



CITY COUNCIL AGENDA

This meeting will be held in-person and virtual.

**25 Crescent Road
Greenbelt, MD 20770**

OR

**Virtual Participation
Zoom Webinar Attendees:**

**During "Petitions and Requests," please submit your request in writing via email to
questions@greenbeltmd.gov**

**[https://us02web.zoom.us/j/81988553473?](https://us02web.zoom.us/j/81988553473?pwd=OGFxTDZFYzJHSjV5OGVYd25GSEJYZz09)
[pwd=OGFxTDZFYzJHSjV5OGVYd25GSEJYZz09](https://us02web.zoom.us/j/81988553473?pwd=OGFxTDZFYzJHSjV5OGVYd25GSEJYZz09)**

Dial-in: 301 715 8592

Webinar ID: 819 8855 3473

Passcode: 905330

**Monday, April 8, 2024
7:30 PM**

I. ORGANIZATION 15 minutes (7:30 - 7:45 pm)

1. Call to Order
2. Roll Call
3. Meditation and Pledge of Allegiance to the Flag
4. Petitions and Requests

5. Consent Agenda - Approval of Staff Recommendations (Items on the Consent Agenda [marked by *] will be approved as recommended by Council and staff, subject to removal from the Consent Agenda by Council.)
6. Approval of Agenda and Additions

II. COMMUNICATIONS 30 minutes (7:45 - 8:15 pm)

7. Presentations

7a. Autism Awareness & Acceptance Month Proclamation

Suggested Action:

Mayor Jordan will present a proclamation declaring April as Autism Awareness & Acceptance Month. Anne Oudemans and Priya Gardner Lemieux, will be present to accept the proclamation.

[Autism Awareness Day.pdf](#)

7b. Earth Day Proclamation

Suggested Action:

This year marks the 54th Anniversary of Earth Day. Kevin Carpenter-Driscoll, the City's Environmental Coordinator, will be present to accept the proclamation and give an overview of this year's Earth Day plans.

[EarthDayProc2024.pdf](#)

[Earth Day 2024 Agenda Council.pdf](#)

***8. Minutes**

Suggested Action:

9. Administrative Reports

Suggested Action:

Reference: This link will display the weekly report for the City Manager and City Departments

https://www.greenbeltmd.gov/government/city-administration/city-manager-s-office/weekly-reports/-folder-1543#docan2352_4054_3510

***10. Committee Reports**

III. LEGISLATION 10 minutes (8:15 - 8:25 pm)

11. Resolution to Permit Concurrent Membership on Multiple Advisory Boards and Committee Volunteers

- 1st Reading

Suggested Action:

Mayor Jordan requested staff recommendation for a resolution to allow volunteers to have concurrent membership on select Advisory Boards and Committees.

Staff drafted the attached resolution as an immediate solution to the request.

[Resolution.pdf](#)

IV. OTHER BUSINESS 60 minutes (8:25 - 9:25 pm)

12. Story Walk Project

Suggested Action:

Reference: Greenbelt Story Walk Proposed Locations

Story Walk Aluminum Frame

Non-profit Recovery Grant Application - PGCMLS

The Prince George's County Memorial Library System was awarded a \$20,000 Non-profit ARPA Recovery Grant from the City of Greenbelt for a Story Walk project. A Story Walk is an innovative and delightful way for children and adults to enjoy reading and the outdoors at the same time. Pages from a children's book are attached to pedestals, which are placed along an outdoor path. Given the project parameters, staff identified the path that runs from the Braden Field Tennis Courts, beside the Peace Pole, through the underpass and around the playground by the Museum. The project was reviewed by the Parks and Recreation Advisory Board, Advisory Planning Board and the Advisory Committee on Education (reports attached). John Pfeifer; PGCMLS Donor Engagement & Grants Officer will be in attendance to discuss the project and answer questions. Greg Varda; Recreation Director will also be present.

