976 by the Bowie City Council. It was originally called the Educational System Study Committee. The Committee evolved over the years until 1996 when it was combined with the City's Excellence in Education Scholarship Committee.
   The Education Committee has established a number of programs to support education and

educators in schools in Bowie: **Bowie Reads** is a reading promotion the City's Education Committee began several years ago in an effort to encourage children to read and to develop a love for reading.

From January to May each year the committee collects new and gently used children's books to distribute at the City's annual festival Bowiefest, always held on the first Saturday in June at Allen Pond Park. Parents and grandparents may bring children to select free books to take home to read. Information about reading to children, helping children to learn to read, and other related topics are also available.

Excellence in Education the City of Bowie and the Education Committee sponsor a yearly event, entitled *Excellence in Education*, which recognizes teachers in Bowie schools for providing excellence in their classrooms and schools and in the education of their students.

Dignitaries, including the Governor, members of the General Assembly, and representatives from federal and local government join the education community and the City in honoring teachers. Their peers select the teachers, from eligible public and private schools in Bowie. The City has proudly honored educators for over three decades.

Education Grants the City of Bowie offers Education Grants of up to $1,000 each to support educational activities for children in the City of Bowie. The deadline to apply for the grant is October 7. The City of Bowie Education Committee awards grants that support education for Bowie children. Grants, of amounts ranging from $100 - $1,000, are awarded to teachers, parent groups, and other interested individuals from eligible community schools who have new and creative ideas for projects and programs that will enrich the students' learning experiences.

Education Scholarships: The City of Bowie provides Excellence in Education scholarships yearly to qualified graduating high school seniors. Over the years, over $50,000 in scholarships have been awarded to students. Nomination Process Nominations may only come from the schools. Students should contact the guidance office of their high school by mid-January and let them know that they are residents of the City of Bowie and would like to be considered for nomination. Eligibility for a school to consider a student for nomination, students must: have a minimum GPA of 3.5; Live in the City of Bowie; and have been accepted at an accredited college or university.

e. **Frederick, Maryland:** None

f. **Montgomery County, Maryland:** None

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Example: New Boards, Commissions and Task Forces: **Youth Commission**

Depicted below is one of three examples, for illustrative purposes that show how the proposed checklist works for future proposed Boards, Commissions and Task Force.
BCTF offers the check list to Mayor, Council, Staff and Residents of Rockville as a recommendation for the consideration of additional Boards, Commissions and Task Forces. This check list can be used for proposed and existing Boards, Commissions and Task Forces.

Select one of the following to describe the proposed body:

Board: Merriam-Webster: a group of persons having managerial, supervisory, investigatory, or advisory powers. Ex.: She is on the bank's board of directors.
Commission: Merriam-Webster: a group of persons directed to perform some duty.
Ex.: The state set up a commission to study the proposed merger of the school districts.
Committee: Merriam-Webster: a body of persons delegated to consider, investigate, take action on, or report on some matter an advisory committee. Ex.: We are waiting for recommendations from the advisory *committee*.
Task Force: Merriam-Webster: a temporary grouping under one leader For accomplishing a definite objective. Ex.: They appointed a *task force* to review the situation.

1. **Requirement:**
   a. Does city, state or federal law, grants, or other funding sources require a new group? Add supporting references and/or documents.
      i. No

   b. See Section 7 Examples, at the end of this proposal, for other jurisdictions and municipalities that have established such bodies.

2. **Relevance:**
   a. What is the purpose of the group?
      i. Rockville is a wonderful place to raise children. We want them to understand how fortunate we all are to live in a city of Rockville, the county of Montgomery, the state of Maryland and the United States of America. We should encourage our children to study and participate in local, state, national, and international issues. Countless government officials began their public service careers in grade school. We can improve the participation of youth in government. At one time, Rockville had a Youth Advisory Board. Randy Alton was chair in this Board and has proposed that it be re-established. We can create Youth Ambassadors of all ages to study the issues and participate in government.

   b. Why is the proposed group relevant to City government and other stakeholders, including:
      i. The Mayor and Council
      ii. City staff (including the staff liaison to the group)
      iii. The public, residents, businesses, and visitors

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

1. Raise awareness of issues unique to youth/teens, develop future leaders, provide a voice to youth, civic education, contribute to Rockville

c. How does the group present an opportunity to obtain funding or something positive for the city?
   i. To Be Determined

d. How does the group address a clear need or opportunity? Is the need or opportunity a short-term need or long-term need?
   i. Long term, see 2.b. above and provide a voice for youth, expand involvement, encourage public involvement by youth.

e. How does the work of the proposed group overlap with any existing organizations, including existing COR (?), Boards, Commissions, Committees, or Task Forces?
   i. Possible Recreation and Parks, proposed Police Advisory and Education.

f. Can this work or need be addressed by an existing organization? Why or why not?
   i. Youth as a group of residents are currently not service in total by any existing body within the city. See previous sections of the inclusiveness of this proposed body.

3. **Effectiveness:**
   a. What is the proposed mission of the group?
      i. Advise Mayor and Council, City Manager and Staff as well as parents, youth on programs and policies affecting youth and advocating for youth.

   b. What is the proposed Scope of Work and deliverables of the group?
      i. Areas affecting Youth include transportation, school safety, mental health and wellness, part time employment, volunteer efforts in the City

   c. What would the proposed volunteer citizen group do? Please check all that apply and provide the appropriate information as needed.

      i. Provide a service. Please identify which one(s).

         1. Yes for guidance, advocacy, for Youth, which does not formally exist.

      ii. Provide advice. On what subject(s)?

         1. Mental health and well-being, safety, involvement in the City

      iii. Fulfill a legal requirement. Please cite the requirement.

         1. N/A

      iv. Provide funding to support a City program. Please identify the source(s) of the funding.

         1. Possible grant funding requires investigation

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

v. Establish and maintain relationships with outside groups who can benefit the City. Please identify which one(s).

1. Interactions with prospective businesses and visitors to the City, Montgomery County Public Schools, Montgomery County Gov't, and State Gov't.

vi. Adjudicate complaints or appeals. Please identify the source(s) and nature of the complaints or appeals.

1. None

vii. Mobilize citizens around an issue of public interest. Please identify the issue(s).

1. Youth involvement, guidance safety, education and experience in City Gov't, public participation.

viii. Other. Please describe.

d. Do the activities of the proposed volunteer citizen group affect activities of any City departments?

i. Police, Recreation and Parks, Human Rights, City Manager

e. Please identify which department(s), the activity (ies) affected, and the nature of the impact or overlap.

i. Youth and Police: TBD
ii. Youth and Recreation and Parks: TBD
iii. Human Rights: TBD
iv. City Manager and Depts.: TBD

f. Have you contacted each affected department to determine its views on your proposal? If so, what was the department's reaction?
i. No

g. What criteria should be used to judge the success of the new group?
i. Performance and results of advocacy, guidance involvement in City
ii. Information sharing with Rockville residents, businesses and Gov't
iii. Reports to Mayor, Council and Rockville
iv. Grant Applications and awards (if this task is possible)

4. **Diversity:**
a. How will the group address diversity and specific demographic groups?
i. Membership ranges from teens, the various City designated neighborhoods, and youth services professionals, education, police, and parents. Majority would be teens/youth as determined.

5. **Operations:**
a. Structure of the Body

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

i. How many members
   1. By number of Neighborhoods and adults with majority being youth, suggested number of members = nine to 11 members.

b. Subcommittees:
   i. Mental Health and Wellness, School Safety, Government Activities

c. Level of expertise required of members:
   i. Teen or pre-teen, parents, professionals in Youth Services, Police

d. What resources from the City or other organizations are required?
   i. Staff and Council Liaison, resources for meeting locations, agendas and minutes and outreach

e. Will a representative from Mayor or Council be required?
   i. suggested

6. **Transparency:**
   a. How will this group communicate its activities and progress?
      i. Public meetings, printed agendas and minutes, Rockville reports, and other City media, annual or as events occur reports to Mayor and Council.

   b. How will the group interact with the public?
      i. Outreach and conducting meetings in the various designated Neighborhoods.

7. **Examples:**
   a. **Asheville, North Carolina:**
      i. None

   b. **Dunedin, Florida: Youth Advisory Committee:** Provide the youth of Dunedin with a forum to address their needs and concerns; provide input to Commission on issues affecting youth in our community; provide an opportunity to enhance leadership skills and civic involvement among Dunedin's youth. This is an advisory committee.

   c. **Ithaca, New York: Ithaca Youth Council:** Teens in Ithaca face many challenges, which adults in government may not always see. The Ithaca Youth Council Ambassadors (YCA) is teens from Ithaca and Tompkins County who focus on civic engagement, community outreach, and peer leadership. The Ambassadors strive to raise awareness in the Ithaca community about issues that are unique to teens, and they work together to develop resources and find solutions. YCA meets twice per month at the Ithaca Youth Bureau to address issues facing youth in the Ithaca Community and to learn about local government from local government leaders.
   Youth Council is a Program of Youth Employment Service. For more information, check out the Youth Council website.

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Main Objectives: The Youth Council is teen-run; its members have developed an organizational structure and work to identify and prioritize issues that matter to local youth. Youth Council has four main goals: **Develop Future Leaders** Our youth have the power to shape the future of our city. By being provided opportunities to participate in city governance and have an active role in addressing community issues, members learn important skills, become positive agents for change, and become bonded to the community. **Give Formal Voice To Youth** The Youth Council provides representation for Ithaca's youth and provides a forum for advocacy. It provides ongoing, 2-way communication with policy-makers, especially Common Council, to better address youth and community issues. Youth Council members are expected to develop ways to get regular input from other youth about their ideas and concerns.
Civic Education Youth Council members get first-hand experience with how the democratic process works by becoming involved in government in a practical, hands-on way. **Community Contribution** In addition to representing the needs and interests of youth to policy makers, Youth Council plans and executes projects to improve conditions for teenagers. Mission: The mission of the Ithaca Youth Council Ambassadors is to listen and speak for the youth of Tompkins County

d. **Bowie, Maryland:**
   i. None

e. **Frederick, Maryland:** Source: Frederick city web site, 6/6/18: NEWS RELEASE Youth to Have Greater Voice; Council Offers Influence FREDERICK, MD –June 6, 2018: Frederick youth are invited to be a force within City government. The application period is now open to serve on the Youth Advisory Council that the Board of Aldermen voted unanimously to create earlier this year. Spearheaded by Alderman Roger Wilson, the council will consist of 18 total members, 13 voting and 5 non-voting. Each member will be appointed by the Mayor and Board of Aldermen. City residents ages 14 to 18 will make up the voting members. Adult professionals from local organizations that specialize in providing youth services will serve as non-voting members. Youth may apply to serve on the council online (www.cityoffrederick.com/yac), and/or by sending letters of interest to Bob Smith, deputy director of Parks and Recreation; at 121 N. Bentz St., Frederick, MD 21701. The Mayor and Board hope to select the first council by September. The deadline for interested youth to apply is July 31. "This is a good start toward the goal I envisioned," Wilson said. "The youth often feel that they don't have a voice or any influence over issues that matter to them. This council changes all that, and offers them a real opportunity to get involved in their community in a substantial and meaningful way." The Youth Advisory Council's primary goal is to expand youth involvement and gain insight from youth so their voices can be heard, and to address a concern about the lack of opportunities for emerging adults in the Frederick community. Alderman Wilson also hopes that the council will encourage more young people to become involved in public service. The council has a mission to provide advice on legislation, assist the City's Parks and Recreation Department, and work with the Human Resources Department to develop student programs.

NEWS RELEASE Boys & Girls Club of Frederick County and other local organizations have also expressed their support for the council. Mayor O'Connor said this is a genuine opportunity for young people to be active in their community, while collaborating with

adults to encourage them to communicate on topics that matter to them. "This goes to the heart of my intention to broaden citizen engagement," O'Connor said.

f. **Montgomery County, Maryland: Children and Youth, Commission on** (27)
Created: Mo. Co. Code Section 27-48.
Description: Advises the County Executive, County Council, Department of Health and Human Services, and the Board of Education on the development of coordinated community and government policies, programs and services, which support children, youth, and families. Adult members serve three-year terms without compensation. Youth members serve one-year terms without compensation.
Type of Positions: agency representatives, parents, youth, a private school representative, and required public agencies.

i. March 25, 2019Greetings from the Commission on Children and Youth! On February 7, 2019, the Montgomery County Commission on Children and Youth hosted the 12th Annual Youth Having a Voice RoundTable at the Silver Spring Civic Building. Over 50 middle and high students from across the county attended and shared their experiences and opinions regarding public transportation, school safety, and mental health and wellness. This year the Commission has focused its work on these three identified areas and subcommittees were formed to explore the topics, narrow the scope, and make recommendations for the needs of our county's children and youth. Our first subcommittee, the Mental Health and Wellness Subcommittee, has spent the past two years exploring ways to promote a positive approach to mental health and well-being. Our second subcommittee, the School Safety Subcommittee, is focused on balancing psychological and physical safety in Montgomery County schools and providing a safe environment for students during non-instructional hours, including after school activities on campus. By bringing these conversations to the youth that the Roundtable, our subcommittees are afforded the opportunity to gathered valuable information that will be used, in conjunction with input from several professionals, to make recommendations to the County Council, County Executive and the Board of Education. The School Safety Subcommittee plans to share preliminary recommendations with the Board of Education prior to the close of the current academic year. Our third subcommittee, comprised of our youth commissioners, spearheaded an effort to explore youth experiences with public transportation in Montgomery County, specifically examining the Kids Ride Free and Youth Cruiser SmarTrip programs. Youth responses were gathered both at the Round table event and from an online survey. The youth commissioners had the opportunity to share their preliminary findings with members of the Transportation and Environment Committee and leadership from the Montgomery County Department of Transportation. The youth commissioners will continue collecting data via the online survey and in the next few months will begin formulating specific recommendations that will support youth having greater and more reliable access to public bus service in Montgomery County. We appreciate you taking the time to review the attached summary of the Youth Having A Voice Roundtable Event. We also look forward to sharing our recommendations in the Commission on Children and Youth Annual Report in November 2019.Sincerely,Itamar Fiorino, Victoria Koretsky, Talia Nesin & Ashley Thommana Youth Commissioners, Commission on Children and Youth Department of Health and Human Services7300 Calhoun Place, Suite 600, Rockville, Maryland 20855 240-777-4659, 240-777-4665

FAXmontgomerycountymd.gov/311240-773-3556 TTYCOMMISSION ON CHILDREN AND YOUTH

ii. 12thAnnual Youth Having A Voice RoundTable Hosted by the Commission on Children and Youth February 7, 2019The Commission on Children and Youth is dedicated to its mission of promoting the well-being of Montgomery County's children, youth and families so that all young people may realize their full potential and become contributing, productive adults. Every year we host the Youth Having A Voice RoundTable event to hear directly from the youth and children of the county. On February 7, 2019, our commission held the 12th annual Youth Having a Voice RoundTable at the Silver Spring Civic Building. We had over 50 youth attend the event, from middle and high schools across the county. Councilmember Evan Glass and Councilmember Gabe Albornoz and members of their staff attended the event. Ms. Pamela Luckett attended on behalf of Councilmember Will Jawando. Other distinguished attendees included Ms. Shebra Evans, President of the Montgomery County Board of Education, Ms. Jeanette E. Dixon, Montgomery County Board of Education, Ms. Victoria Buckland, Acting Director of the Department of Health and Human Services, Ms. JoAnn Barnes, Chief of Children, Youth and Families, Dr. Barbara Andrews, Administrator of Early Childhood Services, as well as Dr. Jonathan Brice, Associate Superintendent from the Office of Student and Family Support and Engagement. This year, the Commission on Children and Youth has been focusing on two main areas of interest: mental health, wellness, and school safety. We chose these focus areas because we believe that these are some of the greatest issues affecting Montgomery County youth. Separately, the Youth Leadership Subcommittee, which is comprised of 4 youth commissioners, is currently focusing on public transportation options, partially due to its impacts on school safety. We, the youth commissioners, recently met with the Transportation and Environment Committee of the County Council and offered recommendations regarding future expansion of the Kids Ride Free programs. The Roundtable, in addition to an online survey, was used to collect information about how kids currently use public transportation programs.

iii. Public Transportation At the Roundtable, when asking the youth participants questions about public transportation, we found that a mere 4 out of over 50 kids knew what the Youth Cruiser SmarTrip Card is—a program that is being used to phase out the use of student IDs for public transportation use in the future. We determined that this was due to the limited and somewhat confusing information provided on the Department of Transportation website as well as general lack of public awareness. In addition, we realized how restrictive the current Kids Ride Free Program is since many kids rely on public transportation on the weekends, holidays, and times outside of the set 2:00-8:00 PM. We also found that bus drivers are sometimes unfamiliar with the specifics of these programs, as multiple students shared stories of being "kicked off of buses" or not allowed to ride during designated times.

iv. School Safety In addition to discussing transportation, a 35-minute portion of the evening was dedicated to the subject of school safety. The participants were told to think of safety in a broad way, including safety from physical violence as well as psychological safety from harassment, bullying, intimidation, discrimination, or ridicule. A majority of students reported a "moderate" feeling of safety within their school. Of those who did not report feeling safe, most students' concerns were regarding bullying, intimidation, and fights between students. Students also reported feeling unsafe during lockdown

drills, which they believed were not taken seriously enough by both students and teachers. Another concern that students shared was concerning the safety concerns with their school facility, citing specifics such as gas leaks and broken pipes. One of the school safety subcommittee's primary concerns was examining safety during afterschool hours so roundtable participants were asked to comment on school safety afterschool. Participants generally felt less safe after school hours, as security guards and school resource officers had left for the day. Most students that felt safe during these times mentioned trusted adults that they were with; those who did not often said they did not stay after school for this reason.

v. Mental Health & Wellness Finally, the Roundtable addressed the topic of mental health and wellness. When asked to describe what mental health meant to them, the students referred "it was their state of mind" and "what they think and feel". Even early in the discussion, students indicated that they understood the fact that mental health is a sensitive subject. One student noted that it is not something people can control and that if other students chose to bully other regarding their mental health, it would be appropriate to confront the bullies. Additionally, students generally agreed that school was one of the major stressors in their lives. Tests, homework, and extracurriculars every day left many students feeling frustrated. Roundtable participants were also asked what they would do if a friend came to them for help regarding a crisis or of a situation that was, making them feel stressed. Many students reported that they would not immediately tell an adult but would instead prefer to handle the situation themselves. Participants also said that even if they themselves were feeling stressed or overwhelmed, they would talk with their trusted friends as opposed to adults, although some students shared that they had one or two teachers or school staff, such as coaches, they trusted. These students claimed that they were able to build a trusting relationship with these identified adults because the adult was genuinely interested in the well-being of their students. Interestingly, when specifically asked if they would talk with their school guidance counselors about mental health concerns, almost all said they would not. When asked why, students brought up many good points. While conceding that some adults were trained and experienced, the participants noted that they (the adults) do not understand the issue the same way students do. One extremely important idea that many students agreed upon is that teachers and counselors are often required to respond in a certain way with a specific protocol. This often escalates the situation further, something the students do not necessarily want.

vi. The Commission considered the Youth Having A Voice RoundTable event to be a huge success with a great deal of important data being collected from the youth participants. The Commission plans on examining the data collected and will use it to generate recommendations to share with County decision makers in order to better the county's policies regarding mental health, public transportation, and school safety.

Appendix L. Nomenclature Issue Paper

City of Rockville
Boards and Commissions Task Force
Issue Paper (August 18, 2019)

Issue: Nomenclature

Background

Rockville lists 31 volunteer organizations on its website in two groups: Boards and Commissions with 25 organizations, and Task Forces and Committees with six. However, none of those four terms: Board, Commission, Task Force, or Committee indicates the nature of the organization's authorities or functions. The terms Board and Commission appear to be used interchangeably in Rockville as well as in other jurisdictions and make no distinction as to whether the organization is empowered to make decisions, make recommendations, play advocacy roles, or something else.

The Task Force chose to examine this issue to determine the feasibility of coming up with a standard nomenclature that would apply to these organizations generally and whether each organization should be assigned a name that would more accurately indicate its function.

Discussion

The first challenge was to find a good acronym for the Boards and Commissions Task Force. BCTF is an obvious choice. The second challenge was to determine a name that would apply to the entire class of volunteer organizations. The term "Boards and Commissions" would exclude "Task Forces and Committees." The acronym "BCTF" would seemingly apply to all four types of volunteer organizations, but it could also be the acronym for this Task Force. Since these organizations are all composed of citizen volunteers, three new terms were suggested that might seem applicable to all of them collectively and each of them individually. The suggested new terms are Volunteer Citizen Organization (VCO), Rockville Volunteer Corps (RVC), and Rockville Volunteer Organization (RVO).

All three terms are new and the City might have a hard time accepting any of them into common use. Although VCO and RVO can be applied to an individual organization and the plural, VCOs and RVOs, can be applied to all volunteer organizations collectively, RVC seems to be more applicable to all volunteer organizations collectively than to an individual organization. It should also be noted that not all members of Rockville's volunteer organizations are, in fact, citizens of Rockville, which suggests the RVO would be the best choice. Alternatively, the BCTF can decided to use the phrase "boards and commissions" to include task forces and committees, since most of its analyses and recommendations deal with boards and commissions. For purposes of this paper, the term RVO will be used for all volunteer organizations unless the BCTF decides otherwise.

Attachment 11.A.b: Attach B Append to BCTF Report (2945 : Boards and Commissions Task Force Priority Recommendations)

The next challenge is to distinguish between a Board, Commission, Task Force, and Committee. It's fairly easy to distinguish between the group of organizations called "Boards and Commissions" and the group called "Task Force and Committees" based on the term and nature of their work. "Boards and Commissions" are generally assigned responsibilities that are long-term, i.e., they last until the group is disbanded. "Task Forces and Committees" are generally assigned time-limited, task-oriented responsibilities and disbanded when the time limit expires, or the assigned task is completed.

However, it's difficult to distinguish between the organizations within each of these two groups. It's a fair question as to whether it's worth trying, but the BCTF chose to pursue this matter.

Although the range of responsibilities of Rockville's RVOs is quite broad, it should be possible to characterize those responsibilities in standard ways, e.g., quasi-judicial decision-making, other decision-making, advisory, advocacy, reactive, pro-active, subject to State and/or Federal requirements or only to City requirements, driven by technical or professional standards, driven by judgment or experience, driven by politics, etc. If we can come up with a standard taxonomy for all RVO authorities and responsibilities, we could assign the RVO a name based on a specific set of characteristics. It's also important to note that the term "advisory" has meaning in a RVO name; i.e. an "Advisory Board or Commission" is clearly different from a plain "Board or Commission."

Special Cases

When the BCTF began its work, each of its members was provided a notebook containing information on twenty-two (22) different "Boards and Commissions." These are shown in bold letters in the table in Appendix A. The Task Force subsequently found information on nine additional RVOs on the City's website. These additional RVOs were presented in two groups: "Boards and Commissions" and "Task Forces and Committees." Five (5) additional RVOs were listed under the first group and four additional RVOs were listed under the second. These additional RVOs brought the total up to thirty-one (31). After its work was well underway, the Task Force learned that the Mayor and Council had created a new Pedestrian Advisory Commission, bringing the total up to thirty-two (32). Information on this new Commission had not been posted on the City's website as of this writing.

When the BCTF began examining each of these RVOs and identifying their key characteristics, we identified some special cases that needed additional discussion. In no particular order, they are:

Rockville Affiliated Organizations

Some of the earliest RVO characteristics examined by the BCTF were related to the transparency requirements of the Open Meetings Act (OMA). It became readily apparent that several RVOs were out of compliance with the OMA, most notably the so-called

"four Rs:" Rockville Economic Development Inc. (REDI); Rockville Seniors Inc.; Rockville Sister City Corporation; and Recreation and Parks Foundation, Inc. None of these organizations post meeting agenda or minutes on the City's website. Over time, it became apparent that these four organizations had not been created by the City and, therefore, were not "public bodies" subject to the OMA. They had established themselves as 501(c)(3) organizations and are governed by their own by-laws, not by the City. Since all the other RVOs were created by the City and are subject to the OMA, it seems appropriate to create a separate group for these four organizations outside of the "Boards and Commissions" group on the City website. Rockville Housing Enterprises is also a 501(c)(3) organization, even though it was also established by a City Resolution. Because it operates much like the other four 501(c)(3) organizations, it's appropriate to include it with this group. Several names have been suggested for this new group, but one option proposed by the BCTF is "Rockville Affiliated Organizations" (RAOs). Another option will be presented in last section on "Decisions." Appendix B shows how the RVOs might be displayed in three groups: Boards and Commissions, Task Forces and Committees, and Rockville Affiliated Organizations. This spreadsheet also displays information on several important characteristics associated with each RVO.

Boards vs Commissions - in general

One way to distinguish among the RVOs designated as Boards and Commissions is to separate those with decision-making authorities from those only authorized to make recommendations. Appendix C is a spreadsheet that groups Boards and Commissions on this basis.

An interesting naming pattern emerges, particularly among the ten (10) Non-decision-making RVOs. Six of these RVOs are called Commissions; one is called a Board; two are called Advisory Boards; and one is called an Advisory Commission. The predominant pattern in this group is that Non-decision-making RVOs are generally called Commissions.

The naming pattern among the ten (11) Decision-making RVOs is almost evenly split between Boards and Commissions, although there's one more Commission than there are Boards.

If we wanted to follow the predominant naming pattern across both groups, we would re-name all Non-decision-making RVOs as Commissions, including and the Animal Matters Board. Advisory Boards have the same general responsibilities as Commissions, but there's no compelling reason to re-name them. This leaves the designation of Board for the Decision-making RVOs. This could be problematic for three of the Commissions required by State law, the Ethics Commission, Historic District Commission, and Planning Commission. State law directs local jurisdictions to establish commissions for all three of those functions. Presumably, Rockville could re-name each of those groups a Board as long as the corresponding City law prescribed that the new Board is assigned the role and responsibilities of the corresponding commission required by State law. It may simply be more trouble than it's worth to attempt this.

Advisory Board vs Advisory Commission

There are two Advisory Boards (the Financial Advisory Board and the Recreation & Parks Advisory Board) and one Advisory Commission (the Human Services Advisory Commission). All of these RVOs have similar roles and responsibilities, although the Financial Advisory Board doesn't play an advocacy role and the others do. The term "advisory" in each of their names signifies that they're Non-decision-making RVOs and there's no advantage to re-naming them to clarify this characteristic.

Retirement Board -- This Board differs from other Boards and Commissions in several important ways:

- It makes decisions that impact the raising and spending of money; e.g., retirement contributions by the City and employees and retirement benefits paid by the City.
- It is both pro-active and reactive.
- It makes other decisions on how retirement funds are to be invested and who manages those investments.
- It advises the Mayor and Council on retirement matters.

Board of Supervisors of Elections -- This Board also differs from other Boards and Commissions in several important ways:

- It's required by State law.
- It's reactive in that its responsibilities are tied to the election cycles.
- It makes other decisions on how and where elections are to be conducted.
- It oversees and manages the election process in the City, including the appointment of election clerks and other employees to assist with elections and election judges to serve each polling place
- It hears appeals of election judge results
- It certifies election results.

Land Use VCOs -- There are eight RVOs that can be fully considered "land use RVOs;" two of which are Task Forces that have completed their work and should be dropped from the overall list: King Farm Task Force and Upper Watts Branch Citizens Task Force. The six remaining "land use RVOs" are:

- Board of Appeals - because its decisions can impact land use decisions made by other "land use RVOs."
- Historic District Commission - because their decisions determine the boundaries of historic districts and the modifications that residents may make to historic structures.
- Planning Commission - because their recommendations impact zoning decisions by the Mayor and Council and they decide whether certain development proposals are consistent with the City's approved land use plan.
- Recreation and Parks Advisory Board -- because their decisions might impact the location and size of City parks.
- REDI -- because its activities might impact the location and speed of development activities within the City.

- Rockville Housing Enterprises -- because their decisions impact the location and nature of low-income housing in the City.

There are two additional RVOs that might be considered "land use RVOs:"

- Bicycle Advisory Committee -- because their recommendations might impact the location of dedicated bike paths or lanes.
- Recreation and Parks Foundation, Inc. -- because their decisions might impact the location and size of City parks.

Finally, there are two RVOs that might be considered partial (P) "land use RVOs:"

- Traffic and Transportation Commission -- because its decisions impact the size and locations of permit parking areas in the City.
- Pedestrian Advisory Commission -- because [I'm not sure what its responsibilities are, but they might impact sidewalk locations and sizes]

The BCTF requires additional information on these last four RVOs to determine whether they should be included among the "land use RVOs."

Annual Reports Required by Law -- There are only six RVOs required by law to file annual reports: the Environment Commission; Historic District Commission; Human Rights Commission; Planning Commission; Recreation and Parks Advisory Board; and Senior Citizens Commission. We are aware of at least one other RVO, the Financial Advisory Board that has chosen to file an annual report.

Nomenclature Decisions that the BCTF Needs to Make

This paper suggests several decisions that the BCTF should make regarding the nomenclature used in our final issue papers and report. It would be good to make them as soon as possible.

1. Should we use the term BCTF as an abbreviation for this task force, or use it to refer to all boards, commissions, task forces, and committees collectively?
    a. Use it for this task force and find another term for all the groups collectively. **[The BCTF approved this option.]**
    b. Use it to apply to all these groups collectively and refer to the task force as simple the "Task Force."
2. What's the best generic name for all of Rockville's volunteer citizen organizations to include boards, commissions, task forces, committees, and other volunteer groups serving the City?
    a. There isn't any. Just call each by its formal name.
    b. Volunteer Citizen Organizations (VCOs).
    c. Rockville Volunteer Corps (RVC).
    d. Rockville Volunteer Organization (RVO). **[The BCTF approved this option.]**
    e. Boards and Commissions. Just use this general term to refer to boards, commissions, task forces, and committees. Other volunteer groups like

the Rockville Volunteer Fire Department have their own identities and are understood to be different from boards, commissions, and similar groups.

f. Other. Does anyone have another suggestion, e.g., BCTF?

3. Should we recommend renaming boards and commissions based on whether they make decisions or just recommendations?
   a. Yes. The name would give clarity as to whether the organization made decisios or not. However, it would require a significant renaming effort and would likely be opposed by some group, as well as by members of the Mayor and Council.
   b. No. Keep the existing names, but make sure that the description of each organization on the City's website describes explicitly whether the organization makes decisions and, if so, what kinds. Also, recommend to the Mayor and Council that they consider a new organization's decision-making role in deciding whether to call it a commission or board. **[The BCTF approved this option.]**
4. What term should we recommend for the group of organizations that don't fit within the group called "Boards and Commissions?"
   a. Organizations Affiliated with Rockville (OARs). This term was proposed because OARs help move a boat in the desired direction and some BCTF members considered that metaphor attractive.
   b. Rockville Affiliated Organizations (RAOs). This was the first term suggested and it stuck with some BCTF members. **[The BCTF approved this option.]**
5. Is it important to designate some RVOs as "Land Use RVOs?"
   a. Yes. In which case, we need to explain why and the associated consequences.
   b. No. It won't affect the names or responsibilities of any of the RVOs. **[The BCTF approved this option.]**
6. Do any of the other considerations under the "Special Cases" section compel the BCTF to make other nomenclature recommendations?
   a. Yes. What are the specifics?
   b. No. We're done. **[The BCTF approved this option.]**

B&C Survey and Interview Dashboard

As part of the Boards and Commission Task Force evaluation of the City of Rockville's boards and commissions. The dashboard provides a format for evaluation and discussion of the five characteristics for each board and commission. These characteristics are Relevance, Effectiveness, Diversity, Operational Performance, and Transparency. Individual boards and commissions were classified in each of the five areas as (WOW!) outstanding performance, (OK) satisfactory, no major shortfalls, (I) improvement needed. Areas of potential improvement were also discussed for each group in each category, and specific recommendations developed through consensus. It is important to note that any deficiencies are related to process and structure, not the volunteers themselves.

Boards and Commissions Evaluation Dashboard

Group Name	Legal Requirement	Relevance	Effectiveness	Diversity	Operational Performance	Transparency	Key Recommendations to Mayor and Council
	Select: >> None >> City Resolution >> City code	Legend: >> WOW!: outstanding performance >> OK: satisfactory, no major shortfalls >> I: improvement needed					
Example: BCTF	City Resolution	OK	NA	OK	OK	I	1. Too early to evaluate Effectiveness as BCTF is in the process of gathering data for its report to Mayor and Council. 2. Operational Performance is strong. 3. Minutes to be posted to increase Transparency.
Animal Matters Board	City code	I	NA	I	I	NA	Need to revise or dissolve. If the board is maintained, the board needs (I) regular communication established between the City liaison and board members to keep them apprised of ongoing events and (ii) redefine the scope of the board's activities to address current issues.
Board of Appeals	State law	OK	OK	I	OK	OK	1. Meets high performance standards. Goals and objectives of each are met by current infrastructure, processes, and scheduling. 2. For improvement, (I) need mechanism to communicate with other boards and commissions dealing with the same issue/site, (ii) Need to fill vacancies expeditiously, (iii) diversity needs to improve
Board of Supervisors of Elections	State law	OK	OK	I	OK	OK	1. Meets high performance standards. Goals and objectives of each are met by current infrastructure, processes, and scheduling. 2. For improvement, expeditiously fill vacancies with knowledgeable members. Appointments should be made prior to the election cycle and consecutive terms for effective board members should be encouraged. Desired background and experience for members should be documented by City. 3. Diversity needs to improve.
Compensation Commission	City code	OK	OK	I	OK	OK	1. Meets high performance standards. Goals and objectives of each are met by current infrastructure, processes, and scheduling. 2. Need members with appropriate background/experience. Consider documenting necessary experience in City guideline. Prior experience is key. City should issue guidelines describing desired experience. Financial advisory board experience is useful. 3. Recruit members early in order to fill vacancies expeditiously; timeline for appointment of members should meet requirements for issuing recommendations on time for the next election cycle. Encourage consecutive terms for effective members.
Cultural Arts Commission	City Resolution	OK	OK	I	I	OK	1. Improve process for recruiting and appointing new members. 2. Modify code to provide greater clarity on their mission and identify other ways to expand role, funding and visibility within the city. 3. Improve support from Mayor and Council and City, especially city staff liaison.

Boards and Commissions Evaluation Dashboard

Group Name	Legal Requirement	Relevance	Effectiveness	Diversity	Operational Performance	Transparency	Key Recommendations to Mayor and Council
	Select: >> None >> City Resolution >> City code	Legend: >> WOW!: outstanding performance >> OK: satisfactory, no major shortfalls >> I: improvement needed					
Environment Commission		OK	I	I	I	I	1. Clarify roles, expectations and processes within commission, subcommittees, and with City. 2. Clarify M&C expectations for the commission. 3. Create annual written plan and align resources to meet written plan.
Ethics Commission	State law and City Code	OK	OK	OK	OK	OK	1. Change the Board and Commission Guidelines to require annual work plans for all self-initiated projects and annual reports on the work performed. 2. Change the Board and Commission guidelines to require more detail on the subjects of Advisory Opinions being discussed by the Commission. 3. Try to appoint female to board to fill upcoming vacancy to maintain gender diversity.
Historic District Commission	Federal law, State law, and City Code	OK	OK	OK	I	OK	1. Mayor and Council should explore alternative methods of appointing Commission members to see if the impasse on HDC appointments can be broken in the future. 2. HDC need to find more effective ways to communicate technical aspects of work to Mayor and Council in order to increase understanding of need for qualified board members to fill vacancies.
Financial Advisory Board	Chtr 2, Div. 2	OK	OK	OK	OK	OK	Explore strategies for attracting additional qualified, diverse members who want to stay committed for extended periods.
Human Rights Commission	Chapter 11 Code	OK	OK	OK	I	OK	expand to cover more events and other groups (LGBT and others)
Human Services Advisory Commission	None	I	I	OK	OK	OK	1. Grant program could be more efficient if grants were for 2 years instead of 1 year; otherwise grantees are constantly working on grant applications instead of actual work. 2. Direct communication with Mayor and Council and collaboration with other organizations could improve effectiveness. 3. Commissions role is primarily grant approval, monitoring and admin; could be more relevant with more advocacy work

Boards and Commissions Evaluation Dashboard

Group Name	Legal Requirement	Relevance	Effectiveness	Diversity	Operational Performance	Transparency	Key Recommendations to Mayor and Council
	Select: >> None >> City Resolution >> City code	Legend: >> WOW!: outstanding performance >> OK: satisfactory, no major shortfalls >> I: improvement needed					
Landlord/Tenant Affairs Commission	Chtr 18	OK	OK	OK	OK	OK	guided by code and admin law operations
Personnel Appeals Board		OK	NA	NA	NA	NA	Consider automatic appointment of three staff or volunteers from related bodies that is triggered when there is a complaint.
Planning Commission	State Law	WOW!	WOW!	OK	WOW!	OK	The workload of volunteers on this commission should be considered when addressing resources during the budget process.
Rec & Parks Advisory Board		OK	I	I	I	I	Restructure with attention to proliferation of subgroups for improved operations and efficiency. Consider additional resources for the second largest department in City government.
REDI (Rockville Economic Development Inc.)		OK	I	I	OK	I	The Mayor and Council and REDI board could benefit for annual goal setting and review of opportunities as opposed to the REDI board identifying things that come to their attention through their own networking with the business community.
Retirement Board		OK	WOW!	I	OK	OK	no recommendations
Rockville Housing Enterprises		OK	WOW!	I	OK	OK	A succession plan is needed for the chair of the board and vacancy needs to be filled.
Rockville Seniors, Inc.		OK	OK	I	I	I	More collaboration with Senior Commission and County
Rockville Sister City Corporation		OK	OK	OK	OK	I	Develop additional Sister Cities with connections to Rockville population.
Senior Citizens Commission	City Resolution	OK	I	OK	I	I	Establish role-clarity between Rockville Seniors, Inc. and Senior Citizens Commission.

Boards and Commissions Evaluation Dashboard

Group Name	Legal Requirement	Relevance	Effectiveness	Diversity	Operational Performance	Transparency	Key Recommendations to Mayor and Council
	Select: >> None >> City Resolution >> City code	Legend: >> WOW!: outstanding performance >> OK: satisfactory, no major shortfalls >> I: improvement needed					
Sign Review Board	City Code	I	I	OK	I	I	1. Eliminate the Sign Review Board. Update the City Code, as per staff recommendations. 2. Distribute the SRB's authority to City Staff and the Board of Appeals.
Traffic and Transportation Commission	City Code	OK	I	OK	I	OK	1. Improve data sharing with the Commission through city, county, and state agencies. 2. Adopt MOUs to grant access to preliminary data.
Recreation and Parks Foundation Inc.		NA	I	NA	NA	I	The Foundation's sole purpose is fundraising to augment the Parks and Recreation budget. Efforts have been minimal. Staff from this large department realize the need to rejuvenate the Foundation but resources are limited.
Charter Review Commission							
Asian American Task Force							
Bicycle Advisory Committee							
Pedestrian Advisory Commission							

City of Rockville
Boards and Commissions Task Force
Issue Paper (August 18, 2019)

Issue: Diversity

Background

The fourth objective in the draft BCTF Vision, Mission, Goals, and Objectives (dated Dec. 11, 2018) document is to develop criteria and procedures for determining the relevance, effectiveness, diversity, operational performance, and transparency of Rockville's Boards, Commissions, and other volunteer organizations (RVOs) in providing input to the Mayor and Council and City staff.

The "Proposed BCTF Evaluation Criteria" document stated that the diversity of Boards and Commissions would judged by how well they mirrored Rockville's demographics with respect to:

- Gender diversity
- Age
- Racial/ethnic diversity [how best to define?]
- Geographic diversity -- % of B/C members from different neighborhoods
- Socio economic

This document suggested that this characteristic might be evaluated by:

- Reviewing the City's Budget or other information to obtain the demographic profile of the overall City.
- Including in the Board Chair interview guides questions about:
  - The diversity of the current RVO membership.
  - Challenges in broadening the demographic composition of the RVO and thoughts about how to do better.

Summary Conclusions

Diversity was a major concern expressed by Board members and chairs as well as by City staff and elected officials. Only a few boards believed that they were sufficiently diverse with respect to gender, ethnicity, race, or age. Geographic diversity was deemed particularly challenging, particularly on boards responsible for making decisions affecting land use and other programs affecting activities across the City. Geographic diversity was considered less important for boards responsible for technical issues that don't impact specific geographic areas of the City. All agreed that diversity was an important goal that the City needed to address more aggressively.

Evaluation

Survey Results

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Attachment 11.A.d: Attach D BCTF Issue Paper 8.18.19 (2945 : Boards and Commissions Task Force Priority Recommendations)

The surveys only covered Boards and Commissions. They did not cover Task Forces and Committees. The survey didn't ask any questions about diversity. It was decided that interviews and a review of the City's website would provide a definitive picture of the actual diversity of the City's RVOs.

Structured Interview Results

The interview guide used with RVO chairs and City staff asked two questions about diversity.

All the chairs interviewed said that diversity was a goal but differed as to how they believed diversity needed to be addressed. Some felt their organizations were sufficiently diverse, while other noted a lack of racial, ethnic, or gender diversity within their organization. Some reported disappointing prior experiences with outreach, though not specifically for diversity. Additionally, many seemed to see the issue of diversity within the boards and commissions as one for the Mayor and Council to address. Many indicated a willingness and support for opening up their meetings to public attendance but indicated it was difficult to address diversity on their board without Mayor and Council leadership/cooperation.

City of Rockville Interview Results

Diversity was also a reoccurring theme in interviews with City staff and elected officials. One staff member commented that their entire four-member board was white, male attorneys. Another staff member commented that there was considerable diversity on their board, but that the mission of the commission was hurt by high turnover in leadership. Other staff members identified diverse organizations within the City – including the Asian Pacific Task Force – as possible routes to recruit a more diverse board and commission membership.

All elected officials agreed on the need for greater diversity. Some questioned the existence of the Asian Pacific American Task Force, when there are not similar groups dedicated to outreach to other ethnic and racial communities within the city. Others recommended expanding the boards and commissions to include an "outreach commission" to encourage involvement with the city. Others identified a need to "balance" board and commission membership.

Input from BCTF Members

BCTF members provided their input to a BCTF Evaluation Dashboard spreadsheet that summarized evaluations of each of five characteristics for each of the boards and commissions. The evaluations of diversity were very detailed in describing the membership of many organizations at the points in time that they were reviewed. Members of the BCTF were well aware of the diversity challenges on the Boards and Commissions on which they serve. Most of the BCTF discussions on this topic were on what to do to improve diversity. Although there was general consensus that diversity

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across all boards and commissions is a desirable goal, there was also discussion that diversity was more critical for some boards and commissions than others. In particular, geographic diversity was very important for boards and commissions whose recommendations affect land use decisions and decisions on how Citywide services are provided. Geographic diversity was deemed still desirable, but less critical, for boards and commissions whose decisions were more technical in nature and didn't impact decisions that had geographic implications.

Review of City's Website

Except for gender diversity, the City's website isn't useful for determining the diversity of Rockville's RVOs.

Areas for Improvement

The biggest challenge in improving the diversity of Rockville's RVOs is expanding the pool of volunteers for the RVOs and the diversity of that pool. Some of the actions suggested for doing this include:

- Creating a full-time position for a Volunteer Coordinator whose responsibilities would include:
    - Reaching out to different ethnic and racial communities in Rockville, including groups like the Asian Pacific American Task Force, the Human Rights Commission, and places of religious worship, to encourage volunteer participation from their respective communities.
    - Coordinate the activities of Rockville's RVOs to increase diversity.
    - Revising City policies on volunteerism to encourage more diversity (gender, ethic or racial background, age, location of residence in City, etc.). Document those policies, implement them, monitor results, and adjust policies accordingly.
    - Organizing recruitment events like job fairs to expand number and diversity of interested volunteers.
    - Acknowledge the contribution of volunteers annually with an appreciation event and ongoing articles on the City's website and in Rockville reports.
    - Explore the feasibility of creating and maintaining an online volunteer talent bank and allowing volunteers to sign up for specific, time-limited tasks in addition to traditional volunteer appointments to boards and commissions.
    - Provide greater outreach to Rockville residents to increase their awareness of roles and contributions of volunteers.
- Establishing a Diversity Commission that would subsume the work of other ethnic or similar groups and create an organization that sought to interact with the full spectrum of demographic groups in Rockville.

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City of Rockville
Boards and Commissions Task Force
Issue Paper (September 12, 2019)

Issue: Effectiveness

Background

The fourth objective in the draft BCTF Vision, Mission, Goals, and Objectives (dated Dec. 11, 2018) document is to develop criteria and procedures for determining the relevance, effectiveness, diversity, operational performance, and transparency of Rockville's Boards, Commissions, and other volunteer organizations (RVOs) in providing input to the Mayor and Council and City staff.

The "Proposed BCTF Evaluation Criteria" document defined "Effectiveness" as how effective the RVO is in performing its role as prescribed in the City Code. For RVOs whose role is advising the Mayor and Council, this could be measured by the extent to which its views were considered and adopted by City government.