Staff's Recommendation:

Staff recommends that the Council approve the implementation of the Story Walk project as detailed in the APB Report. Furthermore, staff proposes that this initiative be introduced as a pilot project with an 18-month evaluation period. Upon completion of this evaluation phase, staff will present a comprehensive analysis and recommendation to the Council regarding the potential retention, modification, or removal of the installation. This pilot approach will allow us to assess the project's impact and effectiveness within our community comprehensively.

[GR Storywalk Proposed Locations \(Not Measured\).pdf](#)

[StoryWalk Aluminum Frame.pdf](#)

[Non-profit Recovery Grant Application - PGCMLS.pdf](#)
[PRAB Memo- PGCMLS Story Walk Project 3-20-2024.pdf](#)
[APB Report 2024-02_PGCMLS Storywalk Grant.pdf](#)
[Storywalk report to City Manager.pdf](#)

13. Authorizing City Manager to Execute Contract with Budget Painting, LLC for painting at Springhill Lake Recreation Center

Suggested Action:

Reference: Memorandum: B. Kim - 04/02/24

Budget Painting, LLC Quote

In following with Council approval of the painting contractor recommendation made March 25, 2024, contractor subsequently declined to move forward with the project. Staff engaged next lowest bidder to which they accepted the project and would also honor the pricing originally submitted by the lowest bidder.

Staff recommends Council approve the purchase of painting services to Budget Painting, LLC, in the amount of \$11,550.00

[24.04.02_Council_Memo_SLRC_Paint.pdf](#)

[Quote #2521 City of Greenbelt for 6101 Cherrywood La_.pdf](#)

14. Red-Light Cameras Contract Agreement

Suggested Action:

Reference:

Memo, R. Bowers, 04/03/2024

Red Light Camera Contract Verra Mobility

Verra Mobility Contract

In 2002, the Greenbelt Police Department partnered with Howard County Police Department to implement a red-light camera enforcement program. The program is still managed by Howard County Police Department and has successfully reduced costs for the city.

In 2023, Howard County concluded a Request for Proposal (RFP) process and selected Verra Mobility to take over the program. The new contract introduced a per-site fee pricing model, resulting in significant cost savings for the city. A comparison of the new pricing model with the previous contract shows that the city will save approximately \$70,000 in the first year of the contract, based on the number of

citations issued in 2023.

After examining a neighboring county's contract, the city staff found that Verra Mobility's agreement was more cost-effective and met the city's living wage requirement. The staff recommends that the Council authorize the City Manager to execute the agreement for red-light camera.

[Red-Light 4-3-24.pdf](#)

[2024-02-24 Renewal - Greenbelt MD.pdf](#)

[Verra Mobility Contract 4400005032_Redacted.pdf](#)

15. ARPA Status Update

Suggested Action:

Reference: Memorandum, T. George, 04/08/2024

Included in the City Council packet is a memorandum outlining the American Rescue Plan Act (ARPA) progress-to-date summary of activities, allocations and projects. Staff has provided a table showing the grant program funding by area of the City.

Also, staff is developing a map to show this graphically and that map will include additional ARPA funding projects and initiatives.

[ARPA Update for Apr 8 Meeting v1.pdf](#)

16. Council Activities

17. Council Reports

18. Meetings

Suggested Action:

Closed Session: Tonight, the City Council will hold a closed session, immediately following the Council Meeting, in the Council Chambers, to consider the acquisition of real property for a public purpose and matters directly related thereto. The following motion is required to move into a closed session: I move that Council go into Closed Session accordance with Section 3-305(b) of the General Provisions Article of the Annotated Code of the Public General Laws of Maryland to consider the acquisition of real property for a public purpose and matters directly related thereto.

The purpose of this meeting will be to consider the acquisition of real property for a public purpose and matters directly related thereto.