- How has the RVO performed compared to its mission and work plan, i.e., is it meeting its objectives?
- If the RVO mission is to provide advice,
    - Number of recommendations made to the City within the past 12 months. [Alternatively, the number of issues on which the RVO made recommendations to the City.]
    - % of recommendations adopted by the City. [Alternatively, the % of issues on which the RVO made recommendations that were adopted by the City.]
- Internal and external factors that impacted the group's ability to perform
- Groups' perceived effectiveness by:
    - The Mayor and Council
    - City staff (including the staff liaison to the B/C.
    - The public
    - Others?

This document suggested that this characteristic might be evaluated by beginning with an understanding of the role that the organization was created to perform. Some are quasi-judicial bodies whose workloads depend on cases filed with them and whose work products are well defined, others are advisory bodies that generate their own work and determine their own work products.

- Determine through surveys or interviews whether the BCTF has explicit or implicit objectives and if it measures its performance against those objectives.
- Determine through surveys or interviews whether any groups outside the organization (could be City departments and staff, other organizations, members of the public, etc.) have expectations of the BCTF and if they have conducted assessments of how well the BCTF is meeting those expectations.

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- If neither the BCTF nor an outside group has developed objectives or expectations for the group, review the legal authority that established the groups and use your best judgment to determine appropriate performance measures for the BCTF and look at how well the BCTF performs against them.
- Review meeting minutes (up to a year) to identify any work products of the BCTF and/or recommendations made.
- Review M&C agenda items and meeting videos that correspond to BCTF recommendations and work products to determine extent to which M&C accepted the recommendations and work products.
- Include questions in appropriate interview guides and surveys about perceived quality and integrity of BCTF recommendations and decisions and factors impacting group's ability to perform.

Summary Conclusions

Although the general impression of BCTF members was that most boards and commissions were performing effectively, this impression wasn't based on any actual evidence or analysis. Developing formal criteria and a process for assessing RVO effectiveness, perhaps along the lines of the approach suggested in the Background section of this paper could require significant effort and cost. At a minimum, the BCTF suggests that an annual survey of the Mayor and Council and, possibly City staff, should be conducted to obtain their views on the effectiveness of each RVO.

Evaluation

Survey Results

The surveys only covered Boards and Commissions. They did not cover Task Forces and Committees. The survey of former board chairs and members didn't include any questions about the perceived effectiveness of specific boards or commissions or boards and commissions generally. The question that came the closest was in the public survey, "How would you describe your overall opinion of Rockville's Boards and Commissions system?" The publics' responses to this question were mostly favorable, although nearly a third of the responses showed a lack of familiarity with this topic.

Structured Interview Results

The interview guide didn't include any questions about the RVO's effectiveness.

City of Rockville Interview Results

Despite the lack of a question on effectiveness in the standard interview guide, Rockville's City Manager stated in his interview that he felt that most boards and commissions were very effective.

Input from BCTF Members

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Based on the comments posted on the BCTF evaluation dashboard on the Effectiveness spreadsheet, most RVOs were considered effective.

Review of City's Website

The City's website doesn't provide any information about the effectiveness of RVOs.

Areas for Improvement

Assessing the effectiveness of specific RVOs as well as RVOs in general is a challenging task, since there are no criteria for doing so. The criteria and evaluation approach suggested in the Background section of this paper might form the basis for specific recommendations to assess the effectiveness of each RVO. At a minimum, an annual survey of the Mayor and Council and, possibly City staff, should be conducted to obtain their views on the effectiveness of each RVO. A more rigorous evaluation approach might be warranted from time to time, but the costs and effort required for such an approach might not be considered worth the results.

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City of Rockville
Boards and Commissions Task Force
Issue Paper (August 18, 2019)

Issue: Relevance

Background

The fourth objective in the draft BCTF Vision, Mission, Goals, and Objectives (dated Dec. 11, 2018) document is to develop criteria and procedures for determining the relevance, effectiveness, diversity, operational performance, and transparency of Rockville's Boards, Commissions, and other volunteer organizations (RVOs) in providing input to the Mayor and Council and City staff.

The document prescribed two overarching criteria for determining the relevance of Boards and Commissions. The first was whether the organization was required by state or federal law, or by grant-making agencies or other funding sources. All actual Boards and Commissions are created by the Mayor and Council in City statute, e.g., Code, Ordinance, or Resolution, or in a motion passed in one of their meetings.

The second was whether the work of the Board or Commission was perceived relevant by the Mayor and Council, City staff, the public, local businesses, or other stakeholders because it addressed a clear need or opportunity to do something positive for the City, e.g., help it meet certain grant requirements.

This document suggested that this characteristic might be evaluated by identifying any state or federal laws that required Rockville to establish a particular RVO or any grant or other funding requirements that required one. Another suggested evaluation approach was to include questions about relevance in surveys and/or interviews with appropriate people. Specifically, questions about why their RVO exists and what the demand is for its services; how they perceive their own relevance; and what is their primary focus – housing education, transportation, fiscal responsibility, etc. The questions could also ask if they were formed to: supplement existing city resources, addressing a societal need, etc.

Summary Conclusions

Most boards and commissions were deemed relevant because they were: (1) required by state and/or federal law; (2) identified as decision-making; or (3) not identified as decision-making, but still considered relevant by the Task Force. The Task Force suggested several improvements for demonstrating the relevance of the City's boards and commissions.

Evaluation

Survey Results

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The surveys only covered Boards and Commissions. They did not cover Task Forces and Committees. The survey questions for board and commission members and chairs didn't include questions about how they perceived the relevance of their respective organizations. The results of the public questionnaire revealed that most respondents weren't familiar with the City's volunteer organizations, which suggests that those respondents didn't consider them relevant.

Structured Interview Results

The interviews with board chairs didn't provide any useful information regarding the perceived relevance of each organization.

City of Rockville Interview Results

The interviews with City officials and staff didn't provide any useful information regarding the perceived relevance of each organization.

Input from BCTF Members

BCTF members provided their input to a spreadsheet that summarized evaluations of each of five characteristics for each of the boards and commissions. The evaluations of relevance indicated that all but four organizations were considered relevant. The Animal Matters Board was considered irrelevant on the basis of not having met in quite a while. [NOTE: The City's Staff Liaison to this board pointed out that it only meets as needed to review complaints, which occur rarely. He felt that the Board's expertise was valuable, when needed.] The Human Services Advisory Commission was considered irrelevant, but it plays an important role in the Caregiver Grant review process and that would seem relevant. The Sign Review Board was considered irrelevant, but it has a decision-making role, which would seem to make it relevant. Finally, the Senior Citizens Commission was considered irrelevant, but the detailed discussion on the Relevance spreadsheet didn't give the reasoning behind this determination.

Review of City's Website

The City's website describes the functions of each board and commission, but doesn't explicitly discuss the relevance of each. Some of the descriptions state or suggest whether the board or commission was required by state or federal law and whether it has decision-making authority. Both of these characteristics are considered evidence of relevance.

Special Analysis

Appendix C to the Issue Paper on Nomenclature sorts the boards and commissions into two groups based on whether the organization has decision-making authority or not. It's interesting to note that all of the five organizations mandated by state and/or federal law

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have decision-making authority, as do six other organizations created at the sole initiative of the City. As stated in the previous paragraph, these two characteristics are considered evidence of relevance. Since all of the boards and commissions were created by the City, it's clear that they were considered relevant when created.

Areas for Improvement

There are several ways for boards and commissions to demonstrate their relevance to the Mayor and Council, City staff, and the public.

1. Report their activities and accomplishments in annual reports to the Mayor and Council.
2. Make these annual reports available on the website for each board and commission.
3. The City could publish an annual Summary of Board and Commission Activities and Accomplishments and make it available on the City's website with a corresponding summary article in *Rockville Reports*.

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Operational Performance

The "Proposed BCTF Evaluation Criteria" document stated that the operational performance of Boards and Commissions would judged by how well they operate in accordance with applicable sections of State and/or Federal law, the City Code, and City guidelines for BCTF which include their specific charter requirements. The document listed many factors that need to be considered when judging operational performance and suggested several steps for obtaining the necessary information. Many of these factors were based on the availability of annual work plans, meeting minutes, and annual reports; as well as on a review of the City (and sometimes, state) legislation that established each organization.

Highlights

Operational Performance was the most complex of the six characteristics to evaluate because it covered such a broad range of issues. Also, each of the individuals who responded to survey questions or participated in interviews only discussed issues from their own personal perspectives. None of them seemed to take a "big picture" view that tried to get to the root causes of some of their specific concerns. Most of the issues one would expect under this topic (Operational Performance) would have been addressed in the "Guidelines and Procedures for Citizen Boards and Commissions" published by the City of Rockville on March 12, 2012. Yet none of the persons surveyed or interviewed mentioned this document.

The survey and interview results both mentioned problems with:

- Advisory boards and commissions not having a sufficiently clear sense of what the Mayor and Council expected of them and desiring clearer and more frequent communications.
- Decision-making boards and commissions, particularly those established pursuant to state law, feeling that they already have a clear sense of their responsibilities and desiring more independence from the Mayor and Council.
- The need for timelier filling of vacancies by improving volunteer outreach efforts and improving the transparency of the nomination and appointment processes.
- The need to clarify the roles and responsibilities between boards and commissions and any internal committees that they create to carry out aspects of their work. This need is seen particularly acute in committees that are mainly staffed by volunteers, not by appointed board and commission members.
- The need to clarify roles and responsibilities between certain boards and commissions and the City staff with whom they work.
- The need for improved coordination between boards and commissions with related or overlapping responsibilities, e.g.: the Planning Commission, the Historic District Commission, the Travel and Transportation Commission, the Environment Commission, the Cultural Arts Commission, and the Recreation & Parks Advisory Board.
- The need for improved coordination between boards and commissions and task forces or committees with related or overlapping jurisdiction, e.g.:

    - The Human Rights Commission and the Asian Pacific American Task Force.
    - The Planning Commission and Traffic and Transportation Commission and the Rockville Bicycle Advisory Committee and Rockville Pedestrian Advocacy Committee.
    - The Human Services Advisory Commission and the Caregiver Funding Task Force.
- The need for training for new board and commission members as part of a more formal onboarding process as well as training for chairs in how to lead meetings, how to plan the work of the organization, how to coordinate better with other boards and commissions, and how to deal more effectively with the Mayor and Council and City staff.
- The need for annual work plans and annual reports, particularly from advisory boards and commissions, but possibly for decision-making boards and commissions as well.

Only a few of these issues were raised in comments made on the BCTF Evaluation Dashboard. Some unique issues were identified by a special analysis that one of the BCTF members conducted by comparing information about the boards and commissions on the City's website with the corresponding legal requirements in City and state law. This analysis found that:

- Most organizations posted the legally authorized number of members and alternates on their websites, except for the Board of Appeals and Landlord-Tenant Affairs Commission.
- Nine organizations reported 15 vacancies, an increase of 25% over the 12 reported in February. Most are in the Human Rights Commission.
- City or state legislation requires seven organizations to file annual reports, but only two did, the Compensation Commission and the Planning Commission. However, the Planning Commission filed its report a year late, at least as shown on its website.
- The number of members serving expired terms is currently 15, down 32% from 22 reported in February.
- The Environment Commission posted information about its three internal subcommittees on its website. However, two other organizations with internal committees (Cultural Arts Commission and Recreation & Parks Advisory Board) also have internal committees, but didn't post any information about them.
- The lack of readily available information on the legal authorities underpinning the boards and commissions contributes to confusion about the roles and responsibilities of those organizations.
    - Only two organizations, the Board of Appeals and Cultural Arts Commission, posted links to their legal authorities on their websites.
    - Although most of the legal authorities for the 21 boards and commissions analyzed were codified, there were six organizations, including the Environment Commission, whose legal authorities remain as Resolutions and are very difficult for most folks to find.

Areas for Improvement

There are two broad areas of improvement that should be considered by the Mayor and Council.

1. Appoint another task force to focus exclusively on the legislative authorities for each board and commission. This task force would:
    a. Seek to codify the legislative authorities of all boards and commissions whose authorities are not yet codified.
    b. Assure conformance between City legislative authorities with applicable state authorities.
    c. Assure that the legislative authority for each board and commission:
        i. Contained a clear statement of the purpose of that organization, not just the tasks it was expected to execute;
        ii. Required each organization to establish a formal process for collaborating with organizations with overlapping jurisdictions and shared issues; and
        iii. Required each organization to file an annual work plan and annual report with the Mayor and Council.
2. Amend the City's "Guidelines and Procedures for Citizen Boards and Commissions" to address the many procedural changes identified as "Areas of Improvement" in this report. [I'll get more specific tomorrow, if needed.]

City of Rockville
Boards and Commissions Task Force
Issue Paper (August 18, 2019)

Issue: Transparency

Background

The fourth objective in the draft BCTF Vision, Mission, Goals, and Objectives (dated Dec. 11, 2018) document is to develop criteria and procedures for determining the relevance, effectiveness, diversity, operational performance, and transparency of Rockville's Boards, Commissions, and other volunteer organizations (RVOs) in providing input to the Mayor and Council and City staff.

The "Proposed BCTF Evaluation Criteria" document defined "Transparency" as how visible are the workings of the RVO to the City government and public as determined the availability of accurate information on the RVO's relevance, effectiveness, diversity, operational performance, and conformity with legal requirements.

This document suggested that this characteristic might be evaluated by:

- Reviewing information about the RVO on the City's website, including meeting agendas and minutes, and in Rockville Reports to evaluate certain characteristics listed above.
- Determining if there is an alternative website with sufficient information to assess this characteristic.
- Asking about meeting minutes and agenda during interviews

Summary Conclusions

The Maryland Open Meetings Act (OMA) places specific requirements on state and local "public bodies" that are intended to make the activities of those bodies, including the decisions and recommendations that they make transparently available to the public. The City complies with these requirements by posting on its website meeting agendas and minutes for the Mayor and Council and for its various boards and commissions. It also transmits live videos of all Mayor and Council meetings as well as for the meetings of certain boards and commissions and retains recordings of these videos on its website. The City also publishes articles about its activities on-line and in a monthly newsletter called *Rockville Reports*. The Task Force determined that the City generally does a good job of providing information on its website regarding the activities of its boards and commissions, but that there are opportunities for improvement.

Another activity of the City related to its boards and commissions about which there is little transparency is the process for nominating and appointing members of those organizations. The Task Force learned that problems with this process can reduce the pool of volunteer applicants and frustrate the City's interest in promoting volunteerism.

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The Task Force identified several ways in which the transparency of the nomination process should be improved.

Evaluation

Survey Results

The surveys only covered Boards and Commissions. They did not cover Task Forces and Committees. The only questions that the survey asked regarding transparency were addressed to whether, to whom, and how often the board or commission reported its progress on meeting its goals. There was also a question about whether a formal agenda was produced for a typical meeting.

The survey results noted that the minutes of RVO meetings served as the primary communications and reporting method. They also noted that for groups whose meetings were televised, e.g., the Planning Commission and the Historic District Commission, the videos of their meetings served as the primary communications method.

Other than that, the survey results didn't reveal any feelings about transparency. The one exception was the public survey questionnaire that revealed that the respondents were generally unfamiliar with Rockville's Boards and Commissions. Some respondents recommended improved transparency in the form of "more promotion and public outreach." ***(James or Lorraine - do you recall the nature of the transparency desired by the survey respondent?)***

Structured Interview Results

The structured interview document didn't include any questions on transparency. Therefore, there were no comments on transparency in the interview results from board chairs.

City of Rockville Interview Results

Interviews with Rockville officials, including staff liaisons to various Boards and Commissions identified the need to make Board and Commission work products, including annual reports, more available to the public.

Interest was also expressed in having a more transparent process for tracking Expressions of Interest (EOIs) in Board and Commission membership through the nomination and approval process.

Input from BCTF Members

All of the information posted on the BCTF Evaluation Dashboard addressed the availability of agendas and minutes on the City's website. Because different individuals entered the information, the comments focused on topics of individual interest. Also the

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evaluations were based on materials reviewed at different points in time, in some cases several months ago. A review of all the board and commission websites was conducted on August 1, 2019 and the results entered into the "Compliance with Open Meeting Act – as of Aug. 1, 2019" spreadsheet provided as Attachment 1.

Most discussions on this topic among BCTF members supported concerns about the transparency of Board and Commission work products as well as the transparency of the process to fill Board and Commission vacancies, beginning with visibility into EOIs. Another transparency issue was also raised in conversations within the BCTF; namely, the increasing trend for some Boards and Commissions to replace the posting of written minutes with the posting of videos of Board and Commission meetings. Although videos give the most detailed sense of what transpired at a particular meeting, reviewing them takes a time commitment that discourages many folks from doing so. A well-written set of minutes that captures the important matters discussed and the decisions made at the meeting was seen as a superior way of making the substance of the meeting transparent to a wider audience.

Review of City's Website

The review of the information available on the City's website about the Boards and Commissions proved to be the most useful tool for assessing the City's transparency in presenting the activities of these groups. The BCTF has prepared a separate Issue Paper on this topic, "Availability of Board and Commission Information on City Websites." A review of certain minutes available on the City's website revealed that many minutes don't give an adequate sense of the issues discussed or the reasons that certain decisions were made. Also, as documented in the Issue Paper on "Compliance with the Open Meetings Act," several organizations are slow in posting meeting agendas and minutes to the City's website.

Areas for Improvement

The City's website is the key to improving the transparency of Rockville's activities regarding its volunteer organizations. Improvements are needed in several different areas:

1. Improving the way in which information on RVO activities is presented on the City's website as suggested in the Issue Paper on "Availability of Board and Commission Information on City Websites."
2. Adding to the City's website information on the process for nominating and appointing new RVO members as suggested in Option 3 in the Issue Paper on "Improving the Nomination Process." The two specific actions proposed are to:
    a. Post all pending EOIs for each RVO, including the applicants' names, the dates their EOIs were received by the City Clerk's Office, and the current status of each EOI.
    b. Require the Mayor's Office to post its reasons for not taking action on each applicant whose application is over two months old.

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City of Rockville
Boards and Commissions Task Force
Issue Paper (August 18, 2019)

Issue: Compliance with the Open Meetings Act

Background

Maryland's Open Meetings Act is a statute that requires many State and local public bodies to hold their meetings in public, to give the public adequate notice of those meetings, and to allow the public to inspect meetings minutes. The Act permits public bodies to discuss some topics confidentially. The Act's goals are to increase the public's faith in government, ensure the accountability of government to the public, and enhance the public's ability to participate effectively in our democracy.

Persons who feel that a public body made decisions to which they object in meetings that violated the Open Meetings Act (OMA) could file a complaint with the State Open Meetings Law Compliance Board. However, this Board only has the authority to issue advisory opinions on whether an OMA violation occurred. A person wishing to challenge a decision of a public body on the basis of an OMA violation must do so by filing a petition with the appropriate Maryland circuit court. The court has the authority to void decisions by public bodies that are found in violation of the PMA and may also impose monetary fines on such public bodies.

Major Compliance Issues

There are five Rockville volunteer citizen organizations shown as Boards and Commissions on the City's website that appear to be out of compliance with the Open Meetings Act. They post neither agendas in advance of their meetings nor minutes following their meetings as required by the Act. These organizations are:

- Personnel Appeals Board
- Rockville Economic Development Inc. (REDI)
- Rockville Recreation and Parks Foundation, Inc.
- Rockville Seniors Inc.
- Rockville Sister City Corporation

There are three additional organizations shown as Task Forces and Committees on the City's website that also appear out of compliance with the OMA for the same reasons.

- Caregiver Funding Task Force
- Asian Pacific American Task Force
- Rockville Bicycle Advisory Task Force

As we read the Open Meetings Act, decisions made by these organizations might be vulnerable to challenges by parties that oppose them, with the result that these decisions might be voided by the circuit court and fines imposed.

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Concerns about this issue, particularly as it affected the five organizations listed as Boards and Commissions, were raised with City staff at several meetings of the Boards and Commissions Task Force (BCTF). It was ultimately determined that the four organizations whose names begin with "Rockville" (the four "Rs") were not created by the Mayor and Council and, therefore, are not public bodies as defined by the Open Meetings Act. [NOTE: Rockville Housing Enterprises is another Board & Commission that has been incorporated as a 501(c)(3) organization, but it was created by a Resolution of the Mayor and Council and is, therefore, a public body subject to the OMA. It also complies with the requirements of the OMA.]

The Personnel Appeals Board and the three Task Forces listed above weren't discussed during the BCTF meetings, but are being discussed in this paper.

- The Personnel Appeals Board only meets to hear appeals filed by City employees to dismissal actions taken by the City Manager for disciplinary reasons. There have been no such appeals in recent years and the Board has had no reason to meet. It's also unclear whether the nature of the issues discussed at the Board's meetings would be too sensitive to be made public.
- The three task forces mentioned should ideally make their agendas and minutes public, but any recommendations they make wouldn't be binding on the Mayor and Council. Therefore, there's little chance that a protest would be filed under the OMA.

Minor Compliance Issues

Some Commissions are slow in posting meeting minutes and some post minutes that don't provide much information on what transpired at meetings, especially discussions around decisions reached.

BCTF Recommendations

Because the four "Rockville" organizations mentioned above are now known to not be public bodies, the BCTF recommends that, to avoid confusion in the future, these four organizations be removed from the "Boards & Commissions" section of the City's website and moved to a new section for "Rockville Affiliated Organizations."

The BCTF also recommends that:

- The City Attorney's Office determine whether posting agendas and minutes for meetings of the Personnel Appeals Board would be required by, or exempt from, the Open Meetings Act.
- The City Clerk's Office pay closer attention to the timely posting of agenda and minutes by "Task Forces & Committees" to improve the transparency of their activities.
- The City Clerk's Office remind the organizations about their responsibilities to comply with OMA and hold their Staff Liaison's accountable for assuring OMA compliance by their assigned organizations.

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Attachment D

Suggested Additional Responsibilities for the Volunteer Coordinator

A suggested job description for the Volunteer Coordinator is provided in Attachment A. Additional responsibilities suggested for this position include:

- Managing all of the administrative responsibilities of the City Clerk's Office related to boards and commissions and other City-sponsored volunteer groups, e.g., task forces and committees.
- Researching how other jurisdictions conduct volunteer outreach programs and proposing the most promising approaches to the Mayor and Council.
- Organizing volunteer recruitment events similar to job fairs.
- Conduct an annual survey of the opinions of the Mayor and Council, City department heads, and City staff liaisons as to the effectiveness of each board and commission. Publish the results on the City's website and in *Rockville Reports*.
- Working with a revitalized Human Rights Commission to reach out to a broader cross-section of City residents as prospective volunteers and emphasize improving the diversity of the volunteer pool. This outreach should include different ethnic and racial communities in Rockville, including groups like the Asian Pacific American Task Force, the Montgomery County chapter of the NAACP, and places of religious worship, to encourage volunteer participation from their respective communities.
- Working with the board chairs to explore the feasibility of allowing volunteers to sign up for specific, time-limited tasks in addition to traditional volunteer assignments on boards and commissions. If determined to be feasible at least some boards and commissions, overseeing the necessary revisions to their operating procedures.
- Provide greater outreach to Rockville residents to increase their awareness of roles and contributions of volunteers.
- Arranging for periodic volunteer appreciation events.
- Exploring the feasibility of creating and maintaining an online volunteer talent bank.
- Assuring that the boards and commissions file their annual work plans and annual reports on a timely basis and that they meeting the requirements of the "Guidelines and Procedures."
- Preparing an annual summary report for the Mayor and Council on how well each board and commission has fulfilled its responsibilities.
- Working with the Office of Communications to publish occasional stories of volunteer achievements in *Rockville Reports*.
- Advising the Office of Communications about any needed changes to the City's website to maintain its accuracy and currency and to continue to comply with the BCTF recommendations.
- Update the "Guidelines and Procedures for Citizen Boards and Commissions" to reflect BCTF recommendation approved by the Mayor and Council and continue to update as needed.

City of Rockville
Boards and Commissions Task Force
Issue Paper (September 16, 2019)

Issue: Operational Performance

Background

The fourth objective in the draft BCTF Vision, Mission, Goals, and Objectives (dated Dec. 11, 2018) document is to develop criteria and procedures for determining the relevance, effectiveness, diversity, operational performance, and transparency of Rockville's Boards, Commissions, and other volunteer organizations (RVOs) in providing input to the Mayor and Council and City staff.

The "Proposed BCTF Evaluation Criteria" document stated that the operational performance of Boards and Commissions would judged by how well they operate in accordance with applicable sections of State and/or Federal law, the City Code, and City guidelines for BCTF which include their specific charter requirements. The document listed many factors that need to be considered when judging operational performance and suggested several steps for obtaining the necessary information. These factors and the steps for gathering the information are detailed in Attachment A.

Summary Conclusions

Operational Performance was the most complex of the six characteristics to evaluate because it covered such a broad range of issues. Also, each of the individuals who responded to survey questions or participated in interviews only discussed issues from their own personal perspectives. None of them seemed to take a "big picture" view that tried to get to the root causes of some of their concerns. Most of the issues one would expect under this topic (Operational Performance) would have been addressed in the "Guidelines and Procedures for Citizen Boards and Commissions" published by the City of Rockville on March 12, 2012. Yet none of the persons surveyed or interviewed mentioned this document. Furthermore, the survey and interview results both mentioned problems with:

- Advisory boards and commissions not having a sufficiently clear sense of what the Mayor and Council expected of them and desiring clearer and more frequent communications.
- Decision-making boards and commissions, particularly those established pursuant to state law, feeling that they have a clear sense of their responsibilities and desiring more independence from the Mayor and Council.
- The need for timelier filling of vacancies by improving volunteer outreach efforts and improving the transparency of the nomination and appointment processes.
- The need to clarify the roles and responsibilities between boards and commissions and any internal committees that they create to carry out aspects of their work. This need is seen particularly acute in committees that are mainly staffed by volunteers, not by appointed board and commission members.

Attachment 11.A.e: Attach E BCTF Issue Paper 9.16.19 (2945 : Boards and Commissions Task Force Priority Recommendations)

commissions indicated a desire for more direction from the Mayor and Council. This includes attendance, financing for events, regular presentations before the Mayor and Council, and suggestions for areas to investigate over a specific time period (e.g., annually).

- Staff Support - Among the chairs interviewed, experience with the City staff was almost uniformly positive. One typically comment was, "Staff have been excellent. Very supportive." One notable exception was the Planning Commission, where the decision-making authority of the board may not be clear to staff and the need for more cooperation was noted. [Environment Commission and Cultural Arts Commission also reported problems with levels of staff support.]
- Training and Leadership - Very few chairs indicated that they had established any formal training, beyond the Open Meetings Act requirements. Chairs were generally split on whether they wanted more formal training or not. Chairs leading those boards that require specialized knowledge – such as the Financial Advisory Board – tended to recommend minimal additional training, whereas other advisory board chairs such as the Human Services Advisory Commission indicated that staff provided limited training on the charter and code and seemed to view that as sufficient. One area where many chairs suggested increased training was in how to conduct meetings. This included the proper procedure for conducting a meeting, proper taking of minutes, rules of order, etc. This may be an area where the city can provide general material to new board and commission members.
- Vacancies & Participation - Filling vacancies was a problem identified by many of the chairs. Some had difficulty maintaining a quorum to conduct business. This was a problem that transcended board or commission type. It was noted by both boards with decision-making authority (e.g., the Planning Commission or Compensation Commission) and advisory boards (e.g., Human Rights Commission). Many indicated that long-term vacancies create a self-reinforcing problem – applicants are not given the opportunity to serve and left in limbo, making it difficult to recruit more volunteers, making it still more difficult to fill vacancies. Many – especially issue-specific boards – indicated a desire for more influence over applicants selected to fill vacancies. Several also indicated that volunteer recognition – e.g., receptions, plaques, acknowledgement on the website, etc. – would help retention and encourage participation.
- Collaboration was not widespread. Many chairs mentioned a desire to collaborate but few actual meetings or collaborations were identified.
- Many actively supported the opportunity to present to the Mayor and Council on a regular basis (e.g., annually).

City of Rockville Interview Results

The BCTF also conducted interviews with City Staff Liaison to Boards and Commissions as well as with the Mayor and Council.

- Regular, mandatory public testimony on board and commission activities before the Mayor and Council.
- Timely appointment of replacements and enforcement of term length.
- Expansion of membership for many groups (especially from smaller boards and commissions).
- "How-To" training (e.g., conducting a meeting, leadership, etc.).

BCTF suggestions for improvement posted to the Operational Performance tab in the BCTF Evaluation Dashboard included:

- Creating a mechanism for communicating with other boards and commissions, particularly boards and commissions with overlapping responsibilities or projects.
- Expeditiously filling vacancies with knowledgeable members.
- Clarifying process interactions between City staff and RVO activities; e.g., the timetables for City activities/decisions, particularly those involving the Mayor and Council, for which an RVO wishes to have input.
- Clarifying the roles and responsibilities of committees that support RVOs generally, as well as of volunteers serving on boards, commissions, task forces, and committees appointed by the Mayor and Council.
- Provide orientation for new RVO members
- Provide training on how to conduct meetings and engage with City staff for RVO chairs.
- Boards and commissions should prepare annual work plans and annual reports for the Mayor and Council.
- Improving the RVO nomination process falls under Operational Performance.
- Consider mandatory term limits for certain RVOs.
-

Email to Mayor and Council dated 1/4/2020 providing context for 1/16/2020 testimony at Community Forum from 4 members of the Boards and Commissions Task Force

Dear Mayor Newton and Councilmembers Myles, Feinberg, Ashton, and Pierzchala,

This is a follow-up to the December 16, 2019, discussion between the Boards and Commissions Task Force (BCTF) and the Mayor and Council about the BCTF Report submitted to you on October 15, 2019. Thank you agreeing to the request from BCTF members to provide feedback on the document.

The deadline for the report was linked to the date of the 2019 Mayor and Council election. This resulted in time limitations for completion. As a result, some members of the BCTF felt that the report did not sufficiently emphasize important results of the team's efforts. Other members felt that there were shortcomings in the quality of the report. Many team members felt these limitations could have been addressed given more time. Therefore, we appreciated the opportunity to provide feedback on these issues and would like to make the feedback part of the record.

Our discussion with you included the suggestion that copies of our testimony be included as a new appendix to the report. We are submitting the testimony of four BCTF members for this purpose. These comments address the views of individual members.

One tool, developed by a member of the task force and used effectively to generate consensus during the discussions, was the dashboard https://www.rockvillemd.gov/DocumentCenter/View/37472/Boards-and-Commissions-Task-Forces-Evaluation-Dashboard. We encourage you to refer to this document for details of the analysis.

We request that this information be added to the official copy of the report.

Thank you for your consideration.

Happy New Year.

Respectfully,

Anne Herbster

Anita Neal Powell

Lorraine Tarnove

Anne Goodman

December 16, 2019 - Boards and Commissions Task Force

Good evening Mayor and Council,

My name is Anita Powell and I live on Douglass Avenue in Rockville.

I would like to congratulate each of you on your elections, for the next four years.

Tonight, I stand before you as a member of the Boards and Commissions Task Force. As a member of the boards and commissions, I do support, the four recommendations that were presented to you, prior to this evening's meeting.

I am also in support of the dash board which served as the footprint used to gather and compile information. It also provided an opportunity for us to make decisions that ultimately led to the four recommendations.

The recommendations are:

- To hire a Full-time Volunteer Coordinator for Boards and Commissions.
- To review and update the Guidelines and Procedures for Citizen Boards and Commissions to be approved and followed by the Mayor and Council, staff, and chairs.
- To establish a formal process for new boards and commissions that is universal for all.
- To improve transparency, diversity and information for boards and commissions on the website. We found that diversity was lacking on or about all boards and commissions.

I am hopeful that as members of the Task Force present their point of views tonight, that we would leave knowing the work this board and commission brings forth, will allow you to see each of the boards and commissions from a different perspective.

Finally, I would like to thank the mayor and council for appointing me to serve with a team of Rockville citizens on the Boards and Commissions Task Force. A team that I believe worked well together to accomplish the task that was before us.

If I have any time left, I will leave it to be used by my fellow task force members.

Happy Holidays to each of you. Thank you and have a great evening.

Testimony from Anne Goodman, Member, Boards and Commissions Task Force, to Rockville Mayor and Council, December 16, 2019, regarding the task force's report, *Boards and Commissions Task Force Report, October 18, 2019*

Good evening, Mayor and Council,

Thank you for the opportunity to speak. I compliment my fellow task force members and City Staff on this effort, and I strongly support the 4 recommendations highlighted for you tonight.

Special thanks to Lorraine Tarnove who assimilated data observations from several different individuals and documents into a coherent whole for a major portion of the document.

The focus of my remaining remarks is the report. The methodology – surveys and a dashboard about which you will hear more in a few minutes – was specifically designed and tailored to our needs and were excellent tools. The dashboard was critical, as it provided a context for discussion, consensus, and development of recommendations. Unfortunately, the dashboard was not adequately highlighted in the document you received. Ben Parry, who developed the tool and ushered us through the consensus-building process for specific recommendations, will be demonstrating it for you.

While the task force collected good data; did good work; and operated fairly well as a team, we were working against a deadline that did not allow adequate review and discussion of the complete document before it was submitted. Our deadline appeared to be linked with the election and was not allowed any flexibility beyond that. I find that extremely unfortunate.

Sections of the document you received were reviewed piece-meal, if at all. In fact, we did not get a complete hard copy of the document until nearly 2 weeks after it was submitted to you.

In reviewing this document, I found the recommendations to be too extensive to provide good guidance. They needed clearer focus, suggestions for priorities, and possibilities for implementation. Hopefully, we have provided some clarity on that tonight by highlighting 4 specific recommendations.

Furthermore, I observed statements that the group had agreed to remove that remained in the document; sections that we had no chance to discuss; incomplete linkage between/among sections; and inaccurate statements. While the document has much good information, I am concerned that it doesn't completely reflect the group's opinion. I consider this a missed opportunity to provide a quality legacy. I request that the comments made this evening be included as a separate appendix so that this will be clear to future readers.

Thank you for your consideration.

Good Evening

Thank You Madam Mayor and City Council Members. Let me introduce myself. I am Anne Herbster, a resident of Rockville for 14 years, and not only was I a member of the Boards and Commission Task Force I am also the Chair of the Senior Citizen Commission. As I look back on the enormous amount of work that the team completed to get your report, I want to impress upon you that this was not our opinions and comments but representative of all the volunteers we spoke with.

Rockville is blessed with an army of volunteers who choose to give of their time and energy serving one a board, commission or task force. Many like myself have never done this before and assuming a role like this can be daunting. Not knowing what to expect nor what are the duties and responsibilities can be a challenge. The process itself applying to be a member is cumbersome and challenging. Communication is limited at best given the amount of work the city clerk has and the large number of organizations and volunteers. We have strongly – myself included – proposed adding a staff member to coordinate and support the work of all your city volunteers. I know that adding staff is a budget challenge, but I can't emphasize enough the return I think you will receive by bringing on someone to help coordinate, communicate and engage with the volunteers and BCTF organizations.

Another area that I encourage you to review and consider implementing is the template for evaluating all new requests – for a board, commission or task force. Using this template, you will be in a better position to evaluate requests having pertinent information around goals, objectives, etc. It will ask the right questions to help evaluate. During our presentation earlier this fall it was briefly mentioned, and more time was spent on several new organizations. The task force choose to focus on the template merely provide examples of possible organizations showing how it could be used. Yes, the document is long but the section on the template will prove helpful to you in making future decisions.

Finally let me thank the city staff who provided an incredible amount of support. We could not have completed all the work we did without their help and assistance. I know the document is long but there is a lot of information there than can help guide you in future decisions.

Thank You!

Points of Clarification to the Boards and Commissions Task Force (BCTF) Report

Submitted by Lorraine Tarnove

December 16, 2019

The amount of data, other information collected, and the extensive discussions and opinions from BCTF members may make the report matter challenging to digest and translate into implementation strategies. The key tool offered is the Dashboard. The report included the summary page of that tool, but the full document includes supporting pages for each board and commission studied from the perspective of the key competency characteristics. Using the full dashboard tool online will allow anyone, volunteer or staff, to view specific observations and recommendations offered for each group.

Another important tool that was created by task force members is the Policy for New Board and Commissions Evaluation Process (in the Appendix). This will be useful to anyone who wants to form a new board or commission and will assure consistent structure and operation throughout the city's volunteer groups. It can also be used to determine if existing groups are operating effectively and efficiently or to determine if their organization needs subgroups or coordination with other boards and committees to address gaps or overlaps.

Recommendations are offered in several sections of the report. In addition to the specific recommendations in the Dashboard, the section on recommendations on page 30 of the report is a "roll-up" of all the recommendations that appear in the various discussions sections on survey data, issues and evaluation criteria.

That said, while all recommendations are important one is key: the addition of a new full time, staff position to support and coordinate the activities of the boards and commissions. Without this position, the other recommendations will be difficult to implement. As the task force looked at the current functioning of the boards and commissions it became clear that the kinds of improvements that are needed to further strengthen their already successful work require this type of position. This is reiterated throughout the report as the various issues and evaluation criteria are discussed. The specifics of the recommended position description (in the Appendix) link directly to gaps and needs identified throughout the report.

Finally, the report may not adequately reflect the Task Force's concern about board and commission vacancies and the process for filling them. Indeed, this came up in discussion at almost every meeting held by the BCTF. Potential volunteers need to be encouraged and full transparency should be achieved in every aspect of the process. This must be addressed or the strong record of volunteer participation and contribution will erode.

The additional materials submitted for inclusion after the report was issued and signed on to by all BCTF members, were not included for a reason. Again, the amount of information and data reviewed was overwhelming. In an effort to streamline the final report document, we chose not to include working documents that were for our use, but are not policies or recommendations passed by the Task Force.

From: John Kelly
To: mayorcouncil
Cc: bctfrockvillemd@googlegroups.com; Sara Taylor-Ferrell; Cynthia Walters; Niles Anderegg; Jenny Kimball
Subject: Minority Report from a BCTF Member
Date: Tuesday, October 22, 2019 2:49:09 PM
Attachments: Recommendations9.22.docx

To the Rockville Mayor and Council.

I was disappointed with the report on boards and commissions that we presented to you for discussion at your meeting last night. I appreciated being invited to offer comments, but by that time I didn't feel like interfering with the happy mood that seemed to prevail.

In my opinion, the report itself was an inadequate reflection of the actual work done by the Task Force and I believe that the main reason for that was the decision that we finish the report in time for last night's meeting. There are several of us on the Task Force, and on the City staff who assisted us, who feel we could have done a better job if we had more time.

There are more detailed findings and recommendations available than you were provided in the report. As discussed on page 23 of the report, there were three data collection efforts:

1. The surveys and interviews summarized in pages 8 - 22 of the "Data Collection & Review" section of the report.
2. A Boards and Commissions Evaluation Dashboard created by Ben Parry. For reasons unknown to me, you weren't given this. I'll comment further on this shortly.
3. Several special analyses of which four are listed on page 23, only one of which (Nomenclature) were you provided in Appendix L of the report.

I summarized the findings from all three data collections into a separate issue paper for each of the five characteristics evaluated, i.e., relevance, effectiveness, diversity, transparency, and operational performance. Each of these issue papers highlighted the findings and presented the recommendations from all three data collections.

Ben's dashboard was particularly significant because it provided the mechanism for Task Force members to assess each of their assigned boards and commissions according to the five characteristics. Unlike the "Data Collection & Review" section, which summarized the survey and interview findings and recommendations across all boards and commissions, Ben's dashboard is the only document we produced that presented findings for each board and commission. It also presented recommendations for each board and commission, which contributed to the "Modifications to Present Boards and Commissions" presented on pages 33 - 35 of the report. The dashboard also had an Executive Summary tab that summarized the assessments for each board and commission and characteristic into an easily understood, color-coded presentation. This summary would have been a valuable resource for substantiating the summary findings on each of the five characteristics. Since one third of the 24 groups assessed required improvement in effectiveness, we might have wanted to tone down the report's summary comment on that characteristic.

I firmly believe that the lack of time available for the Task Force to review Ben's dashboard and the issue papers that I prepared was a major factor in them not being shared with you. City staff has all of these materials, however, and they can be made available to the next

Mayor and Council, if it wishes to review them.

My other disappointment with the report was the decision to present recommendations according to themes rather than actions. I realize that this is a matter of preferred style, but I prefer the style used in reports like the Calyptus report on Purchasing, with which we are all familiar. I'm glad that the detailed recommendations for improving the City's website were referenced in the recommendation to "Increase Transparency" and provided as Appendix G in the report. I've attached the version of the Recommendations that I proposed to the Task Force so you'll see another way they could have been presented.

I'm certain that some of you will serve on the next Mayor and Council and I hope you and your new colleagues will continue your efforts to improve the City's boards and commissions and volunteerism in the City more generally. As mentioned earlier, our Task Force assembled a much larger collection of materials that you were provided in this report. If you want to take advantage of this work, you might want to appoint a new task force to review it and mine it for additional or more specific recommendations. Alternatively, you could ask City staff to review the materials and report back to you with their recommendations. It would be a shame to let this work go to waste.

I'm available to assist further, if asked.

Respectfully,

Jack Kelly

Boards and Commissions Evaluation Dashboard

Group Name	Legal Requirement Select: >> None >> City Resolution >> City code	Relevance	Effectiveness	Diversity	Operational Performance	Transparency	Key Recomm
		Legend: >> WOW!: outstanding performance >> OK: satisfactory, no major shortfalls >> I: improvement needed					
Example: BCTF	City Resolution	OK	NA	OK	OK	I	1. Too early t gathering dat 2. Operationa 3. Minutes to
Animal Matters Board	City code	I	NA	I	I	NA	Need to revis needs (I) regu liaison and bo and (ii) redefi current issues
Board of Appeals	State law	OK	OK	I	OK	OK	1. Meets high are met by cu 2. For improv other boards Need to fill va
Board of Supervisors of Elections	State law	OK	OK	I	OK	OK	1. Meets high are met by cu 2. For improv members. Ap and consecuti encouraged. D should be doc 3. Diversity ne
Compensation Commission	City code	OK	OK	I	OK	OK	1. Meets high are met by cu 2. Need meml Consider docu experience is l experience. Fi 3. Recruit me timeline for ap issuing recom Encourage co
Cultural Arts Commission	City Resolution	OK	OK	I	I	OK	1. improve pr 2. Modify code identify other city. 3. Improve sup staff liaison.

Attachment 11.A.g: Attach G BCTF Minority Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Boards and Commissions Evaluation Dashboard

Group Name	Legal Requirement	Relevance	Effectiveness	Diversity	Operational Performance	Transparency	Key Recomm
	Select: >> None >> City Resolution >> City code	Legend: >> WOW!: outstanding performance >> OK: satisfactory, no major shortfalls >> I: improvement needed					
Environment Commission		OK	I	I	I	I	1. Clarify role subcommittee 2. Clarify M& 3. Create ann plan.
Ethics Commission	State law and City Code	OK	OK	OK	OK	OK	1. Change the work plans fo work perform 2. Change the detail on the s Commission. 3. Try to appo maintain gend
Historic District Commission	Federal law, State law, and City Code	OK	OK	OK	I	OK	1. Mayor and appointing Co appointments 2. HDC need t aspects of wor understanding
Financial Advisory Board	Chtr 2, Div. 2	OK	OK	OK	OK	OK	Explore strate members who
Human Rights Commission	Chapter 11 Code	OK	OK	OK	I	OK	expand to cove
Human Services Advisory Commission	None	I	I	OK	OK	OK	1. Grant progr instead of 1 ye grant applicati 2. Direct comn with other org 3 . Commission admin; could b

Attachment 11.A.g: Attach G BCTF Minority Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Boards and Commissions Evaluation Dashboard

Group Name	Legal Requirement	Relevance	Effectiveness	Diversity	Operational Performance	Transparency	Key Recomm
	Select: >> None >> City Resolution >> City code	Legend: >> WOW!: outstanding performance >> OK: satisfactory, no major shortfalls >> I: improvement needed					
Landlord/Tenant Affairs Commission	Chtr 18	OK	OK	OK	OK	OK	guided by cod
Personnel Appeals Board		OK	NA	NA	NA	NA	Consider auto related bodies
Planning Commission	State Law	WOW!	WOW!	OK	WOW!	OK	The workload considered wi
Rec & Parks Advisory Board		OK	I	I	I	I	Restructure w improved ope for the second
REDI (Rockville Economic Development Inc.)		OK	I	I	OK	I	The Mayor an setting and re identifying thi networking wi
Retirement Board		OK	WOW!	I	OK	OK	no recommen
Rockville Housing Enterprises		OK	WOW!	I	OK	OK	A succession p needs to be fill
Rockville Seniors, Inc.		OK	OK	I	I	I	More collabor
Rockville Sister City Corporation		OK	OK	OK	OK	I	Develop additi population.
Senior Citizens Commission	City Resolution	OK	I	OK	I	I	Establish role Citizens Comm

Attachment 11.A.g: Attach G BCTF Minority Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Boards and Commissions Evaluation Dashboard

Group Name	Legal Requirement	Relevance	Effectiveness	Diversity	Operational Performance	Transparency	Key Recomm
	Select: >> None >> City Resolution >> City code	Legend: >> WOW!: outstanding performance >> OK: satisfactory, no major shortfalls >> I: improvement needed					
Sign Review Board	City Code	I	I	OK	I	I	1. Eliminate t staff recomme 2. Distribute Appeals.
Traffic and Transportation Commission	City Code	OK	I	OK	I	OK	1. Improve da and state ager 2. Adopt MOU
Recreation and Parks Foundation Inc.		NA	I	NA	NA	I	The Foundatic and Recreatio large departm resources are
Charter Review Commission							
Asian American Task Force							
Bicycle Advisory Committee							
Pedestrian Advisory Commission							

Attachment 11.A.g: Attach G BCTF Minority Report (2945 : Boards and Commissions Task Force Priority Recommendations)

Recommendations

The following recommendations were developed by the BCTF based on information gathered from several different sources for evaluating the five characteristics identified in the "Proposed BCTF Evaluation Criteria" document provided in Appendix B. The recommendations are grouped into actions that the Mayor and Council or specific City staff should take.

Improve the Information about Boards and Commissions on the City's Website – The City Manager should direct the Office of Communications to improve the completeness, consistency, accuracy, and readability of the information about boards and commissions available on the City's website. Detailed recommendations to do this are provided in Attachment B. The BCTF believes that this is essential for providing greater transparency into the aspirations and activities of the City's boards and commissions and attracting more applicants. This is also the key to providing information to help residents, City staff, and the board and commission members themselves understand the activities of each organization as well as the corresponding legal requirements.

Hire a Full-time Volunteer Coordinator in the City Clerk's Office – The City Clerk should hire a full-time Volunteer Coordinator to oversee the administration of the boards and commissions and to coordinate a more aggressive program to expand volunteerism in the City. A suggested job description for this position is provided by Attachment C. [Need copy] This position is the key to improving the administration and diversity of the boards and commissions and expanding and diversifying the pool of volunteers wishing to serve the City. Suggestions for more specific responsibilities for this position are provided by Attachment D.

Update the City Code Pertaining to Boards and Commissions – The legislative authorities for Rockville's boards and commissions were developed over many years as independent actions without any standardized process to follow. Consequently, the authorities for some boards and commissions have been incorporated in the City Code or Charter, but others haven't. Of the 21 boards and commissions recommended for listing as such on the City's website, 15 have been codified and 6 exist as Resolutions. Resolutions are very difficult for the public, City staff, and members of the respective boards and commissions to find. There are also inconsistencies in the ways that roles and responsibilities and other operating characteristics are described. The Mayor and Council even had to create a separate section of the Code in Article III of Chapter 2 of the Charter on Administration. Article III contains ten sections that provide general guidance on characteristics of boards and commissions that aren't otherwise defined in other sections of the Code or other legal instruments, such as Resolutions, Ordinances, or motions passed by the Mayor and Council.

The BCTF recommends that the Mayor and Council appoint another task force to focus exclusively on the legislative authorities for each board and commission. This task force would consist mainly of attorneys and would:

a. Seek to codify the legislative authorities of all boards and commissions whose authorities are not yet codified. Resolutions, Ordinances, and motions may be used to create task forces and committees, but not boards and commissions.
b. Assure conformance between City legislative authorities with applicable state authorities.
c. Assure that the legislative authority for each board and commission:
    i. Contained a clear statement of the purpose of that organization, not just the tasks it was expected to execute;
    ii. Required each organization to establish a formal process for collaborating with organizations with overlapping jurisdictions and shared issues; and
    iii. Required each organization to file an annual work plan and annual report with the Mayor and Council.

This task force would create an opportunity for the Mayor and Council to:

- Bring all of the legal requirements for boards and commissions into the same place, which would improve the ability of everyone to find those requirements and understand the expectations for each organization.
- Provide an opportunity to make sure that current City requirements follow current state and federal requirements, where applicable.
- Provide an opportunity to determine whether current City requirements are in line with current needs and make changes, when needed.

Require All Boards and Commissions to File Annual Work Plans and Reports – Common concerns expressed by many survey respondents and interviewees dealt with a lack of clarity about Mayor and Council expectations regarding:

- What each board and commission should be doing.
- Relationships between boards and commissions and any internal committees they create.
- Roles and responsibilities of appointed members of boards and commissions and volunteers that assist them.
- Coordination between boards and commissions with related roles.

The BCTF strongly believes that annual work plans provide an important opportunity for boards and commissions to engage the Mayor and Council in conversations that would clarify those expectations. They also give the Mayor and Council an opportunity to affirm or challenge the relevance of the work being proposed and to assure that only relevant tasks are approved. The affirmation of a board's or commission's relevance might help attract more applicants. Finally, an annual work plan for the current fiscal year provides the basis for assessing the board's or commission's effectiveness in completing its proposed tasks.

Correspondingly, the BCTF also strongly believes that annual reports on the actions completed in the previous fiscal year are important for assessing the effectiveness in completing the work proposed for that year. They also give the board or commission an

opportunity to bring problems to the attention of the Mayor and Council and for the Mayor and Council to comment on the effectiveness of the board or commission.

Update the "Guidelines and Procedures for Citizen Boards and Commissions" – This document, provided as Appendix F, was last updated in 2012. Many changes have occurred to the City's boards and commissions since 2012 and few, if any, current board and commission members appear to be aware of it. The revised "Guidelines" document should be written as a set of expectations for how the boards and commissions are to operate but also as a commitment from the Mayor and Council on how they and City staff will interface with and support the boards and commissions.

The updated "Guidelines" should also incorporate the following recommendations from the BCTF:

- Require each board and commission to have a formal on-boarding process that acquaints new members with their responsibilities under the Code and these "Guidelines."
- Require each board and commission to file an annual work plan discussing its plans for the current fiscal year and an annual report of its activities for the previous fiscal year. [The rationale for this requirement is presented as a separate recommendation.]
- Require each board and commission to include in its annual report the number of new members for whom the onboarding process was used during the previous fiscal year.
- Require the chair of each board and commission to assess the accuracy, currency, and usefulness of its webpage on the City's website and to report the results of that assessment in its annual report.
- Require City staff to post to the City's website all pending EOIs for each board and commission, including the applicants' names, the dates their EOIs were received by the City Clerk's Office, and the current monthly status of each EOI.
- Include a commitment from the Mayor's Office to post its reasons for not taking action on each applicant whose EOI is over two months old.
- Also include a commitment from the Mayor's Office to notify any applicants whom it doesn't intend to nominate for membership in a Board or Commission of its intention and reasons why. This notification should also thank the applicant for his or her interest in volunteering for service and suggest other Boards and Commissions that they might want to consider.
- Require that the Staff liaisons to each board and commission be responsible for maintaining the accuracy of information posted on the City's website, including the annual work plans and reports.
- Require the City Attorney's Office to periodically review the City's website for board and commission compliance with the Open Meetings Act and report on this annually to the Mayor and Council.

Implement a Formal Process for Creating New Boards and Commissions – The Mayor and Council appear to follow a fairly informal process in creating new boards,

commissions, and other volunteer organizations. As a result, there appears to be overlap between the roles of different organizations, e.g., the new Pedestrian Advocacy Committee and the Traffic and Transportation Commission. Because there's no formal process for creating a new board or commission, it's not clear how much thought is given to the five evaluation characteristics identified as important by the BCTF. Accordingly, the BCTF has developed a formal process that begins with an applicant submitting an expression of interest in creating a new board or commission to the City Clerk's Office. The City Clerk's Office will then make sure that the application meets the information requirements placed on such applications and work with applicants that have trouble meeting the information requirements. Once the City Clerk's Office has determined that the application meets the requirements, it will share the application with any relevant City departments and with other boards and commissions that might have related roles. When that coordination has been completed, the City Clerk's Office will prepare an agenda item bringing the application and comments from City staff and related boards and commission to the attention of the Mayor and Council for decision. A copy of the "Draft Evaluation Process and Criteria for New Rockville Volunteer Groups" recommended by the BCTF is attached as Attachment E.

Boards and Commissions Update

On November 21, 2019, the City Clerk sent an email to the Staff Liaisons with an attached copy of the "Guidelines and Procedures for Citizens Boards and Commissions", approved by the Mayor and Council on March 12, 2012. The guidelines and procedures provide a comprehensive outline of the responsibilities of the City Clerk, Staff Liaisons, Chairpersons and Members of the Boards and Commissions.

In an effort to provide consistency in the process, the following outline will continue to be implemented, and tracked periodically to ensure that the process is accurate and efficient. Below is a brief overview of each role and their responsibilities.

City Clerk's role

- Expression of interest (EOI's) applications received in the City Clerk's office.

  Completes address verification
  Reviews application for attachments (resume, financial disclosure – Ethics/HDC/Planning)
  acknowledgement email sent to applicant within 24 hours of receipt of application

- Expression of Interest sent to Mayor and Council, Staff Liaisons and Chairs for follow up.

- City Clerk staff schedule meeting with Mayor for review of vacancy list, Expression of Interests for selection.

  After Mayor's review, email with nominations from Mayor is sent to the Council for review/confirmation.

- Appointments, reappointments and announcement of vacancies are put on the Mayor and Council meeting agendas accordingly.

  - After an appointment, reappointment and vacancies are approved by the Mayor and Council at a meeting, updates are made on the City's Boards and Commissions webpage, and the City Clerk's office tracking system.

  - Each month the City Clerk's office will provide the most current vacancy list to the Mayor and Council and Communications department for advertisement in the Rockville Reports.

- The City Clerk's office continues to collaborate with IT dept (Willie Choi) and Communications (Tatum Walker) on the online DocuSign submission EOI and PDF version to enhance the process to be more user friendly (ongoing project)

- The City Clerk's office will provide the Mayor and Council a quarterly update regarding appointments, reappointments and vacancies starting in June.

Staff Liaisons role:

- responsible for maintaining the Board/Commission with vacancies, new members, term expirations of members and chair appointments.
- invite applicants to attend meetings, manage the online calendar of meetings, post agendas and minutes.
- provide agendas and minutes to City Clerk's office for distribution to Mayor and Council and official recordkeeping.
- Send invitation to appointed applicants to attend meetings; send letters of regret to applicants who are not selected and expression of interests are kept on file for a period of one year.
- Inform the City Clerk's office of any changes to the board or commission resignations, expired terms and forward appointments, reappointment and any applications received to the City Clerk's office for processing.

**The City Clerk is preparing for the formation of the Charter Review Commission in which she will also assume the responsibility of Staff Liaison.

Currently, the City Clerk, by instruction from the Mayor and Council has advertised 2 public hearings, June 8 and July 13 2020. The applications are received and handled in the same manner as all boards and commissions expressions of interest.

**The City Manager's office will recognize Boards and Commissions members in his City Manager's Report and Rockville Reports. The Staff Liaison will be responsible to provide a brief summary of the member years of service, conclusion of their service and extraordinary highlights accomplished during their service.

Mayor & Council Meeting Date: July 6, 2020
Agenda Item Type: Consent
Department: PW - Traffic & Transportation
Responsible Staff: Alyssa Roff

Subject

Adoption of Resolution to Adopt Vision Zero Action Plan to Move the City of Rockville Toward Zero Traffic Deaths by 2030

Recommendation

Staff recommends that the Mayor and Council adopt the Resolution to Adopt Vision Zero Action Plan to Move the City of Rockville Toward Zero Traffic Deaths by 2030 (Attachment A)

Change in Law or Policy

This Action Plan would allow staff to take steps towards achieving the City's Vision Zero goals in the Vision Zero Resolution adopted on October 15, 2018.

Discussion

Staff Update since June 22, 2020

Edits were made to the Vision Zero Action Plan document following the guidance of Mayor and Council during staff presentation on June 22, 2020. The edits are redlined in Attachment B, and the final version of the document is in Attachment C. A timeline for the action items was also created and is included in Attachment D. The Mayor and Council will receive an update on the progress of tasks through a written update and a presentation on alternating quarters, with an option to update deadlines as needed.

Below is the background provided for the Mayor and Council discussion on May 4, 2020:

What is Vision Zero?

Vision Zero is a transportation safety policy that seeks to eliminate all traffic crashes involving serious injuries and fatalities through crash data analysis and systematic action on characteristics that cause crashes. Originating in Sweden during the 1990s, Vision Zero has quickly gained traction internationally as the leading strategy for reducing transportation-related fatalities and serious injuries. Multiple jurisdictions in the United States have adopted and implemented Vision Zero initiatives, including Montgomery County (County) through their Two-Year Vision Zero Action Plan.

Action Plan Overview

The Action Plan identifies a series of action items that, through completion, help the City recognize and remedy factors that could contribute to future crashes. This is a new and fundamentally different way for the City to approach traffic safety. Ultimately, this Action Plan is an exploratory effort that will require flexibility in implementing actions and policies to determine what works for the City, and to rule out what will not help Rockville achieve Vision Zero. In the development of this plan, staff reviewed previous and existing roadway safety efforts in the city and reviewed practices from other Vision Zero communities (particularly Montgomery County's). While this Action Plan is tailored to the specific needs of the City, many of the action items outlined in the plan were taken directly from the County's Vision Zero initiatives. It should be also noted that while the main objective of Vision Zero is to eliminate all traffic crashes involving serious injuries and fatalities for all modes of transportation, the majority of this Action Plan's items emphasizes City efforts on pedestrian and bicycle crashes, as can be seen from the topics listed below under the Action Items section.

Action Items

To reach the goal of zero severe and fatal collisions, the Action Plan identifies specific action items with department responsibilities and metrics for completion. All action items are built around four key action areas: Engineering, Enforcement, Education, and Policy. Ten out of 30 action items involve partnering with the County. Many of the action items are nearly identical to action items the County is currently implementing. Since the County and the City are set to accomplish the same goal, it did not make sense for staff to "reinvent the wheel" for some of these initiatives. The City will support the County in these initiatives, as a partner, while also advocating for safety projects specific to Rockville. Additionally, the City may use County initiatives, such as ones involving Montgomery County Public Schools, as a starting point before tailoring each action item to the specific needs of Rockville based upon the findings in the data analysis. Action items help identify areas that we can explore, but generally don't go into detail by design. This document is more open ended in order to be flexible to the results of the data analysis, which will show staff where we need to take specific actions in the future. The Traffic and Transportation Commission, Rockville Bicycle Advisory Committee (RBAC) and Rockville Pedestrian Advocacy Committee (RPAC) also provided suggestions for specific actions and concerns to be explored in the future.

The 30 action items are listed below:

Engineering

1. Crash Analysis /Predictive Analysis.
2. Update City Road Design Standards.
3. Review Transit Stops.
4. Evaluate Crossings and Unsignalized Intersections.
5. State/County/City Project Collaboration.
6. Improve Traffic Signals.
7. Accelerate Sidewalk Construction.
8. Create Pedestrian Master Plan.

9. Expand Network of Safe Bicycle Facilities.

Enforcement
10. Increase Enforcement Activities.
11. Explore Expanding Automated Enforcement.
12. Expand Traffic Law Enforcement and Distracted Driving Detection Program.
13. Collaboration with Court System.
14. Enhance Police Driver Training.
15. Temporary Traffic Control Devices.

Education
16. Create Comprehensive Outreach Strategy.
17. Collaborate with County on Safe Routes to School Activities.
18. On-bike Education Programs for Kids.
19. Safety Awareness Training for City Employees.
20. Training in the Community.

Policy
21. Appoint Vision Zero Coordinator.
22. Establish Cross Departmental Vision Zero Task Force.
23. Change Policies, Regulations, and Laws.
24. Ensure Fairness and Equality Throughout Vision Zero Projects.
25. Create Vision Zero Webpage.
26. Publish Collision Data.
27. Improve Crash Data Collection.
28. Coordinate with Peer Learning Opportunities.
29. Review Existing Traffic Safety Programs and Policies.
30. Procure Safer Vehicles.

Implementation

Staff from Rockville's Police Department, Public Information Office, and the Department of Public Works met internally to discuss the feasibility of action items and coordinate on how to accomplish Vision Zero goals within the city. Staff also met with Montgomery County's Vision Zero Coordinator to discuss how the City can partner with the County to implement action items similar to those already being implemented by the County.

Rockville's Action Plan seeks to bridge the gap between reacting quickly to individual crashes and the need to examine all crashes in a thorough way, as to provide information to support a long-term proactive approach. One way this plan seeks to do this is by appointing a Vision Zero Coordinator (Action Item 21) to oversee implementation of this plan and champion Vision Zero throughout the city. The City's Pedestrian/Bicycle Coordinator, Alyssa Roff, was appointed to be the City's Vision Zero Coordinator. This Action Plan also will establish a cross-departmental Vision Zero Task Force (Action Item 22) comprising Rockville's Police Department, Public Information Office, Department of Public Works, and Department of Recreation and Parks that

will work to implement Vision Zero Action Items. The task force will also review each serious injury and fatal crash (within the City of Rockville) as soon as possible after the event to identify potential actions the City can take to address safety issues. Staff expects to give regular updates on the progress of action items and performance measures to committees within the City, and briefings to the Mayor and Council.

This Action Plan will require aligning policies and practices at all levels of government (City, County, State) and across City departments, making safety the highest priority for all roadways. Staff will establish regular communication with the County through its Vision Zero Steering Committee and Vision Zero Coordinator. The City's Vision Zero Task Force will appoint a liaison to the County's Collision Review Team to review crashes accordingly.

Because not all streets within Rockville are under the jurisdiction of the City, staff will work closely with the Maryland Department of Transportation's State Highway Administration and the County to ensure that we all have a consistent approach to transportation safety while also advocating for the specific Vision Zero Action Items outlined in this plan. City staff has already begun this effort through the February 5, 2020 meeting, hosted by the City, with SHA and Montgomery County Vision Zero Coordinator. Staff also attended a follow up meeting with the same parties on May 6, 2020.

It is important to note that while the Vision Zero Action Plan is a major step in improving safety in Rockville, other efforts and strategies have been and continue to be made to improve pedestrian safety in the city. For example, streetlight improvement is a very important component of improving safety. City staff recently investigated more than one thousand streetlights and generated a map that was submitted to Pepco that included several hundred streetlights that were either out or need an upgrade. Several other projects to improve pedestrian safety have been initiated in Twinbrook, including new sidewalks, new crosswalks, and pedestrian-safety intersection improvements at several locations. A separate memorandum detailing FY 2020 and FY 2021 spending on pedestrian safety initiatives was submitted to the Mayor and Council for the May 4th session.

Mayor and Council History

The Mayor and Council adopted a resolution endorsing the development and adoption of a Vision Zero policy for the City of Rockville on October 15, 2018. Staff provided a presentation and received guidance from the Mayor and Council on the Vision Zero Action Plan on May 4, and June 22, 2020.

Boards and Commissions Review

Staff worked with the Traffic & Transportation Commission, the Rockville Bike Advisory Committee (RBAC), the Rockville Pedestrian Advocacy Committee (RPAC) and the Senior Citizens Commission, on the review of Vision Zero Action Plan and action items.

Fiscal Impact

While most of the proposed action items are expected to be implemented by City staff, additional resources, such as funding for education, training and consultants may be needed. Some costs will be mitigated by partnering with Vision Zero actions already implemented by Montgomery County. Finally, infrastructure improvement resulting from the Plan, such as adding new traffic control devices, performing intersection improvements, or constructing new sidewalks, will require additional operational and capital improvement funds to be appropriated in future fiscal years.

Next Steps

The Vision Zero Action Plan implementation will begin in July 2020.

Attachments

Attachment 12.A.a: Vision Zero 2020 Resolution (DOCX)
Attachment 12.A.b: Vision Zero Action Plan Redline Edits (DOCX)
Attachment 12.A.c: Vision Zero Action Plan_Final (PDF)
Attachment 12.A.d: Action Items Timeline (XLSX)

Rob DiSpirito, City Manager 7/1/2020

Resolution No. _____

RESOLUTION: To adopt Vision Zero Action Plan to move the City of Rockville toward zero traffic deaths by 2030

WHEREAS, road safety is a top public safety priority in the City of Rockville; and

WHEREAS, death and injury on our streets is unacceptable and serious crashes could be preventable; and

WHEREAS, Vision Zero is an international movement to put an end to fatal traffic crashes that relies on data-driven approaches to improve the engineering of roads, to conduct targeted education and enforcement, and to change laws to improve driver behavior and increase penalties for dangerous conduct on the roads; and

WHEREAS, Vision Zero provides a framework for reducing traffic deaths and serious injuries toward zero, while increasing safe, healthy, equitable mobility for all; and

WHEREAS, Vision Zero focuses on safety as a primary objective for our transportation systems; and

WHEREAS, the City works towards eliminating pedestrian and bicycle related deaths and serious injuries in Rockville; and

WHEREAS, successful Vision Zero programs are a result of both a complete government approach (i.e. interdepartmental, coordinated initiatives) and community support of Vision Zero objectives and guidelines;

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF ROCKVILLE, as follows:

1. The City of Rockville adopts a Vision Zero Action Plan with the goal of moving the City of Rockville toward zero traffic deaths and serious injuries; and endorses Vision Zero as a comprehensive and holistic approach to achieving this goal.

2. The Director of Public Works will work with the Traffic & Transportation Commission, the Senior Citizens Commission, Rockville Bicycle Advisory Committee, and Rockville Pedestrian Advocacy Committee to implement Vision Zero Action Plan consisting of a combination of equitable engineering, enforcement, education, and policy along with associated funding needed for the City to reach the goal toward zero deaths and serious injuries by 2030.

3. This resolution shall take effect immediately upon its adoption.

* * * *

I hereby certify that the foregoing is a true and correct copy of a resolution adopted by the Mayor and Council at its meeting of _____.

_____

Sara Taylor-Ferrell, City Clerk/Director of Council Operations

VISION
ZERO ACTION PLAN

CITY OF ROCKVILLE VISION ZERO ACTION PLAN ACKNOWLEDGEMENTS

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This action plan was prepared by the City of Rockville Department of Public Works, Traffic and Transportation Division. Internal assistance was provided by the Public Information Office, Department of Human Resources, the Rockville City Police Department, and the Department of Recreation and Parks Department. The Rockville Pedestrian Advocacy Committee, the Rockville Bicycle Advisory Committee and the Traffic and~~,~~ Transportation Commission and the Senior Citizens Commission also provided input throughout the process. Special thanks to Montgomery County for laying out the framework of this action plan.

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MAYOR AND COUNCIL RESOLUTION

Adopted by Mayor and City Council: October 15, 2018

A RESOLUTION endorsing Vision Zero to move the City of Rockville toward zero deaths by 2030

WHEREAS, road safety is a top public safety priority in the City of Rockville; and

WHEREAS,
death and injury on our streets is unacceptable and serious crashes could be preventable; and

WHEREAS,
Vision Zero is an international movement to put an end to fatal traffic crashes that relies on data-driven approaches to improve the engineering of roads, to conduct targeted education and enforcement, and to change laws to improve driver behavior and increase penalties for dangerous conduct on the roads; and

WHEREAS,
Vision Zero provides a framework for reducing traffic deaths and serious injuries toward zero, while increasing safe, healthy, equitable mobility for all; and

WHEREAS,
Vision Zero focuses on safety as a primary objective for our transportation systems; and

WHEREAS,
the City works towards eliminating pedestrian and bicycle related deaths and serious injuries in Rockville; and

WHEREAS,
successful Vision Zero programs are a result of both a complete government approach (i.e. interdepartmental, coordinated initiatives) and community support of Vision Zero objectives and guidelines;

NOW, THEREFORE, the mayor and council of Rockville do hereby proclaim:

The City of Rockville adopts a goal of moving the City of Rockville toward zero traffic deaths and serious injuries; and endorses Vision Zero as a comprehensive and holistic approach to achieving this goal.

The city mayor and council directs the Director of Public Works to work with the Traffic and Transportation Commission to develop Vision Zero Guidelines which would identify a combination of equitable engineering, enforcement, education, and evaluation along with associated funding needed for the City to reach the goal toward zero deaths and serious injuries by 2030.

This resolution shall take effect immediately upon its adoption.

WHAT IS VISION ZERO?

Vision Zero is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, fair mobility for all. First implemented in Sweden in the 1990s, Vision Zero has proven successful in reducing fatal and severe injury crashes across Europe – and is now gaining momentum in major American cities.

Vision Zero recognizes that people will sometimes make mistakes, so the road system and related policies should be designed to ensure those inevitable mistakes do not result in severe injuries or fatalities. Vision Zero also recognizes non-motorists are intrinsically more vulnerable in collisions with vehicles. This means that system designers and policymakers are expected to improve the roadway environment, policies and other related systems to lessen the severity of crashes for all users. At the core of Vision Zero is a commitment to protect human life, and a recognition that all transportation-related deaths and severe injuries are preventable and unacceptable.

Vision Zero is a multidisciplinary approach, bringing together diverse stakeholders through cross-disciplinary collaboration among local traffic planners, engineers and policymakers to address this complex problem. Vision Zero acknowledges that many factors contribute to safe mobility, including roadway design, speeds, behaviors, technology and policies, and sets clear goals to achieve the shared goal of zero fatalities and severe injuries.

Traditional Approach		Vision Zero
Traffic deaths are INEVITABLE	VS.	Traffic deaths are PREVENTABLE
PERFECT human behavior		Integrate HUMAN FAILING in approach
Prevent COLLISIONS		Prevent FATAL AND SEVERE CRASHES
INDIVIUAL responsiblity		SYSTEMS approach

ACTION PLAN DEVELOPMENT

Given the nature of the metropolitan region, transportation users in Rockville are likely to experience other places in Montgomery County and/or the state, where Vision Zero is already moving forward. Washington, D.C. was amongst the first jurisdictions in the region to adopt a Vision Zero strategy, in 2015. Montgomery County was one of the first county jurisdictions in the United States to adopt a Vision Zero strategy in 2017 and represents a variety of communities, neighborhoods and land uses. The Maryland General Assembly passed a bill establishing Vision Zero in 2019. The State Highway Administration followed up with a strategy to systematically implement transportation safety elements to match the land-use context surrounding state-owned roadways. This document builds on their success and functions as a local counterpart recognizing the specific needs of the Rockville community. It is essential that Rockville work with other jurisdictions to not only utilize their best practices, but also the lessons they have learned along the way to make the process in establishing a Vision Zero strategy within Rockville as efficient as possible. By working together, we can also establish a consistent and coordinated approach to transportation safety that has the potential to impact people across the region.

This is a new and fundamentally different way for the C~~c~~ity to approach traffic safety; it will require some flexibility in actions and policies to succeed. Ultimately, it will require aligning policies and practices at all levels of government and across C~~c~~ity departments, making safety the highest priority for roadways. Committing to Vision Zero in Rockville means building and sustaining leadership, collaboration, and accountability, especially among a diverse group of stakeholders, including transportation professionals, policymakers, police and community members.

Montgomery County Vision Zero 2020

Montgomery County developed and released the 2020 Vision Zero Action Plan to expand on the work completed during the 2018-2019 Two-Year Action Plan by implementing recommendations from completed studies, advancing on-going initiatives, and completing open action items. While work on these action items is underway, outreach will start in summer~~spring~~ 2020 to develop the long-range strategic plan to further guide the C~~c~~ounty towards elimination of traffic fatalities by 2030.

SHA Context Driven

In November 2019, the State Highway Administration (SHA) released the Context Driven – Access and Mobility for All guidelines. SHA created these standards to establish new context zones that better match the differing land uses around state-maintained roadways across the state. Within each of the six new context zones, the guide provides a toolkit for the leading practices that would best improve safety for each context. Rockville is designated as “Urban Core” zone under these guidelines.

FAIRNESS AND EQUALITY

The most important component of crash data is that it represents people whose lives, as well as the lives of their loved ones, can potentially change as the result of a failure to provide a transportation system that is forgiving of human error. Through this Vision Zero Action Plan, Rockville recognizes safe mobility as a basic right, based on the premise that all people have the right to safe transportation regardless of mode. This means collecting, analyzing and using data to understand trends and potential disproportionate impacts of traffic deaths on certain populations, and prioritizing needs accordingly.

This action plan commits to an equitable approach in three main ways. First, the Rockville population represents a variety of cultures and community groups. Not all community groups may be aware of or how to participate with Vision Zero. This action plan recognizes the diversity of communities and their unique educational needs. This action plan will provide flexible messaging and work with community leaders so that information reaches Rockville's entire population and is engaging in the best way possible.

Second, this action plan recognizes the inherent and disproportionate risk posed to certain groups within the roadway.[1]~~.~~ Vulnerable groups could include~~:~~ children, the 55+ community, transit riders, non-motorists, people with disabilities, communities that experience racial, ethnic and socioeconomic disparities etc. This action plan acknowledges people will have different experiences depending on travel modes, some chosen by choice and some chosen out of necessity. Committing to Vision Zero means that despite different experiences, no one's journey should result in a severe injury or fatality. The crash data analysis will give attention to these groups and advocate for the remedy of their disproportionate risk during the implementation of projects and policies.

And finally, strategies from around the world show Vision Zero policies are most effective when they are firmly driven by reliable and consistent data, and when traffic safety concerns are seen as a multidisciplinary issue in which everyone in the community has a stake. City stakeholders must commit to gather, analyze, utilize and share reliable data to understand traffic safety issues and prioritize resources based on the empirical evidence of the greatest needs and impact. In this way, Vision Zero looks to identify proactive measures to improve~~which impact~~ the roadway system citywide over reactive measures which may only seek to benefit specific areas of the city.

Crash Not Accident

Words matter. Deaths and serious injuries in traffic are not inevitable "accidents," but preventable crashes that can be ended through engineering, enforcement and education.

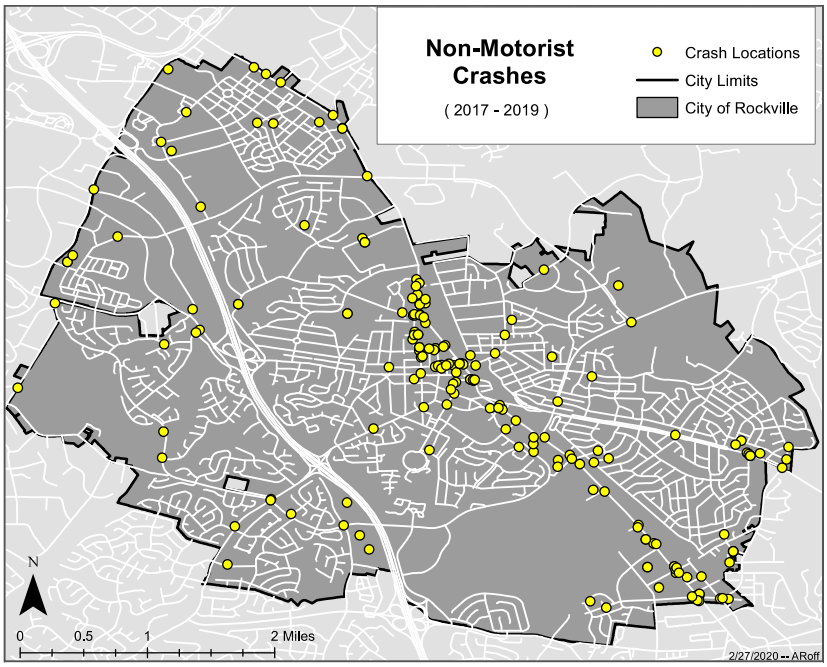
[1] *Roadways include transportation infrastructure for a variety of users including cyclists and pedestrians by way of bike lanes, shared roadways, crosswalks, intersections etc.*

CRASH DATA ANALYSIS

The Ceity gathered data from reports by Montgomery County and the Rockville City Police Department. While this shows a significant number of crashes, these reports exclude Maryland State Police reports. Below is a map showing crash locations throughout the city as an example of the data staff initially gathered. It should be noted that data presented does not include every severe and fatal collision that occurred in Rockville during the analysis period. Data for interstate 270 was omitted in order to focus on areas where the Ceity can best use its resources to address incidents in a localized setting, i.e., roadways where the Ceity either maintains or works closely with those maintaining these roadways. Partnerships are therefore vitally important for achieving Vision Zero for all parties.

It should be noted that this data represents all crashes involving non-motorists regardless of injury severity. While Rockville does not have a large number of crashes involving severe injuries or fatalities, we recognize the same factors contributing to these crashes are also present in crashes with minor to no injuries. In examining the whole picture of potential crashes and looking at patterns, we are able to better understand these factors and respond accordingly.

Engineering, education and enforcement are most effective when targeting the environmental and behavioral factors that contribute to a collision. Below is a map showing crash locations throughout the city. A component of the data analysis action item (proposed as action item #1 on page 12) will further analyze contributing factors, similar to the ones highlighted below, to frame the elements needed for a systematic approach to provide safe mobility citywide.



ACTION PLAN SUMMARY

Rockville's Action Plan seeks to bridge the gap between reacting quickly to individual crashes, and the need to examine all crashes in a thorough way so as to provide information to support a long-term proactive approach. The action items in this plan lay the foundation for what the C~~c~~ity hopes will be a long-term strategy for reducing and eliminating transportation related crashes involving serious injuries and fatalities. Ultimately, this is a systematic approach to examining data in order to focus on the factors that contribute to crashes so that the C~~c~~ity can react to not only a singular crash, but to the transportation system as a whole. This plan identifies a series of action items that, through completion, help the C~~c~~ity recognize and remedy factors that could contribute to future crashes. As such, this action plan should be seen as an exploratory effort of trial and error to determine what works for the C~~c~~ity, and to rule out what will not help Rockville achieve Vision Zero. In doing so, these action items will build a strong foundation for future Vision Zero initiatives that will fully eliminate collisions involving severe injuries and fatalities. The plan also builds on the success of existing county and state programs and their initiatives related to traffic safety, and forms a consistent approach.

The Action Plan is the result of a process that includes several critical sources of input:

1. Review of previous and existing roadway safety efforts in the city.
   ~~1.~~
2. Review of practices from other Vision Zero communities and particularly Montgomery County.
   ~~2.~~
3. Analysis of collision data gathered from Montgomery County's dataset to identify trends and significant issues to inform the plan.
   ~~3.~~
4. Consultation with C~~c~~ity departments and agencies, the Traffic and Transportation Commission, the Senior Citizens Commission, the Rockville Bicycle Advisory Committee and the Rockville Pedestrian Advocacy Committee, as well as with other stakeholders and interested parties.

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VISION ZERO PROJECT TIMELINE

July 2008
City of Rockville - Synthesis of Pedestrian Policies

December 2014
Map of Prioritized Missing Sidewalks Published

April 2017
Rockville Bikeways Masterplan Adopted by city

November 2018
Mayor and City Council adopts Vision Zero Resolution

May—June 2020 ~~**May 2020**~~
Present Vision Zero Action Plan to Mayor and City Council and seek input.

July ~~June~~ 2020
~~Mayor and City Council approve action plan with timeline~~
Mayor and Council approve action plan and staff starts implementation of action items*

~~**July 2020***~~
~~Start implementation of action items~~

*Action items identified as foundational steps will be prioritized during the implementation process of the Vision Zero Action Plan per the guidance of Mayor and Council.

ACTION PLAN ITEMS

To reach the goal of zero severe and fatal collisions, the action plan identifies specific action items with departments responsible and metrics for completion. All action items are built around four key action areas: engineering, enforcement, education and policy. The action items are listed in the table below.

Engineering

1. Crash Analysis /predictive analysis*†
2. Update City Road Design Standards
3. Review Transit Stops
4. Evaluate Crossings and Unsignalized Intersections
5. State/Montgomery County/City Project Collaboration*†
6. Improve Traffic Signals*
7. Accelerate Sidewalk Construction
8. Create Pedestrian Master Plan†
9. Expand Network of Safe Bicycle Facilities

Enforcement

10. Increase Enforcement Activities
11. Explore Expanding Automated Enforcement
12. Expand Traffic Law Enforcement and Distracted Driving Detection Program
13. Collaboration with Court System
14. Enhance Police Driver Training
15. Temporary Traffic Control Devices

Education

16. Create Comprehensive Outreach Strategy†
17. Join Montgomery County on Safe Routes to School Activities*†
18. Join Montgomery County's ~~on~~ On-bike Education Programs for Kids*†
19. Safety Awareness Training for City Employees
20. Training in the Community*†

Policy

21. Appoint Vision Zero Coordinator†
22. Establish Cross Departmental Vision Zero Task Force†
23. Change Policies, Regulations, and Law*
24. Ensure Fairness and Equality Throughout Vision Zero Projects†
25. Create Vision Zero Webpage†
26. Publish Collision Data*
27. Improve Crash Data Collection*
28. Coordinate with Peer Learning Opportunities*
29. Review Existing Traffic Safety Programs and Policies
30. Procure Safer Vehicles

**Montgomery County is currently working on these items. The city will support Montgomery County in these initiatives as a partner while also advocating for safety*

projects specific to Rockville. Additionally, the city may use these initiatives as a starting point before tailoring each action item to the specific needs of Rockville based upon the findings in the data analysis.

† These action items are identified as foundational steps and will be prioritized during the implementation process of the Vision Zero Action Plan per the guidance of Mayor and Council.

ENGINEERING

Engineering focuses on the design, planning, and construction of transportation infrastructure with a safe systems approach, ensuring severe injuries and fatalities are not the result of human error.

ACTION 1		**Crash Analysis / Predictive Analysis**
	Lead	Traffic and Transportation Division
	Support	Montgomery County[2], Rockville City Police Department (RCPD) Department, State Highway Administration (SHA)
	Action	Undertake a detailed, citywide crash study to provide a comprehensive understanding of traffic crash causes, contributing factors, locations, and roadway characteristics. This study should identify the High Injury Network (HIN) as well as prioritize projects and provide the foundation for future Vision Zero initiatives.
	Why we do this…	Vision Zero is data driven. The analysis will provide a starting point for the Ceity's goals by identifying the number of crashes to reduce to zero as well as the unsafe behaviors to change, vulnerable transportation user types, and outreach needs of different community groups.
	Objective	Complete the crash analysis and identify areas in the HIN. End date: July 1, 2021 Identify projects to improve safety at areas in the HIN. End date: July 1, 2022

		Metrics: Identify number of prioritized projects following the results of the crash analysis.

ACTION 2		**Update City Road Design Standards**
	Lead	Traffic and Transportation Division
	Support	Engineering Division, Planning and Development Services (PDS) Department
	Action	Review, revise, and develop roadway design standards and complete street guidelines utilizing road code and leading practices from groups such as National Association of City Transportation Officials (NACTO), Institute of Transportation Engineers (ITE), and American Association of State Highway Transportation Officials (AASHTO) for various right-of-way[3] within the city. The review should prioritize reducing opportunities for high-speed collisions through physical separation, reducing motor vehicle speeds where separation cannot be achieved, and developing proper environmental countermeasures for all new and retrofitted right-of-way within the city.
	Why we do this…	Updating the roadway design standards and complete street guidelines will bring these standards in line with Vision Zero goals and principles.
	Objective	Complete the review of the Ceity's existing road design standards End date: July 1, 2021 Develop and publish new/revised road design standards utilizing best practices. End Date: July 1, 2023 **Metrics:** Identify minimum sidewalk widths, presence of buffers in between sidewalks and travel lanes, etc.)

ACTION 3		**Review Transit Stops**
	Lead	Traffic and Transportation Division
	Support	WMATA, Ride-On

	Action	Conduct a comprehensive review of transit stop locations and conditions to ensure safety and accessibility. Develop a program for reviewing the stops every 5 years.
	Why we do this…	Many pedestrian crashes are associated with transit users crossing to/from transit stops. Reviewing transit stop locations will identify opportunities for increasing safety. A continual review will allow the City to keep up with changing needs and behavior.
	Objective	Complete comprehensive review of transit stops per the findings of the crash analysis ~~including~~. End date: July 1, 2022 Evaluate the review process and develop a program for reviewing stops every five years. End date: July 1, 2023 **Metrics:** Increase the number~~percentage~~ of transit stops with safe crossings and reduce the number of severe and fatal collisions related to going to or leaving a transit stop. The number of serious injuries and fatalities due to bus stop locations should be reduced until it reaches zero.

[2] The Ceity gathered data compiled from both Montgomery County and Rockville City Police Departments' reports. More information can be found in the Crash Data Analysis section.
[3] "Right-of-way" typically incudes infrastructure for all modes, including sidewalks/ shared use paths, landscaping zones, parking, areas for biking, and general-purpose lanes.

ACTION 4		**Evaluate Crossings and Unsignalized Intersections**
	Lead	Traffic and Transportation Division
	Support	Recreation and Parks Department
	Action	Evaluate existing crossings and unsignalized intersections with safety as a priority. Crossings identified as high risk will be transformed first with improvements such as flashing beacons, etc. as applicable.

	Why we do this…	Crossings and unsignalized intersections create conflict points between multiple user types (pedestrians, bicyclists, motor vehicles, etc.). Evaluation will identify opportunities for improvements that can lead to better and safer experiences for all users at these types of intersections.
	Objective	Develop a list of priority crossings and intersections for modification per the findings of the crash analysis including; Identify all high-risk crossings within the city and increase the percentage of safe crossings and intersections using the number of severe and fatal collisions at crossings and intersections. End date: July 1, 2022 Apply best practices to improve safe crossings (such as bump-outs, medians, traffic control devices like paddles and rectangular rapid flashing beacons). End date: July 1, 2023 **Metrics:** Identify a number of improvements and prioritize projects. The number of serious injuries and fatalities due to unsafe crossings and unsignalized intersections should be reduced until it reaches zero.

ACTION 5		**State/Montgomery County/City Project Collaboration**
	Lead	Traffic and Transportation Division, Montgomery County, State Highway Administration (SHA)
	Support	N/A
	Action	Identify high injury areas where the city, Montgomery County and the State can jointly implement safety improvement projects.
	Why we do this…	Crashes involving serious injury and fatalities can occur on roadways maintained by any jurisdiction. Building positive working relationships will help the city lay a foundation of collaboration by working with others in advance of needed projects especially on roadways operated and maintained by SHA.
	Objective	Improve safety on roadways operated and maintained by SHA. End date: July 1, 2022 Continue to advocate for identified project areas on roadways operated and maintained by SHA.

		Metrics: Identify a number of potential project areas and reduce the number of severe and fatal collisions occurring in the high injury network on Ceity--owned roads until it reaches zero.

ACTION 6		**Improve Traffic Signals**
	Lead	Traffic and Transportation Division, Montgomery County, State Highway Administration (SHA)
	Support	N/A
	Action	Complete a comprehensive review of the City's traffic signals to ensure the use of the latest technology and standards to implement innovative pedestrian and bicycle signals (such as Lead Pedestrian Intervals (LPI) and Pedestrian Recall, etc.) to provide effective and safe crossings.
	Why we do this…	Signalized intersections can create conflict points between multiple user types (pedestrians, bicyclists, motor vehicles, etc.). Evaluation will identify opportunities for improvements that can lead to better and safer experiences for all users at these types of intersections.
	Objective	Complete a review of traffic signals per the findings of the crash analysis. End date: July 1, 2022 Identify improvements and implement projects on signals owned/operated by the City and advocate for improvements on signals owned/operated by SHA/Montgomery County. End date: July 1, 2023 **Metrics:** Identify the number of projects on signals owned/operated by the City utilizing best practices (such as Lead Pedestrian Intervals (LPI) and Pedestrian Recall, no turn on red, etc.). The number of serious injuries and fatalities due to unimproved traffic signals should be reduced until it reaches zero.

ACTION 7		**Accelerate Sidewalk Construction**
	Lead	Traffic and Transportation Division

	Support	Montgomery County, State Highway Administration (SHA)
	Action	Using the Sidewalk Prioritization Map as a guide, accelerate the sidewalk construction program with priority projects in the high injury network.
	Why we do this…	The map of missing sidewalks created in 2014 identified missing sidewalk priorities. Providing a complete network of sidewalk connections ensures safe spaces for pedestrians to travel.
	Objective	Develop a list of high priority projects per the findings of the crash analysis. End date: July 1, 2022 Complete priority projects and expand the C~~c~~ity's sidewalk~~bicycle~~ network by providing additional sidewalk. End date: July 1, 2026 **Metrics:** Identify the number of priority projects and increase the number of linear feet of new sidewalk.

ACTION 8		**Create Pedestrian Master Plan**
	Lead	Traffic and Transportation Division
	Support	Planning and Development Services (PDS) Department, Recreation and Parks Department
	Action	As proposed in the 2040 Comprehensive Plan, build on the existing Pedestrian Policies and Sidewalk Prioritization Map to complete a Pedestrian Master Plan for the C~~c~~ity to address the unique issues faced by pedestrians and people with disabilities.
	Why we do this…	A pedestrian masterplan provides an overview of the pedestrian network and identifies improvements that will encourage safe behavior and enhance the experience. The pedestrian masterplan will also help identify which pedestrian shortcuts and desired paths should be more formalized around the City. This action item lays the foundation for prioritizing pedestrian infrastructure.
	Objective	Complete the review of the C~~c~~ity's existing pedestrian policies. End date: July 1, 2021

		Conduct public outreach, communication to stakeholder groups (such as the Rockville Pedestrian Advocacy Committee) develop and approve the new pedestrian masterplan. End date: Draft to Mayor and Council by July 1, 2023[4] **Metrics:** Complete and adopt the new pedestrian masterplan.

[4] *This task may be completed sooner; projects may be implemented prior to the adoption of the Pedestrian Masterplan depending on safety needs.*

ACTION 9		**Expand Network of Safe Bicycle Facilities**
	Lead	Traffic and Transportation Division
	Support	Recreation and Parks Department, Montgomery County, State Highway Administration (SHA)
	Action	Using the Bikeway Master Plan as a guide, construct new bikeway facilities to create a safe, highly connected, convenient, and low-stress bicycling network.
	Why we do this…	Providing a completed bikeway network ensures cyclist have a safe space to travel by bike. Low stress connections can encourage more people to use biking as a transportation option.
	Objective	Develop a list of high priority projects per the findings of the crash analysis, the guidelines of the Bikeway Masterplan and the consultation of stakeholder groups (such as the Rockville Bike Advisory Committee). End date: July 1, 2022 Complete priority projects and expand the Ceity's bicycle network by providing additional linear feet of bicycle infrastructure. End date: July 1, 2028 **Metrics:** Identify the number of additional linear feet of bicycle infrastructure added annually. Numbers will be differentiated by facility type (shared roadways, bike lanes, shared use paths, etc.).