[meetings.pdf](#)

[Closed Session Notice.pdf](#)

*19. Stakeholder List

[Stakeholder Schedule.pdf](#)

*20. Acceptance of the DEI Report

Suggested Action:

Reference: Final Justice, Equity, Diversity & Inclusion (JEDI) Audit Report

The final JEDI audit report is included in the City Council packet. This report provides a detailed analysis of the current state of JEDI and serves as a basis for developing effective strategies for JEDI transformation. The report outlines the structural strengths, gaps, opportunities, threats, and recommendations in a clear and concise manner.

[FINAL JEDI Audit Report.pdf](#)

*21. Reappointment to Advisory Board/Committee

Suggested Action:

Reference: Reappointment Survey

Robert Zugby indicated his willingness to continue to serve on the Ethics Commission.

Approval of this item on consent agenda will indicate the Council's intent to appoint Mr. Zugby to a new term.

*22. Resignation from Advisory Board/Committee

Suggested Action:

Reference: Reappointment Survey

Sieglinde Peterson have submitted her resignation from the Ethics Commission.

Approval of this item on the consent agenda will indicate the Council's intent to accept Ms. Peterson's resignation with regret.

*23. Approval of Electrical Underground Work for EV Charging Stations

Suggested Action:

In continuation of our infrastructure enhancement project for electric vehicle (EV) charging stations at the Library Parking Lot, the City Manager presents an additional contract to the previously approved work with PEPCO. The initial agreement with PEPCO provided for a new electrical service line but did not include the installation of this service via underground conduit to the EV charging stations.

After thorough consideration, Staff recommends opting for an underground installation to circumvent the need for upgrading or installing new power poles along the trail. This option not only preserves the aesthetic appeal of the area but also reduces long-term maintenance needs and potential service interruptions.

The additional cost for this underground service is \$13,045. This investment is considered a prudent enhancement to the already planned infrastructure, ensuring a seamless and more visually appealing integration of the charging stations.

Accordingly, Staff seeks Council's authorization for the City Manager to execute the attached contract encompassing the underground powerline installation to the future EV Charging Stations.

[15 Crescent Road Greenbelt MD 20770 Final Cost Letter.pdf](#)

City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Shaniya Lashley-Mullen

Submitting Department: Administration

Item Type: Proclamation

Agenda Section: COMMUNICATIONS 30 minutes (7:45 - 8:15 pm)

Subject:

Autism Awareness & Acceptance Month Proclamation

Suggested Action:

Mayor Jordan will present a proclamation declaring April as Autism Awareness & Acceptance Month. Anne Oudemans and Priya Gardner Lemieux, will be present to accept the proclamation.

Attachments:

[Autism Awareness Day.pdf](#)

PROCLAMATION

WHEREAS, the strength of Greenbelt is diverse people living together in a spirit of cooperation. We celebrate all people. By sharing together all are enriched; and

WHEREAS, Autism impacts people regardless of race, ethnicity, and social-economic backgrounds; and

WHEREAS, Autism Spectrum Disorder (ASD) may present challenges in communication, social skills, and behavior, yet individuals with ASD exhibit a range of qualities, strengths, and challenges;

WHEREAS, April is a month dedicated to fostering awareness, inclusion, and acceptance of Autism, with the City of Greenbelt committed to ensuring equal access to services, events, and activities that empower all individuals with Autism;

WHEREAS, the City of Greenbelt acknowledges the need for spaces that not only accept but also celebrate and represent all groups within the autism community;

WHEREAS, Greenbelt aims to sustain a community that is socially aware, valuing and celebrating the diversity within the ASD community, which in turn celebrates diverse minds;

NOW, THEREFORE, I, Emmett V. Jordan, by the authority vested in me by the residents and City Council of Greenbelt, do hereby proclaim the month of April as

AUTISM AWARENESS & ACCEPTANCE MONTH

in Greenbelt to raise public awareness of Autism and the many issues surrounding it, understanding the challenges it presents, and highlighting the programs developed to support individuals with Autism and their families

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Greenbelt, Maryland, to be affixed this 8th day of April 2024.

Emmett V. Jordan, Mayor

ATTEST:

Bonita Anderson, City Clerk

City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Bonita Anderson

Submitting Department: Administration

Item Type: COMMUNICATIONS

Agenda Section: COMMUNICATIONS 30 minutes (7:45 - 8:15 pm)

Subject:

Earth Day Proclamation

Suggested Action:

This year marks the 54th Anniversary of Earth Day. Kevin Carpenter-Driscoll, the City's Environmental Coordinator, will be present to accept the proclamation and give an overview of this year's Earth Day plans.

Attachments:

[EarthDayProc2024.pdf](#)

[Earth Day 2024 Agenda Council.pdf](#)

PROCLAMATION

WHEREAS, Earth Day was first celebrated on April 22, 1970, with the goal of inspiring environmental awareness and encouraging the conservation, protection, and appreciation of our nation's natural resources; and

WHEREAS, it is the responsibility of each of us to safeguard the environment by recognizing that all human life depends upon the Earth and upon one another for our mutual existence, well-being, and development; and

WHEREAS, Greenbelt supports the Climate Change Initiative goals of the Metropolitan Washington Council of Governments and the State of Maryland's Greenhouse Gas Reduction initiative; and

WHEREAS, Greenbelt takes many steps to protect and enhance our natural surroundings through a variety of positive actions, including community cleanup events, planting projects, refuse and recycling initiatives, and educational forums and workshops; and

WHEREAS, Greenbelt is recognized as a Tree City USA by the National Arbor Day Foundation, a Bee City USA by the Xerces Society, a Maryland Smart Energy Community, a Sustainable Maryland Certified Community, and an Environmental Protection Agency Green Power Partner, and has pledged to continue increasing its recycling rate, expanding its fleet of alternative fuel vehicles, promoting green building and complete street techniques, increasing energy efficiency, improving air quality, and preserving its open spaces; and

WHEREAS, the City established the Greenbelt Advisory Committee on Environmental Sustainability and a Green Team to study, investigate and advise Council on environmental issues impacting Greenbelt; and

WHEREAS, Greenbelt proudly recognizes all who participate in Earth Day for their proactive dedication to shaping a better future.

NOW THEREFORE, I, Emmett V. Jordan, by the authority vested in me by the citizens and City Council of Greenbelt, do hereby issue this proclamation in honor of the

54th ANNIVERSARY OF EARTH DAY

and urge all our residents to celebrate Earth Day by supporting and joining in efforts to protect our environment and to preserve the beauty, wonder, and diversity of our Earth's lands, skies, and waters.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Greenbelt, Maryland, to be affixed this 8th day of April 2024.

EMMETT V. JORDAN, Mayor

ATTEST: Bonita Anderson, City Clerk



Volunteer Event Schedule

Earth Day Celebration

April 20, 2024 from 10 am – 1 pm

Location:

Buddy Attick Park

Saturday, April 20th

Registration 9:45 am – 10:05 am	➤ Volunteer registration paperwork
Orientation 10:05 am – 10:25 am	➤ Introduce staff from Greenbelt Public Works and describe the scope and importance of the day's work (Kevin) ➤ Earth Day Proclamation (Mayor Jordan)
Service 10:25 am – 12:45 am	➤ Volunteers will work with PW staff to remove invasive species from a selected forested area. ➤ Volunteers will work with PW staff to install native plants in the understory.
Clean Up 12:45 pm – 1:00 pm	➤ Return gloves and equipment to Public Works truck (All) ➤ Thanks for service, final wrap up, and group picture (Kevin)

Follow Up: Write a News Review article describing the event turnout (# of volunteers, what was planted, quotes, pictures, etc.).