ENFORCEMENT

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Enforcement encourages a culture of safety by utilizing evidence-based law enforcement and policies.

ACTION 10		**Increase Enforcement Activities**
	Lead	Rockville City Police Department (RCPD)
	Support	Traffic and Transportation Division, Public Information Office
	Action	Increase enforcement of distracted, impaired, child safety seats, seatbelts~~occupant protection~~, and aggressive driving behaviors, as well as violations of pedestrian and bicycle safety laws. Enforcement activities should concentrate in the high injury network, during peak seasons, and specific times of day. Enforcement should be performed in conjunction with education campaigns.
	Why we do this…	In keeping with Vision Zero principles~~principals~~ of reducing and eliminating fatal traffic crashes; using data that includes the location of the incidents as well as violations of the traffic and pedestrian laws that are often associated with the crash, to allow for a targeted approach. This data can lead to~~allows~~ RCPD being~~to be~~ deployed to specific high-~~-~~incident areas in order to~~and~~ address violations that lead to serious crashes through citations, warnings and educational material.
	Objective	Develop the list of high-~~-~~incident areas for collisions and violations associated with the crashes. Use multiple enforcement techniques to target and change behavior. The efforts will be ongoing and reevaluated when new crashes occur to ensure we continue to use resources in the most effective and impactful manner.

ACTION 11		**Explore Expanding Automated Enforcement**
	Lead	Rockville City Police Department (RCPD)
	Support	Traffic and Transportation Division

	Action	Increase the use of automated enforcement to address excessive speed and red-light violations if determined to be feasible in next contract with vendor.
	Why we do this…	Excessive speeds and failure to obey traffic lights are driver behaviors that can lead to serious and fatal crashes. Both violations can be enforced through RCPD's automated enforcement to change driver behavior and lead to safer streets in the c~~C~~ity. The use of automated enforcement devices also provides enforcement benefits while not requiring the use of the valuable and limited sworn workforce which can be used for other designed activities.
	Objective	Both speed and red-light cameras are a part of the ongoing and continued efforts at promoting safe driving in the c~~C~~ity. These efforts will include maximizing the impact to driver behavior through placement of existing portable speed cameras in line with violation and crash data while ensuring the location is in compliance with legal statues. When a new contract is executed with the vendor RCPD will explore the feasibility of increasing the number of automated devices to be deployed at more locations, thus allowing for greater impact on driving behavior and promoting safe driving. **Metrics:** Evaluate the impact to driver behavior through placement of automated enforcement devices.

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ACTION 12		**Expand Traffic Law Enforcement and Distracted Driving Detection Program**
	Lead	Rockville City Police Department (RCPD)
	Support	N/A
	Action	Expand existing traffic focused programs, such as usage of decoy police officers/vehicles and speed indicator radars. Increase diverse methods used to assist with aggressive and distracted driving enforcement.
	Why we do this…	Using diverse and multiple resources to increase the effectiveness of RCPD in changing driver and pedestrian behavior to reduce and eliminate serious and fatal crashes.
	Objective	Develop the list of high incident areas for collisions and violations associated with the crashes. Use multiple enforcement techniques

		to target and change behavior. The efforts will be ongoing and reevaluated when new crashes occur to ensure we continue to use resources in the most effective and impactful manner.

ACTION 13		**Collaboration with Court System**
	Lead	Rockville City Police Department (RCPD)
	Support	MD/Montgomery County Courts
	Action	When possible and practical, inform judicial system regarding high visibility enforcement and its connection to traffic safety. For violations that occur in High Injury Network (HIN) or other safety-sensitive areas, request the imposition of more stringent penalties so enforcement actions are supported and reinforced.
	Why we do this…	To maximize the effectiveness of reducing serious crashes the efforts have to be followed through the entire process to include the court system. While education and citations are an important part of changing behavior, it is also important for the judicial system to have all applicable information to determine appropriate sanctions. Officers' providing information to judges when violations occur in high incident areas allow for the court system to be a more effective component in the effort to improve driver and pedestrian behavior.
	Objective	Initial education of the judicial system to the Vision Zero efforts has already occurred. As cases go to court officers will ensure that judges are aware of violations occurring in high incident areas prior to ~~imposing~~ a sanction for the violation being imposed.

ACTION 14		**Enhance Police Driver Training**
	Lead	Rockville City Police Department (RCPD)
	Support	N/A
	Action	Develop a strategy for identifying employees in need of remedial training and provide additional hours of a driver training program.

	Why we do this…	It is without a doubt extremely important and a part of the RCPD policy that police employees' model good driving and pedestrian behavior. This not only has an impact on potential crashes but sets a standard for the Rockville community on driving expectations. RCPD does not ~~have~~ currently have a history~~an issue~~ of serious crashes involving police employees but properly monitoring minor collisions for training needs will lessen the chance of a serious collision occurring in the future.
	Objective	While not currently an issue for the Police Department, will monitor for any severe or fatal collisions involving police vehicles, and continue to identify and provide remedial driver~~s~~ training as needed.

ACTION 15		**Temporary Traffic Control Devices**
	Lead	Rockville City Police Department (RCPD)
	Support	N/A
	Action	Provide the Police Department with additional temporary traffic controls (e.g. portable stop signs / traffic cones) and suitable training to deploy these devices during emergency responses, traffic details and other events.
	Why we do this…	Secondary crashes frequently occur when traffic is being controlled at the original crash location, a detail, or an event. Increased officer training and the use of temporary traffic control devices will assist with visibility to drivers and prevent avoidable secondary crashes.
	Objective	Procure additional temporary traffic control devices as they are identified as being needed. Continue to partner with the County and State when additional devices are needed at crash scenes. This increased visibility and direction at incidents on the streets will reduce the number of severe or fatal collisions occurring on the roadway impacted by an unexpected event.

EDUCATION

Education engages the public using a variety of outreach methods to instill safe behaviors and increase awareness of dangerous driving, biking, and walking behaviors.

ACTION 16		**Create Comprehensive Outreach Strategy**
	Lead	Public Information Office
	Support	Traffic and Transportation Division, Rockville City Police Department (RCPD), Montgomery County
	Action	Develop a communication and outreach strategy to share the Ceity's Vision Zero goals with Rockville's entire population. Outreach strategies should reflect the needs of Rockville's culturally diverse population. Provide outreach for specific groups most at risk[54] of being involved in a severe or fatal collision per the results of the data analysis.
	Why we do this…	Vision Zero is for everyone. This action item lays the foundation for communicating Vision Zero principles and will ensure everyone understands the city's goals and realizes everyone has a stake. Some groups are more likely to be involved in a crash involving a fatality or severe injury and will require specialized outreach.
	Objective	Create a comprehensive outreach strategy for the general population. End date: July 1, 2021 Evaluate the effectiveness of out outreach efforts and create a communication strategy targeting specific groups per the findings of the crash analysis. End date: July 1, 2022 **Metrics:** Evaluate the increase in the number of participants, materials distributed, etc.

[54] *Specific groups could include individuals who are disproportionately and inherently more at risk for experiencing a severe injury or fatality during a transportation related crash. These groups can include: children, the 55+ community, transit riders, non-motorists, people with disabilities, communities that experience racial, ethnic, socioeconomic disparities etc.*

ACTION 17	**Join Montgomery County on Safe Routes to School Activities**

	Lead	Montgomery County, Montgomery County Public Schools (MCPS)
	Support	Traffic and Transportation Division, Public Information Office, Rockville City Police Department (RCPD)
	Action	Join Montgomery County on the expansion of Safe Routes to School (SRTS) activities to all schools within Rockville and comprehensive traffic safety education for pedestrian, bicycle, and driver safety at appropriate ages.
	Why we do this…	Montgomery County led programs can provide safety education to the most vulnerable users and encourage them to use best practices for remaining safe. As this education and outreach focuses on kids, it lays the foundation for building safe transportation habits.
	Objective	Join Montgomery County by developing a collaboration agreement with Montgomery County and MCPS. End date: January 1, 2021 Evaluate the effectiveness of our outreach efforts, reevaluate actions per the findings of the crash analysis, and continue to coordinate with Montgomery County and Montgomery County Public Schools (MCPS). End date: July 1, 2022 **Metrics:** Evaluate the increase of the number of participants, materials distributed etc~~.)~~. The number of serious injuries and fatalities due to unsafe routes to school should be reduced until it reaches zero.

ACTION 18	**Join Montgomery County's ~~on~~ On-bike Education Programs for Kids**
Lead	Montgomery County, Montgomery County Public Schools (MCPS)
Support	Traffic and Transportation Division, Public Information Office, Rockville City Police Department (RCPD)
Action	Join Montgomery County in establishing an on-bike education program to teach bike safety skills to all school~~-~~-aged children.
Why we do this…	Montgomery County led bike education, such as bike rodeos, provide safe places where kids can learn safe bicycle riding skills. As this education and outreach focuses on kids, it lays the foundation for building safe transportation habits.

	Objective	Join Montgomery County by developing a collaboration agreement with Montgomery County and MCPS. End date: January 1, 2021 Evaluate the effectiveness of our outreach efforts, reevaluate actions per the findings of the crash analysis, and continue to coordinate with Montgomery County and Montgomery County Public Schools (MCPS). End date: July 1, 2022 **Metrics:** Evaluate the increase in~~of~~ the number of participants, materials distributed etc.

ACTION 19		**Safety Awareness Training for City Employees**
	Lead	Human Resources
	Support	Public Works, Rockville City Police Department (RCPD), Recreation and Parks Department
	Action	Educate key staff in Human Resources Department, Department of Public Works, Rockville City Police Department (RCPD), and the Recreation and Parks Department on the fundamentals of Vision Zero. These fundamentals should be passed down to frontline employees through training sessions, to make them aware of Vision Zero in order to build a culture of safety and accountability.
	Why we do this…	Providing education for staff allows for more communication channels in multiple C~~c~~ity departments to amplify the safety message to the public.
	Objective	Develop education materials and provide information to C~~c~~ity staff. End date: July 1, 2021 **Metrics:** Increase the percentage of C~~c~~ity staff who are aware of the principles and fundamentals of V~~v~~ision Z~~z~~ero.

ACTION 20		**Training in the Community**
	Lead	Vision Zero Coordinator
	Support	Traffic and Transportation Division, Recreation and Parks Department, Public Information Office, Montgomery County

	Action	Identify major employers, transportation demand management~~TDM~~ programs, ~~civic associations,~~ 55+ centers and living facilities, religious institutions, home owner and civic associations~~HOAs~~, PTA's and other community stakeholders to receive Vision Zero training and messaging. Training materials, messaging and strategies should be flexible so they can be utilized by a variety of cultures and community groups.
	Why we do this…	Not all community groups may be aware of or how to participate in the C~~c~~ity's Vision Zero efforts. Identifying partners within the community lays the foundation for ensuring Vision Zero information is reaching Rockville's culturally diverse population and is engaging in the best way possible.
	Objective	Create outreach materials and identify community partners. End date: July 1, 2021 Evaluate the effectiveness of our outreach efforts and reevaluate actions per the findings of the crash analysis. End date: July 1, 2022 **Metrics:** Evaluate the increase of the number of participants, materials distributed etc.

POLICY

Policy lays the foundation for the C~~c~~ity's future Vision Zero initiatives and seeks to improve the way traffic safety is managed throughout the city by advocating for the vital tools to fully enact the Vision Zero strategy.

ACTION 21		**Appoint Vision Zero Coordinator**
	Lead	Traffic and Transportation Division
	Support	N/A

	Action	Appoint a Vision Zero Coordinator to oversee implementation of this plan and champion Vision Zero throughout the city.
	Why we do this…	Vision Zero involved multiple City departments. The Vision Zero Coordinator provides an initial point of contact to ensure all projects are moving forward.
	Objective	Serve as an initial point of contact and overseer of action item implementation. End date: N/A **Metrics:** Increase the number of completed Vision Zero projects and tasks.

ACTION 22		**Establish a Cross-Departmental Vision Zero Task Force**
	Lead	Traffic and Transportation Division
	Support	Rockville City Police Department (RCPD), Recreation and Parks Department, Public Information Office
	Action	Create opportunities for communication across departments participating in Vision Zero. Work towards implementing Vision Zero Action items. This task force will also review each serious injury and fatal crash (within the City of Rockville) as soon as possible after the event to identify potential actions the City can take to address safety issues. The task force will also appoint a liaison to Montgomery County's Collision Review Team.
	Why we do this…	This group ensures the City department responsible for implementing Vision Zero actions are collaborating directly on initiatives. This is the first step to implementing many action items and lays the groundwork for collaboration among City departments.
	Objective	Provide coordination among City departments while implementing action items. End date: N/A **Metrics:** Increase the number of completed Vision Zero projects and tasks.

ACTION 23		**Change Policies, Regulations, and Laws**
	Lead	Vision Zero Task Force, Montgomery County, State
	Support	City Manager's Office, City Attorney's Office
	Action	Identify C~~c~~ity, Montgomery County and S~~s~~tate laws, policies, and regulations that are hindering the C~~c~~ity's progress towards Vision Zero and develop strategies to update them. Emphasis should be on laws that allow for innovative engineering and ability to lower speed limits to align with leading Vision Zero practices. Collaborate with Montgomery County's Vision Zero Steering Committee.
	Why we do this…	While the city does not have the ability to change Montgomery County or State laws directly, the goal is to identify and lobby for changes to laws that affect the city's progress towards Vision Zero goals. Targeting the policies, regulations, and laws that slow the C~~c~~ity's progress towards Vision Zero systemwide and exploring innovative updates will bring these strategies in line with Vision Zero goals and principles.
	Objective	Review existing laws, policies, and regulations and identify specific changes per the findings of the crash analysis. Coordination with Montgomery County's Vision Zero Steering Committee is necessary throughout the process, but especially to begin the process for successful passage of new laws, policies, and regulations beyond the C~~c~~ity's jurisdiction. End date: July 1, 2022 **Metrics:** Increase the number of policies, regulations, or laws that utilize best practices that accelerates the city's progress towards Vision Zero (such as no turn on red, no U-turn policies, lower speed limits, etc.).

ACTION 24		**Ensure Fairness and Equality throughout Vision Zero Projects**
	Lead	Vision Zero Task Force
	Support	City Manager's Office, Traffic and Transportation Division, Public Information Office, Rockville City Police Department (RCPD), Recreation and Parks Department

	Action	Work with community to ensure that Vision Zero strategies, approaches, messaging and projects prioritize safety, ensures fairness and are distributed equally and equitably among a variety of diverse stakeholders.
	Why we do this…	Vision Zero is for everyone. Rockville's population represents a variety of cultures and community groups and should be engaged in the best way possible to ensure everyone understands and practices safe behaviors. This action item is the first step in making sure the city's Vision Zero goals are engaging to Rockville's culturally diverse population.
	Objective	Review all Vision Zero projects and strategies during the entirety of implementation to ensure fairness and equality are met. End date: N/A, On-going action **Metrics:** Increase the number of Vision Zero projects that consider fairness and equality.

ACTION 25		**Create Vision Zero Webpage**
	Lead	Public Information Office
	Support	Vision Zero Coordinator
	Action	Create a Vision Zero webpage that contains Vision Zero related information including tracking information for action items.
	Why we do this…	The Vision Zero webpage provides a space where the C~~c~~ity can communicate its goals while remaining transparent and accessible to the public. This is also the first step in tracking the C~~c~~ity's progress of action items and crash data analysis findings.
	Objective	Finalize the design of the Vision Zero webpage. End date: January 1, 2021 **Metrics:** Provide continuous updates to track progress of data and status of action items.

ACTION 26	**Publish Collision Data**

	Lead	Vision Zero Coordinator
	Support	Public Information Office, Rockville City Police Department (RCPD)
	Action	Collaborate with Montgomery County to publish collision data on the city's Vision Zero webpage and distilling data for easier consumption and analysis by the public.
	Why we do this…	Publishing collision data makes the Ceity's goals transparent and accessible to the public. Data also provides a way to measure how effective actions are to reach the Ceity's Vision Zero goals.
	Objective	Publish crash data findings and analysis on the Ceity's Vision Zero webpage upon the completion of the crash data analysis. End date: N/A **Metrics:** Provide updated information annually as data changes.

ACTION 27		**Improve Crash Data Collection**
	Lead	Vision Zero Coordinator
	Support	Rockville City Police Department (RCPD), Montgomery County, State Highway Administration (SHA)
	Action	Improve collision data collection by the Ceity through collaboration with Montgomery County and SHA.
	Why we do this…	Many Vision Zero initiatives are data driven. Providing the best data means the Ceity's actions are accurately working towards the Ceity's goals. As the City uses Montgomery County's crash data, coordination is necessary.
	Objective	Review crash data collection following the initial crash analysis. Provide initial outreach with Montgomery County, and continue coordination throughout data collection. End date: October 1, 2021 **Metrics:** Increase the percentage of accurate data utilizing best practices in crash attribute identification (such as turning movements, distracted drivers and pedestrians, etc.).

ACTION 28		**Coordinate with Peer Learning Opportunities**
	Lead	Vision Zero Coordinator
	Support	Traffic and Transportation Division, Rockville City Police Department (RCPD), Public Information Office, Montgomery County, State
	Action	Collaborate with Montgomery County to establish links with peer Vision Zero communities to create a shared learning community.
	Why we do this…	Working with other Vision Zero communities allows the C~~c~~ity to learn best practices and lessons-learned for implementing strategies for Vision Zero.
	Objective	Provide initial outreach to other Vision Zero Communities and organizations. End date: N/A **Metrics:** Increase the number of annual meetings staff attends to discuss best practices.

ACTION 29		**Review Existing Traffic Safety Programs and Policies**
	Lead	Vision Zero Coordinator
	Support	Traffic and Transportation, Rockville City Police Department (RCPD), Public Information Office
	Action	Review existing traffic safety programs and policies to determine their effectiveness in reaching the Vision Zero goal.
	Why we do this…	The review is the first step in bringing the C~~c~~ity's existing traffic safety programs and policies in line with Vision Zero goals and principles.
	Objective	Complete the review of the C~~c~~ity's existing traffic safety programs and policies per the findings of the crash analysis. End date: July 1, 2022 Identify and prioritize specific changes. End date: July 1, 2023

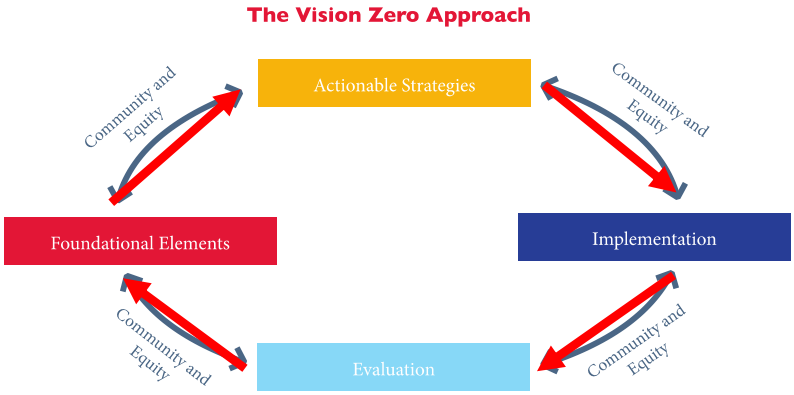
		Metrics: Increase the number of programs and policies that will align with Vision Zero principles.

ACTION 30		**Procure Safer Vehicles**
	Lead	Fleet Services
	Support	Vision Zero Coordinator
	Action	Adopt new vehicle fleet purchasing policy to include purchasing specifications for crash avoidance systems, side and under-run guards, mirrors and lighting.
	Why we do this…	Updating the Ceity's fleet will provide more up-to-date technology and design that can provide safer vehicles.
	Objective	Adopt new fleet purchasing policy. End date: July 1, 2021 **Metrics:** Increase the number of vehicles in the city's fleet that employ safer technologies and design for preventing crashes. Will monitor for any severe or fatal collisions involving the city's fleet vehicles and continue to identify and provide proactive safety measures as needed.

TRANSPARENCY AND ACCOUNTABILITY

Comprehensive and strategic communications are essential to a successful Vision Zero effort. The best results come from understanding how to move individuals and institutions toward cultural change, taking a targeted, data-driven approach to how and where messaging will be deployed; and testing and evaluating approaches to ensure their effectiveness. Rockville is committed to maintaining transparency with the public by frequently and clearly communicating data on progress towards the goal of zero collisions resulting in severe injuries and fatalities. Staff will utilize the Vision Zero webpage on the C~~c~~ity's website to communicate the progress of action items, publish crash data, and other information related to the C~~c~~ity's Vision Zero goals. This action plan will ensure regular updates to committees and commissions within the City on the progress of action items and performance measures. There will be opportunities to review as tasks are completed.~~, and a~~ There will be a briefing to the Mayor and Council quarterly as well as a presentation every six months from the implementation start date where the Mayor and Council will have the opportunity to review and adjust end dates of tasks as applicable. By providing transparent progress tracking to determine what works and weed out what does not work, Rockville will lay the groundwork for the city's future Vision Zero initiatives.

This Vision Zero Action Plan also commits to encouraging meaningful cooperation in establishing a framework for multiple stakeholders to set shared goals and focus on coordination and accountability. The C~~c~~ity acknowledges that our Vision Zero goals cannot be accomplished without collaboration among relevant governmental agencies, departments, and community stakeholders. By establishing the Rockville Vision Zero Task Force, this plan creates opportunities for collaboration and communication among C~~c~~ity departments. The C~~c~~ity also ensures regular communication with Montgomery County through its Vision Zero Steering Committee and Vision Zero Coordinator. Because not all streets within Rockville are under the jurisdiction of the C~~c~~ity, we will work closely with the Maryland State Highway Administration and Montgomery County to ensure our goals of Vision Zero are considered, and that we all have a consistent approach to transportation safety. Montgomery County and the S~~s~~tate are already in the process of accomplishing similar action items and Vision Zero strategies as described in this action plan. Rockville commits to supporting ~~the~~ Montgomery County and the State in these initiatives as a partner, while also advocating for safety projects specific to the C~~c~~ity.



VISION ZERO ROCKVILLE

VISION ZERO ACTION PLAN

Attachment 12.A.c: Vision Zero Action Plan_Final (3215 : Resolution to Adopt Vision Zero Action Plan)

CITY OF ROCKVILLE VISION ZERO ACTION PLAN ACKNOWLEDGEMENTS

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This action plan was prepared by the City of Rockville Department of Public Works, Traffic and Transportation Division. Internal assistance was provided by the Public Information Office, Department of Human Resources, the Rockville City Police Department, and the Department of Recreation and Parks Department. The Rockville Pedestrian Advocacy Committee, the Rockville Bicycle Advisory Committee and the Traffic and Transportation Commission and the Senior Citizens Commission also provided input throughout the process. Special thanks to Montgomery County for laying out the framework of this action plan.

Attachment 12.A.c: Vision Zero Action Plan_Final (3215 : Resolution to Adopt Vision Zero Action Plan)

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MAYOR AND COUNCIL RESOLUTION

Adopted by Mayor and City Council: October 15, 2018

A RESOLUTION endorsing Vision Zero to move the City of Rockville toward zero deaths by 2030

WHEREAS, road safety is a top public safety priority in the City of Rockville; and

WHEREAS, death and injury on our streets is unacceptable and serious crashes could be preventable; and

WHEREAS, Vision Zero is an international movement to put an end to fatal traffic crashes that relies on data-driven approaches to improve the engineering of roads, to conduct targeted education and enforcement, and to change laws to improve driver behavior and increase penalties for dangerous conduct on the roads; and

WHEREAS, Vision Zero provides a framework for reducing traffic deaths and serious injuries toward zero, while increasing safe, healthy, equitable mobility for all; and

WHEREAS, Vision Zero focuses on safety as a primary objective for our transportation systems; and

WHEREAS, the City works towards eliminating pedestrian and bicycle related deaths and serious injuries in Rockville; and

WHEREAS, successful Vision Zero programs are a result of both a complete government approach (i.e. interdepartmental, coordinated initiatives) and community support of Vision Zero objectives and guidelines;

NOW, THEREFORE, the mayor and council of Rockville do hereby proclaim:

1. The City of Rockville adopts a goal of moving the City of Rockville toward zero traffic deaths and serious injuries; and endorses Vision Zero as a comprehensive and holistic approach to achieving this goal.
2. The city mayor and council directs the Director of Public Works to work with the Traffic and Transportation Commission to develop Vision Zero Guidelines which would identify a combination of equitable engineering, enforcement, education, and evaluation along with associated funding needed for the City to reach the goal toward zero deaths and serious injuries by 2030.
3. This resolution shall take effect immediately upon its adoption.

WHAT IS VISION ZERO?

Vision Zero is a strategy to eliminate all traffic fatalities and severe injuries, while increasing safe, healthy, fair mobility for all. First implemented in Sweden in the 1990s, Vision Zero has proven successful in reducing fatal and severe injury crashes across Europe — and is now gaining momentum in major American cities.

Vision Zero recognizes that people will sometimes make mistakes, so the road system and related policies should be designed to ensure those inevitable mistakes do not result in severe injuries or fatalities. Vision Zero also recognizes non-motorists are intrinsically more vulnerable in collisions with vehicles. This means that system designers and policymakers are expected to improve the roadway environment, policies and other related systems to lessen the severity of crashes for all users. At the core of Vision Zero is a commitment to protect human life, and a recognition that all transportation-related deaths and severe injuries are preventable and unacceptable.

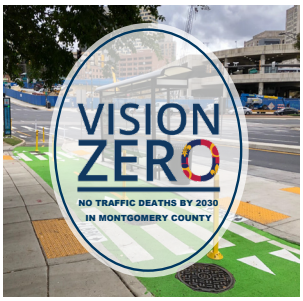
Vision Zero is a multidisciplinary approach, bringing together diverse stakeholders through cross-disciplinary collaboration among local traffic planners, engineers and policymakers to address this complex problem. Vision Zero acknowledges that many factors contribute to safe mobility, including roadway design, speeds, behaviors, technology and policies, and sets clear goals to achieve the shared goal of zero fatalities and severe injuries.

Traditional Approach		Vision Zero
Traffic deaths are INEVITABLE		Traffic deaths are PREVENTABLE
PERFECT human behavior	VS.	Integrate HUMAN FAILING in approach
Prevent COLLISIONS		Prevent FATAL AND SEVERE CRASHES
INDIVIUAL responsiblity		SYSTEMS approach
Saving lives is EXPENSIVE		Saving lives is NOT EXPENSIVE

ACTION PLAN DEVELOPMENT

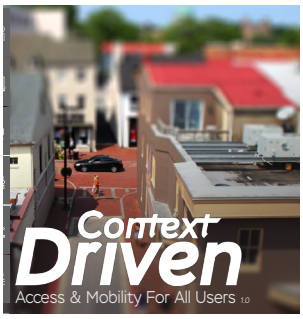
Given the nature of the metropolitan region, transportation users in Rockville are likely to experience other places in Montgomery County and/or the state, where Vision Zero is already moving forward. Washington, D.C. was amongst the first jurisdictions in the region to adopt a Vision Zero strategy, in 2015. Montgomery County was one of the first county jurisdictions in the United States to adopt a Vision Zero strategy in 2017 and represents a variety of communities, neighborhoods and land uses. The Maryland General Assembly passed a bill establishing Vision Zero in 2019. The State Highway Administration followed up with a strategy to systematically implement transportation safety elements to match the land-use context surrounding state-owned roadways. This document builds on their success and functions as a local counterpart recognizing the specific needs of the Rockville community. It is essential that Rockville work with other jurisdictions to not only utilize their best practices, but also the lessons they have learned along the way to make the process in establishing a Vision Zero strategy within Rockville as efficient as possible. By working together, we can also establish a consistent and coordinated approach to transportation safety that has the potential to impact people across the region.

This is a new and fundamentally different way for the City to approach traffic safety; it will require some flexibility in actions and policies to succeed. Ultimately, it will require aligning policies and practices at all levels of government and across City departments, making safety the highest priority for roadways. Committing to Vision Zero in Rockville means building and sustaining leadership, collaboration, and accountability, especially among a diverse group of stakeholders, including transportation professionals, policymakers, police and community members.



Montgomery County Vision Zero 2020

Montgomery County developed and released the 2020 Vision Zero Action Plan to expand on the work completed during the 2018-2019 Two-Year Action Plan by implementing recommendations from completed studies, advancing on-going initiatives, and completing open action items. While work on these action items is underway, outreach will start in summer 2020 to develop the long-range strategic plan to further guide the County towards elimination of traffic fatalities by 2030.



SHA Context Driven

In November 2019, the State Highway Administration (SHA) released the Context Driven – Access and Mobility for All guidelines. SHA created these standards to establish new context zones that better match the differing land uses around state-maintained roadways across the state. Within each of the six new context zones, the guide provides a toolkit for the leading practices that would best improve safety for each context. Rockville is designated as "Urban Core" zone under these guidelines.

FAIRNESS AND EQUALITY

The most important component of crash data is that it represents people whose lives, as well as the lives of their loved ones, can potentially change as the result of a failure to provide a transportation system that is forgiving of human error. Through this Vision Zero Action Plan, Rockville recognizes safe mobility as a basic right, based on the premise that all people have the right to safe transportation regardless of mode. This means collecting, analyzing and using data to understand trends and potential disproportionate impacts of traffic deaths on certain populations, and prioritizing needs accordingly.

This action plan commits to an equitable approach in three main ways. First, the Rockville population represents a variety of cultures and community groups. Not all community groups may be aware of or how to participate with Vision Zero. This action plan recognizes the diversity of communities and their unique educational needs. This action plan will provide flexible messaging and work with community leaders so that information reaches Rockville's entire population and is engaging in the best way possible.

Second, this action plan recognizes the inherent and disproportionate risk posed to certain groups within the roadway.[1] Vulnerable groups could include children, the 55+ community, transit riders, non-motorists, people with disabilities, communities that experience racial, ethnic and socioeconomic disparities etc. This action plan acknowledges people will have different experiences depending on travel modes, some chosen by choice and some chosen out of necessity. Committing to Vision Zero means that despite different experiences, no one's journey should result in a severe injury or fatality. The crash data analysis will give attention to these groups and advocate for the remedy of their disproportionate risk during the implementation of projects and policies.

And finally, strategies from around the world show Vision Zero policies are most effective when they are firmly driven by reliable and consistent data, and when traffic safety concerns are seen as a multidisciplinary issue in which everyone in the community has a stake. City stakeholders must commit to gather, analyze, utilize and share reliable data to understand traffic safety issues and prioritize resources based on the empirical evidence of the greatest needs and impact. In this way, Vision Zero looks to identify proactive measures to improve the roadway system citywide over reactive measures which may only seek to benefit specific areas of the city.

Crash Not Accident

Words matter. Deaths and serious injuries in traffic are not inevitable "accidents," but preventable crashes that can be ended through engineering, enforcement and education.

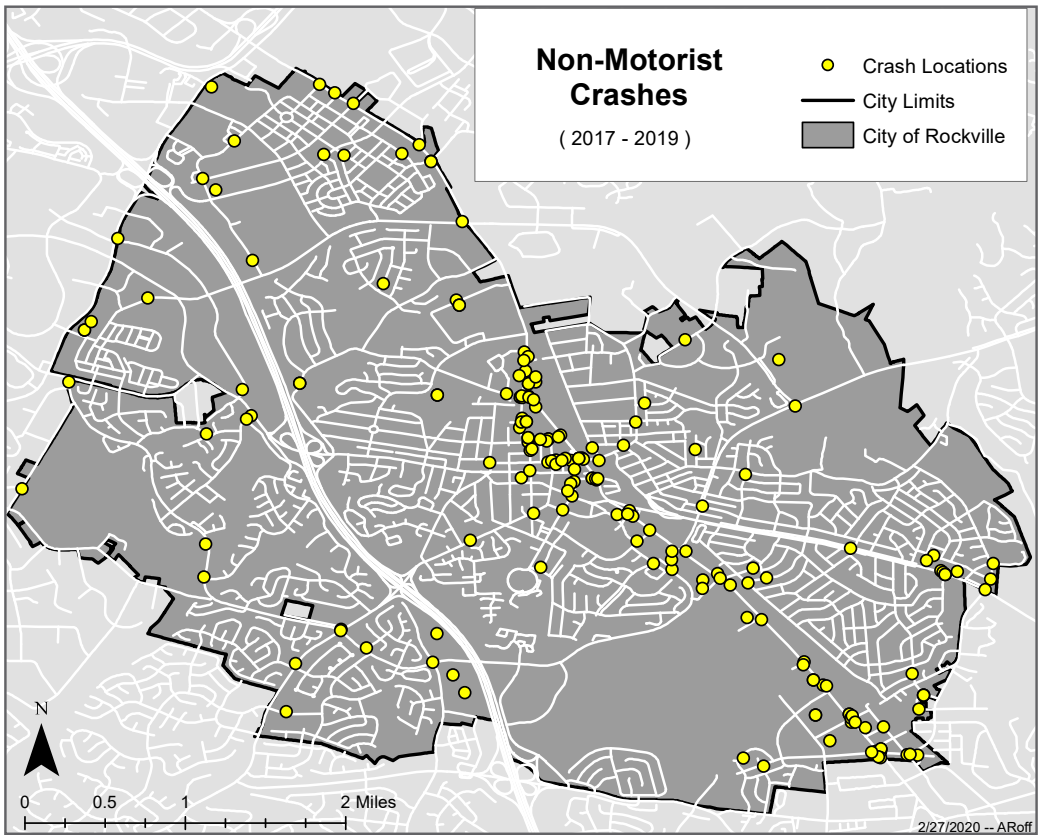
[1] *Roadways include transportation infrastructure for a variety of users including cyclists and pedestrians by way of bike lanes, shared roadways, crosswalks, intersections etc.*

CRASH DATA ANALYSIS

The City gathered data from reports by Montgomery County and the Rockville City Police Department. While this shows a significant number of crashes, these reports exclude Maryland State Police reports. Below is a map showing crash locations throughout the city as an example of the data staff initially gathered. It should be noted that data presented does not include every severe and fatal collision that occurred in Rockville during the analysis period. Data for interstate 270 was omitted in order to focus on areas where the City can best use its resources to address incidents in a localized setting, i.e., roadways where the City either maintains or works closely with those maintaining these roadways. Partnerships are therefore vitally important for achieving Vision Zero for all parties.

It should be noted that this data represents all crashes involving non-motorists regardless of injury severity. While Rockville does not have a large number of crashes involving severe injuries or fatalities, we recognize the same factors contributing to these crashes are also present in crashes with minor to no injuries. In examining the whole picture of potential crashes and looking at patterns, we are able to better understand these factors and respond accordingly.

Engineering, education and enforcement are most effective when targeting the environmental and behavioral factors that contribute to a collision. Below is a map showing crash locations throughout the city. A component of the data analysis action item (proposed as action item #1 on page 12) will further analyze contributing factors, similar to the ones highlighted below, to frame the elements needed for a systematic approach to provide safe mobility citywide.



ACTION PLAN SUMMARY

Rockville's Action Plan seeks to bridge the gap between reacting quickly to individual crashes, and the need to examine all crashes in a thorough way so as to provide information to support a long-term proactive approach. The action items in this plan lay the foundation for what the City hopes will be a long-term strategy for reducing and eliminating transportation related crashes involving serious injuries and fatalities. Ultimately, this is a systematic approach to examining data in order to focus on the factors that contribute to crashes so that the City can react to not only a singular crash, but to the transportation system as a whole. This plan identifies a series of action items that, through completion, help the City recognize and remedy factors that could contribute to future crashes. As such, this action plan should be seen as an exploratory effort of trial and error to determine what works for the City, and to rule out what will not help Rockville achieve Vision Zero. In doing so, these action items will build a strong foundation for future Vision Zero initiatives that will fully eliminate collisions involving severe injuries and fatalities. The plan also builds on the success of existing county and state programs and their initiatives related to traffic safety, and forms a consistent approach.

The Action Plan is the result of a process that includes several critical sources of input:

1. Review of previous and existing roadway safety efforts in the city.
2. Review of practices from other Vision Zero communities and particularly Montgomery County.
3. Analysis of collision data gathered from Montgomery County's dataset to identify trends and significant issues to inform the plan.
4. Consultation with City departments and agencies, the Traffic and Transportation Commission, the Senior Citizens Commission, the Rockville Bicycle Advisory Committee and the Rockville Pedestrian Advocacy Committee, as well as with other stakeholders and interested parties.

VISION ZERO PROJECT TIMELINE

July 2008
City of Rockville - Synthesis of Pedestrian Policies

December 2014
Map of Prioritized Missing Sidewalks Published

April 2017
Rockville Bikeways Masterplan Adopted by city

November 2018
Mayor and City Council adopts Vision Zero Resolution

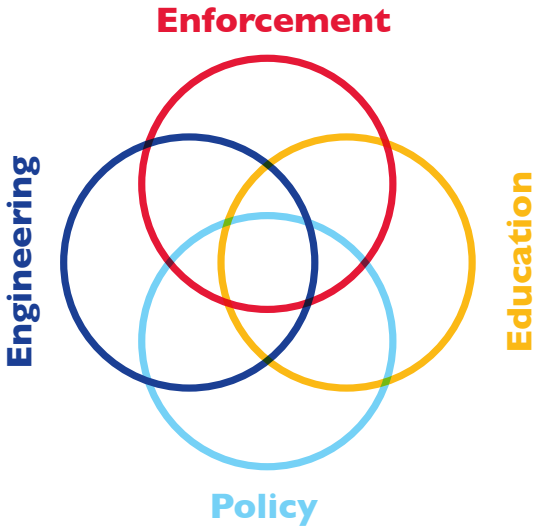
May-June 2020
Present Vision Zero Action Plan to Mayor and City Council and seek input.

July 2020
Mayor and Council approve action plan with timeline and staff starts implementation of action items*

**Action items identified as foundational steps will be prioritized during the implementation process of the Vision Zero Action Plan per the guidance of Mayor and Council.*

ACTION PLAN ITEMS

To reach the goal of zero severe and fatal collisions, the action plan identifies specific action items with departments responsible and metrics for completion. All action items are built around four key action areas: engineering, enforcement, education and policy. The action items are listed in the table below.



Engineering

1. Crash Analysis /predictive analysis* †
2. Update City Road Design Standards
3. Review Transit Stops
4. Evaluate Crossings and Unsignalized Intersections
5. State/Montgomery County/ City Project Collaboration* †
6. Improve Traffic Signals*
7. Accelerate Sidewalk Construction
8. Create Pedestrian Master Plan†
9. Expand Network of Safe Bicycle Facilities

Enforcement

10. Increase Enforcement Activities
11. Explore Expanding Automated Enforcement
12. Expand Traffic Law Enforcement and Distracted Driving Detection Program
13. Collaboration with Court System
14. Enhance Police Driver Training
15. Temporary Traffic Control Devices

Education

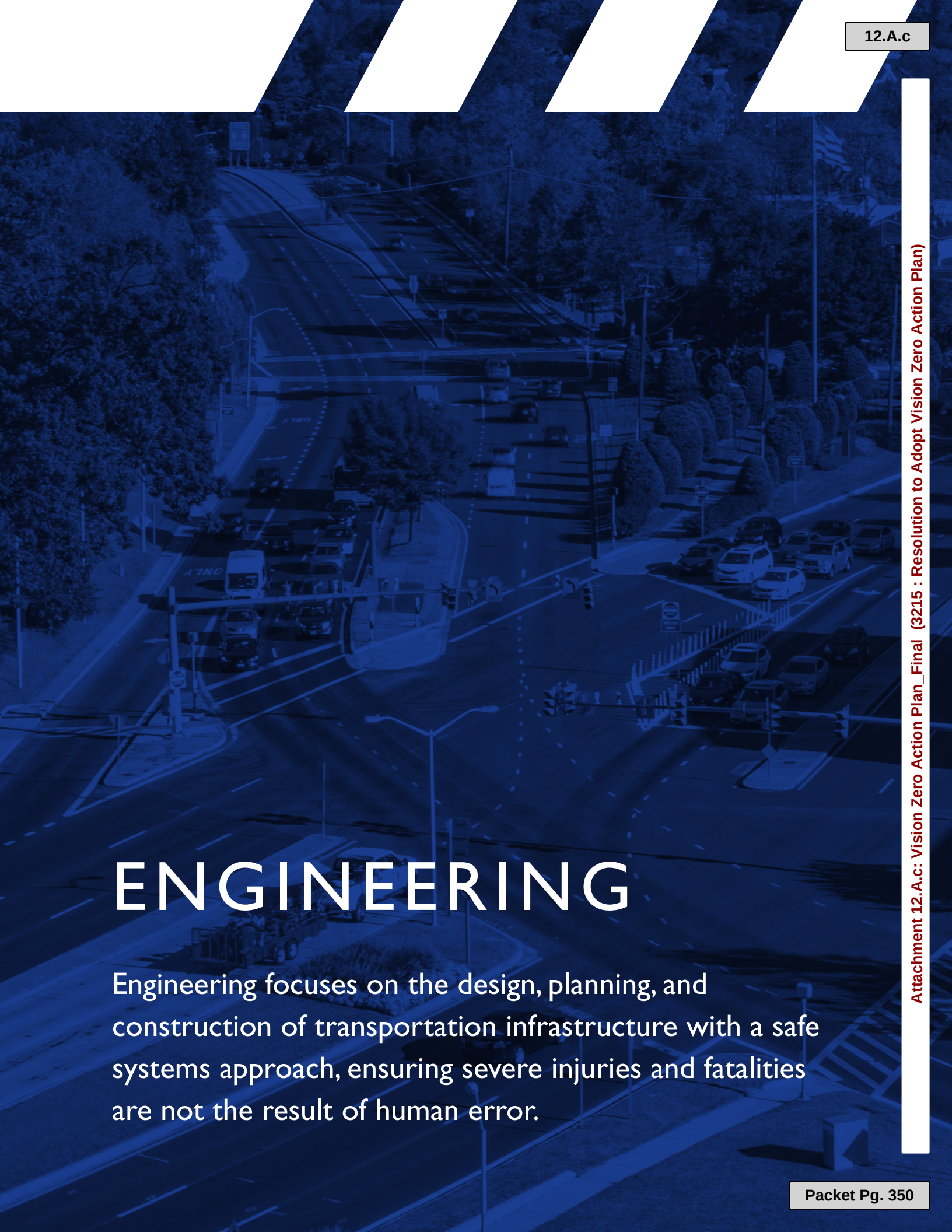
16. Create Comprehensive Outreach Strategy†
17. Join Montgomery County on Safe Routes to School Activities* †
18. Join Montgomery County's On-bike Education Programs for Kids* †
19. Safety Awareness Training for City Employees
20. Training in the Community* †

Policy

21. Appoint Vision Zero Coordinator †
22. Establish Cross Departmental Vision Zero Task Force †
23. Change Policies, Regulations, and Law*
24. Ensure Fairness and Equality Throughout Vision Zero Projects †
25. Create Vision Zero Webpage †
26. Publish Collision Data*
27. Improve Crash Data Collection
28. Coordinate with Peer Learning Opportunities*
29. Review Existing Traffic Safety Programs and Policies
30. Procure Safer Vehicles

**Montgomery County is currently working on these items. The city will support Montgomery County in these initiatives as a partner while also advocating for safety projects specific to Rockville. Additionally, the city may use these initiatives as a starting point before tailoring each action item to the specific needs of Rockville based upon the findings in the data analysis.*

† These action items are identified as foundational steps and will be prioritized during the implementation process of the Vision Zero Action Plan per the guidance of Mayor and Council.



ENGINEERING

Engineering focuses on the design, planning, and construction of transportation infrastructure with a safe systems approach, ensuring severe injuries and fatalities are not the result of human error.

ACTION 1 Crash Analysis / Predictive Analysis

Lead Traffic and Transportation Division

Support Montgomery County[2], Rockville City Police Department (RCPD) Department, State Highway Administration (SHA)

Action Undertake a detailed, citywide crash study to provide a comprehensive understanding of traffic crash causes, contributing factors, locations, and roadway characteristics. This study should identify the High Injury Network (HIN) as well as prioritize projects and provide the foundation for future Vision Zero initiatives.

Why we do this... Vision Zero is data driven. The analysis will provide a starting point for the City's goals by identifying the number of crashes to reduce to zero as well as the unsafe behaviors to change, vulnerable transportation user types, and outreach needs of different community groups.

Objective Complete the crash analysis and identify areas in the HIN.

End date: July 1, 2021

Identify projects to improve safety at areas in the HIN.

End date: July 1, 2022

Metrics: Identify number of prioritized projects following the results of the crash analysis.

ACTION 2 Update City Road Design Standards

Lead Traffic and Transportation Division

Support Engineering Division, Planning and Development Services (PDS) Department

Action Review, revise, and develop roadway design standards and complete street guidelines utilizing road code and leading practices from groups such as National Association of City Transportation Officials (NACTO), Institute of Transportation Engineers (ITE), and American Association of State Highway Transportation Officials (AASHTO) for various right-of-way[3] within the city. The review should prioritize reducing opportunities for high-speed collisions through physical separation, reducing motor vehicle speeds where separation cannot be achieved, and developing proper environmental countermeasures for all new and retrofitted right-of-way within the city.

Why we do this... Updating the roadway design standards and complete street guidelines will bring these standards in line with Vision Zero goals and principles.

Objective Complete the review of the City's existing road design standards

End date: July 1, 2021

Develop and publish new/revised road design standards utilizing best practices.

End Date: July 1, 2023

Metrics: Identify minimum sidewalk widths, presence of buffers in between sidewalks and travel lanes, etc.)

[2] *The City gathered data compiled from both Montgomery County and Rockville Police Departments' reports. More information can be found in the Crash Data Analysis section.*

[3] *"Right-of-way" typically incudes infrastructure for all modes, including sidewalks/ shared use paths, landscaping zones, parking, areas for biking, and general-purpose lanes.*

ACTION 3 Review Transit Stops

Lead Traffic and Transportation Division

Support WMATA, Ride-On

Action Conduct a comprehensive review of transit stop locations and conditions to ensure safety and accessibility. Develop a program for reviewing the stops every 5 years.

Why we do this... Many pedestrian crashes are associated with transit users crossing to/from transit stops. Reviewing transit stop locations will identify opportunities for increasing safety. A continual review will allow the City to keep up with changing needs and behavior.

Objective Complete comprehensive review of transit stops per the findings of the crash analysis.

End date: July 1, 2022

Evaluate the review process and develop a program for reviewing stops every five years.

End date: July 1, 2023

Metrics: Increase the number of transit stops with safe crossings and reduce the number of severe and fatal collisions related to going to or leaving a transit stop. The number of serious injuries and fatalities due to bus stop locations should be reduced until it reaches zero.

ACTION 4 Evaluate Crossings and Unsignalized Intersections

Lead Traffic and Transportation Division

Support Recreation and Parks Department

Action Evaluate existing crossings and unsignalized intersections with safety as a priority. Crossings identified as high risk will be transformed first with improvements such as flashing beacons, etc. as applicable.

Why we do this... Crossings and unsignalized intersections create conflict points between multiple user types (pedestrians, bicyclists, motor vehicles, etc.). Evaluation will identify opportunities for improvements that can lead to better and safer experiences for all users at these types of intersections.

Objective Develop a list of priority crossings and intersections for modification per the findings of the crash analysis including; Identify all high-risk crossings within the city and increase the percentage of safe crossings and intersections using the number of severe and fatal collisions at crossings and intersections.

End date: July 1, 2022

Apply best practices to improve safe crossings (such as bump-outs, medians, traffic control devices like paddles and rectangular rapid flashing beacons)

End date: July 1, 2023

Metrics: Identify a number of improvements and prioritize projects. The number of serious injuries and fatalities due to unsafe crossings and unsignalized intersections should be reduced until it reaches zero.

ACTION 5 State/Montgomery County/City Project Collaboration

Lead Traffic and Transportation Division, Montgomery County, State Highway Administration (SHA)

Support N/A

Action Identify high injury areas where the city, Montgomery County and the State can jointly implement safety improvement projects.

Why we do this... Crashes involving serious injury and fatalities can occur on roadways maintained by any jurisdiction. Building positive working relationships will help the city lay a foundation of collaboration by working with others in advance of needed projects especially on roadways operated and maintained by SHA.

Objective Improve safety on roadways operated and maintained by SHA.

End date: July 1, 2022

Continue to advocate for identified project areas on roadways operated and maintained by SHA.

Metrics: Identify a number of potential project areas and reduce the number of severe and fatal collisions occurring in the high injury network on City-owned roads until it reaches zero.

ACTION 6 Improve Traffic Signals

Lead Traffic and Transportation Division, Montgomery County, State Highway Administration (SHA)

Support N/A

Action Complete a comprehensive review of the City's traffic signals to ensure the use of the latest technology and standards to implement innovative pedestrian and bicycle signals (such as Lead Pedestrian Intervals (LPI) and Pedestrian Recall, etc.) to provide effective and safe crossings.

Why we do this... Signalized intersections can create conflict points between multiple user types (pedestrians, bicyclists, motor vehicles, etc.). Evaluation will identify opportunities for improvements that can lead to better and safer experiences for all users at these types of intersections.

Objective Complete a review of traffic signals per the findings of the crash analysis.

End date: July 1, 2022

Identify improvements and implement projects on signals owned/operated by the City and advocate for improvements on signals owned/operated by SHA/Montgomery County.

End date: July 1, 2023

Metrics: Identify the number of projects on signals owned/operated by the City utilizing best practices (such as Lead Pedestrian Intervals (LPI) and Pedestrian Recall, no turn on red, etc.). The number of serious injuries and fatalities due to unimproved traffic signals should be reduced until it reaches zero.

ACTION 7 Accelerate Sidewalk Construction

Lead Traffic and Transportation Division

Support Montgomery County, State Highway Administration (SHA)

Action Using the Sidewalk Prioritization Map as a guide, accelerate the sidewalk construction program with priority projects in the high injury network.

Why we do this... The map of missing sidewalks created in 2014 identified missing sidewalk priorities. Providing a complete network of sidewalk connections ensures safe spaces for pedestrians to travel.

Objective Develop a list of high priority projects per the findings of the crash analysis.

End date: July 1, 2022

Complete priority projects and expand the City's sidewalk network by providing additional sidewalk.

End date: July 1, 2026

Metrics: Identify the number of priority projects and increase the number of linear feet of new sidewalk.

ACTION 8 Create Pedestrian Master Plan

Lead Traffic and Transportation Division

Support Planning and Development Services (PDS) Department, Recreation and Parks Department

Action As proposed in the 2040 Comprehensive Plan, build on the existing Pedestrian Policies and Sidewalk Prioritization Map to complete a Pedestrian Master Plan for the City to address the unique issues faced by pedestrians and people with disabilities.

Why we do this... A pedestrian masterplan provides an overview of the pedestrian network and identifies improvements that will encourage safe behavior and enhance the experience. The pedestrian masterplan will also help identify which pedestrian shortcuts and desired paths should be more formalized around the City. This action item lays the foundation for prioritizing pedestrian infrastructure.

Objective Complete the review of the City's existing pedestrian policies.

End date: July 1, 2021

Conduct public outreach, communication to stakeholder groups (such as the Rockville Pedestrian Advocacy Committee) develop and approve the new pedestrian masterplan.

End date: Draft to Mayor and Council by July 1, 2023[4]

Metrics: Complete and adopt the new pedestrian masterplan.

[4] *This task may be completed sooner; projects may be implemented prior to the adoption of the Pedestrian Masterplan depending on safety needs.*

Attachment 12.A.c: Vision Zero Action Plan_Final (3215 : Resolution to Adopt Vision Zero Action Plan)

ACTION 9 Expand Network of Safe Bicycle Facilities

Lead Traffic and Transportation Division

Support Recreation and Parks Department, Montgomery County, State Highway Administration (SHA)

Action Using the Bikeway Master Plan as a guide, construct new bikeway facilities to create a safe, highly connected, convenient, and low-stress bicycling network.

Why we do this... Providing a completed bikeway network ensures cyclist have a safe space to travel by bike. Low stress connections can encourage more people to use biking as a transportation option.

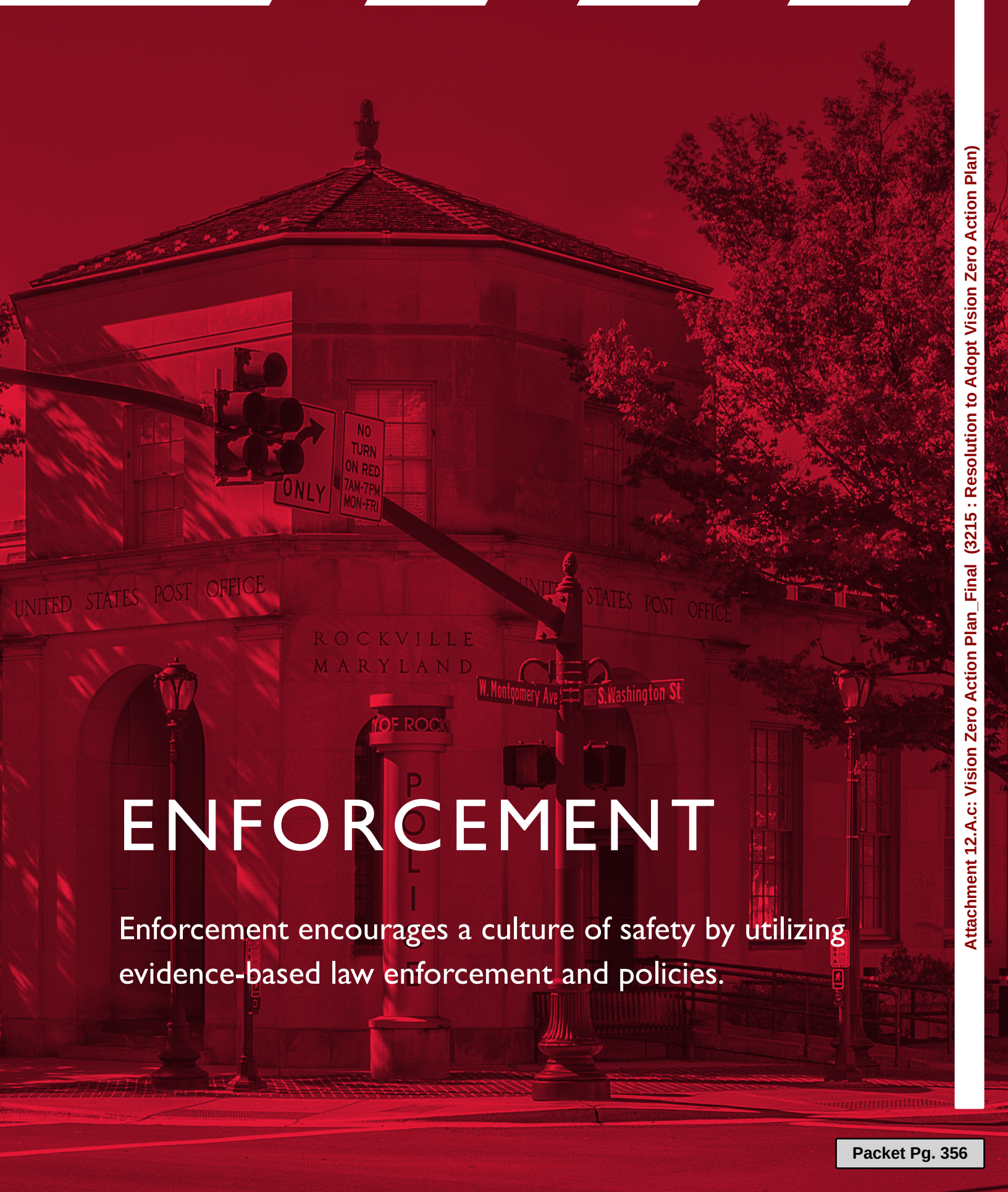
Objective Develop a list of high priority projects per the findings of the crash analysis, the guidelines of the Bikeway Masterplan and the consultation of stakeholder groups (such as the Rockville Bike Advisory Committee).

End date: July 1, 2022

Complete priority projects and expand the City's bicycle network by providing additional linear feet of bicycle infrastructure.

End date: July 1, 2028

Metrics: Identify the number of additional linear feet of bicycle infrastructure added annually. Numbers will be differentiated by facility type (shared roadways, bike lanes, shared use paths, etc.).



ENFORCEMENT

Enforcement encourages a culture of safety by utilizing evidence-based law enforcement and policies.

ACTION 10 Increase Enforcement Activities

Lead Rockville City Police Department (RCPD)

Support Traffic and Transportation Division, Public Information Office

Action Increase enforcement of distracted, impaired, child safety seats, seatbelts, and aggressive driving behaviors, as well as violations of pedestrian and bicycle safety laws. Enforcement activities should concentrate in the high injury network, during peak seasons, and specific times of day. Enforcement should be performed in conjunction with education campaigns.

Why we do this... In keeping with Vision Zero principles of reducing and eliminating fatal traffic crashes; using data that includes the location of the incidents as well as violations of the traffic and pedestrian laws that are often associated with the crash, to allow for a targeted approach. This data can lead to RCPD being deployed to specific high-incident areas in order to address violations that lead to serious crashes through citations, warnings and educational material.

Objective Develop the list of high-incident areas for collisions and violations associated with the crashes. Use multiple enforcement techniques to target and change behavior. The efforts will be ongoing and reevaluated when new crashes occur to ensure we continue to use resources in the most effective and impactful manner.

ACTION 11 Explore Expanding Automated Enforcement

Lead Rockville City Police Department (RCPD)

Support Traffic and Transportation Division

Action Increase the use of automated enforcement to address excessive speed and red-light violations if determined to be feasible in next contract with vendor.

Why we do this... Excessive speeds and failure to obey traffic lights are driver behaviors that can lead to serious and fatal crashes. Both violations can be enforced through RCPD's automated enforcement to change driver behavior and lead to safer streets in the City. The use of automated enforcement devices also provides enforcement benefits while not requiring the use of the valuable and limited sworn workforce which can be used for other designed activities.

Objective Both speed and red-light cameras are a part of the ongoing and continued efforts at promoting safe driving in the City. These efforts will include maximizing the impact to driver behavior through placement of existing portable speed cameras in line with violation and crash data while ensuring the location is in compliance with legal statues. When a new contract is executed with the vendor RCPD will explore the feasibility of increasing the number of automated devices to be deployed at more locations, thus allowing for greater impact on driving behavior and promoting safe driving.

Metrics: Evaluate the impact to driver behavior through placement of automated enforcement devices.

ACTION 12 Expand Traffic Law Enforcement and Distracted Driving Detection Program

Lead Rockville City Police Department (RCPD)

Support N/A

Action Expand existing traffic focused programs, such as usage of decoy police officers/vehicles and speed indicator radars. Increase diverse methods used to assist with aggressive and distracted driving enforcement.

Why we do this... Using diverse and multiple resources to increase the effectiveness of RCPD in changing driver and pedestrian behavior to reduce and eliminate serious and fatal crashes.

Objective Develop the list of high incident areas for collisions and violations associated with the crashes. Use multiple enforcement techniques to target and change behavior. The efforts will be ongoing and reevaluated when new crashes occur to ensure we continue to use resources in the most effective and impactful manner.

ACTION 13 Collaboration with Court System

Lead Rockville City Police Department (RCPD)

Support MD/Montgomery County Courts

Action When possible and practical, inform judicial system regarding high visibility enforcement and its connection to traffic safety. For violations that occur in High Injury Network (HIN) or other safety-sensitive areas, request the imposition of more stringent penalties so enforcement actions are supported and reinforced.

Why we do this... To maximize the effectiveness of reducing serious crashes the efforts have to be followed through the entire process to include the court system. While education and citations are an important part of changing behavior it is also important for the judicial system to have all applicable information to determine appropriate sanctions. Officers' providing information to judges when violations occur in high incident areas allow for the court system to be a more effective component in the effort to improve driver and pedestrian behavior.

Objective Initial education of the judicial system to the Vision Zero efforts has already occurred. As cases go to court officers will ensure that judges are aware of violations occurring in high incident areas prior to a sanction for the violation being imposed.

ACTION 14 Enhance Police Driver Training

Lead Rockville City Police Department (RCPD)

Support N/A

Action Develop a strategy for identifying employees in need of remedial training and provide additional hours of a driver training program.

Why we do this... It is without a doubt extremely important and a part of the RCPD policy that police employees' model good driving and pedestrian behavior. This not only has an impact on potential crashes but sets a standard for the Rockville community on driving expectations. RCPD does not currently have a history of serious crashes involving police employees but properly monitoring minor collisions for training needs will lessen the chance of a serious collision occurring in the future.

Objective While not currently an issue for the Police Department, will monitor for any severe or fatal collisions involving police vehicles, and continue to identify and provide remedial driver training as needed.

ACTION 15 Temporary Traffic Control Devices

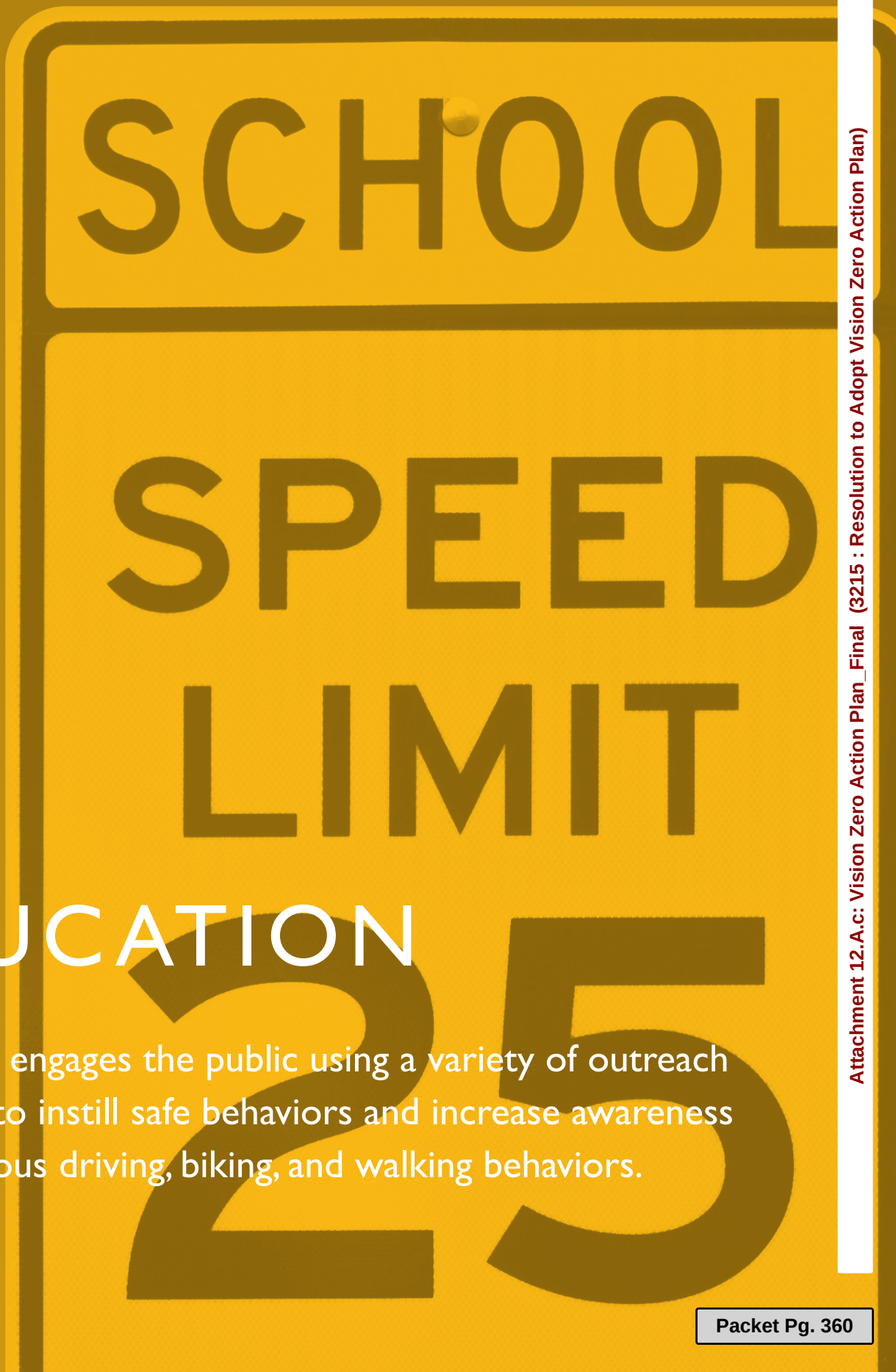
Lead Rockville City Police Department (RCPD)

Support N/A

Action Provide the Police Department with additional temporary traffic controls (e.g. portable stop signs / traffic cones) and suitable training to deploy these devices during emergency responses, traffic details and other events.

Why we do this... Secondary crashes frequently occur when traffic is being controlled at the original crash location, a detail, or an event. Increased officer training and the use of temporary traffic control devices will assist with visibility to drivers and prevent avoidable secondary crashes.

Objective Procure additional temporary traffic control devices as they are identified as being needed. Continue to partner with the County and State when additional devices are needed at crash scenes. This increased visibility and direction at incidents on the streets will reduce the number of severe or fatal collisions occurring on the roadway impacted by an unexpected event.



EDUCATION

Education engages the public using a variety of outreach methods to instill safe behaviors and increase awareness of dangerous driving, biking, and walking behaviors.

ACTION 16 Create Comprehensive Outreach Strategy

Lead Public Information Office

Support Traffic and Transportation Division, Rockville City Police Department (RCPD), Montgomery County

Action Develop a communication and outreach strategy to share the City's Vision Zero goals with Rockville's entire population. Outreach strategies should reflect the needs of Rockville's culturally diverse population. Provide outreach for specific groups most at risk[5] of being involved in a severe or fatal collision per the results of the data analysis.

Why we do this... Vision Zero is for everyone. This action item lays the foundation for communicating Vision Zero principles and will ensure everyone understands the city's goals and realizes everyone has a stake. Some groups are more likely to be involved in a crash involving a fatality or severe injury and will require specialized outreach.

Objective Create a comprehensive outreach strategy for the general population.

End date: July 1, 2021

Evaluate the effectiveness of out outreach efforts and create a communication strategy targeting specific groups per the findings of the crash analysis.

End date: July 1, 2022

Metrics: Evaluate the increase in the number of participants, materials distributed, etc.

ACTION 17 Join Montgomery County on Safe Routes to School Activities

Lead Montgomery County, Montgomery County Public Schools (MCPS)

Support Traffic and Transportation Division, Public Information Office, Rockville City Police Department (RCPD)

Action Join Montgomery County on the expansion of Safe Routes to School (SRTS) activities to all schools within Rockville and comprehensive traffic safety education for pedestrian, bicycle, and driver safety at appropriate ages.

Why we do this... Montgomery County led programs can provide safety education to the most vulnerable users and encourage them to use best practices for remaining safe. As this education and outreach focuses on kids, it lays the foundation for building safe transportation habits.

Objective Join Montgomery County by developing a collaboration agreement with Montgomery County and MCPS.

End date: January 1, 2021

Evaluate the effectiveness of our outreach efforts, reevaluate actions per the findings of the crash analysis, and continue to coordinate with Montgomery County and Montgomery County Public Schools (MCPS).

End date: July 1, 2022

Metrics: Evaluate the increase of the number of participants, materials distributed etc. The number of serious injuries and fatalities due to unsafe routes to school should be reduced until it reaches zero.

[5] *Specific groups could include individuals who are disproportionately and inherently more at risk for experiencing a severe injury or fatality during a transportation related crash. These groups can include children, the 55+ community, transit riders, non-motorists, people with disabilities, communities that experience racial, ethnic, socioeconomic disparities etc.*

Attachment 12.A.c: Vision Zero Action Plan_Final (3215 : Resolution to Adopt Vision Zero Action Plan)

ACTION 18 Join Montgomery County's On-bike Education Programs for Kids

Lead Montgomery County, Montgomery County Public Schools (MCPS)

Support Traffic and Transportation Division, Public Information Office, Rockville City Police Department (RCPD)

Action Join Montgomery County in establishing an on-bike education program to teach bike safety skills to all school-aged children.

Why we do this... Montgomery County led bike education, such as bike rodeos, provide safe places where kids can learn safe bicycle riding skills. As this education and outreach focuses on kids, it lays the foundation for building safe transportation habits.

Objective Join Montgomery County by developing a collaboration agreement with Montgomery County and MCPS.

End date: January 1, 2021

Evaluate the effectiveness of our outreach efforts, reevaluate actions per the findings of the crash analysis, and continue to coordinate with Montgomery County and Montgomery County Public Schools (MCPS).

End date: July 1, 2022

Metrics: Evaluate the increase in the number of participants, materials distributed etc.

ACTION 19 Safety Awareness Training for City Employees

Lead Human Resources

Support Public Works, Rockville City Police Department (RCPD), Recreation and Parks Department

Action Educate key staff in Human Resources Department, Department of Public Works, Rockville City Police Department (RCPD), and the Recreation and Parks Department on the fundamentals of Vision Zero. These fundamentals should be passed down to frontline employees through training sessions, to make them aware of Vision Zero in order to build a culture of safety and accountability.

Why we do this... Providing education for staff allows for more communication channels in multiple City departments to amplify the safety message to the public.

Objective Develop education materials and provide information to City staff.

End date: July 1, 2021

Metrics: Increase the percentage of City staff who are aware of the principles and fundamentals of Vision Zero.

ACTION 20 Training in the Community

Lead Vision Zero Coordinator

Support Traffic and Transportation Division, Recreation and Parks Department, Public Information Office, Montgomery County

Action Identify major employers, transportation demand management programs, 55+ centers and living facilities, religious institutions, home owner and civic associations, PTA's and other community stakeholders to receive Vision Zero training and messaging. Training materials, messaging and strategies should be flexible so they can be utilized by a variety of cultures and community groups.

Why we do this... Not all community groups may be aware of or how to participate in the City's Vision Zero efforts. Identifying partners within the community lays the foundation for ensuring Vision Zero information is reaching Rockville's culturally diverse population and is engaging in the best way possible.

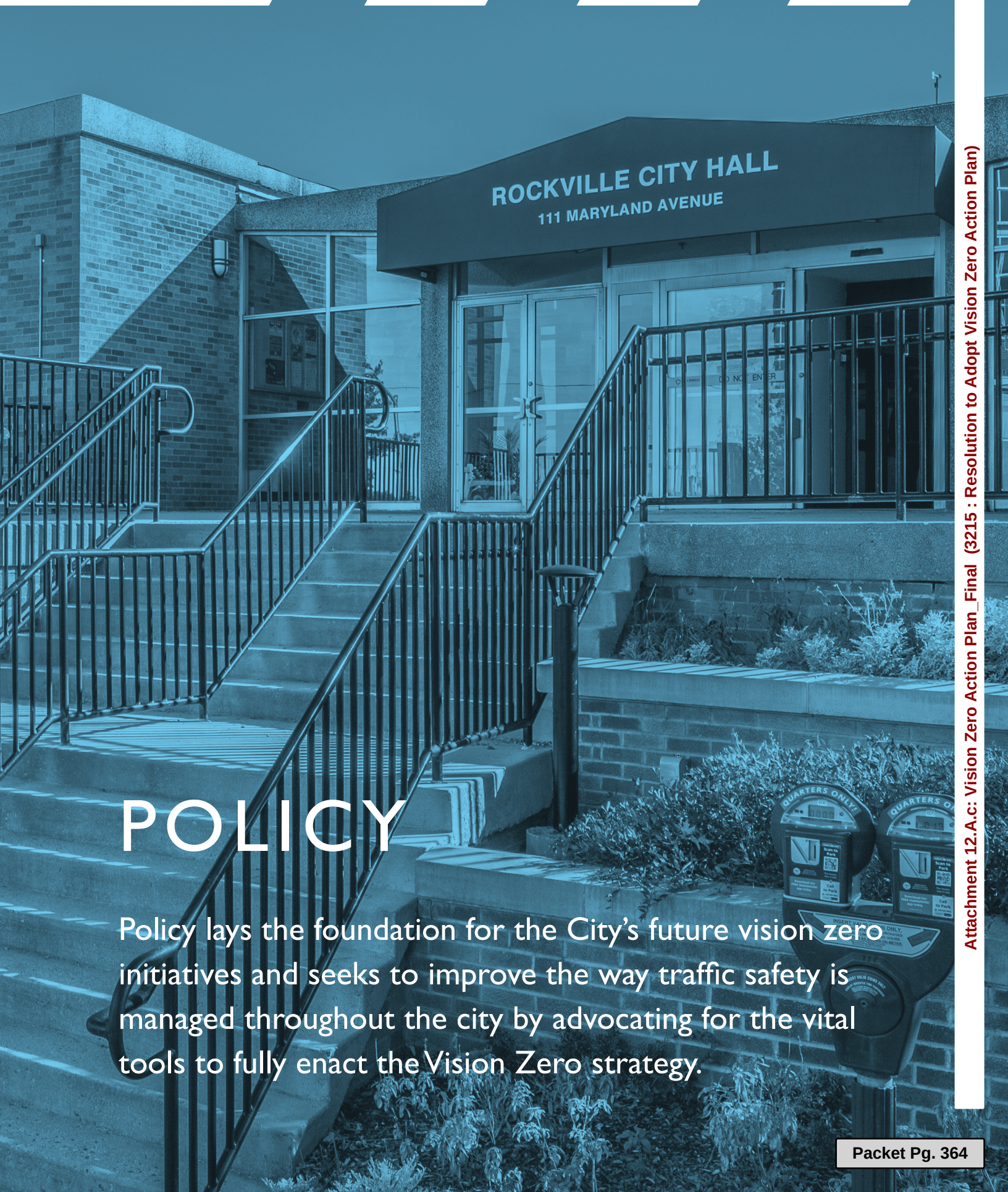
Objective Create outreach materials and identify community partners.

End date: July 1, 2021

Evaluate the effectiveness of our outreach efforts and reevaluate actions per the findings of the crash analysis.

End date: July 1, 2022

Metrics: Evaluate the increase of the number of participants, materials distributed etc.



POLICY

Policy lays the foundation for the City's future vision zero initiatives and seeks to improve the way traffic safety is managed throughout the city by advocating for the vital tools to fully enact the Vision Zero strategy.

ACTION 21 Appoint Vision Zero Coordinator

Lead Traffic and Transportation Division

Support N/A

Action Appoint a Vision Zero Coordinator to oversee implementation of this plan and champion Vision Zero throughout the city.

Why we do this... Vision Zero involved multiple City departments. The Vision Zero Coordinator provides an initial point of contact to ensure all projects are moving forward.

Objective Serve as an initial point of contact and overseer of action item implementation.

End date: N/A

Metrics: Increase the number of completed Vision Zero projects and tasks.

ACTION 22 Establish a Cross-Departmental Vision Zero Task Force

Lead Traffic and Transportation Division

Support Rockville City Police Department (RCPD), Recreation and Parks Department, Public Information Office

Action Create opportunities for communication across departments participating in Vision Zero. Work towards implementing Vision Zero Action items. This task force will also review each serious injury and fatal crash (within the City of Rockville) as soon as possible after the event to identify potential actions the City can take to address safety issues. The task force will also appoint a liaison to Montgomery County's Collision Review Team.

Why we do this... This group ensures the City department responsible for implementing Vision Zero actions are collaborating directly on initiatives. This is the first step to implementing many action items and lays the groundwork for collaboration among City departments.

Objective Provide coordination among City departments while implementing action items.

End date: N/A

Metrics: Increase the number of completed Vision Zero projects and tasks.

ACTION 23 Change Policies, Regulations, and Laws

Lead Vision Zero Task Force, Montgomery County, State

Support City Manager's Office, City Attorney's Office

Action Identify City, Montgomery County and State laws, policies, and regulations that are hindering the City's progress towards Vision Zero and develop strategies to update them. Emphasis should be on laws that allow for innovative engineering and ability to lower speed limits to align with leading Vision Zero practices. Collaborate with Montgomery County's Vision Zero Steering Committee.

Why we do this... While the city does not have the ability to change Montgomery County or State laws directly, the goal is to identify and lobby for changes to laws that affect the city's progress towards Vision Zero goals. Targeting the policies, regulations, and laws that slow the City's progress towards Vision Zero systemwide and exploring innovative updates will bring these strategies in line with Vision Zero goals and principles.

Objective Review existing laws, policies, and regulations and identify specific changes per the findings of the crash analysis.

Coordination with Montgomery County's Vision Zero Steering Committee is necessary throughout the process, but especially to begin the process for successful passage of new laws, policies, and regulations beyond the City's jurisdiction.

End date: July 1, 2022

Metrics: Increase the number of policies, regulations, or laws that utilize best practices that accelerates the City's progress towards Vision Zero (such as no turn on red, no U-turn policies, lower speed limits etc.).

ACTION 24 Ensure Fairness and Equality throughout Vision Zero Projects

Lead Vision Zero Task Force

Support City Manager's Office, Traffic and Transportation Division, Public Information Office, Rockville City Police Department (RCPD), Recreation and Parks Department

Action Work with community to ensure that Vision Zero strategies, approaches, messaging and projects prioritize safety, ensures fairness and are distributed equally and equitably among a variety of diverse stakeholders.

Why we do this... Vision Zero is for everyone. Rockville's population represents a variety of cultures and community groups and should be engaged in the best way possible to ensure everyone understands and practices safe behaviors. This action item is the first step in making sure the city's Vision Zero goals are engaging to Rockville's culturally diverse population.

Objective Review all Vision Zero projects and strategies during the entirety of implementation to ensure fairness and equality are met.

End date: N/A, On-going action

Metrics: Increase the number of Vision Zero projects that consider fairness and equality.

Attachment 12.A.c: Vision Zero Action Plan_Final (3215 : Resolution to Adopt Vision Zero Action Plan)

ACTION 25 Create Vision Zero Webpage

Lead Public Information Office

Support Vision Zero Coordinator

Action Create a Vision Zero webpage that contains Vision Zero related information including tracking information for action items.

Why we do this... The Vision Zero webpage provides a space where the City can communicate its goals while remaining transparent and accessible to the public. This is also the first step in tracking the City's progress of action items and crash data analysis findings

Objective Finalize the design of the Vision Zero webpage.

End date: January 1, 2021

Metrics: Provide continuous updates to track progress of data and status of action items.

ACTION 26 Publish Collision Data

Lead Vision Zero Coordinator

Support Public Information Office, Rockville City Police Department (RCPD)

Action Collaborate with Montgomery County to publish collision data on the city's Vision Zero webpage and distilling data for easier consumption and analysis by the public.

Why we do this... Publishing collision data makes the City's goals transparent and accessible to the public. Data also provides a way to measure how effective actions are to reach the City's Vision Zero goals.

Objective Publish crash data findings and analysis on the City's Vision Zero webpage upon the completion of the crash data analysis.

End date: N/A

Metrics: Provide updated information annually as data changes.

ACTION 27 Improve Crash Data Collection

Lead Vision Zero Coordinator

Support Rockville City Police Department (RCPD), Montgomery County, State Highway Administration (SHA)

Action Improve collision data collection by the City through collaboration with Montgomery County and SHA.

Why we do this... Many Vision Zero initiatives are data driven. Providing the best data means the City's actions are accurately working towards the City's goals. As the City uses Montgomery County's crash data, coordination is necessary.

Objective Review crash data collection following the initial crash analysis. Provide initial outreach with Montgomery County, and continue coordination throughout data collection.

End date: October 1, 2021

Metrics: Increase the percentage of accurate data utilizing best practices in crash attribute identification (such as turning movements, distracted drivers and pedestrians, etc.).

ACTION 28 Coordinate with Peer Learning Opportunities

Lead Vision Zero Coordinator

Support Traffic and Transportation Division, Rockville City Police Department (RCPD), Public Information Office, Montgomery County, State

Action Collaborate with Montgomery County to establish links with peer Vision Zero communities to create a shared learning community.

Why we do this... Working with other Vision Zero communities allows the City to learn best practices and lessons-learned for implementing strategies for Vision Zero.

Objective Provide initial outreach to other Vision Zero Communities and organizations.

End date: N/A

Metrics: Increase the number of annual meetings staff attends to discuss best practices.

ACTION 29 Coordinate with Peer Learning Opportunities

Lead Vision Zero Coordinator

Support Traffic and Transportation, Rockville City Police Department (RCPD), Public Information Office

Action The review is the first step in bringing the city's existing traffic safety programs and policies in line with Vision Zero goals and principles.

Why we do this... The review is the first step in bringing the City's existing traffic safety programs and policies in line with Vision Zero goals and principles.

Objective Complete the review of the City's existing traffic safety programs and policies per the findings of the crash analysis.

End date: July 1, 2022

Identify and prioritize specific changes.

End date: July 1, 2023

Metrics: Increase the number of programs and policies that will align with Vision Zero principles.

ACTION 30 Procure Safer Vehicles

Lead Fleet Services

Support Vision Zero Coordinator

Action Adopt new vehicle fleet purchasing policy to include purchasing specifications for crash avoidance systems, side and under-run guards, mirrors and lighting.

Why we do this... Updating the City's fleet will provide more up-to-date technology and design that can provide safer vehicles.

Objective Adopt new fleet purchasing policy.

End date: July 1, 2021

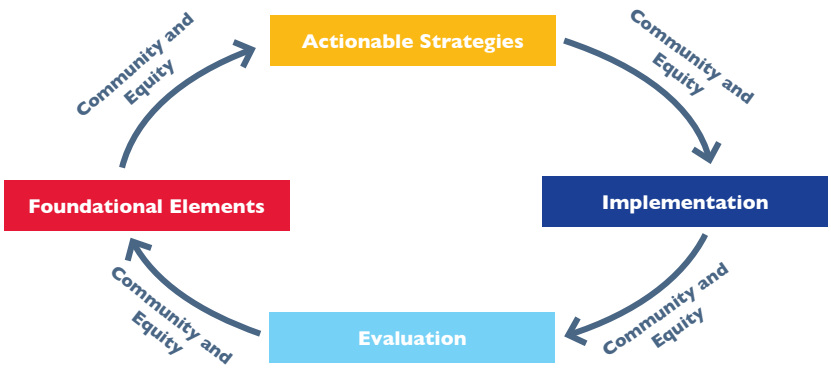
Metrics: Increase the number of vehicles in the city's fleet that employ safer technologies and design for preventing crashes. Will monitor for any severe or fatal collisions involving the city's fleet vehicles and continue to identify and provide proactive safety measures as needed.

TRANSPARENCY AND ACCOUNTABILITY

Comprehensive and strategic communications are essential to a successful Vision Zero effort. The best results come from understanding how to move individuals and institutions toward cultural change, taking a targeted, data-driven approach to how and where messaging will be deployed; and testing and evaluating approaches to ensure their effectiveness. Rockville is committed to maintaining transparency with the public by frequently and clearly communicating data on progress towards the goal of zero collisions resulting in severe injuries and fatalities. Staff will utilize the Vision Zero webpage on the City's website to communicate the progress of action items, publish crash data, and other information related to the City's Vision Zero goals. This action plan will ensure regular updates to committees and commissions within the City on the progress of action items and performance measures. There will be opportunities to review as tasks are completed. There will be a briefing to the Mayor and Council quarterly as well as a presentation every six months from the implementation start date where the Mayor and Council will have the opportunity to review and adjust end dates of tasks as applicable. By providing transparent progress tracking to determine what works and weed out what does not work, Rockville will lay the groundwork for the city's future Vision Zero initiatives.

This Vision Zero Action Plan also commits to encouraging meaningful cooperation in establishing a framework for multiple stakeholders to set shared goals and focus on coordination and accountability. The City acknowledges that our Vision Zero goals cannot be accomplished without collaboration among relevant governmental agencies, departments, and community stakeholders. By establishing the Rockville Vision Zero Task Force, this plan creates opportunities for collaboration and communication among City departments. The City also ensures regular communication with Montgomery County through its Vision Zero Steering Committee and Vision Zero Coordinator. Because not all streets within Rockville are under the jurisdiction of the City, we will work closely with the Maryland State Highway Administration and Montgomery County to ensure our goals of Vision Zero are considered, and that we all have a consistent approach to transportation safety. Montgomery County and the State are already in the process of accomplishing similar action items and Vision Zero strategies as described in this action plan. Rockville commits to supporting Montgomery County and the State in these initiatives as a partner, while also advocating for safety projects specific to the City.