Contacts:

Kevin Carpenter-Driscoll
Chondria Andrews

kdriscoll@greenbeltmd.gov (240) 542 -2168
candrews@greenbeltmd.gov

City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Shaniya Lashley-Mullen

Submitting Department: Administration

Item Type: Meeting Minutes

Agenda Section: COMMUNICATIONS 30 minutes (7:45 - 8:15 pm)

Subject:

Minutes

Suggested Action:

Attachments:

City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Shaniya Lashley-Mullen

Submitting Department: Administration

Item Type: LEGISLATION

Agenda Section: LEGISLATION 10 minutes (8:15 - 8:25 pm)

Subject:

Resolution to Permit Concurrent Membership on Multiple Advisory Boards and Committee Volunteers

- 1st Reading

Suggested Action:

Mayor Jordan requested staff recommendation for a resolution to allow volunteers to have concurrent membership on select Advisory Boards and Committees.

Staff drafted the attached resolution as an immediate solution to the request.

Attachments:

[Resolution.pdf](#)

Introduced:
1st Reading:
Passed:
Posted:
Effective:

RESOLUTION NUMBER XXXX

A RESOLUTION FOR CONCURRENT MEMBERSHIP ON ADVISORY BOARDS AND
COMMITTEES

WHEREAS, our organization recognizes the value of diverse perspectives and expertise from individuals who serve on both advisory boards and committees; and

WHEREAS, advisory boards and committees play a crucial role in providing specialized knowledge, historical context, and recommendations to the City Council; and

WHEREAS, some individuals may be willing to contribute their insights and skills without taking on the full responsibilities and potential liabilities associated with board membership.
NOW THEREFORE,

BE IT RESOLVED by the Council of the City of Greenbelt, Maryland, that the City of Greenbelt permits individuals who are members of the Board of Appeals, Employee Relations Board, or Ethics Commission to serve concurrently on any one advisory board and committee.

PASSED by the Council of the City of Greenbelt, Maryland, at its regular meeting,

_____.

Emmett V. Jordan, Mayor

ATTEST:

Bonita Anderson, City Clerk

City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Shaniya Lashley-Mullen

Submitting Department: Administration

Item Type: OTHER BUSINESS

Agenda Section: OTHER BUSINESS 60 minutes (8:25 - 9:25 pm)

Subject:

Story Walk Project

Suggested Action:

Reference: Greenbelt Story Walk Proposed Locations

Story Walk Aluminum Frame

Non-profit Recovery Grant Application - PGCMLS

The Prince George's County Memorial Library System was awarded a \$20,000 Non-profit ARPA Recovery Grant from the City of Greenbelt for a Story Walk project. A Story Walk is an innovative and delightful way for children and adults to enjoy reading and the outdoors at the same time. Pages from a children's book are attached to pedestals, which are placed along an outdoor path. Given the project parameters, staff identified the path that runs from the Braden Field Tennis Courts, beside the Peace Pole, through the underpass and around the playground by the Museum. The project was reviewed by the Parks and Recreation Advisory Board, Advisory Planning Board and the Advisory Committee on Education (reports attached). John Pfeifer; PGCMLS Donor Engagement & Grants Officer will be in attendance to discuss the project and answer questions. Greg Varda; Recreation Director will also be present.

Staff's Recommendation:

Staff recommends that the Council approve the implementation of the Story Walk project as detailed in the APB Report. Furthermore, staff proposes that this initiative be introduced as a pilot project with an 18-month evaluation period. Upon completion of this evaluation phase, staff will present a comprehensive analysis and recommendation to the Council regarding the potential retention, modification, or removal of the installation. This pilot approach will allow us to assess the project's impact and effectiveness within our community comprehensively.