The Vision Zero Approach



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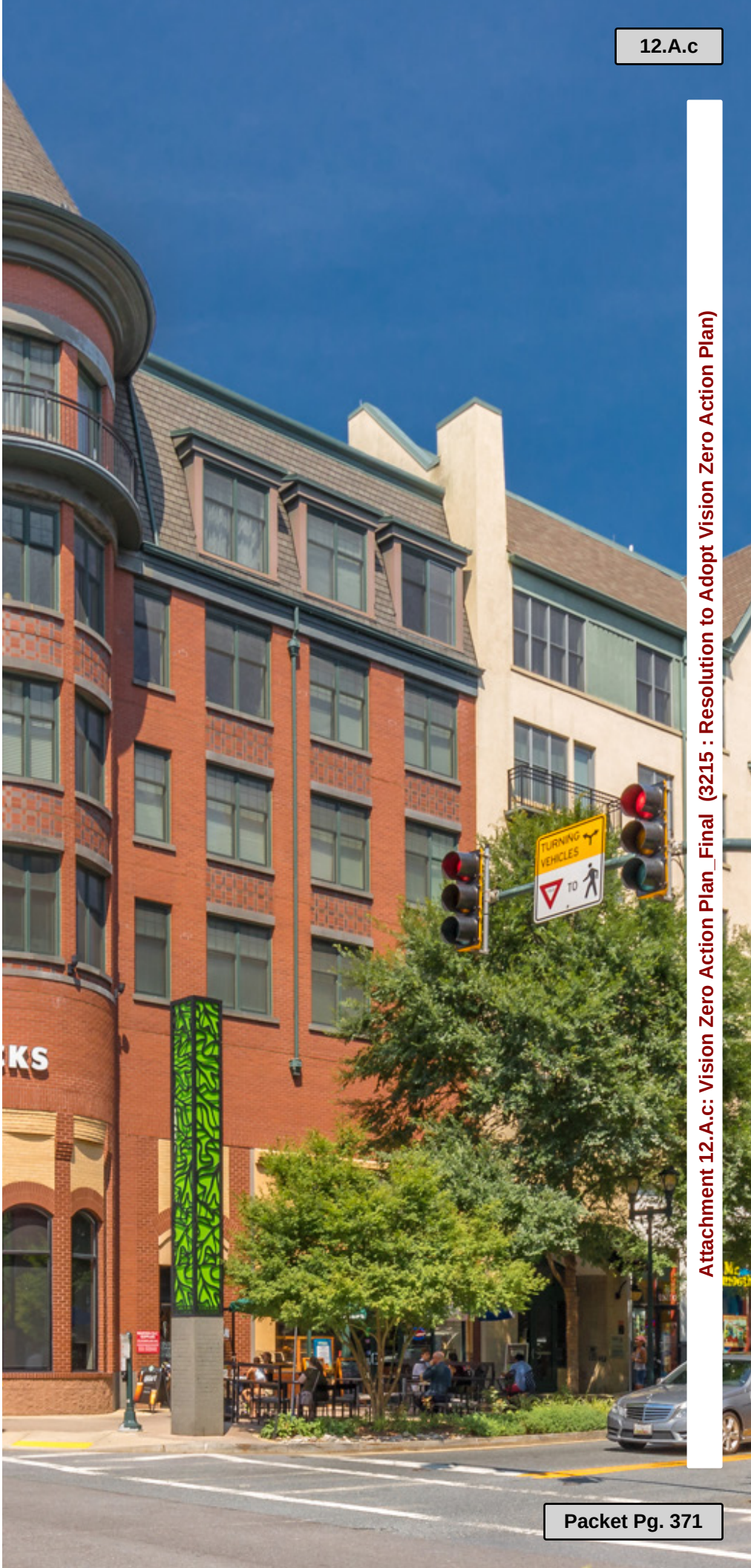


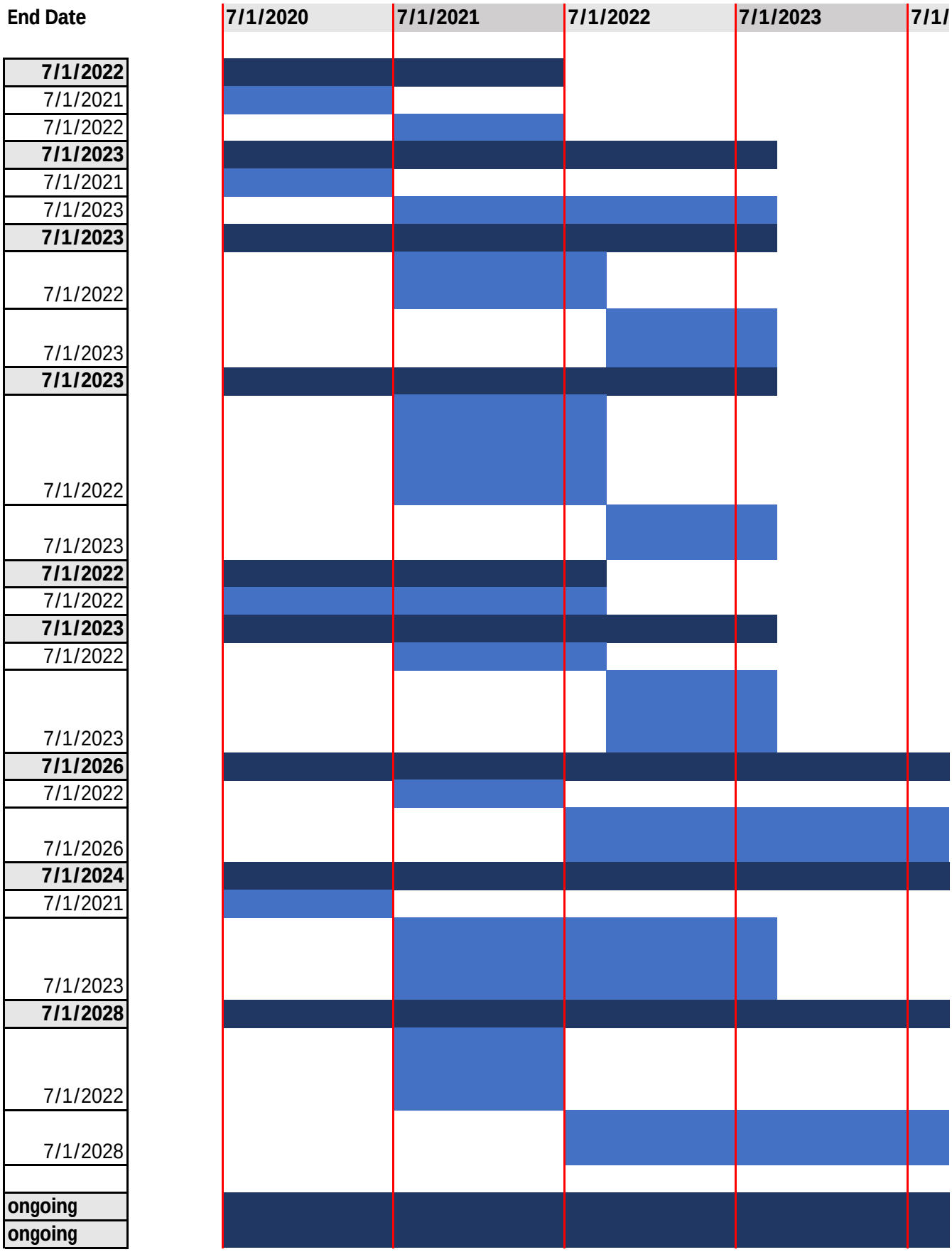
Attachment 12.A.c: Vision Zero Action Plan_Final (3215 : Resolution to Adopt Vision Zero Action Plan)

Action Item	Start Date
Engineering	
1. Crash Analysis / Predictive Analysis	**7/1/2020**
Complete the crash analysis and identify areas in the HIN.	7/1/2020
Identify projects to improve safety at areas in the HIN.	7/1/2021
2. Update City Road Design Standards	**7/1/2020**
Complete the review of the city's existing road design standards	7/1/2020
Develop and publish new/revised road design standards utilizing	7/1/2021
3. Review Transit Stops	**7/1/2020**
Complete comprehensive review of transit stops per the findings of the crash analysis including.	7/1/2021
Evaluate the review process and develop a program for reviewing stops every five years.	7/1/2022
4. Evaluate Crossings and Unsignalized Intersections	**7/1/2020**
Develop a list of priority crossings and intersections for modification per the findings of the crash analysis including; Identify all high-risk crossings within the city and increase the percentage of safe crossings and intersections using the number of severe and fatal collisions at crossings and intersections.	7/1/2021
Apply best practices to improve safe crossings (such as bump-outs, medians, traffic control devices like paddles and rectangular rapid flashing beacons)	7/1/2022
5. State/Montgomery County/City Project Collaboration	**2/5/2020**
Improve safety on roadways operated and maintained by SHA.	ongoing
6. Improve Traffic Signals	**7/1/2020**
Complete a review of traffic signals per the findings of the crash analysis.	7/1/2021
Identify improvements and implement projects on signals owned/operated by the City and advocate for improvements on signals owned/operated by SHA/Montgomery County.	7/1/2022
7. Accelerate Sidewalk Construction	**7/1/2020**
Develop a list of high priority projects per the findings of the crash analysis.	7/1/2021
Complete priority projects and expand the city's sidewalk network by providing additional sidewalk.	7/1/2022
8. Create Pedestrian Master Plan	**7/1/2020**
Complete the review of the city's existing pedestrian policies.	7/1/2020
Conduct public outreach, communication to stakeholder groups (such as the Rockville Pedestrian Advocacy Committee) develop and present to the M&C a draft pedestrian masterplan.	7/1/2021
9. Expand Network of Safe Bicycle Facilities	**7/1/2020**
Develop a list of high priority projects per the findings of the crash analysis, the guidelines of the Bikeway Masterplan and the consultation of stakeholder groups (such as the Rockville Bike Advisory Committee).	7/1/2021
Complete priority projects and expand the city's bicycle network by providing additional linear feet of bicycle infrastructure.	7/1/2022
Enforcement	
10. Increase Enforcement Activities	**7/1/2020**
11. Explore Expanding Automated Enforcement	**7/1/2020**

12. Expand Traffic Law Enforcement And Distracted Driving Detection Program	**7/1/2020**
13. Collaboration with Court System	**7/1/2020**
14. Enhance Police Driver Training	**7/1/2020**
15. Temporary Traffic Control Devices	**7/1/2020**
Education	
16. Create Comprehensive Outreach Strategy	**7/1/2020**
Create a comprehensive outreach strategy for the general population.	7/1/2020
Evaluate the effectiveness of out outreach efforts and create a communication strategy targeting specific groups per the findings of the crash analysis.	7/1/2021
17. Join Montgomery County on Safe Routes to School Activities	**7/1/2020**
Join Montgomery County by developing a collaboration agreement with Montgomery County and MCPS.	7/1/2020
Evaluate the effectiveness of our outreach efforts, reevaluate actions per the findings of the crash analysis, and continue to coordinate with Montgomery County and Montgomery County Public Schools (MCPS).	7/1/2021
18. Join Montgomery County on On-bike Education Programs for Kids	**7/1/2020**
Join Montgomery County by developing a collaboration agreement with Montgomery County and MCPS.	7/1/2020
Evaluate the effectiveness of our outreach efforts, reevaluate actions per the findings of the crash analysis, and continue to coordinate with Montgomery County and Montgomery County Public Schools (MCPS).	7/1/2021
19. Safety Awareness Training for City Employees	**7/1/2020**
Develop education materials and provide information to city staff.	7/1/2020
20. Training in the Community	**7/1/2020**
Create outreach materials and identify community partners.	7/1/2020
Evaluate the effectiveness of our outreach efforts and reevaluate actions per the findings of the crash analysis.	7/1/2021
Policy	
21. Appoint Vision Zero Coordinator	**5/4/2020**
22. Establish Cross Departmental Vision Zero Task Force	**3/3/2020**
23. Change Policies, Regulations, and Law	**7/1/2020**
Review existing laws, policies, and regulations and identify specific changes per the findings of the crash analysis. Coordination with Montgomery County's Vision Zero Steering Committee is necessary throughout the process, but especially to begin the process for successful passage of new laws, policies, and regulations beyond the city's jurisdiction.	7/1/2021
24. Ensure Fairness and Equality Throughout Vision Zero Projects	**7/1/2020**
25. Create Vision Zero Webpage	**7/1/2020**
Finalize the design of the Vision Zero webpage.	7/1/2020
26. Publish Collision Data	**7/1/2021**
27. Improve Crash Data Collection	**7/1/2020**
Review crash data collection following the initial crash analysis. Provide initial outreach with Montgomery County, and continue coordination throughout data collection.	7/1/2021
28. Coordinate with Peer Learning Opportunities	**7/1/2020**
29. Review Existing Traffic Safety Programs and Policies	**7/1/2020**

Complete the review of the city's existing traffic safety programs and policies per the findings of the crash analysis.	7/1/2021
Identify and prioritize specific changes.	7/1/2022
30. Procure Safer Vehicles	**7/1/2020**
Adopt new fleet purchasing policy.	7/1/2020

Note: Some items may take shorter or longer throughout the implementation process. Mayor and Cou



Attachment 12.A.d: Action Items Timeline (3215 : Resolution to Adopt Vision Zero Action Plan)

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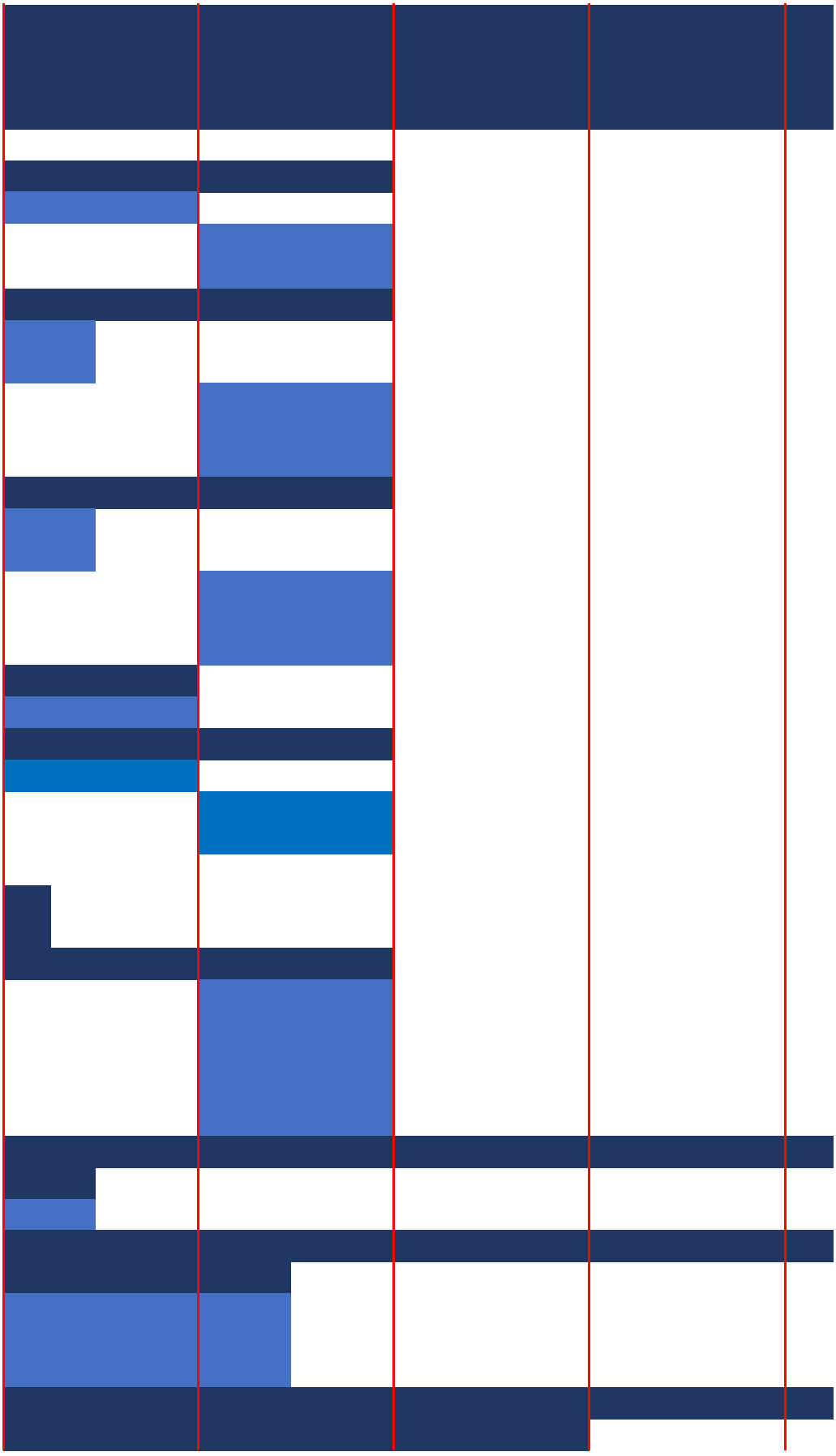

Attachment 12.A.d: Action Items Timeline (3215 : Resolution to Adopt Vision Zero Action Plan)

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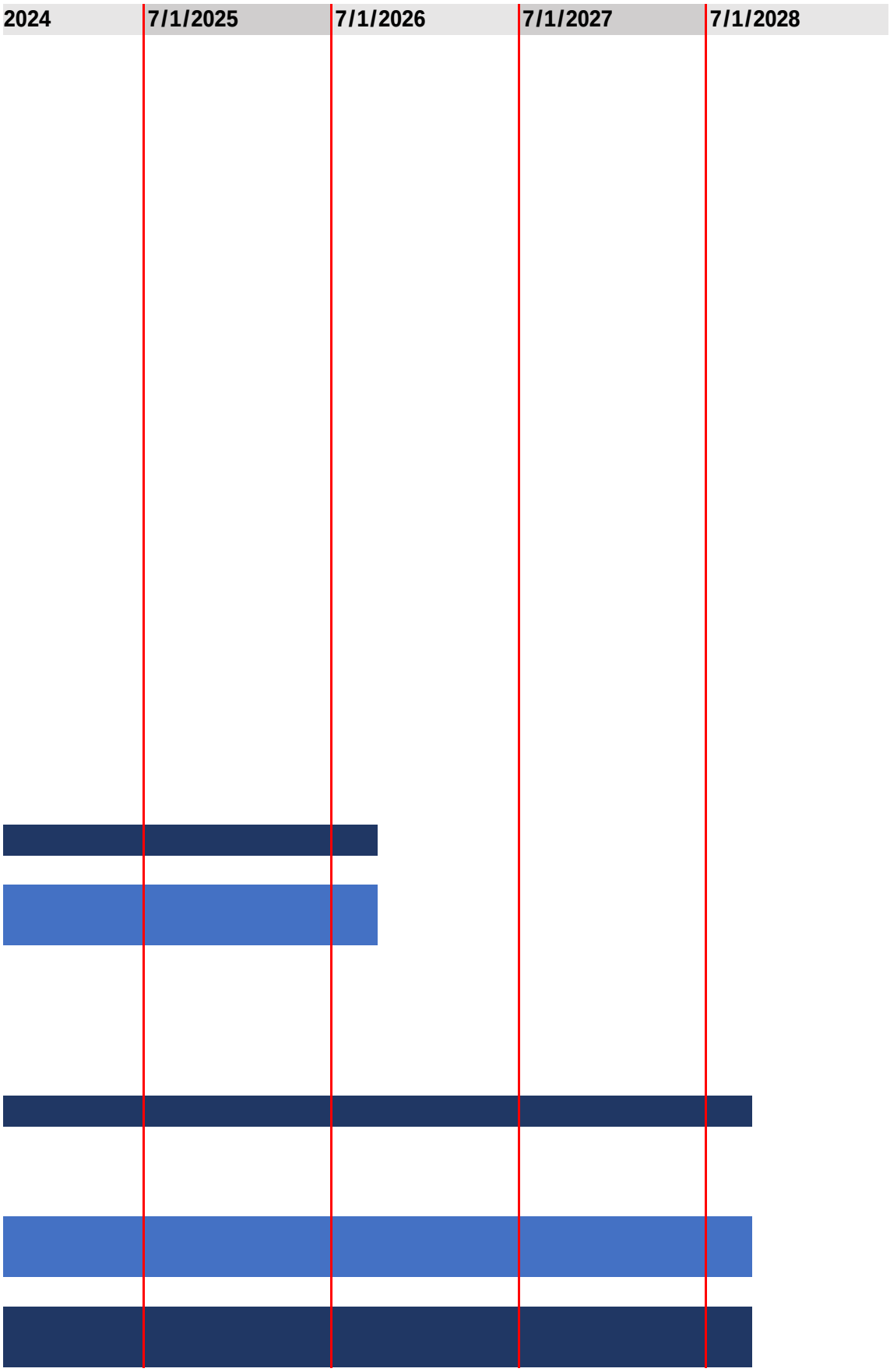
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eadlines.

Mayor & Council Meeting Date: July 6, 2020
Agenda Item Type: Approval
Department: Human Resources
Responsible Staff: Karen Marshall

Subject

Wellness Policy for COVID-19 Pandemic

Recommendation

Staff recommends that the Mayor and Council approve the Wellness Policy for COVID-19 Pandemic.

Discussion

The City is planning for incremental re-opening of City facilities following the March 2020 COVID-19 state of emergency declared by the Governor. The City has developed a policy based on documents from the Centers for Disease Control, the Occupational Safety and Health Administration (OSHA), the Maryland Occupational Safety and Health (MOSH), the State of Maryland, and other governments. This policy is meant to create consistent safety procedures and an understanding of what is expected at City facilities to mitigate the risk of contracting as well as transmitting COVID-19.

The attached policy outlines requirements and approaches to reduce risk and support wellness. It includes procedures for required temperature checks of employees and visitors. It also outlines required actions in response to a positive COVID-19 test result of a City employee. This policy may be updated periodically, with approval by the Mayor and Council, and will remain in effect until Governor Hogan rescinds the state of emergency associated with COVID-19.

Mayor and Council History

The Mayor and Council received the draft Wellness Policy by email on June 10, 2020 and discussed the draft during the June 12, 2020 COVID Update meeting.

Next Steps

Upon Mayor and Council approval of the Policy, staff will distribute copies to employees and will prepare instructions and signage informing visitors to City facilities about the Wellness Policy requirements.

Attachments

Attachment 12.B.a: Wellness Policy for COVID-19 Pandemic Redline Edits (PDF)
Attachment 12.B.b: Wellness Policy for COVID-19 Pandemic Final (PDF)
Attachment 12.B.c: Employee Sick or Exposed Guidelines (PDF)

Rob DiSpirito, City Manager 7/1/2020

~~City~~ Wellness ~~Guidelines~~Policy for COVID-19 Pandemic
~~COVID-19 Pandemic~~

Purpose

The City's Wellness ~~Guidelines~~ Policy for COVID-19 Pandemic ~~(Guidelines)~~ was~~ere~~ developed after consideration and review of documents from the Centers for Disease Control, the Occupational Safety and Health Administration (OSHA), the Maryland Occupational Safety and Health (MOSH), the State of Maryland, neighboring jurisdictions, and other governments throughout the country.

~~These Guidelines~~This policy ~~are~~ is meant to create consistent safety procedures for employees and provide those employees who may be returning to work with an understanding of what is expected of them to mitigate the risk of contracting COVID-19 while at work and steps they can take to remain safe at home.

Scope

~~These Guidelines~~ This policy appl~~y~~ies to all City employees, interns, temporary or seasonal employees, and volunteers engaged in business on behalf of the City. ~~These Guidelines~~This policy may be updated periodically, with approval by the Mayor and Council. This policy will remain in effect until the Governor rescinds the state of emergency associated with COVID-19. ~~and will remain in effect until they are rescinded by the Human Resources Department.~~

General Requirements

- Follow the requirements contained in this document.
- Follow the City's Face Covering ~~Guidance~~ Policy ~~for Employees~~for COVID-19 Pandemic.
- Practice physical distancing of at least 6 feet from others.
- Use face coverings in public spaces, including buildings, on public transportation, as well as at work pursuant to the City's Face Covering ~~Guidance~~ Policy for ~~Employees~~COVID-19 Pandemic.
- Perform frequent handwashing (or use of hand-sanitizer when handwashing is not feasible).
    - All employees will be required to wash their hands hourly or use hand-sanitizer when handwashing is not feasible.
    - Hand-sanitizer is available in the City's Stockroom, at the Gude Drive Maintenance Facility.
- Cover coughs and sneezes appropriately.

Risk Mitigation Approaches

The following general principles should be applied to reduce the spread of COVID-19:

- Telework – wherever possible, those employees who are currently teleworking should continue to do so, and technology should be used to facilitate working from home, replacing in-person communication, while still providing services.

- Staying home when sick

    - Monitor your own health prior to arriving to work each day as well as throughout the workday.
    - If already at work and begin to feel ill, notify your supervisor and leave the workplace immediately.

        - Such employees will be afforded leave pursuant to the City's Policy on Leave

- Engineering Controls

    - The City will install physical barriers such as Plexiglas guards at all customer service windows.
    - To the extent feasible, the City's Facilities Division has increased the number of air exchanges and has increased the frequency of preventive maintenance on the replacement of HVAC air filters.
    - Signage will be posted in conspicuous locations advising employees and visitors of various requirements, including wearing cloth face coverings and floor markings outlining waiting areas.
    - The City will provide resources and a work environment that promotes enhanced personal hygiene.

        - For example, provide tissues, no-touch trash cans, hand soap, alcohol-based hand sanitizers containing at least 60 percent alcohol, disinfectants, and disposable towels for employees to clean their work surfaces. Hand sanitizer dispensers will be located in public areas of buildings (lobbies, waiting rooms, counters, etc.).

- Administrative Controls (changing the way people work)

    - Restructure responsibilities to minimize the numbers of workers who need to be physically present for tasks.
    - Reconfigure space to enable people to be at least 6 feet apart throughout the day, as feasible.
    - Alternate remote and in-person work, where feasible, to reduce contact between individuals.
    - Reduce the number of simultaneous clients seen or in-person services performed to prevent crowding. This can be done by providing "appointment only" services.
    - When feasible, encourage patrons or staff to wait in their cars until their expected arrival times to avoid crowds.

- Clean and disinfect high-touch surfaces in addition to routine cleaning and disinfection.
- Discourage sharing work desks, equipment, and other supplies among multiple staff. If necessary, disinfect shared equipment between uses.

- Travel:
  - All out of state City-paid travel remains suspended, until further notice. All employees previously approved to travel out of state for a conference, seminar, training, etc., are advised to pursue a full refund or work with the airline for a credit toward future travel. Additionally, employees are encouraged to check to see if it's possible to apply the registration fee to a future conference, seminar, training, or virtual training, etc. In the event the cost is not refunded or not allowed to be deferred, the City will absorb the cost.
  - Exceptions to the work-related travel restriction may be granted by the Department Director or Appointed Official to allow employees to travel for small group meetings, following physical distancing guidelines, located within 50 miles of City limits.

Limiting Group Gatherings

Physical distancing of at least 6 feet from others remains the most effective means to prevent the spread of the COVID-19 Coronavirus. As such, in-person meetings should only occur out of a business necessity when virtual meetings are infeasible. Examples of acceptable in-person meetings may include, but are not limited to: meeting to share large and/or numerous documents, meeting employees outside to conduct regularly-scheduled meetings, hosting meetings in large open spaces where physical distance can be maintained, such as in the Heated Storage Bay at the Gude Drive Maintenance Facility.

Conference rooms should be avoided to host in-person meetings. Smaller conference rooms will be closed with signage posted indicating that they are not to be used for meetings. If in-person meetings are required, consider meeting outdoors.

Employees are discouraged from congregating in common areas, including break rooms and other employees' offices.

Employees are also discouraged from participating in group gatherings outside of working hours as the more people an individual interacts with at a gathering and the longer that interaction lasts, the higher the potential risk of becoming infected with and spreading COVID-19.

Employees are prohibited from bringing in food to share with other employees or leaving food out in common areas for others to take and eat. In the occasional instances where the City purchases food for employee's, the food should not be arranged in a buffet-style and instead must be packaged individually.

Restrooms will have signage posted on the entrance to the restroom indicating the maximum occupancy, which will be calculated to allow one person per every two available stalls. In the event a restroom has only one stall, only one person will be permitted in at a time. Employee-

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~~only restrooms will be established for facilities, as feasible, and only one person will be permitted to use the restroom at a time.~~

Temperature Checks

Employees are required to check their temperature upon arrival to work each day. While employees will be required to check their temperature upon arrival to work, it is strongly encouraged that employees also check their temperature at home before beginning their commute to work. ~~.~~

For larger facilities with more staff reporting, including City Hall, Gude Drive Maintenance Facility, and Police Department Operations Building, employees will be required to have their temperature taken by the Seek Scan temperature screening station, hereafter referred to as Temperature Check Station.

Additionally, City Hall will require visitors to check their temperature before being permitted to conduct business or interact with staff. In the procedure below, visitors will only be retested using the Temperature Check Station and will not have their body temperature taken with a single-use disposable thermometer. Visitors whose estimated body temperature is above the alarm temperature for two consecutive tests (spaced at least 10-minutes apart) will be refused service and will be advised to contact the City by phone or email.

Visitors who, upon arriving to City Hall, are properly wearing their face covering will proceed to the Temperature Check Station and will be advised to sign-in. The sign-in sheet will gather the visitor's name, the staff person/department with whom they are doing business, and their time in and out of the building.

Procedure for Temperature Checks:

1. Immediately upon arriving to work, or as close as practical, employees are expected to have their temperature taken at the Temperature Check Station.
2. Employees must follow the City's Face Covering ~~Guidance~~ Policy for COVID-19 Pandemic and maintain physical distancing of at least 6 feet from others.
3. The employee will stand on the floor marking, at the prescribed distance away from the thermal imaging camera, to have their skin temperature taken – a process which takes seconds to complete.

    a. A blue square will show on the display screen indicating that the face is being detected and temperature measured, as shown in Figure 1 below.
    ~~a.~~

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Fig. 1 – Blue Square on Screen means Face Detected and Measuring Temperature

Face detected. Seek Scan is measuring skin temperature.

4. In the event the employee's estimated body temperature is within acceptable ranges as established by the Human Resources Department, the display monitor will show a green square and a checkmark indicating that the estimated body temperature is acceptable; as shown below.

    a. Employee may begin or resume work.

Fig. 2 – Green Square and Checkmark means Estimated Body Temperature is Below Alarm Temperature

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Estimated body temperature is below the alarm temperature.

5. In the event the employee's estimated body temperature is above the alarm temperature, a red square and "X" will appear on the display and a visual alarm will sound. If this occurs, the employee shall immediately follow either procedure a. or b. below:

    a. Take their body temperature using a single-use disposable thermometer, which will be available at the Temperature Check Station along with instructions for their use.

        i. If the employee receives two consecutive readings of less than 100° Fahrenheit, the employee may begin/resume work.

        ii. If the employee receives a reading of 100° Fahrenheit or above, the employee must inform their supervisor and the employee will be directed to go home. If an employee is sent home, Daisy Harley and Karen Marshall must be notified as soon as reasonably practical, but no later than the same day in which this occurs.

    b. Wait 10-minutes and have their temperature rechecked at the Temperature Check Station.

        i. Employee should isolate themselves from others during this waiting period and practice strict physical distancing.

        ii. If the employee's estimated body temperature is above the alarm temperature again, the employee is to report this to their supervisor and the employee will be directed to go home. If an employee is sent home, Daisy Harley and Karen Marshall must be notified as soon as reasonably practical, but no later than the same day in which this occurs.

Fig. 3 – Red Square and "X" means Estimated Body Temperature is Above Alarm Temperature

Estimated body temperature is above the alarm temperature.

For those employees who report to worksites without a Temperature Check Station, handheld infrared thermometers will be used to take the employee's approximate body temperature. If an employee's temperature is 100° Fahrenheit or greater, they must recheck their temperature immediately. If the employee receives two consecutive results below 100° Fahrenheit, the employee will be permitted to begin/resume work. If that employee's temperature remains 100° Fahrenheit or greater, they must check their body temperature using a single-use disposable thermometer. If the results of the thermometer indicate that the employee's temperature is 100° Fahrenheit or greater, they must inform their supervisor and the employee will be directed to go home. If an employee is sent home, Daisy Harley and Karen Marshall must be notified as soon as reasonably practical, but no later than the same day in which this occurs.

Overall Health Checks

Supervisors are also responsible, where possible, to monitor their employees for observable changes in health condition during their shift. This does not require direct physical contact between the supervisor and employee. Changes in health condition may be observed with proper social distancing including observations related to cough, fever (sweating), or changes in voice due to potential illness. Supervisors should maintain in contact with employees and consider action based upon observations, including directing the employee to recheck their temperature.

All employees must self-monitor for the signs and symptoms of COVID-19.

Employees are required to self-monitor using the following questions. Since your last day of work, have you developed?

- New fever (100° Fahrenheit or greater) or feeling of having a fever?
- New cough that you cannot attribute to another health condition?
- New shortness of breath that you cannot attribute to another health condition?
- New sore throat?
- New flu-like symptoms?

Symptomatic employees will be directed to go home.

Cleaning

To assist with regular cleaning by City custodial staff and/or cleaning contractors, City staff may be asked to assist with cleaning frequently-touched surfaces in your workspace and City vehicle.

Further guidance regarding an employee's responsibility for assisting with cleaning will be distributed and assigned when you return to work.

Vehicle/Equipment Usage

Employees should avoid sharing tools, equipment, and vehicles to the extent feasible throughout the workday. Pursuant to the City's Face Covering ~~Guidance~~Policy for COVID-19 Pandemic, if more than one person is in a City vehicle, all occupants are required to wear approved face coverings. Additionally, single occupants in a City vehicle are required to wear a face covering if another employee will be using the vehicle that day or if the vehicle is considered a pool vehicle where there is the likelihood that someone else could drive the vehicle the same day.

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Additionally, employees are required to wipe-down all frequently-touched surfaces on the interior of vehicles and equipment; including door handles, steering wheel, seat belt, dashboard, gear shifter, arm rest, etc.

Each vehicle should be equipped with a container of disinfectant wipes.

Employees should not share headsets or other objects that are near their mouth or nose.

Following a Confirmed Positive Test Result of an Employee

This Section ~~is meant to Supplement~~Supplements the What to do if an Employee Becomes Sick or Exposed to ~~the~~ COVID-19 - Employee and Supervisor Guidelines (attached).

To ensure continuity of operations and to mitigate the likelihood of transmission or COVID-19, the following actions and considerations will be taken if an employee in the workplace has tested positive for COVID-19.

City Actions:

Upon notification of either "presumed positive" through consultation with a healthcare provider or by a confirmed positive test result, the City will immediately:

1. Verify that the employee who tested or has been deemed as presumed positive has been removed from the workplace.

2. Human Resources will work with the employee to request appropriate medical documentation, authorize paid sick leave pursuant to the Families First Coronavirus Response Act, and gather information necessary to perform contact tracing.

3. Conduct contact tracing to determine which other employees, visitors, or contractors may have had a potential exposure to the employee.

    a. A potential exposure means being a household contact or having close contact within 6 feet of an individual with confirmed or suspected COVID-19. The timeframe for having contact with an individual includes the period of time of 48 hours before the individual became symptomatic.

4. Provide notice to those who may have had a potential exposure.

    a. Employees will be advised of their individual risk based upon information gathered during contact tracing.

        i. Employees will be directed to contact their own physician, ~~or~~ the City's nurse screening provider, or the City's occupational medical provider, for further direction on their individual risk and whether it is safe for them to continue working, ~~or~~ if they need to isolate/self-quarantine, or if they need to be tested.

        ii. Non-employees will be advised of their individual risk based upon information gathered during contact tracing, and will be directed to contact their physician to determine their individual risk factors and for directives on care.

5. Cleaning and Disinfecting – the Safety & Risk Manager, with input from the Emergency Manager, will work with the Parks and Facilities Superintendent and Facilities Manager to follow CDC recommendations regarding the cleaning and disinfecting protocols for our buildings/facilities if someone is sick or has tested positive. Considerations affecting how the City cleans and disinfects may include:

    a. Closing off areas used by the person who has tested positive.

    b. Wait 24 hours before you clean or disinfect. If 24 hours is not feasible, wait as long as possible.

    c. Open outside doors and windows to increase air circulation in the area.

    d. Clean and disinfect all areas used by the person who is sick, such as offices, bathrooms, common areas, shared electronic equipment like tablets, touch screens, keyboards, remote controls, and vehicles.

    The City may rely on a third-party cleaning contractor to clean and disinfect buildings, facilities, or vehicles. Employees in affected areas will be notified of the steps taken to clean and disinfect the area, as well as provide notification when the area is reopened.

Failure to Follow

Employees who violate this policy may be subject to discipline pursuant to the City's PPP #180-00 Policy on Employees' Code of Conduct consistent with the City's PPP #75-10 Policy on Discipline and Dismissal.

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Wellness Policy for COVID-19 Pandemic

Purpose

The City's Wellness Policy for COVID-19 Pandemic was developed after consideration and review of documents from the Centers for Disease Control, the Occupational Safety and Health Administration (OSHA), the Maryland Occupational Safety and Health (MOSH), the State of Maryland, neighboring jurisdictions, and other governments throughout the country.

This policy is meant to create consistent safety procedures for employees and provide those employees who may be returning to work with an understanding of what is expected of them to mitigate the risk of contracting COVID-19 while at work and steps they can take to remain safe at home.

Scope

This policy applies to all City employees, interns, temporary or seasonal employees, and volunteers engaged in business on behalf of the City. This policy may be updated periodically, with approval by the Mayor and Council. This policy will remain in effect until the Governor rescinds the state of emergency associated with COVID-19.

General Requirements

- Follow the requirements contained in this document.
- Follow the City's Face Covering Policy for COVID-19 Pandemic.
- Practice physical distancing of at least 6 feet from others.
- Use face coverings in public spaces, including buildings, on public transportation, as well as at work pursuant to the City's Face Covering Policy for COVID-19 Pandemic.
- Perform frequent handwashing (or use of hand-sanitizer when handwashing is not feasible).
    - All employees will be required to wash their hands hourly or use hand-sanitizer when handwashing is not feasible.
    - Hand-sanitizer is available in the City's Stockroom, at the Gude Drive Maintenance Facility.
- Cover coughs and sneezes appropriately.

Risk Mitigation Approaches

The following general principles should be applied to reduce the spread of COVID-19:

- Telework – wherever possible, those employees who are currently teleworking should continue to do so, and technology should be used to facilitate working from home, replacing in-person communication, while still providing services.

- Staying home when sick

    - Monitor your own health prior to arriving to work each day as well as throughout the workday.
    - If already at work and begin to feel ill, notify your supervisor and leave the workplace immediately.

        - Such employees will be afforded leave pursuant to the City's Policy on Leave

- Engineering Controls

    - The City will install physical barriers such as Plexiglas guards at all customer service windows.
    - To the extent feasible, the City's Facilities Division has increased the number of air exchanges and has increased the frequency of preventive maintenance on the replacement of HVAC air filters.
    - Signage will be posted in conspicuous locations advising employees and visitors of various requirements, including wearing cloth face coverings and floor markings outlining waiting areas.
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- Administrative Controls (changing the way people work)

    - Restructure responsibilities to minimize the numbers of workers who need to be physically present for tasks.
    - Reconfigure space to enable people to be at least 6 feet apart throughout the day, as feasible.
    - Alternate remote and in-person work, where feasible, to reduce contact between individuals.
    - Reduce the number of simultaneous clients seen or in-person services performed to prevent crowding. This can be done by providing "appointment only" services.
    - When feasible, encourage patrons or staff to wait in their cars until their expected arrival times to avoid crowds.
    - Clean and disinfect high-touch surfaces in addition to routine cleaning and disinfection.
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    - Exceptions to the work-related travel restriction may be granted by the Department Director or Appointed Official to allow employees to travel for small group meetings, following physical distancing guidelines, located within 50 miles of City limits.

Limiting Group Gatherings

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Conference rooms should be avoided to host in-person meetings. Smaller conference rooms will be closed with signage posted indicating that they are not to be used for meetings.
If in-person meetings are required, consider meeting outdoors.

Employees are discouraged from congregating in common areas, including break rooms and other employees' offices.

Employees are also discouraged from participating in group gatherings outside of working hours as the more people an individual interacts with at a gathering and the longer that interaction lasts, the higher the potential risk of becoming infected with and spreading COVID-19.

Employees are prohibited from bringing in food to share with other employees or leaving food out in common areas for others to take and eat. In the occasional instances where the City purchases food for employee's, the food should not be arranged in a buffet-style and instead must be packaged individually.

Restrooms will have signage posted on the entrance to the restroom indicating the maximum occupancy, which will be calculated to allow one person per every two available stalls. In the event a restroom has only one stall, only one person will be permitted in at a time.

Temperature Checks

Employees are required to check their temperature upon arrival to work each day. While employees will be required to check their temperature upon arrival to work, it is strongly encouraged that employees also check their temperature at home before beginning their commute to work.

For larger facilities with more staff reporting, including City Hall, Gude Drive Maintenance Facility, and Police Department Operations Building, employees will be required to have their temperature taken by the Seek Scan temperature screening station, hereafter referred to as Temperature Check Station.

Additionally, City Hall will require visitors to check their temperature before being permitted to conduct business or interact with staff. In the procedure below, visitors will only be retested using the Temperature Check Station and will not have their body temperature taken with a single-use disposable thermometer. Visitors whose estimated body temperature is above the alarm temperature for two consecutive tests (spaced at least 10-minutes apart) will be refused service and will be advised to contact the City by phone or email.

Visitors who, upon arriving to City Hall, are properly wearing their face covering will proceed to the Temperature Check Station and will be advised to sign-in. The sign-in sheet will gather the visitor's name, the staff person/department with whom they are doing business, and their time in and out of the building.

Procedure for Temperature Checks:

1. Immediately upon arriving to work, or as close as practical, employees are expected to have their temperature taken at the Temperature Check Station.
2. Employees must follow the City's Face Covering Policy for COVID-19 Pandemic and maintain physical distancing of at least 6 feet from others.
3. The employee will stand on the floor marking, at the prescribed distance away from the thermal imaging camera, to have their skin temperature taken – a process which takes seconds to complete.

    a. A blue square will show on the display screen indicating that the face is being detected and temperature measured, as shown in Figure 1 below.

Fig. 1 – Blue Square on Screen means Face Detected and Measuring Temperature

Face detected. Seek Scan is measuring skin temperature.

4. In the event the employee's estimated body temperature is within acceptable ranges as established by the Human Resources Department, the display monitor will show a green square and a checkmark indicating that the estimated body temperature is acceptable; as shown below.

    a. Employee may begin or resume work.

Fig. 2 – Green Square and Checkmark means Estimated Body Temperature is Below Alarm Temperature

Estimated body temperature is below the alarm temperature.

5. In the event the employee's estimated body temperature is above the alarm temperature, a red square and "X" will appear on the display and a visual alarm will sound. If this occurs, the employee shall immediately follow either procedure a. or b. below:

    a. Take their body temperature using a single-use disposable thermometer, which will be available at the Temperature Check Station along with instructions for their use.

        i. If the employee receives two consecutive readings of less than 100° Fahrenheit, the employee may begin/resume work.

        ii. If the employee receives a reading of 100° Fahrenheit or above, the employee must inform their supervisor and the employee will be directed to go home. If an employee is sent home, Daisy Harley and Karen Marshall must be notified as soon as reasonably practical, but no later than the same day in which this occurs.

    b. Wait 10-minutes and have their temperature rechecked at the Temperature Check Station.

i. Employee should isolate themselves from others during this waiting period and practice strict physical distancing.

ii. If the employee's estimated body temperature is above the alarm temperature again, the employee is to report this to their supervisor and the employee will be directed to go home. If an employee is sent home, Daisy Harley and Karen Marshall must be notified as soon as reasonably practical, but no later than the same day in which this occurs.

Fig. 3 – Red Square and "X" means Estimated Body Temperature is Above Alarm Temperature

Estimated body temperature is above the alarm temperature.

For those employees who report to worksites without a Temperature Check Station, handheld infrared thermometers will be used to take the employee's approximate body temperature. If an employee's temperature is 100° Fahrenheit or greater, they must recheck their temperature immediately. If the employee receives two consecutive results below 100° Fahrenheit, the employee will be permitted to begin/resume work. If that employee's temperature remains 100° Fahrenheit or greater, they must check their body temperature using a single-use disposable thermometer. If the results of the thermometer indicate that the employee's temperature is 100° Fahrenheit or greater, they must inform their supervisor and the employee will be directed to go home. If an employee is sent home, Daisy Harley and Karen Marshall must be notified as soon as reasonably practical, but no later than the same day in which this occurs.

Overall Health Checks

Supervisors are also responsible, where possible, to monitor their employees for observable changes in health condition during their shift. This does not require direct physical contact between the supervisor and employee. Changes in health condition may be observed with proper social distancing including observations related to cough, fever (sweating), or changes in voice due to potential illness. Supervisors should maintain in contact with employees and

consider action based upon observations, including directing the employee to recheck their temperature.

All employees must self-monitor for the signs and symptoms of COVID-19.

Employees are required to self-monitor using the following questions. Since your last day of work, have you developed?

- New fever (100° Fahrenheit or greater) or feeling of having a fever?
- New cough that you cannot attribute to another health condition?
- New shortness of breath that you cannot attribute to another health condition?
- New sore throat?
- New flu-like symptoms?

Symptomatic employees will be directed to go home.

Cleaning

To assist with regular cleaning by City custodial staff and/or cleaning contractors, City staff may be asked to assist with cleaning frequently-touched surfaces in your workspace and City vehicle.

Further guidance regarding an employee's responsibility for assisting with cleaning will be distributed and assigned when you return to work.

Vehicle/Equipment Usage

Employees should avoid sharing tools, equipment, and vehicles to the extent feasible throughout the workday. Pursuant to the City's Face Covering Policy for COVID-19 Pandemic, if more than one person is in a City vehicle, all occupants are required to wear approved face coverings. Additionally, single occupants in a City-vehicle are required to wear a face covering if another employee will be using the vehicle that day or if the vehicle is considered a pool vehicle where there is the likelihood that someone else could drive the vehicle the same day.

Additionally, employees are required to wipe-down all frequently-touched surfaces on the interior of vehicles and equipment; including door handles, steering wheel, seat belt, dashboard, gear shifter, arm rest, etc.

Each vehicle should be equipped with a container of disinfectant wipes.

Employees should not share headsets or other objects that are near their mouth or nose.

Following a Confirmed Positive Test Result of an Employee
This Section Supplements the What to do if an Employee Becomes Sick or Exposed to COVID-19 - Employee and Supervisor Guidelines (attached).

To ensure continuity of operations and to mitigate the likelihood of transmission or COVID-19, the following actions and considerations will be taken if an employee in the workplace has tested positive for COVID-19.

City Actions:

Upon notification of either "presumed positive" through consultation with a healthcare provider or by a confirmed positive test result, the City will immediately:

1. Verify that the employee who tested or has been deemed as presumed positive has been removed from the workplace.

2. Human Resources will work with the employee to request appropriate medical documentation, authorize paid sick leave pursuant to the Families First Coronavirus Response Act, and gather information necessary to perform contact tracing.

3. Conduct contact tracing to determine which other employees, visitors, or contractors may have had a potential exposure to the employee.

    a. A potential exposure means being a household contact or having close contact within 6 feet of an individual with confirmed or suspected COVID-19. The timeframe for having contact with an individual includes the period of time of 48 hours before the individual became symptomatic.

4. Provide notice to those who may have had a potential exposure.

    a. Employees will be advised of their individual risk based upon information gathered during contact tracing.

        i. Employees will be directed to contact their own physician, the City's nurse screening provider, or the City's occupational medical provider, for further direction on their individual risk and whether it is safe for them to continue working, if they need to isolate/self-quarantine, or if they need to be tested.

        ii. Non-employees will be advised of their individual risk based upon information gathered during contact tracing, and will be directed to contact their physician to determine their individual risk factors and for directives on care.

5. Cleaning and Disinfecting – the Safety & Risk Manager, with input from the Emergency Manager, will work with the Parks and Facilities Superintendent and Facilities Manager to follow CDC recommendations regarding the cleaning and disinfecting protocols for our buildings/facilities if someone is sick or has tested positive. Considerations affecting how the City cleans and disinfects may include:

    a. Closing off areas used by the person who has tested positive.

    b. Wait 24 hours before you clean or disinfect. If 24 hours is not feasible, wait as long as possible.

    c. Open outside doors and windows to increase air circulation in the area.

d. Clean and disinfect all areas used by the person who is sick, such as offices, bathrooms, common areas, shared electronic equipment like tablets, touch screens, keyboards, remote controls, and vehicles.

The City may rely on a third-party cleaning contractor to clean and disinfect buildings, facilities, or vehicles. Employees in affected areas will be notified of the steps taken to clean and disinfect the area, as well as provide notification when the area is reopened.

Failure to Follow

Employees who violate this policy may be subject to discipline pursuant to the City's PPP #180-00 Policy on Employees' Code of Conduct consistent with the City's PPP #75-10 Policy on Discipline and Dismissal.

What to Do If an Employee Becomes Sick or Exposed to COVID-19

Employee and Supervisor Guidelines

April 23, 2020

Questions may be directed to:

Karen Marshall
Director of Human Resources
kmarshall@rockvillemd.gov
240-314-8472

Or

Daisy Harley
Benefits Manager
dharley@rockvillemd.gov
240-314-8474

The following guidance is for employees and their supervisors/managers.

There are four levels of COVID-19 circumstances that require specific actions for employees and supervisors/managers:

LEVEL 1: An employee is out sick with COVID-19 like symptoms, but either has not seen a healthcare provider, or a healthcare provider has not referred him or her for testing.

LEVEL 2: An employee is exposed or suspects exposure to someone with COVID-19.

LEVEL 3: An employee is diagnosed positive (either "presumed positive" through consultation with a healthcare provider or by a confirmed positive test result).

LEVEL 4: An employee is cleared to return to work following a diagnosis as positive for COVID-19.

LEVEL 1

An employee is out sick with COVID-19 like symptoms, but either has not seen a healthcare provider, or a healthcare provider has not referred him or her for testing.

EMPLOYEE:

- Notify your supervisor that you are sick and are staying home.
- Contact your healthcare provider.
- Stay home until you are symptom-free.
- Remain in contact with your healthcare provider if your symptoms change.
- Notify your supervisor if your healthcare provider directs you for testing for COVID-19. Ask your healthcare provider for documentation of the visit and any instructions. Send the medical documentation to Karen Marshall and Daisy Harley.

SUPERVISOR/MANAGER:

- Generally, keep track of how many employees are out sick and monitor for any trends.
- Encourage social distancing and work to limit use of common areas to the extent practicable.
- Notify Karen Marshall and Daisy Harley when employees notify you that their healthcare provider has directed them to get tested for COVID-19.

LEVEL 2

An employee is exposed or suspects exposure to someone with COVID-19.

EMPLOYEE:

If you think you may have been exposed to COVID-19:

- The CDC defines exposure as being within approximately six feet of a confirmed COVID-19 case for a prolonged period of time, such as attending a gathering, party, concert, or meeting. Exposure can occur through close contact while caring for, living with, visiting, or sharing a healthcare waiting area with a confirmed COVID-19 case.
- Call your healthcare provider immediately and follow their guidance.
- If advised by your healthcare provider to leave work, notify your supervisor as soon as possible by phone or email.
- Asymptomatic employees may continue to work, but must adhere to the following practices:
    - Must continue to complete daily pre-shift temperature check to ensure you are not exhibiting signs of a fever, which the City defines as a temperature of 100° Fahrenheit or greater.
    - Continue ongoing self-monitoring for the signs and symptoms, including but not limited to fever, cough, and shortness of breath, of COVID-19.
    - Continue to wear City-supplied cloth face covering at all times while at work for 14 days after last exposure.
    - Practice social distancing by maintaining at least 6-feet between other people, as practicable.
- Answer questions from your supervisor, Karen Marshall, or Daisy Harley regarding your movements and people you've been in contact with while at work.
- Be prepared to follow the directives of Karen Marshall or Daisy Harley, which may include calling the City's third-party COVID-19 screening provider.
- Promptly report any changes in your health, including if you begin exhibiting COVID-19 like symptoms, to your supervisor or Karen Marshall or Daisy Harley immediately.

SUPERVISOR/MANAGER:

If an employee tells you that they may have been exposed to COVID-19:

- If the employee is at work, and becomes sick during the day, direct the employee to go straight home and contact his or her healthcare provider immediately.
    - After sending the employee home, immediately notify your Department Director and Karen Marshall.
- Department Director should provide initial guidance regarding management of affected workspaces, which may include:
    - Isolate potentially affected workspaces.
    - Notify Facilities Division of the need for cleaning a potentially contaminated area.
    - Relocate operations and employees to a safe area so work can continue (such as telework, if possible).
    - Advise directly affected employees of any actions they may need to take.
- If an employee is sent home sick with COVID-19 like symptoms after previously being exposed to someone with or suspected with COVID-19 the Department Director should draft notification to all affected employees, a sample of which is below.
    - If needed, contact Karen Marshall or Colette Anthony for guidance on messaging.
        - Provide a copy of final messaging to Karen Marshall.
- Employees who may have been exposed to COVID-19 and remain asymptomatic may continue to work following the procedures identified above, or may continue to, or commence, telework if approved.
    - In the event the department is unable to accommodate allowing the employee to remain at work, and the employee is unable to telework, the employee will receive Administrative Leave.

LEVEL 3

An employee is diagnosed positive (either "presumed positive" through consultation with a healthcare provider or by a confirmed positive test result).

EMPLOYEE:

If you receive confirmation of a positive or negative diagnosis:

- If positive, follow the guidance given by your healthcare provider.
- Contact Karen Marshall and Daisy Harley and provide them with an update.
- Submit medical documentation of your diagnosis, including your health care provider's guidance about whether you should not work, can telework or can return to work, to Karen Marshall and Daisy Harley, upon request.

SUPERVISOR/MANAGER

- Upon notification from Karen Marshall or Daisy Harley of a diagnosed positive COVID-19 case, follow the steps outlined in Level 2 for SUPERVISOR/MANAGER.
- In the event you are informed by one of your employees that they have been diagnosed as positive for COVID-19, immediately inform Karen Marshall and Daisy Harley.
- Employees who are presumptive positive or confirmed to be positive for COVID-19 will be placed on Emergency Sick Leave subject to the provisions of the Family First Coronavirus Response Act, or may continue to, or commence, telework, as allowed by their healthcare provider for the duration of their period of quarantine/isolation.

LEVEL 4

An employee is cleared to return to work following a diagnosis as positive for COVID-19.

EMPLOYEE:

- Follow all directives from your healthcare provider, including any orders to quarantine.
- Notify your supervisor of your intention to return to work and the anticipated return to work date.
- Provide Karen Marshall and Daisy Harley with documentation evidencing that you have successfully completed/been released from quarantine or isolation.

SUPERVISOR/MANAGER:

- Obtain clearance from Karen Marshall or Daisy Harley before permitting the employee to return to work.
    - Employee is not permitted to work onsite until clearance is received from Karen Marshall or Daisy Harley.

Mayor & Council Meeting Date: July 6, 2020
Agenda Item Type: Approval
Department: Human Resources
Responsible Staff: Karen Marshall

Subject

Telework Policy for COVID-19 Pandemic

Recommendation

Staff recommends that the Mayor and Council approve the Telework Policy for COVID-19 Pandemic.

Discussion

Teleworking, or working remotely, is a critical element of the City's continued provision of services through the pandemic. Many City employees are able, with support from the Department of Information Technology, to continue all of their job duties from home. Services across all City departments have continued through this method of working. While the City's Personnel Policies and Procedures Manual includes a policy and procedure on teleworking, the attached policy further addresses City telework operations during the COVID pandemic.

Mayor and Council History

This is the first time that the Mayor and Council have discussed the Telework Policy for COVID-19 Pandemic.

Next Steps

Upon approval by the Mayor and Council, the Policy will be distributed to employees to support their continued telework activity until returning to their workplace.

Attachments

Attachment 12.C.a: Telework Policy for COVID-19 Pandemic Redline Edits (PDF)
Attachment 12.C.b: Telework Policy for COVID-19 Pandemic Final (PDF)

Rob DiSpirito, City Manager 7/1/2020

Telework Policy for COVID-19 Pandemic

Purpose

The City's telework policy, during the COVID-19 pandemic, was developed based on guidance from the CDC, State of Maryland, and consideration of telework practices implemented by neighboring jurisdictions and other governments throughout the country. The purpose is to provide for a consistent understanding and application of this policy by employees and supervisors. The telework policy is not intended to replace, but rather to supplement the City's telework policy in the Personnel Policies and Procedures Manual, during the COVID-19 pandemic. To better assist supervisors and employees in managing the COVID-19 pandemic challenges, this temporary city-wide telework policy is being implemented to enact and encourage social distancing strategies in the workplace.

Under the COVID-19 telework (working remotely) policy, employees will essentially perform the same work that they would in the workplace, in accordance with performance expectations and other terms determined by their supervisors.

Remote work arrangements will not be feasible in all cases and should not compromise the continuity of operations and essential functions of each office and department. Teleworking is neither a right nor an entitlement, but a tool to allow flexible work options during this health emergency. If an employee feels that they could telework, but they are not allowed to, the employee should contact the Human Resources Department.

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Scope

This policy will allow employees to work from home while ensuring the continuity of City business operations. This policy may be updated periodically, with approval by the Mayor and Council. ~~This policy will remain in effect until the Governor rescinds the state of emergency associated with COVID-19.~~ This policy will remain in effect until such time as when it is rescinded by the Human Resources Department.

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Requirements

Telework is effective immediately for employees whose positions are telework eligible ("eligible employees"), meaning employees whose work can be effectively performed remotely and who have received supervisor approval.

- Employees must complete the "Cyber Security User Awareness Training" by April 23, 2020.
- Employees' obligations, duties, responsibilities, and terms and conditions of employment are unchanged.
- Employees shall perform all job duties at a satisfactory level or above.
- Employees must comply with all City and departmental policies and procedures while working a telework schedule.
- Employees will maintain the agreed-upon work schedule and be accessible via telephone, email, and virtual platforms as required during telework hours.
- Employees' performance will continue to be monitored and evaluated as stated in the existing telework policy.
- Employees should work with the Department of Information Technology (IT) to ensure that they have access to 1) Outlook, 2) all the documents they need on OneDrive and SharePoint, i.e., Office 365, IT systems and networks as may be necessary, and 3) Virtual Private Network (VPN), if needed. The hours of support to teleworkers are based on the regular business hours of the Department of Information Technology, 8:30 AM to 5:00 PM, Monday – Friday.
- Employees may take home their work-issued laptop and technology accessories for the purpose of telework. Please reference the Computer and Electronic Communications Policy in the Personnel and Procedures Manual on the details use of apps, personal emails, etc.
- A limited number of laptops and technology accessories are available to employees who require them for teleworking; contact the Department of Information Technology.
- All "loaned" equipment will be tracked in the IT Asset Management System and checked out to employees. A printed copy of the "checked out" receipt may require employees' signature.
- Use of personal computers for Telework is currently permitted. All teleworkers using personal computers must abide by the policies and procedures established by the City, including those established by the Department of Information Technology, for the purposes of maintaining security and integrity of the City's network system and supporting infrastructure.
- Teleworkers should have a minimum bandwidth of at least a 100/100 Mbps subscription with their service provider.
- Teleworkers will be expected to communicate with their supervisors if anything occurs during teleworking that prevents them from completing their assigned work and/or working within the agreed-upon work schedule.
- Requests to work overtime or use leave balances (i.e., sick, vacation, compensatory time, or other types of leave) must be pre-approved by the teleworkers' supervisor in the same manner as when working in the office.

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- Teleworkers will be accessible during the agreed-upon work hours, regardless of telework location, and/or as may be defined by the teleworker and his/her supervisor.
- Teleworkers will provide a contact number to their supervisor, as well as to other department and City staff.
- Employees' salary, retirement, benefits, and City-sponsored insurance coverage will remain unchanged during telework.
- Employees and their supervisor remain obligated to comply with all Federal, State and City of Rockville rules, regulations, policies and procedures, including the Fair Labor Standards Act (FLSA).
- Teleworkers should consult with their tax advisor for information and advice regarding the ability to write off expenses for working at home.

Hours of Work

The amount of time and work hours that an employee is expected to work will not change due to temporary remote work. Hours of work should remain the same unless a change is agreed upon with an employee's supervisor. The employee agrees to conduct work and be available to communicate with their co-workers, supervisor(s), and others during work hours. Normal procedures will be followed for the approval of overtime, compensatory time, and the use of leave.

City Policies

Employees must comply with City policies and understand that violation of such may result in the termination of the temporary remote work arrangement and/or disciplinary action, up to and including dismissal.

Security of Information and Records

Employees approved for telework are responsible for the security of information, documents, and records in their possession or used during teleworking. Restricted-access material should not be accessed or removed from the worksite without written consent from the employee's supervisor. Employees approved for telework must apply appropriate safeguards to protect confidential information from unauthorized disclosure or damage. They must comply with all privacy and security protocols and requirements implemented by the City.

Equipment, Software and Supplies

- The employee is responsible for the maintenance and care of the equipment they use. When City equipment is used at the City or at a remote workplace, the employee is financially responsible for that equipment if it is lost, stolen or damaged because of that employee's negligence, misuse, or abuse.

- Equipment provided by the City for the purpose of facilitating teleworking may be used: 1) only by employee; and 2) only for City business.
- The employee is responsible for maintaining and repairing employee-owned teleworking equipment at personal expense and on personal time. The City is not responsible, unless other arrangements are approved in advance. Equipment and materials provided by the City for use at the teleworking location remain the property of the City. The City is responsible for maintaining, repairing, and replacing City- owned equipment issued to teleworkers.
- In the event of equipment malfunction, the teleworker must notify his/her supervisor immediately. Teleworkers must take the necessary steps and precautions to safeguard City equipment and materials.
- In the event of any delay in repair or replacement of City equipment, or other circumstances that would make it impossible for the employee to telework, departments may assign other work, request that employee be moved to another work location, or request that employee return to his or her primary work location.
- Employees will "check out" all supplies needed for the teleworking assignment by contacting the appropriate office staff.

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Expenses

The City will not pay for, or reimburse, the following expenses:

- Operating costs (such as electric bills, internet, etc.), home maintenance, or other costs incurred by employees in the use of their homes as alternate work locations.
- Costs associated with the occupation of the home/offsite work location.
- Out-of-pocket expenses for supplies that are regularly available at the City office (unless approved in advanced and in writing by the employee's supervisor).

Dependent Care

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This temporary city-wide telework policy is being implemented to enact and encourage social distancing strategies in the workplace; teleworking is not a substitute for dependent care.

Questions about this policy may be directed to Colette Anthony, Deputy Director of Human Resources, at canthony@rockvillemd.gov or 240-314-8473.

Telework Policy for COVID-19 Pandemic

Purpose

The City's telework policy, during the COVID-19 pandemic, was developed based on guidance from the CDC, State of Maryland, and consideration of telework practices implemented by neighboring jurisdictions and other governments throughout the country. The purpose is to provide for a consistent understanding and application of this policy by employees and supervisors. The telework policy is not intended to replace, but rather to supplement the City's telework policy in the Personnel Policies and Procedures Manual, during the COVID-19 pandemic. To better assist supervisors and employees in managing the COVID-19 pandemic challenges, this temporary city-wide telework policy is being implemented to enact and encourage social distancing strategies in the workplace.

Under the COVID-19 telework (working remotely) policy, employees will essentially perform the same work that they would in the workplace, in accordance with performance expectations and other terms determined by their supervisors.

Remote work arrangements will not be feasible in all cases and should not compromise the continuity of operations and essential functions of each office and department. Teleworking is neither a right nor an entitlement, but a tool to allow flexible work options during this health emergency. If an employee feels that they could telework, but they are not allowed to, the employee should contact the Human Resources Department.

Scope

This policy will allow employees to work from home while ensuring the continuity of City business operations. This policy may be updated periodically, with approval by the Mayor and Council. This policy will remain in effect until such time as when it is rescinded by the Human Resources Department.

Requirements

Telework is effective immediately for employees whose positions are telework eligible ("eligible employees"), meaning employees whose work can be effectively performed remotely and who have received supervisor approval.

Attachment 12.C.b: Telework Policy for COVID-19 Pandemic Final (3220 : Telework Policy for COVID-19 Pandemic)

- Employees must complete the "Cyber Security User Awareness Training" by April 23, 2020.
- Employees' obligations, duties, responsibilities, and terms and conditions of employment are unchanged.
- Employees shall perform all job duties at a satisfactory level or above.
- Employees must comply with all City and departmental policies and procedures while working a telework schedule.
- Employees will maintain the agreed-upon work schedule and be accessible via telephone, email, and virtual platforms as required during telework hours.
- Employees' performance will continue to be monitored and evaluated as stated in the existing telework policy.
- Employees should work with the Department of Information Technology (IT) to ensure that they have access to 1) Outlook, 2) all the documents they need on OneDrive and SharePoint, i.e., Office 365, IT systems and networks as may be necessary, and 3) Virtual Private Network (VPN), if needed. The hours of support to teleworkers are based on the regular business hours of the Department of Information Technology, 8:30 AM to 5:00 PM, Monday – Friday. Employees may take home their work-issued laptop and technology accessories for the purpose of telework. Please reference the Computer and Electronic Communications Policy in the Personnel and Procedures Manual on the details use of apps, personal emails, etc.
- A limited number of laptops and technology accessories are available to employees who require them for teleworking; contact the Department of Information Technology.
- All "loaned" equipment will be tracked in the IT Asset Management System and checked out to employees. A printed copy of the "checked out" receipt may require employees' signature. Use of personal computers for Telework is currently permitted. All teleworkers using personal computers must abide by the policies and procedures established by the City, including those established by the Department of Information Technology, for the purposes of maintaining security and integrity of the City's network system and supporting infrastructure.
- Teleworkers should have a minimum bandwidth of at least a 100/100 Mbps subscription with their service provider.
- Teleworkers will be expected to communicate with their supervisors if anything occurs during teleworking that prevents them from completing their assigned work and/or working within the agreed-upon work schedule.
- Requests to work overtime or use leave balances (i.e., sick, vacation, compensatory time, or other types of leave) must be pre-approved by the teleworkers' supervisor in the same manner as when working in the office.
- Teleworkers will be accessible during the agreed-upon work hours, regardless of telework location, and/or as may be defined by the teleworker and his/her supervisor.
- Teleworkers will provide a contact number to their supervisor, as well as to other department and City staff.
- Employees' salary, retirement, benefits, and City-sponsored insurance coverage will remain unchanged during telework.

- Employees and their supervisor remain obligated to comply with all Federal, State and City of Rockville rules, regulations, policies and procedures, including the Fair Labor Standards Act (FLSA).
- Teleworkers should consult with their tax advisor for information and advice regarding the ability to write off expenses for working at home.

Hours of Work

The amount of time and work hours that an employee is expected to work will not change due to temporary remote work. Hours of work should remain the same unless a change is agreed upon with an employee's supervisor. The employee agrees to conduct work and be available to communicate with their co-workers, supervisor(s), and others during work hours. Normal procedures will be followed for the approval of overtime, compensatory time, and the use of leave.

City Policies

Employees must comply with City policies and understand that violation of such may result in the termination of the temporary remote work arrangement and/or disciplinary action, up to and including dismissal.

Security of Information and Records

Employees approved for telework are responsible for the security of information, documents, and records in their possession or used during teleworking. Restricted-access material should not be accessed or removed from the worksite without written consent from the employee's supervisor. Employees approved for telework must apply appropriate safeguards to protect confidential information from unauthorized disclosure or damage. They must comply with all privacy and security protocols and requirements implemented by the City.

Equipment, Software and Supplies

- The employee is responsible for the maintenance and care of the equipment they use. When City equipment is used at the City or at a remote workplace, the employee is financially responsible for that equipment if it is lost, stolen or damaged because of that employee's negligence, misuse, or abuse.
- Equipment provided by the City for the purpose of facilitating teleworking may be used: 1) only by employee; and 2) only for City business.
- The employee is responsible for maintaining and repairing employee-owned teleworking equipment at personal expense and on personal time. The City is not responsible, unless other arrangements are approved in advance. Equipment and materials provided by the City for use at the teleworking location remain the property of the City. The City is responsible for maintaining, repairing, and replacing City- owned equipment issued to teleworkers.
- In the event of equipment malfunction, the teleworker must notify his/her supervisor immediately. Teleworkers must take the necessary steps and precautions to safeguard City equipment and materials.
- In the event of any delay in repair or replacement of City equipment, or other circumstances that would make it impossible for the employee to telework, departments may assign other

work, request that employee be moved to another work location, or request that employee return to his or her primary work location.

- Employees will "check out" all supplies needed for the teleworking assignment by contacting the appropriate office staff.

Expenses

The City will not pay for, or reimburse, the following expenses:

- Operating costs (such as electric bills, internet, etc.), home maintenance, or other costs incurred by employees in the use of their homes as alternate work locations.
- Costs associated with the occupation of the home/offsite work location.
- Out-of-pocket expenses for supplies that are regularly available at the City office (unless approved in advanced and in writing by the employee's supervisor).

Dependent Care

This temporary city-wide telework policy is being implemented to enact and encourage social distancing strategies in the workplace; teleworking is not a substitute for dependent care.

Questions about this policy may be directed to Colette Anthony, Deputy Director of Human Resources, at canthony@rockvillemd.gov or 240-314-8473.

Mayor & Council Meeting Date: July 6, 2020
Agenda Item Type: Approval
Department: Human Resources
Responsible Staff: Karen Marshall

Subject

Leave Policy for COVID-19 Pandemic

Recommendation

Staff recommends that the Mayor and Council approve the Leave Policy for COVID-19 Pandemic.

Discussion

The Leave Policy for COVID-19 Pandemic is based on the Families First Coronavirus Response Act (FFCRA), guidance from the U.S. Department of Labor, and consideration of employee leave practices implemented by other governments. The policy is not intended to replace, but rather to supplement, the City's policy on leave in the Personnel Policies and Procedures Manual, during the COVID-19 pandemic.

The policy includes:

- eligibility requirements to receive fully- or partially-paid sick leave and/or expanded family and medical leave under the FFCRA. It also describes the process to request paid sick leave or expanded family and medical leave under the FFCRA;

- provisions regarding leave for an employee who has a preexisting disability that puts them at higher risk from COVID-19;

- a temporary adjustment to the annual leave and compensatory time carryover limits; and

- considerations and requirements for Stage 2 of the City's re-opening process.

This policy may be updated periodically, with approval by the Mayor and Council. This policy will remain in effect until the FFCRA changes or expires. If there is any conflict between this document and the FFCRA, the FFCRA prevails.

Mayor and Council History

This is the first time that the Mayor and Council has discussed the Leave Policy for COVID-19 Pandemic.

Next Steps

Upon Mayor and Council approval, staff will distribute copies of the policy to employees.

Attachments

Attachment 12.D.a: Leave Policy for COVID-19 Pandemic Redline Edits (PDF)
Attachment 12.D.b: Leave Policy for COVID-19 Pandemic Final (PDF)

Rob DiSpirito, City Manager 7/1/2020

Employee Leave Policy for COVID-19 Pandemic

Purpose

The City's Employee Leave Policy for COVID-19 Pandemic ("Policy") was developed based on the Families First Coronavirus Response Act (FFCRA), guidance from the U.S. Department of Labor, and consideration of employee leave practices implemented by neighboring jurisdictions and other governments throughout the country. The purpose is to provide for consistent understanding and application of these requirements by employees and supervisors. The Policy is not intended to replace, but rather to supplement, the City's policy on leave in the Personnel Policies and Procedures Manual, during the COVID-19 pandemic.

Scope

This Policy applies to all eligible employees. This policy may be updated periodically, with approval by the Mayor and Council. This policy will remain in effect until the FFCRA changes or expires. If there is any conflict between this document and the FFCRA, the FFCRA prevails.

General Requirements (Not Limited to Specific Stages of Recovery)

Medical Documentation

Employees should only submit medical documentation to Human Resources, not to supervisors. Email to benefits@rockvillemd.gov or fax to 240-403-9486.

Families First Coronavirus Response Act (FFCRA)

Paid leave provisions under the FFCRA took effect April 1, 2020 and apply to COVID-19 related leave taken between April 1, 2020 and December 31, 2020. Eligible employees may receive fully- or partially-paid sick leave and/or expanded family and medical leave if they meet the requirements of the FFCRA and:

1) are subject to a Federal, State, or local quarantine or isolation order related to COVID-19;

2) have been advised by a health care provider to self-quarantine due to concerns related to COVID-19;

3) are experiencing symptoms of COVID-19 and are seeking medical diagnosis;

4) are caring for an individual who is subject to a Federal, State, or local quarantine or isolation order related to COVID-19 or an individual who has been advised by a health care provider to self-quarantine due to concerns related to COVID-19; 5) are caring for their child whose school or place of care is closed, or child care provider is unavailable, due to COVID-19 related reasons; or 6) are experiencing any other substantially similar condition that may arise, as specified by the Secretary of Health and Human Services.

- If taking paid sick leave for reasons 1, 2, or 3 above, an employee may receive their regular rate of pay, to a maximum of $511 per day or a total of $5,110 for a ten-day period.
- If taking paid sick leave for reasons 4, 5, or 6 above, an employee may receive 2/3 of their regular rate of pay, to a maximum of $200 per day or a total of $2,000 for a ten-day period. The 2/3 pay may be supplemented with 1/3 of accrued leave.
- If taking expanded family and medical leave, the first ten workdays are unpaid (but may be substituted with accrued leave; or 2/3 of paid sick leave, which may be supplemented with 1/3 of accrued leave). A maximum of twelve weeks of expanded family and medical leave may be used in a twelve-month period, in combination with (not in addition to) time taken under the regular Family and Medical Leave Act (FMLA).
- Paid sick leave is subject to one-time use of the ten-day maximum.
- To request paid sick leave or expanded family and medical leave under the FFCRA, you must provide the following information to the Human Resources Department (email to benefits@rockvillemd.gov or fax to 240-403-9486):
  - Your name;
  - The date(s) for which you request leave;
  - The reason for leave;
  - A statement that you are unable to work because of the above reason; and
  - The name of the health care provider who advised self-quarantine, if applicable.

  If you request leave to care for your child whose school or place of care is closed, or childcare provider is unavailable, you must also provide:

  - The name of your child;
  - The name of the school, place of care, or child care provider that has closed or become unavailable; and
  - A statement that no other suitable person is available to care for your child.

-Additional information is available at FFCRA Employee Q&As or by contacting the Department of Human Resources.

Americans with Disabilities Act (ADA)

- An employee who has a preexisting disability that puts them at higher risk from COVID19, and whose job may only be performed at the workplace, may request a reasonable accommodation to eliminate possible exposure.

- The City will provide reasonable accommodations to a qualified individual with a disability, as defined by the ADA, as long as that individual can perform the essential functions of the job and provided that such accommodation does not constitute an undue hardship on the City.
- For any questions about accommodations or to make a request, contact Daisy Harley at dharley@rockvillemd.gov or 240-314-8474.

Annual Leave Carryover Limit

Per the Personnel Policies and Procedures Manual, there is a maximum carryover limit of 375 hours of Annual Leave for employees working a normal schedule of 37.5 hours per week and 400 hours for employees working a normal schedule of 40 hours per week. Employees may not carry more than this amount into any subsequent year. In light of the COVID-19 pandemic, the City will temporarily increase this limit to 450 hours for employees working a normal schedule of 37.5 hours per week and 480 hours for employees working a normal schedule of 40 hours per week. Hours in excess of the pre-COVID-19 limit should be used by December 31, 2021 and will not be carried over into 2022. Any hours in excess of the pre-COVID-19 limits will be handled in accordance with the Personnel Policies and Procedures Manual.

Compensatory Time Carryover Limit

In light of the COVID-19 pandemic, essential employees will be allowed to carry over up to 120 hours of compensatory time into 2021. By December 31, 2021, all employees must again follow the pre-COVID-19 limit, which will be handled in accordance with the Personnel Policies and Procedures Manual.

Stage-Specific Use of Leave

The City's reopening and return to the worksite will occur in stages. Different considerations and requirements may apply at each Stage.

Pre-Stage 1 (March 14, 2020 through May 23, 2020)

- Non-essential employees whose jobs could not be performed remotely were provided with paid administrative leave at their normal rate of pay. These employees were not required to use any of their accrued leave during this time.
- Temporary employees were provided with paid administrative leave for the hours that they were normally scheduled to work.
- Employees who were unable to work onsite or remotely due to illness that was not related to COVID-19 were required to use their accrued leave.
- Essential employees with an underlying health condition or a non-medical concern about reporting to the worksite were instructed to contact Human Resources. Those employees

who were approved to remain at home for these reasons were allowed to receive paid administrative leave.

- Prior to the enactment of the FFCRA, employees who were presumed positive or confirmed to be positive for COVID-19 and were not able to telework received paid administrative leave for the duration of their period of quarantine.

Stage 1 (Effective May 24, 2020)

- Temporary employees no longer receive paid administrative leave and are only compensated for hours worked. They may still be eligible for leave pursuant to the Maryland Healthy Working Families Act and the FFCRA, according to the eligibility and provisions of those laws.
- Once the FFCRA took effect April 1, 2020, employees who were presumed positive or confirmed to be positive for COVID-19 and were not able to telework were able to use paid sick leave under the FFCRA. If they needed to remain off work for more than the ten-day maximum under the FFCRA, they received paid administrative leave for the additional time, prior to being released to return to work. This may also apply to employees who have been exposed to a presumed positive or confirmed positive COVID-19 case, or to anyone else who meets the requirements of the FFCRA.

Stage 2

- Employees who are not comfortable returning to the workplace due to underlying health conditions or concern for other reasons, and telework is not an option, will no longer receive paid administrative leave and will instead be required to use their accrued personal leave. As described above in the Americans with Disabilities Act (ADA) section, employees may request an accommodation under the ADA. If an employee is not comfortable returning to work, and teleworking is not an option, but the employee does not have a disability according to the ADA, they may request to use their accrued personal leave. Any requests should be submitted to Daisy Harley at dharley@rockvillemd.gov.
- Employees who are presumed positive or confirmed to be positive for COVID-19 and are not able to telework may be able to use paid sick leave under the FFCRA, subject to the requirements of the FFCRA. If they need to remain off work for more than the ten-day maximum under the FFCRA, they may use their accrued leave for the additional time, prior to being released to return to work. This may also apply to employees who have been exposed to a presumed positive or confirmed positive COVID-19 case, or to anyone else who meets the requirements of the FFCRA.

Questions

Questions about this Policy should be directed to Daisy Harley, Benefits Manager, at dharley@rockvillemd.gov or 240-314-8474.

Employee Leave Policy for COVID-19 Pandemic

Purpose

The City's Employee Leave Policy for COVID-19 Pandemic ("Policy") was developed based on the Families First Coronavirus Response Act (FFCRA), guidance from the U.S. Department of Labor, and consideration of employee leave practices implemented by neighboring jurisdictions and other governments throughout the country. The purpose is to provide for consistent understanding and application of these requirements by employees and supervisors. The Policy is not intended to replace, but rather to supplement, the City's policy on leave in the Personnel Policies and Procedures Manual, during the COVID-19 pandemic.

Scope

This Policy applies to all eligible employees. This policy may be updated periodically, with approval by the Mayor and Council. This policy will remain in effect until the FFCRA changes or expires. If there is any conflict between this document and the FFCRA, the FFCRA prevails.

General Requirements (Not Limited to Specific Stages of Recovery)

Medical Documentation

Employees should only submit medical documentation to Human Resources, not to supervisors. Email to benefits@rockvillemd.gov or fax to 240-403-9486.

Families First Coronavirus Response Act (FFCRA)

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1) are subject to a Federal, State, or local quarantine or isolation order related to COVID-19;

2) have been advised by a health care provider to self-quarantine due to concerns related to COVID-19;

Attachment 12.D.b: Leave Policy for COVID-19 Pandemic Final (3221 : Leave Policy for COVID-19 Pandemic)

3) are experiencing symptoms of COVID-19 and are seeking medical diagnosis;

4) are caring for an individual who is subject to a Federal, State, or local quarantine or isolation order related to COVID-19 or an individual who has been advised by a health care provider to self-quarantine due to concerns related to COVID-19; 5) are caring for their child whose school or place of care is closed, or child care provider is unavailable, due to COVID-19 related reasons; or 6) are experiencing any other substantially similar condition that may arise, as specified by the Secretary of Health and Human Services.

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  If you request leave to care for your child whose school or place of care is closed, or childcare provider is unavailable, you must also provide:

  - The name of your child;
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  - A statement that no other suitable person is available to care for your child.

Additional information is available at FFCRA Employee Q&As or by contacting the Department of Human Resources.

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- Essential employees with an underlying health condition or a non-medical concern about reporting to the worksite were instructed to contact Human Resources. Those employees

who were approved to remain at home for these reasons were allowed to receive paid administrative leave.

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Stage 1 (Effective May 24, 2020)

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Stage 2

- Employees who are not comfortable returning to the workplace due to underlying health conditions or concern for other reasons, and telework is not an option, will no longer receive paid administrative leave and will instead be required to use their accrued personal leave. As described above in the Americans with Disabilities Act (ADA) section, employees may request an accommodation under the ADA. If an employee is not comfortable returning to work, and teleworking is not an option, but the employee does not have a disability according to the ADA, they may request to use their accrued personal leave. Any requests should be submitted to Daisy Harley at dharley@rockvillemd.gov.
- Employees who are presumed positive or confirmed to be positive for COVID-19 and are not able to telework may be able to use paid sick leave under the FFCRA, subject to the requirements of the FFCRA. If they need to remain off work for more than the ten-day maximum under the FFCRA, they may use their accrued leave for the additional time, prior to being released to return to work. This may also apply to employees who have been exposed to a presumed positive or confirmed positive COVID-19 case, or to anyone else who meets the requirements of the FFCRA.

Questions

Questions about this Policy should be directed to Daisy Harley, Benefits Manager, at dharley@rockvillemd.gov or 240-314-8474.

Mayor & Council Meeting Date: July 6, 2020
Agenda Item Type: Discussion
Department: Police
Responsible Staff: Victor Brito

Subject

Emergency Management Update

Recommendation

Staff recommends that the Mayor and Council receive the presentation and discuss.

Discussion

The presentation will provide an overview of the present and future of the Emergency Management function in the City of Rockville.

The City's first dedicated Emergency Manager (EM), Dr. Mark Landahl, was hired in August of 2019. Several projects were advanced in the period leading up to the preparation and response to the COVID-19 pandemic starting in late January 2020. The COVID-19 pandemic crisis has dominated the time of the Emergency Manager and while many of the resulting policies, procedures and technology capabilities increased the City's ability in the area of Emergency Management, it has understandably influenced our ability to advance in the area of the broader emergency management issues.

This session will provide an overview of the emergency management function before COVID-19, activities during the event, and describe future plans.

Key activities & Accomplishments (September 2020 – January 2020 – 5 Months)

1. Government Emergency Telecommunications Service (GETS)

   The City of Rockville had not previously been registered with the Government Emergency Telecommunications Service (GETS). The GETS provides national security and emergency preparedness (NS/EP) personnel with a high probability of completion for their telephone calls during periods of severe network congestion or disruption. The City now has the ability to register phones and individuals for both landline GETS cards and Wireless Priority Service on cellular phones. Emergency Management and the Department of Information and Technology (IT) collaborated to add GETS Cards and Wireless Priority Service (WPS) to key City phones. Currently, several key positions and

communication points have GETS access including RCPD Dispatch, the Water Treatment Plant, and Public Works Dispatch. WPS has been added to all RCPD Command Staff cellular phones and will be added to all City phones soon.

2. Established City-Wide Emergency Management Working Group

   An Emergency Management Working Group was established with representatives from each department to review and recommend changes to the City Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP). The group met several times and was in the process of reviewing Departmental-level responsibilities prior to the COVID pandemic.

3. Emergency Operations Plan (EOP) Revision Process

   The process of reviewing the existing EOP (2009) was underway when priorities shifted to COVID preparedness and response. The revision process will likely need contractor support and will be revisited once the City operations are stable and no longer COVID-focused.

4. Facility Emergency Action Plan (EAP) Revision

   EM, Risk & Safety, and Facilities completed development of a revised City Facility Emergency Action Plan template. The preparedness and response to COVID delayed implementation of the new template and required policy issues related to responsibility for building level preparedness. Facility-based EAPs are required by OSHA regulation.

5. MView Integration Process

   Maryland began an effort to create a statewide closed-circuit television (CCTV) system by identifying and cataloging cameras and capabilities, networking those cameras, and providing an interface so that necessary video can be disseminated where it is needed. Because State and local agencies own and operate different CCTV camera networks that use multiple types of cameras and video formats, Maryland created a single, statewide platform to access CCTV feeds. This program, called MVIEW, transcodes previously incompatible video feeds from different camera types into a standard format, making them accessible with a single login for each user. This allows first responders and Emergency Operations Centers to better manage traffic incidents, special events, and emergency evacuations. EM & IT began the process to explore the integration of City facility cameras with MView. The IT evaluation process by MView staff was not completed due to COVID.

6. CRASE Training for City Employees

Several classes of Civilian Response to Active Shooting Events (CRASE) training were held for City employees prior to COVID.

COVID-19 Preparedness and Response (February – June - 5 months)

1. Inadequacy of existing Emergency Operation Plan (EOP) since the pandemic was not previously identified as a hazard.

   The City's existing Emergency Operations Plan did not account for public health emergencies (although it was included in COOP plans for staff loss scenarios). As a result, early action was required as the response was not supported by existing plans. Coordination took place through Senior Staff meetings to identify necessary roles and actions.

2. Early Coordination with the County Department of Health and Human Services (HHS)

   An EM Working group workshop was held on 2/19/20 with the Montgomery County Department of Health and Human Services (HHS) on public health emergencies and COVID-19.

3. Early Senior Staff Meeting updates on COVID-19

   EM provided senior staff briefings on the progress of COVID-19 in the period prior to the Governor's Emergency Declaration leading to early preparatory actions on the coming emergency.

4. Senior Staff COOP Tabletop Exercise

   On 3/06/2020 EM facilitated a COOP tabletop exercise with Senior Staff that set the stage for closures and continuity of City Services.

5. Early Identification of Resource Needs

   The briefings in Senior staff and COOP exercise led to early identification of future resource needs. The early work by departments to identify needs and by Procurement to acquire supplies, resulted in our being able to obtain sufficient resources through the critical emergency period of the event. It also enabled re-opening to move forward.

6. Daily Coordination with County Department of Health and Human Services (HHS), the Office of Emergency Management and Homeland Security (OEMHS), and regular coordination with the Council of Governments Emergency Managers (COG-EM) Committee and Maryland Emergency Management Agency (MEMA).

EM participated in daily operations calls with County HHS and OEMHS, weekly regional COG-EM calls, and weekly coordination calls with MEMA.

7. Fit Testing n-95 masks for Law Enforcement personnel

   EM, Safety & Risk, and RCPD trainers fit tested all field personnel for n-95 masks in advance of requirements.

8. Established Re-opening workgroup

   Established workgroup that developed draft re-opening plan for implementation by the City Manager.

9. Regular briefings to Mayor and Council and Senior Staff

   Conducted weekly and bi-weekly briefings for Mayor & Council and Senor Staff on the COVID-19 situation.

Immediate Future Activities

1. COVID-19 Preparedness and Response After-Action Review Process

   Contract support will be necessary to facilitate and manage the process and for the development of a written After-Action Report (AAR) document for the COVID-19 emergency.

Long-term Activities

1. Revision of the Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP)

   The City Emergency Operations Plan (EOP) required revision in general, but particularly as a result of the lessons learned during the COVID-19 pandemic. The AAR process will need to dovetail into a revision of the EOP that will also require contract support in the facilitation, process management, and production of the revised Emergency Operations Plan (EOP). Future revision of the Continuity of Operations Plan (COOP) will also require contract support for facilitation, process management, and production of the revised document.

2. Community Engagement for Emergency Preparedness

   Restart and sustain efforts to engage residents on community preparedness as face-to-face opportunities become available.

3. Regular Exercise Cycle

   Following the revision of plans, both intra and interdepartmental exercises need to become a biannual activity, alternating between EOP and COOP related scenarios.

4. MView Integration

   Continue the process of evaluating CCTV systems for integration into the Statewide MView platform.

Mayor and Council History

This is the first time this item has been brought before the Mayor and Council.

Attachments

Attachment 13.a: Emergency Management Update - 07-06-20 (DOCX)

Rob DiSpirito, City Manager 7/1/2020

Discussion

The presentation will provide an overview of the present and future of the Emergency Management function in the City of Rockville.

The City's first dedicated Emergency Manager (EM) was hired in August of 2019. Several projects were advanced in the period leading up to the preparation and response to the COVID-19 pandemic starting in late January 2020. The COVID-19 pandemic crisis has dominated the time of the Emergency Manager and while many of the resulting policies, procedures and technology capabilities increased the City's ability in the area of Emergency Management it resulted in an inability to advance in the area of the broader emergency management issues.

This session will provide an overview of the emergency management function before COVID-19, activities during the event, and describe future plans.

Key activities & Accomplishments (September 2020 – January 2020 – 4 Months)

1. Government Emergency Telecommunications Service

   The City of Rockville had not previously been registered with the Government Emergency Telecommunications Service (GETS). The GETS provides national security and emergency preparedness (NS/EP) personnel a high probability of completion for their telephone calls during periods of severe network congestion or disruption. The City now has the ability to register phones and individuals for both landline GETS cards and Wireless Priority Service on cellular phones. EM & Department of Information and Technology (IT) collaborated to add GETS Cards and Wireless Priority Service (WPS) to key City phones. Currently several key positions and communication points have GETS access including RCPD Dispatch, the Water Treatment Plant, and Public Works Dispatch. WPS has been added to all RCPD Command Staff cellular phones and will be added to all phones soon.

2. Established City-Wide Emergency Management Working Group

   An Emergency Management Working Group was established with representatives from each department to review and recommend changes to the City Emergency Operations Plan (EOP) and Continuity of Operations Plan (COOP). The group met several times and was in the process of reviewing Departmental-level responsibilities prior to the COVID pandemic.

3. Emergency Operations Plan (EOP) Revision Process

   The process of reviewing the existing EOP (2009) was underway when priorities shifted to COVID preparedness and response. The revision process will likely need contractor support and will be revisited once the City operations are stable and no longer COVID focused.

Attachment 13.a: Emergency Management Update - 07-06-20 (3163 : Emergency Management Update)

4. Facility Emergency Action Plan Revision

   EM, Risk & Safety, and Facilities completed development of a revised City Facility Emergency Action Plan template. The preparedness and response to COVID delayed implementation of the new template and required policy issues related to responsibility for building level preparedness. Facility based EAPs are required by OSHA regulation.

5. MView Integration Process

   Maryland began an effort to create a statewide closed-circuit television (CCTV) system by identifying and cataloging cameras and capabilities, networking those cameras, and providing an interface so that necessary video can be disseminated where it is needed. Because State and local agencies own and operate different (CCTV) camera networks that use multiple types of cameras and video formats, Maryland created a single, statewide platform to access CCTV feeds. This program, called MVIEW, transcodes previously incompatible video feeds from different camera types into a standard format, making them accessible with a single login for each user. This allows first responders and Emergency Operations Centers to better manage traffic incidents, special events, and emergency evacuations. EM & IT began the process to explore the integration of city facility cameras with MView. The IT evaluation process by MView staff was not completed due to COVID.

6. CRASE Training for City Employees

   Several classes of Civilian Response to Active Shooting Events (CRASE) training were held for City employees prior to COVID.

COVID-19 Preparedness and Response (February – June - 4 months)

1. Inadequacy of existing Emergency Operation Plan (pandemic not identified as a hazard)

   The existing city Emergency Operations Plan did not account for public health emergencies (it was included in COOP plans for staff loss scenarios). As a result, early action was required as the response was not supported by existing plans. Coordination took place through Senior Staff meetings to identify necessary roles and actions.

2. Early Coordination with the County Department of Health and Human Services

   An EM Working group workshop was held on 2/19/20 with the Montgomery County Department of Health and Human Services on public health emergencies and COVID-19.

3. Early Senior Staff Meeting updates on COVID-19

Attachment 13.a: Emergency Management Update - 07-06-20 (3163 : Emergency Management Update)

EM provided senior staff briefings on the progress of COVID-19 in the period prior to the Governor's Emergency Declaration leading to early preparatory actions on the coming emergency.

4. Senior Staff COOP Tabletop Exercise

   On 3/06/2020 EM facilitated a COOP tabletop exercise with Senior Staff that set the stage for closures and continuity of City Services.

5. Early Identification of Resource Needs

   The briefings in Senior staff and COOP exercise led to early identification of future resource needs. The early work by departments to identify needs and by Procurement to acquire supplies, resulted in the sufficient resources though the critical emergency period of the event. It also enabled reopening to move forward.

6. Daily Coordination with County Department of Health and Human Services (HHS), the Office of Emergency Management and Homeland Security (OEMHS), and regular coordination with the Council of Governments Emergency Managers (COG-EM) Committee and Maryland Emergency Management Agency (MEMA).

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8. Established Re-opening workgroup

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9. Regular briefings to Mayor and Council and Senior Staff

   Conducted weekly and bi-weekly briefings for Mayor & Council and Senor Staff on the COVID-19 situation.

Immediate Future Activities

1. COVID-19 Preparedness and Response After-Action Review Process

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Long-term Activities

1. Revision of the Emergency Operations Plan and Continuity of Operations Plan

   The City Emergency Operations Plan required revision in general, but particularly as a result of the lessons learned during the COVID-19 pandemic. The AAR process will need to dovetail into a revision of the EOP that will also require contract support in the facilitation, process management, and production of the revised Emergency Operations Plan. Future revision of the Continuity of Operations Plans will also require contract support for facilitation, process management, and production of the revised document.

2. Community Engagement for Emergency Preparedness

   Restart and sustain efforts to engage residents on community preparedness as face to face opportunities become available.

3. Regular Exercise Cycle

   Following the revision of plans both intra and interdepartmental exercises need to become a biannual activity alternating between EOP and COOP related scenarios.

4. MView Integration

   Continue the process of evaluating CCTV systems for integration into the Statewide MView platform.

Mayor and Council History

This is the first time this item has been brought before the Mayor and Council.

Attachment 13.a: Emergency Management Update - 07-06-20 (3163 : Emergency Management Update)

Mayor & Council Meeting Date: July 6, 2020
Agenda Item Type: Presentation and Discussion
Department: Human Resources
Responsible Staff: Karen Marshall

Subject

Vacancy Report/Hiring Freeze Status

Recommendation

Staff recommends that the Mayor and Council review and discuss the Vacancy and Hiring Freeze Report of positions that were open as of June 30, 2020.

Discussion

The attached reflects all open positions with totals by funds ending June 30, 2020.

The Gross Personnel Savings category shown on the attached report for each position represents the portion of the FY20 adopted budget, including salary and benefits, that covers the number of days the position has been vacant in FY2020.

Mayor and Council History

The vacancy report was created in response to a Mayor and Council request during the FY2015 budget process. Since that time, staff has provided the Mayor and Council with reports.