Attachments:

[GR Storywalk Proposed Locations \(Not Measured\).pdf](#)

[StoryWalk Aluminum Frame.pdf](#)

[Non-profit Recovery Grant Application - PGCMLS.pdf](#)

[PRAB Memo- PGCMLS Story Walk Project 3-20-2024.pdf](#)

[APB Report 2024-02_PGCMLS Storywalk Grant.pdf](#)



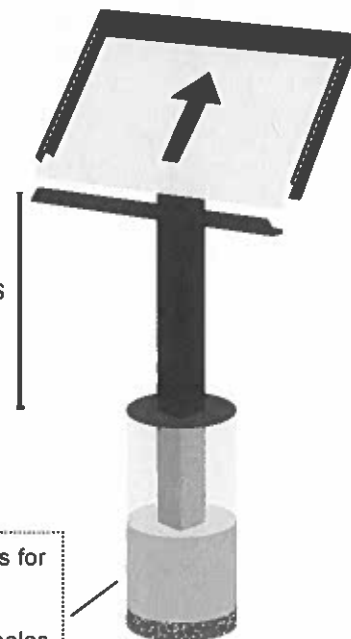


StoryWalk® Solutions

ALUMINUM FRAME with ALUMINUM POST-ANGLED

- Designed for an 18"H x 24"W page, with a viewable area of 17"H x 23"W
- 45 Degree display angle
- Standard post length of 60" for in-ground installation
 - Longer post lengths available
 - Surface mount aluminum posts available
- Removable bottom rail for easy page insertion
- Two sheets of acrylic protect the laminated page
- 3 Year Warranty on the powder-coated aluminum frame and post.
- Made in the USA

SIGN PANEL MOUNTS
28-32" FROM GRADE



Prepare footing depth per recommendations for your geographic region. Ensure that post is plumb and level while back-filling with appropriate materials. The pre-drilled thru holes at post-end allows for insertion of 1/2" diameter x 8" long piece of rebar for added security.

Assembly Instructions:

1. Attach the frame to the post plate using the provided hardware and allen driver. You will need a 7/16" socket wrench to install the nylock nut. DO NOT use power tools as the stainless hardware may gall and seize.
2. Remove the 2 screws from the bottom frame rail with the provided allen driver.
3. Insert the acrylic sheets and replace the bottom rail.

Page Installation Instructions - First time

1. Remove the bottom frame rail using the provided allen driver
2. Remove the blue masking from both sides of the acrylic sheets.
3. Place your page and optional colored backer between the sheets of acrylic.
4. Slide the sheets into the frame bottom.
5. Replace the bottom rail.

Moisture Issue? Add 2 or 3 Clip Spacers to the bottom of your page to minimize water from creeping up between the acrylic sheets. It creates a larger gap; therefore, moisture will not be drawn between the sheets as easily. Clip spacers are small, plastic paper clips that are sold under the brand **Plastiklips LP-0200**.

Cleaning Instructions:

- Use a soft cloth and a diluted soap & water solution to wash the display.
- Dry the display with a soft cloth.
- DO NOT USE ammonia cleaners (Windex) or paper towels as they may damage the acrylic.



Non-Profit Recovery Grant

PROGRAM DEADLINE : May 15 2023 at 04:30 PM CDT - CLOSED

Applicant Information

Name: John Pfeifer
Email: john.pfeifer@pgcmls.info
App ID: 04168665
Status: Submitted
Last Modified: May 10 2023 10:46 CDT by dsandlin@greenbeltmd.gov
App Submitted: May 04 2023 11:56 CDT
App Created: Apr 11 2023 13:32 CDT by john.pfeifer@pgcmls.info
Last IP Address: 34.120.172.148

Contact Information

Name of Organization

Street Address	Prince Georges Memorial - 9601 Capital Lane
City	Largo
State	MD
Zip Code	20774
Phone Number	301-699-3500
Contact Person	John Pfeifer
Title	Donor Engagement and Grants Officer
Email	john.pfeifer@pgcmls.info
Organization Website	https://ww1.pgcmls.info/

General Questions

General Questions

Please describe how your nonprofit was impacted by COVID-19, may include loss of revenue, staffing issues, closures, etc.

All PGCMLS libraries, including the Greenbelt Branch Library, were closed "indefinitely" at the end of the day on Friday, March 14, 2020. The duration of "indefinitely" was longer than we would have imagined, with our branch completely closed until June 14, 2021 and full access and services not restored for an additional three months.