Attachments

Attachment 14.a: FY20 June Vacancy and Hiring Freeze Report(PDF)

Rob DiSpirito, City Manager 7/1/2020

Vacancy and Hiring Freeze Report - General Fund Positions Open as of 6/30/2020 **ATTACHMENT A**

Department	Cost Center	Working Title	Grade	% General Fund	Position Vacancy Date	Status of Positions Open Over 90 Days	Days Open	Days Open FY2020	Adopted FY20 Budget	Gross Personnel Savings	Number of Positions	Subject to Freeze	FY21 Adopted Budget
City Attorney's Office	Office of the City Attorney	Senior Assistant City Atorney	AD120	100%	5/29/2020	Position currently being advertised; closes 8/3/2020	32	32	$ 166,200	$ 14,570.96	2	N	$ 190,080
Finance	Financial Administration	Management and Budget Analyst	AD113	100%	4/24/2020	Reviewing applications	67	67	$ 122,840	$ 22,548.71	1	N	$ 105,120
Mayor and Council	City Clerk's Office	Deputy City Clerk	AD111	100%	1/3/2020	Position readvertised; not to fill until Oct 2020, as a cost savings measure	179	179	$ 111,870	$ 54,862.27	1	N	$ 95,140
Planning and Development Services	Administration and Support	Executive Assistant	AD109	100%	1/13/2020	Frozen	169	169	$ 80,050	$ 37,064.25	1	Y	$ -
Planning and Development Services	Application Process and Permit	Building Plans Examiner Supervisor	AD113	100%	1/13/2020	Candidates identified; currently interviewing; open continuously	169	169	$ 111,110	$ 51,445.45	1	N	$ 105,120
Planning and Development Services	Development Review	Landscape Architect/Urban Forester	AD111	100%	11/29/2019	Candidates identified; currently interviewing; open continuously	214	214	$ 129,360	$ 75,843.95	1	N	$ 116,610
Planning and Development Services	Comprehensive Planning	Senior Planner	AD111	100%	3/6/2020	Frozen	116	116	$ 125,680	$ 39,942.14	3	Y	$ -
Planning and Development Services	Development Review	Senior Planner	AD111	100%	3/23/2020	Frozen	99	99	$ 129,410	$ 35,100.25	3	Y	$ -
Police	Management and Support - Administration	Police Major	PL119	100%	1/26/2020	Frozen	156	156	$ 172,030	$ 73,525.15	2	Y	$ -
Police	Patrol Team	Police Officer	PL110	100%	12/1/2019	Offer made successful candidate to start on 7/13	212	212	$ 81,570	$ 47,377.64	19	N	$ 82,550
Police	Patrol Team	Police Officer	PL110	100%	2/9/2020	Ongoing recruitment	142	142	$ 81,570	$ 31,734.08	19	N	$ 82,550
Public Works	Management and Support	Deputy Director of Public Works	AD120	20%	7/19/2019	Reviewing applications	347	347	$ 33,840	$ 32,171.18	1	N	$ 28,670
Public Works	Street Maintenance	Maintenance Worker I - General Maintenance	UN103	75%	12/9/2019	Reviewing applications	204	204	$ 58,970	$ 32,958.58	7	N	$ 41,140
Public Works	Street Maintenance	Maintenance Worker I - General Maintenance	UN103	75%	12/31/2019	Reviewing applications	182	182	$ 36,220	$ 18,060.38	7	N	$ 41,140
Public Works	Street Maintenance	Maintenance Worker I - General Maintenance	UN103	75%	3/16/2020	Position currently being advertised; closes 7/10/2020	106	106	$ 39,150	$ 11,369.59	7	N	$ 41,140
Recreation and Parks	Capital Projects	Senior Construction Project Manager	AD116	100%	9/27/2019	Frozen	277	277	$ 114,230	$ 86,689.62	1	Y	$ -
Recreation and Parks	Community Programs	Community Services Manager	AD115	100%	4/24/2020	Due to the creation of the new Housing & Community Service Department the position is being re-evaluated	67	67	$ 129,590	$ 23,787.75	1	N	$ 115,440
Recreation and Parks	Facilities Maintenance Service	Facilities Maintenance Trades Worker	UN106	100%	2/14/2020	Hiring supervisor working with HR to update the job description	137	137	$ 98,150	$ 36,839.86	5	N	$ 66,570
Recreation and Parks	Horticultural Services	Maintenance Worker I - Parks and Facilities	UN103	100%	3/16/2020	Position readvertised to have a larger pool of qualified candidates; open continuously	106	106	$ 58,370	$ 16,951.29	4	N	$ 54,860
Recreation and Parks	Urban Forestry Maintenance	Tree Climber	UN105	100%	6/10/2019	Frozen	386	365	$ 79,920	$ 79,920.00	4	Y	$ -
Recreation and Parks	Urban Forestry Maintenance	Tree Climber	UN105	100%	7/8/2019	Position readvertised to have a larger pool of qualified candidates	358	358	$ 87,540	$ 85,861.15	4	N	$ 66,570
Recreation and Parks	Urban Forestry Maintenance	Tree Climber	UN105	100%	3/9/2020	Position readvertised to have a larger pool of qualified candidates	113	113	$ 92,850	$ 28,745.34	4	N	$ 62,330
									$ 2,140,520	$ 937,369.59			$ 1,295,030

Vacancy and Hiring Freeze Report - Water Fund Positions Open as of 6/30/2020

Department	Cost Center	Working Title	Grade	% Water Fund	Position Vacancy Date	Status of Positions Open Over 90 Days	Days Open	Days Open FY2020	Adopted FY20 Budget	Gross Personnel Savings	Number of Positions	Subject to Freeze	FY21 Adopted Budget
Public Works	Management and Support	Deputy Director of Public Works	AD120	40%	7/19/2019	Reviewing applications	347	347	$ 67,670	$ 64,332.85	1	N	$ 57,31
Public Works	Water Systems Maintenance	Maintenance Worker II - Utilities	UN104	100%	3/20/2020	Reviewing applications	102	102	$ 63,980	$ 17,879.34	8	N	$ 58,46
									$ 131,650	$ 82,212.19			$ 115,77

Vacancy and Hiring Freeze Report - Sewer Fund Positions Open as of 6/30/2020

Department	Cost Center	Working Title	Grade	% Sewer Fund	Position Vacancy Date	Status of Positions Open Over 90 Days	Days Open	Days Open FY2020	Adopted FY20 Budget	Gross Personnel Savings	Number of Positions	Subject to Freeze	FY21 Adopted Budget
Public Works	Management and Support	Deputy Director of Public Works	AD120	40%	7/19/2019	Reviewing applications	347	347	$ 67,670	$ 64,332.85	1	N	$ 57,31
									$ 67,670	$ 64,332.85			$ 57,31

Vacancy and Hiring Freeze Report - Refuse Fund Positions Open as of 6/30/2020

Department	Cost Center	Working Title	Grade	% Refuse Fund	Position Vacancy Date	Status of Positions Open Over 90 Days	Days Open	Days Open FY2020	Adopted FY20 Budget	Gross Personnel Savings	Number of Positions	Subject to Freeze	FY21 Adopted Budget
Public Works	Environmental Management	Sanitation Worker	UN104	100%	1/30/2020	Reinterviewing	152	152	$ 57,760	$ 24,053.48	15	N	$ 58,46
Public Works	Environmental Management	Sanitation Worker	UN104	100%	2/3/2020	Reviewing applications	148	148	$ 70,410	$ 28,549.81	15	N	$ 58,46
Public Works	Environmental Management	Sanitation Worker	UN104	100%	2/20/2020	Reviewing applications	131	131	$ 57,760	$ 20,730.30	15	N	$ 58,46
Public Works	Environmental Management	Sanitation Worker	UN104	100%	5/25/2020	Reviewing applications	36	36	$ 70,900	$ 6,992.88	15	N	$ 58,46
Public Works	Street Maintenance	Maintenance Worker I - General Maintenance	UN103	25%	12/9/2019	Reviewing applications	204	204	$ 19,660	$ 10,988.05	7	N	$ 13,72
Public Works	Street Maintenance	Maintenance Worker I - General Maintenance	UN103	25%	12/31/2019	Reviewing applications	182	182	$ 12,080	$ 6,023.45	7	N	$ 13,72
Public Works	Street Maintenance	Maintenance Worker I - General Maintenance	UN103	25%	3/16/2020	Position currently being advertised; open continuously	106	106	$ 13,050	$ 3,789.86	7	N	$ 13,72
									$ 301,620	$ 101,127.84			$ 275,00

Attachment 14.a: FY20 June Vacancy and Hiring Freeze Report (3161 : Vacancy Report/Hiring Freeze

Mayor & Council Meeting Date: July 6, 2020
Agenda Item Type: Discussion and Instructions
Department: City Manager's Office
Responsible Staff: Jenny Kimball

Subject

VisArts Request for Financial Relief

Recommendation

Staff recommends that the Mayor and Council consider the June 15, 2020 request from VisArts for financial relief to accommodate fiscal impacts of the COVID-19 pandemic.

Discussion

The Mayor and Council received a letter, dated June 15, 2020, from Alice Nappy, Executive Director of VisArts (Attachment A). The letter requests financial relief in response to impacts of the COVID-19 pandemic.

In response to the pandemic, VisArts pivoted to all online classes, exhibitions and summer camps since March 16, 2020. In planning for VisArts' new fiscal year, which started July 1, their staff explored potential areas for cost savings and revenue generation. The attached letter notes that this work was needed "because 70% of our income is earned, and the pandemic has severely impacted our ability to hold onsite classes and camp, ended corporate and social event rentals for the foreseeable future, and closed our galleries for an indeterminate period of time." The letter also explains that the remaining 30% of VisArts' income comes from individual, corporate, foundation and government funders.

Given the pandemic's impact on classes and rentals, and the expectation that COVID-19 will also severely impact philanthropy, VisArts identified four specific ways that the City of Rockville could consider helping.

1) **Rent Forgiveness**

The letter requests rent forgiveness until VisArts can fully occupy and program the facility. Based on the lease agreement between the City and VisArts, the monthly rental fee for July is $2,970.34 and increases to $3,059.45 in August. To support the initial fiscal impact of COVID-19 on VisArts' operations, the City previously waived the April rent payment.

VisArts paid their May and June rent to the City using funds from a grant that ran out on June 30th. If the Mayor and Council make the policy decision to provide rent relief, there are a number of options, including:

- Determine on a month to month basis whether to provide rent relief for the upcoming month,
- Provide rent relief for three months (July through September 2020) for a City revenue loss of $9,090,
- Provide rent relief for six months (July through December 2020) for a City revenue loss of $18,270.

Staff could endorse the three-month option, with an opportunity for the City to -re-assess VisArts' relative need at the end of the three-month period.

In addition to potential relief from City rent obligation, staff is aware that VisArts is exploring additional grant opportunities and funding designated specifically for arts and culture organizations impacted by COVID-19, such as through the Maryland State Arts Council Emergency Grant for Arts Organizations and the County Council's $3.25 million Special Appropriation for arts and humanities organizations.

VisArts shared a concern that much of these funds will be earmarked for the performing arts and for micro-grants to individual artists. Visarts staff indicated that the criteria for State and County grant funds have not been fully established yet, and the development of a process and the eventual disbursement of grants will likely take a long time. Therefore, much uncertainty exists about which arts organizations that will be awarded funds (VisArts shared that there are more than 80 arts organizations in the County) and the timeline.

If the Mayor and Council supports rent relief in some fashion, staff recommends amending the Lease and offsetting the determined amount of revenue loss with the General Fund contingency account.

2) Rooftop Management Fee Credit

The City has an Agreement with VisArts to serve as the contractor for property and event management services for the Rooftop, for the period of January 2015 through December 2021. The letter in Attachment A requests a credit for the $3,000 management fee that VisArts paid the City in October 2019 for the Rooftop's FY20 season.

The pandemic prohibited VisArts from programming events on the Rooftop to date in calendar 2020. It is not clear at this time whether restrictions on gatherings will be loosened enough this fall to schedule and plan rentals/events on the Rooftop. VisArts requests payment for the 2020 season be applied to the 2021 season.

Staff recommends this as a reasonable request. If the Mayor and Council support the request, staff recommends amending the Agreement with VIsArts for management of the Rooftop and offsetting the $3,000 revenue loss with the General Fund contingency account.

3) Reduction in Required Insurance

VisArts requests an elimination or reduction in the required amount of Excess Liability Insurance the organization is required by the City to carry. The attached letter reports that "a recent audit by VisArts' insurance broker indicates that our overall risk exposure has reduced by at least 25% due to the change in operations resulting from the pandemic."

VisArts currently pays $3,364 per year for the $5,000,000 Excess Liability insurance that is designed to protect VisArts if a student, event guest, gallery visitor, etc. injures themselves. VisArts requests that the City eliminate or decrease this requirement during the time that the facility is closed to visitors and VisArts would immediately reinstate the policy "once we are fully back onsite."

Staff recommends retaining the insurance coverage requirements specified in Section 11.2.5 of the Lease Agreement with VisArts because lowering any amount of required insurance increases the potential risk to the City. Even if the overall risk is reduced by just 25%, some risk still exists. In the event an incident occurred and VisArts does not have sufficient coverage, a claim could fall on the City as the property owner. Even if it is unlikely, the City typically does not want to assume the risk or potential liabilities; especially in situations where the City already contractually transferred the risk to another party. It is the professional opinion of our Risk Management office that reducing the City's $5,000,000 insurance coverage requirement is not advisable. However, if the Mayor and Council wished to provide some further financial relief to VisArts, it could assume some or all of their $3,364 FY21 expense to provide that level of coverage by amending the budget to add up to $3,364 in the VisArts FY 2021 outside agency grant.

4) Payment for the 2020 Arts Festival

The 2020 Rockville Arts Festival in Town Center was rescheduled from May 2020 to September 2020. As a result, the City did not yet provide a $5,000 reimbursement for event tents, chairs and other supplies to support the 2020 Festival. Staff recommends making that contribution to support the success of the rescheduled Festival in September 2020. The City benefits from the event, which draws new and returning visitors to Town Center to use downtown businesses and brings attention to the arts in Rockville. If the Mayor and Council support the request, staff recommends amending the budget to reflect an additional $5,000 in the VisArts FY 2021 outside agency grant.

The FY 2021 Adopted Budget includes a $17,000 outside agency grant to support 1) VisArts' Create art instruction events in the Plaza ($4,000) and 2) the May 2021 Rockville Arts Festival

($13,000). Amending the budget to add $3,364 for the insurance payment and $5,000 for the September Arts Festival would increase the FY 2021 VisArts outside agency grant to a total of $25,364.

Mayor and Council History

The Mayor and Council received a letter, dated June 15, 2020, from Alice Nappy, Executive Director of VisArts (Attachment A). This is the first time that this item has come before the Mayor and Council on agenda.

Fiscal Impact

1) Rent Forgiveness - If the Mayor and Council support waiving any rent payments, such as for July, August and September 2020, staff recommends offsetting the revenue loss with the General Fund contingency account. The Mayor and Council also could revisit the issue of rent forgiveness again in the fall when more is known about the occupancy and programming of the facility.

2) Rooftop Management Fee Credit - The recommended credit would equal a $3,000 reduction in City revenues for FY 2021. If the Mayor and Council support VisArts' request, staff recommends offsetting the $3,000 revenue loss with the General Fund contingency account.

3) Reduction in Required Insurance - Staff recommends retaining the insurance requirements specified in Section 11.2.5 of the Lease Agreement with VisArts. If the Mayor and Council chooses to assume some or all of the $3,364 expense of that coverage in FY 2021, the fiscal impact would equal an expenditure of the selected amount in the FY 2021 operating budget. Staff would recommend that the additional amount come from the FY 2021 General Fund contingency account (adopted at $310,000).

4) Payment for the 2020 Arts Festival - The fiscal impact of this request equals a $5,000 expenditure in the FY 2021 operating budget to support the September 2020 Festival. If the Mayor and Council would like to proceed with this request, staff recommends the additional $5,000 come from the FY 2021 General Fund contingency account (adopted at $310,000).

Next Steps

Staff will follow the Mayor and Council's direction and provide any funding support as instructed.

Attachments

Attachment 15.a: VisArts Request Letter June 2020 (PDF)

Rob DiSpirito, City Manager 7/1/2020

visarts 155 Gibbs Street | Suite #300 | Rockville MD, 20850 | (301) 315-8200 | www.visartscenter.org

June 15, 2020

Mayor and Council
City of Rockville
111 Maryland Avenue
Rockville, MD 20850

Dear Madam Mayor and City Councilmembers:

It is hard to believe that we are in the fourth month of our new reality at VisArts. Like everyone else in the County, we closed our doors on March 16 and since then, have pivoted to online classes, exhibitions and summer camp, which starts next week. While VisArts continues to weather the storm, I feel like we made it through the first wave and are now looking out at the sea with more waves coming. Thanks to all of you who have reached out to make sure we are doing okay. I know your work has been difficult as well.

VisArts operates on a July 1 – June 30th fiscal year. As we begin the budgeting process for our new fiscal year, we are looking to determine potential areas of cost savings or revenue generation. We need to do so because 70% of our income is earned, and the pandemic has severely impacted our ability to hold onsite classes and camp, ended corporate and social event rentals for the foreseeable future, and closed our galleries for an indeterminate period of time. The remaining 30% of our income comes from individual, corporate, foundation and government funders. We know that these funds will be severely impacted by COVID as all areas of philanthropy have taken a huge hit.

While VisArts has quickly and nimbly transitioned to online programming, our revenue projections for the next year are a fraction of what they were previously. To that end, there a number of areas I would like to request your help:

1. Rent forgiveness until VisArts can fully occupy and program our facility. We currently pay $2,970.34 monthly with an increase in August to $3,059.45. You graciously forgave our April rent, but since that time we have been paying rent with funds from a grant. These funds run out on June 30th.

2. Credit for the $3,000 management fee VisArts paid the City in October 2019 for use of the Rooftop for the FY20 season. Given that we have been unable to utilize the Rooftop this season, we would like to apply our last payment to our upcoming October 2020 payment, which will cover the FY21 season.

3. A reduction in the required amount of Excess Liability Insurance VisArts is required to carry by the City as outlined in our Lease - Section 11.2.5 – ***Excess Liability insurance in an amount of not less than $5,000,000.*** A recent audit by VisArts' insurance broker indicates that our overall risk exposure has reduced by at least 25% due to the change in operations resulting from the pandemic. VisArts currently pays $3,364 per year for the $5,000,000 Excess Liability insurance that is designed to protect us if a student, event guest, gallery visitor, etc. slips and injures themselves. We request that the City eliminate or decrease this requirement during the time that our building is essentially closed. We can immediately reinstate the policy once we are fully back onsite.

Attachment 15.a: VisArts Request Letter June 2020 (3210 : VisArts Request for Financial Relief)

visarts 155 Gibbs Street | Suite #300 | Rockville MD, 20850 | (301) 315-8200 | www.visartscenter.org

4. Payment of $5,000 that was allocated to VisArts for the 2020 Rockville Arts Festival. While we have postponed the event until September, VisArts has expended funds to cover the costs of the Contractor tasked with handling all Festival logistics, ranging from the posting of the call for artists, jurying artists for the show, developing marketing materials, and securing sponsorships, etc.

We are extremely thankful for your continued support of our work, and we value the partnership we have developed with the City in making Rockville a vibrant and exciting cultural destination. Despite our plans to use the front entrance on Gibbs Street for our camp material distribution this summer, we were happy to work with the City to support your efforts to expand outdoor restaurant seating on Gibbs Street.

Your help in relieving some of our budget stress in the upcoming months will help us continue successfully making our way through these difficult times and remain a strong community partner.

I am happy to answer any questions you might have or provide additional information. I am extremely excited about discussions we are engaging in with the City and FRIT to use art as a way to generate buzz and activity in Rockville Town Square.

Many thanks for your consideration of my request.

Sincerely,

Alice Nappy

Alice Nappy
Executive Director

cc: Rob DiSpirito, City Manager

Mayor & Council Meeting Date: July 6, 2020
Agenda Item Type: Review and Comment
Department: City Manager's Office
Responsible Staff: Jenny Kimball

Subject
Action Report

Recommendation
Staff recommends that the Mayor and Council review and comment on the Action Report.

Attachments
Attachment 16.A.a: MC Action Report Master 2020 _REVISED 063020 (PDF)

Rob DiSpirito, City Manager 6/30/2020

Attachment A

Blue - new items to the list.
Red - latest changes.

Mayor and Council Action Report

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2014-23	9/8/11	R&P	Future agenda	**King Farm Farmstead** **Status: On April 20, 2020, the Mayor and Council discussed the responses to the request for information (RFI) on potential future uses of the Farmstead. As a next step, staff will work with stakeholders to develop the scope of a request for thorough and detailed proposals for future uses of the Farmstead. During the May 4th discussion of the FY21 budget, the Mayor and Council directed staff to fund a fire suppression system for the Dairy Barns and the house in FY21 and to fund a security system for those buildings in FY20.**	Ongoing
2015-14	7/13/15	CMO	Future agenda	**Purchasing Study Response** **Status: An update on the Procurement Action Plan was shared on January 27, 2020. Another update will be provided on July 20, 2020.**	July 20, 2020
2016-12	9/26/16	HR	Future agenda	**Vacancy Report/Hiring Freeze Update** Provide a Vacancy Report to the Mayor and Council at the first meeting of each month. **Status: The next report will be on the July 6, 2020 agenda. A note on recruitment status will be included for each position, rather than just those vacant over 90 days.**	July 6, 2020
2016-16	10/10/16	PDS	Future agenda	**Global Issues on BRT** Schedule another discussion on BRT with the City of Gaithersburg and Montgomery County, to include broader issues such as governance and finance. Consider holding the meeting in Gaithersburg. **Status: County transportation is determining a recommended alternative for design of the MD 355 route. City staff attended a meeting with Montgomery County DOT on April 30, 2020 to review an update on the 6.7 mile Veirs Mill Rd (MD 586) BRT project. The project team is advancing Alternative 2.5 at this time, and the limit of the project has been extended to Montgomery College. A new station has been added at Atlantic Avenue. Public outreach will take place in the next few months.**	Ongoing

Attachment 16.A.a: MC Action Report Master 2020 _REVISED 063020 (3154 : Action Report)

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2016-18	10/24/16	PDS	Future agenda	**FAST – Faster, Smarter, More Transparent (Site Plan/Development Review Improvements)** Provide regular updates on the status of the work. **Status: A FaST update was provided to the Mayor and Council on November 18, 2019. The next update is scheduled for September 14, 2020.**	September 14, 2020
2017-6	2/27/17	CMO	Email	**Minority-, Female- & Disabled-Owned Businesses** Provide updates on the Procurement Division's activities to engage and support minority-, female- and disabled-owned businesses. **Status: The MFD Report for FY19 and the first half of FY20 was shared with the Mayor and Council by email on May 1, 2020. A Mayor and Council discussion of the City's MFD outreach program is scheduled for July 20, to include topics such as program metrics, program successes and potential program adjustments. A local preference approach for City procurement also will be discussed with the Mayor and Council on a future agenda.**	July 20, 2020
2017-11	6/12/17	R&P	Agenda item	**Deer Population in Rockville** Continue to monitor the deer population. Consider action steps and gather community input. **Status: The Mayor and Council approved the location, dates and required City Code changes for the pilot deer culling program on June 1 and June 22, 2020. The pilot will be underway from October 2020 to January 2021.**	January 2021
2018-1	1/22/18	Finance	Action Report	**Utility Billing System** Provide updates on the replacement of the Velocity Payment System, powered by Govolution. **Status: Implementation with the system vendor is underway and is scheduled to be completed in September 2020. To date, server set up, software installation, and data conversion has been completed. Testing and data validation is underway.**	September 2020

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2018-7	6/18/18	CMO	Agenda Item	**LGBTQ Initiatives** Identify and implement Mayor and Council suggestions. **Status: A gender neutral/family restroom was constructed on the 3rd floor of City Hall. Directional signs were put on the second floor directing those wanting to use the restroom to the first or third floor. The Adopted FY21 budget includes a new family/gender neutral bathroom at Dogwood Park, to be constructed in FY22. The Human Rights Campaign sent Rockville's draft 2020 Municipal Equality Index (MEI) scorecard on June 2 for review and comment by July 31.**	Ongoing
2018-8	6/18/18	CMO/RCPD /R&P	Town Meeting	**Opioid Town Meeting** Schedule a Town Meeting on the opioid crisis, to include prevention, enforcement and treatment. **Status: A proposed Rockville Goes Purple plan for the initial months of FY21 will be presented to the Mayor and Council on July 13, 2020.**	July 13, 2020
2018-11	8/1/18	PDS	Agenda Item	**Neighborhood Shopping Centers** Discuss mechanisms to encourage neighborhood shopping center revitalization and explore additional zoning and uses.	TBD
2018-15	10/8/18	PDS	Future Agenda	**Short-Term Residential Rentals** Discuss how to manage short-term residential rentals' (e.g., Airbnb) impact on city neighborhoods and explore options for taxing users. **Status: Short-term residential rentals was discussed on January 13. Staff emailed the results of additional research requested by the Mayor and Council on January 23, 2020. The Mayor and Council also requested that a public hearing be held at a future date.**	Fall 2020
2018-19	10/15/18	HR	Future Agenda	**Volunteer Program** Discuss whether the Mayor and Council want to direct the City Manager to create a centralized volunteer program. **Status: A report on the number of volunteers and volunteer hours for the first half of FY20 was provided on the January 13, 2020 agenda. The next update will be on the September 14, 2020 agenda.**	September 14, 2020

Attachment A

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2019-1	10/29/18	PDS	Future Agenda	**Accessory Structures** **Status: On April 20, 2020, the Mayor and Council discussed potential revisions to the development standards for accessory structures. The Mayor and Council directed staff to conduct additional neighborhood outreach to educate and inform residents of the proposed changes and to schedule an additional public hearing in the Fall 2020.**	Fall 2020
2019-2	2/25/19	R&P/PDS/ CMO	Future Agenda	**RedGate Park Planning** **Status: Staff examined the condition of the walking paths and made critical repairs. Other repairs will be addressed when the entire path is redone, or as critical needs arise. Staff presented the strategy for engaging the public in a planning process for a new destination park at Redgate on June 22, 2020 and received Mayor and Council direction to proceed.**	Completed
2019-4	3/25/19	PDS	Future Agenda	**Business Improvement Districts (BIDs) and Tax Increment Financing (TIF)** Discussion of potential City uses of BIDs and TIFs.	TBD
2019-7	4/1/19	R & P	Memo	**Child Care Services** Discuss city provision of child care services (history of the current program, community need for the service, private sector market, expansion to additional Rockville locations). **Status: Staff is preparing follow up on the Mayor and Council's November 25, 2019 worksession discussion of early childhood education services, for a Mayor and Council agenda in summer 2020. Staff emailed information about childcare needs and services during the COVID-19 emergency to the Mayor and Council on May 4, 2020 and will continue to monitor Montgomery County's activities and data on re-opening childcare facilities through the phases of COVID recovery.**	September 14, 2020
2019-9	4/1/19	HR	Memo	**Reduction in Force (RIF) Policy** Prepare a Reduction in Force (RIF) policy, to be incorporated in the Personnel Policy and Procedures Manual update. **Status: Mayor and Council will consider this policy in the context of the ongoing review of the proposed Personnel Policies and Procedures Manual (PPM), which will be on the Mayor and Council's August 3, 2020 agenda.**	August 3, 2020

Attachment 16.A.a: MC Action Report Master 2020 _REVISED 063020 (3154 : Action Report)

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2019-10	4/1/19	HR	Email	**Personnel Policy and Procedures Manual Update** Share an update on the status of this effort. **Status: In follow up to the Feb. 24 presentation of the updated PPM, the Mayor and Council will discuss it on August 3, 2020.**	August 3, 2020
19-11	4/1/19	HR	Future Agenda	**Retirement Incentive/Employee Buyout Program** Provide information about employee buyout programs and discuss the potential for a Rockville program. **Status: Director of Finance provided an update to the Mayor and Council via email on May 3, 2019.**	Fall 2020
2019-12	4/1/19	Police	Future Agenda	**Parking Enforcement at Street Meters** Share an overview of Rockville's current program and how other local jurisdictions handle parking enforcement at street meters, including hours of enforcement. **Status: Town Center parking meter spaces have been signed as 15- minute curbside pick-up during COVID-19 response. On June 1, 2020, the Mayor and Council approved a FRIT-requested system for special food pick up spaces in Town Square to further support food service establishments during the COVID recovery.**	Ongoing
2019-19	12/16/2019	City Clerk/Director of Council Operations	Worksession	**Boards and Commissions Task Force Work Session** Continue the Mayor and Council's discussion of the Boards and Commission Task Force (BCTF). **Status: On July 6, 2020, the Mayor and Council will discuss the BCTF's top four recommendations and the CC/DCO will share progress on implementing other recommendations.**	July 6, 2020
2019-20	12/16/2019	City Clerk/Director of Council Operations	Meeting	**Post-Election Presentation** **Status: The Board of Supervisors of Elections presented the 2019 Election Report to the Mayor and Council on May 11. The Board revised the report and prepared responses to questions posed during the discussion, to be distributed by email to the Mayor and Council the week of June 29.**	June 2020

Attachment A

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2020-01	1/6/2020	Police	Future Agenda	**Emergency Management Program** Receive an update from the Emergency Manager on the city's emergency management program and activities. **Status: Staff is briefing the Mayor and Council on the COVID-19 pandemic weekly on Monday evenings and Friday mornings. A comprehensive update on the emergency management program is on the July 6, 2020 agenda.**	July 6, 2020
2020-02	1/13/2020	CMO	Memo and Future Agenda	**5G Wireless Technology** **Status: On March 18, 2020, the Mayor and Council discussed Zoning Text Amendment TXT2019-00251 on regulating the Installation of Small Cell Antennas. Introduction and Possible Adoption of an Ordinance to Grant Text Amendment Application TXT2019-00251 -To Adopt Regulations for the Installations of Small Cell Antennas was on the May 11, 2020 agenda. Staff is researching additional topics and questions raised by the Mayor and Council, in order to schedule adoption of the Ordinance on an upcoming agenda.**	June/July 2020
2020-03	1/13/2020	DPW	Memo and Future Agenda	**Climate Change Efforts** Brief the Mayor and Council on City efforts related to climate change. **Status: Discussion and Instructions on a Climate Action Plan is scheduled for the Mayor and Council's July 13 meeting.**	July 13, 2020
2020-04	1/13/2020	Police	Memo and Future Agenda	**Drones and Public Safety** Explore potential public safety issues associated with drones and how the City could consider monitoring, regulating and penalizing criminal activity.	Fall 2020

Attachment 16.A.a: MC Action Report Master 2020 _REVISED 063020 (3154 : Action Report)

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2020-07	1/13/2020	PDS	Future Agenda	**Affordable Housing Goals** Discuss Rockville's strategy to meet the affordable housing goals established by the Metropolitan Washington Council of Governments (COG). **Status: Under the purview of the new Department, future agenda items will explore paths that the city could take to meet the COG housing allocation. In addition, staff will conduct a forum with stakeholders in the development community and building trade association to solicit feedback on the following items, then bring the feedback to the Mayor and Council on agenda:** **1. Affordable Housing Fee for Small Residential Developments (tentatively in 2021)** **2. In-Lieu Fee for Condominium Development (tentatively in Nov 2020)** **3. Require Developments with 50 or More Units to Provide 15% MPDUs (tentatively in 2021)** **Tentatively in Nov 2020, the Mayor and Council will discuss addressing annual MPDU rent increases that could be set at a rate higher than the voluntary guideline (e.g., 8% increase between 2019 and 2020).**	Ongoing
2020-08	1/27/2020	CMO/PDS/ Finance/ DPW	Worksession	**Town Center** Follow up on Mayor and Council direction from the Town Hall meeting and Urban Land Institute (ULI) report. **Status: A status update and discussion of Town Center initiatives will be provided to the Mayor and Council in the fall 2020.** **Parking** – Explore improvements to parking in Town Center **Status: Staff is preparing a proposal on parking improvements to present to the Mayor and Council.** **Town Center Road Diet –** Study and report to Mayor and Council on suggestions in the TAP report and Mayor and Council's discussion. **Status: A kick off meeting with the consultant was held on May 6, 2020. The study is underway.** **Real Estate/Broker/Economist Assessment –** In the context of the next update on the ULI recommendations, invite industry experts to dialogue on competitive challenges to Town Center **Undergrounding of Route 355 –** Revisit the information provided to the Mayor and Council, including community impacts, to formulate an official Mayor and Council position post COVID-19.	Ongoing

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2020-09	1/27/2020	DPW	Future Agenda	**Corridor Cities Transitway** Provide background information to facilitate the current Mayor and Council taking an official position on the CCT route. **Status: Discussion will be scheduled for late summer 2020.**	TBD
2020-10	1/27/2020	DPW	Future Agenda	**I-270 widening** Establish a strategy for negotiating with the State. **Status: The Mayor and Council received an update and discussed strategy on June 1, 2020. The Mayor and Council approved a letter to the State expressing Rockville's concerns on June 22, 2020. The Mayor and Council will seek support from Rockville's representatives at all levels of government and will participate in identifying City concerns and mitigations. A discussion of the MOU with the State will be planned.**	Ongoing
2020-11		PDS	Future Agenda	**Annexation Options** Discuss annexation options.	TBD
2020-12	4/27/20	R&P	Future Agenda	**Resident Company Briefing** Include on a fall 2020 Mayor and Council agenda a briefing from the resident companies to share information about their plans to resume operations and their business plans to support ongoing operations.	Fall 2020
2020-13	4/27/20	CMO	Email	**Census Outreach Update** Provide an update on the efforts completed, underway and planned to continue encouraging Rockville residents to complete the 2020 Census. **Status: A memo on Census outreach efforts was emailed to the Mayor and Council on May 17, 2020. An update will be provided the week of July 29.**	Ongoing
2020-14	4/20/20	CMO/CAO	Future Agenda	**Smoking Prohibition on Public Rights-of-Way** Research options to expand the City's current prohibitions on smoking in public to include on sidewalks or public rights-of-way. **Status: The Mayor and Council will take up this topic on July 20, 2020. Mayor and Council discussion on June 1, 2020, provided further direction about focusing on a public awareness campaign about the impacts of smoking, including on people with underlying health conditions.**	July 20, 2020

Attachment A

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline
2020-16	6/1/20	RCPD	Future Agenda	**Social Injustice, Racism and Bias** Prepare suggestions for Mayor and Council discussion of ways to further engage with and educate our community. **Status: On June 22, 2020, the Mayor and Council received a briefing and discussed the Rockville City Police Department's (RCPD) fair and impartial policing strategies. A follow up discussion and planning of future community engagement on this topic is scheduled for July 6, 2020. The discussions will include potential enhancements to policing in the City and establishing a public safety commission/committee. Frequently Asked Questions will be prepared to help educate the community about RCPD fair and impartial policing practices.**	July 6, 2020
2020-17	6/1/20	CMO	Email	**Spanish Language Article in Rockville Reports** Provide background information about the City's former practice of translating to Spanish one of the articles of priority interest to the community into each edition of Rockville Reports. **Status: Staff shared the requested information by email on June 16, 2020.**	TBD
2020-18	6/8/20	CC/DCO	Future Agenda	**New Education Commission/Committee** Discuss on a future agenda establishing a new commission or committee on education.	TBD

CLOSED/COMPLETED

Ref. #	Meeting Date	Staff/ Dep	Response Method	Direction to Staff / Action Taken / Status	Timeline

Attachment 16.A.a: MC Action Report Master 2020 _REVISED 063020 (3154 : Action Report)

Mayor & Council Meeting Date: July 6, 2020
Agenda Item Type: Review and Comment
Department: City Clerk/Director of Council Operations Office
Responsible Staff: Sara Taylor-Ferrell

Subject

Future Agendas

Recommendation

Attachments

Attachment 17.A.a:	07.13.2020 Mock Agenda	(DOC)
Attachment 17.A.b:	Future Agendas 7.6.2020	(XLS)

Sara Taylor-Ferrell, City Clerk/Director of Council Operations 7/1/2020

MAYOR AND COUNCIL

MEETING NO.
Monday, July 13, 2020 – 7:00 PM

MOCK AGENDA

Agenda item times are estimates only. Items may be considered at times other than those indicated.

Any person who requires assistance in order to attend a city meeting should call the ADA Coordinator at 240-314-8108.

Rockville City Hall is closed due to the state directives for slowing down the spread of the coronavirus COVID-19 and continue practicing safe social distancing.

Viewing Mayor and Council Meetings
To support social distancing, the Mayor and Council are conducting meetings virtually. The virtual meetings can be viewed on Rockville 11, channel 11 on county cable, livestreamed at www.rockvillemd.gov/rockville11, and available a day after each meeting at www.rockvillemd.gov/videoondemand.

Participating in Community Forum & Public Hearings:

If you wish to submit comments in writing for Community Forum or Public Hearings:

- Please email the comments to mayorandcouncil@rockvillemd.gov by no later than 2:00 p.m. on the date of the meeting.
- All comments will be acknowledged by the Mayor and Council at the meeting and added to the agenda for public viewing on the website.

If you wish to participate virtually in Community Forum or Public Hearings during the live Mayor and Council meeting:

1. Send your **Name**, **Phone number**, **the Community Forum or Public Hearing Topic** and **Expected Method of Joining the Meeting (computer or phone)** to mayorandcouncil@rockvillemd.gov no later than **9:00 am on the day of the meeting**.
2. On the day of the meeting, you will receive a confirmation email with further details, and two Webex invitations: 1) Optional Webex Orientation Question and Answer Session and 2) Mayor & Council Meeting Invitation.
3. Plan to join the meeting no later than 5:40 p.m. (approximately 20 minutes before the actual meeting start time).
4. Read for https://www.rockvillemd.gov/DocumentCenter/View/38725/Public-Meetings-on-Webex
5. meeting tips and instructions on joining a Webex meeting (either by computer or phone).
6. If joining by computer, **Conduct a WebEx test**: https://www.webex.com/test-meeting.html prior to signing up to join the meeting to ensure your equipment will work as expected.
7. Participate (by phone or computer) in the optional Webex Orientation Question and Answer Session at 3 p.m. the day of the meeting, for an overview of the Webex tool, or to ask general process questions.

Participating in Mayor and Council Drop-In (Mayor Newton and Councilmember Feinberg)
Drop-In Sessions will be held by phone on Monday, July 13 from 5:30-6:30 p.m. **Please sign up by 2 p.m. on the meeting day using the form at: https://www.rockvillemd.gov/formcenter/city-clerk-11/sign-up-for-dropin-meetings-227**

Attachment 17.A.a: 07.13.2020 Mock Agenda (3223 : Future Agendas)

7:00 PM **1. Convene**

2. Pledge of Allegiance

3. Agenda Review

7:05 PM **4. City Manager's Report**

7:15 PM **5. COVID-19 Update**

7:30 PM **6. Proclamation**

A. Proclamation Recognizing Peace Day 2020 in Honor of Mattie J. Stepanek

7:40 PM **7. Community Forum**

Any member of the community may address the Mayor and Council for 3 minutes during Community Forum. Unless otherwise indicated, Community Forum is included on the agenda for every regular Mayor and Council meeting, generally between 7:00 and 7:30 pm. Call the City Clerk/Director of Council Operation's Office at 240-314-8280 to sign up to speak in advance or sign up in the Mayor and Council Chamber the night of the meeting.

8. Mayor and Council's Response to Community Forum

8:00 PM **9. Public Hearing**

A. Public Hearing on Scope of Review of the Rockville City Charter by the Charter Review Commission

8:30 PM **10. Park Road and North/South Stonestreet Ave Area Master Plan Amendment Discussion, Instruction, Possible Introduction and Possible Adoption**

9:15 PM **11. Climate Action Plan Presentation, and Discussion and Instructions to Staff**

Attachment 17.A.a: 07.13.2020 Mock Agenda (3223 : Future Agendas)

9:45 PM **12. Rockville Goes Purple Update**

10:30 PM **13. MML Legislative Action Request**

10:40 PM **14. Mayor and Council Discussion - Holding Meetings by Conference Call or Other Media Platforms**

11:10 PM **15. Review and Comment - Mayor and Council Action Report**

A. Action Report

16. Review and Comment - Future Agendas

17. Old/New Business

11:30 PM **18. Adjournment**

The Mayor and Council Rules and Procedures and Operating Guidelines establish procedures and practices for Mayor and Council meetings, including public hearing procedures. They are available at: http://www.rockvillemd.gov/mcguidelines.

Attachment 17.A.a: 07.13.2020 Mock Agenda (3223 : Future Agendas)

Future Agendas
As of 07/06/2020

Category	Estimated Agenda Time Needed (in minutes)	Title
Meeting : 07/20/20 07:00 PM (11 items)		
Discussion, Instructions and Possible Adoption	30	Discussion on the 2020 Charter Review Commission Scope of Work
Appointments & Announcement of Vacancies	30	Proposed Appointment Selection 2020 Charter Review Commission
Appointments & Announcement of Vacancies	5	Boards and Commissions Appointments and Reappointments
Discussion and Possible Approval	15	Public Awareness Campaign on the Dangers of Smoking
Review and Comment	10	Action Report
Discussion	30	Follow-Up Discussion on MFD FY19 and 6 Mos FY20 Report
Presentation	15	Procurement Action Plan Update 48-Month
Discussion, Instructions and Possible Adoption	30	Map Amendment MAP2020-00119, for the Rezoning of 102 Aberdeen Road from R-60 to R-60 (Historic District) in Order to Place the Property in a Historic District; Historic District Commission, Applicants
Discussion	60	Discussion of Social Justice, Racism,, and Bias in Rockville
Recognition	5	TERRIFIC KID Bike Program Presentation
Discussion and Instructions	30	Festival and Event Alternatives
Total Meeting Time (In Hours)	4 HR 20 MINS	
Category	Estimated Agenda Time Needed (in minutes)	Title
Meeting : 08/03/20 07:00 PM (10 item)		
Review and Comment	10	Action Report
Presentation and Discussion	20	COVID Staffing Update
Proclamation	5	Proclamation Declaring National Hispanic Heritage Month
Presentation	10	Proclamation Declaring September 7-11 2020 as National Payroll Week

Future Agendas
As of 07/06/2020

Discussion and Instructions	45	Discussion of the Personnel Policies and Procedures Manual
Discussion	30	Reduction in Force Policy
Discussion	10	Vacancy Report/HIriing Freeze Status
Introduction and Possible Adoption	15	Park Road and North/South Stonestreet Avenue Area Plan Amendment Introduction and Possible Adoption
Consent	5	Award IFB #08-20, Middle Lane 54-Inch Diameter CMP Storm Drain Renewal, to Pleasants Construction, Inc., in the Amount Not to Exceed $330,817.81
Consent	5	Award of Sourcewell (NJPA) Rider Contract #081716-NAF, Rear Loader Refuse Truck, to National Auto Fleet Group in the Amount Not to Exceed $??????
Total Meeting Time (In Hours)	2 HR 30 MINS	

Council introduces $3,250,000 special appropriation to provide assistance to creative professionals and arts and humanities organizations that have been struggling financially during the Covid-19 pandemic

For Immediate Release: Tuesday, June 23, 2020

Funding spearheaded by Councilmembers Craig Rice and Evan Glass will enable the Arts and Humanities Council to provide emergency grant funding

ROCKVILLE, Md., June 23, 2020—Today the Montgomery County Council introduced a special appropriation of $3,250,000 to support creative professionals and arts and humanities organizations that have been financially impacted by the Covid-19 global pandemic. The full Council is sponsoring the special appropriation, which was initiated by Councilmember Craig Rice, who chairs the Education and Culture Committee, and Councilmember Evan Glass, who serves on the Health and Human Services Committee and is the Lead for Homelessness and Vulnerable Communities.

"The arts, like our education community, help to shape and expand our thoughts, beliefs and values for those it touches," said Councilmember Craig Rice. "Art plays a vital role in enhancing the vitality of Montgomery County not just economically but also in the quality of life for our residents. We need to ensure our arts and humanities organizations and artists know that the county recognizes their importance and supports them during these very difficult times."

"These grants will support our local artists and artistic organizations at a time when cultural and civic expression is most needed to heal and unite our community and our nation," said Councilmember Evan Glass, who served as the executive director of an arts organization before joining the Council. "The arts sector is a vibrant part of Montgomery County's economic engine and it is important that we provide support during this pandemic so that they are ready to turn their lights on and raise their curtains when it is safe to reopen."

The special appropriation provides $250,000 in mini-grants of up to $3,000 to individual artists and creative workers and $3 million in general operating support grants to arts and humanities organizations. Compared to surrounding jurisdictions, Montgomery County's arts and humanities sector has experienced the highest loss in revenue due to canceled performances, exhibitions and events, since Maryland Governor Hogan's Executive Order was issued to close performing and visual arts, concert and film venues as well as museums.

Moreover, in an April 2020 survey conducted by the Arts and Humanities Council of Montgomery County, 100 percent of local arts and humanities organizations reported cancelling, suspending or delaying 712 contracts for independent artists, scholars and educators that arts and humanities organizations could no longer employ. This is compounded by the fact that many creative professionals have reported difficulty accessing or qualifying for federal and state Covid-19 relief programs such as unemployment benefits and housing assistance. According to Americans for the Arts, nonprofit arts and cultural organizations have lost an estimated $5.5 billion and 210 million admissions across the U.S. due to cancelled events through May 18, 2020.

Like other jurisdictions, arts and entertainment venues in Montgomery County are among the last group of activities that are permitted to resume operations because of concerns associated with indoor Covid-19 transmission and large group activities. The long-term impact of the global pandemic on the arts and humanities sector in the County is not yet fully known because it is difficult to schedule opening dates and to gauge the level of public demand once creative arts venues are able to resume operations.

At the June 8 Education and Culture Committee meeting, Councilmember Rice and Councilmember Glass discussed the need to explore specific arts and humanities sector relief programs to mitigate the financial impact of the Covid-19 global pandemic. The Committee unanimously recommended the introduction of a special appropriation for an Arts Covid-19 Relief Fund. The Council is scheduled to hold a public hearing on the special appropriation on July 7 at 1:30 p.m.

The Council staff report can be viewed here.

# # #

Release ID: 20-270
Media Contact: Sharon Ledner 240-777-7955