We did institute curbside pickup of materials within six weeks of closing, and used the pandemic as the impetus to launch our Ask A Librarian Call Center, now a year-round service with annual personnel costs of \$390,000.

We also quickly expanded WiFi strength at our 19 branch locations and began offering "Drive Up WiFi" by repurposing \$167,149 from our Capital Improvement Fund.

Finally, relatively stagnant county and state funding were met with severe wage pressure that has led to greater than average wage increases; requiring decreases in programming and the overall number of staff positions.

All of these items that added cost during the pandemic - Ask A Librarian, technology infrastructure, and staff wages - continue to have high annual costs as we move past Covid.

Describe how the COVID-19 pandemic has continued to challenge your organization to fulfill its mission.

When we transferred \$167k+ from one fund to another in order to fulfill our mission to enhance digital inclusion by providing Drive Up WiFi, we usurped our regular replacement schedule for customer computers used in our branches. A further investment of \$40k+ to install a cell tower at our Greenbelt Branch exacerbated this situation.

Receipt of this funding to replace customer computers in our Greenbelt Branch Library will allow us to get back "on cycle" with our overall technology replacement timetable.

Briefly describe the organizations history, mission, goals, and current programs.

The Prince George's County Memorial Library System (PGCMLS) was founded in 1946 and dedicated to the memory of those who fought for our country in World War II.

The mission of PGCMLS and of the Greenbelt Branch Library is to build relationships that support discovery by providing equal access to opportunities and experiences.

The Library System serves the 967,000+ residents of Prince George's County, Maryland through 19 branch libraries, a **24/7 online library**, and pop-up services throughout the community. PGCMLS is a responsive and trusted community-driven organization. Programs, services, and outreach activities serve booklovers, immigrants and refugees, job seekers, children, young professionals, seniors, and families alike.

PGCMLS' robust online offerings include curated content collections for kids, teens, educators, Spanish speakers, and more. Virtual events and outreach provide access to the Library from the comfort of home or on the go. Special programs include the **D.R.E.A.M. Lab**, **STEM Pals**, and **3D printing**, which offer teens and lifelong learners with opportunities to learn cutting-edge technology and STEM skills for job readiness or personal enrichment. The Library also provides drive-up WiFi access at all branches and mobile hotspot devices. The Library's Laurel Branch Library received the **2018 AIA/ALA Library Building Award** and was designated the best new public building in Maryland.

As a strong community partner, the Library regularly collaborates with local government agencies and non-profit organizations to provide access to essential community services and programs. Partners include the Prince George's County Human Relations Commission, Employ Prince George's, Prince George's County Public Schools, and Prince George's Community College.

Briefly describe the clients/beneficiaries your organization serves.

Although true that we serve all Greenbelt residents of all ages, we do not attempt to do so in a "one-size-fits-all" manner. We provide opportunities to welcome residents of all ages by appealing to them at the life stage they are in. The best way to demonstrate this is to share our branch calendar for the next several months.

- On Mondays, we offer Ready to Read Storytime for children Age 0-2
- On Fridays, we offer Ready to Read Storytime for children age 2-3
- On Tuesday evenings, we offer Ready to Read Storytime for children Age 3-5
- On Saturday, April 22, we presented a special Storytime for kids ages 3-5 that features stories, songs, and rhymes in French and English.
- On Tuesday, April 18 we presented a STEM-tastic Magnets program for elementary school age children.
- Our Teen Action Group (ages 13-18) meets every Wednesday from 4:30 to 5:30 p.m.
- On May 2, in partnership with Prince George's County Office of Human Rights and Maryland Public Television, the Greenbelt Branch Library will offer adults the opportunity to participate in a discussion of Ross Gay's ***Catalog of Unabashed Gratitude***, "part of the National Endowment for the Arts Big Reads initiative.
- On Wednesday, May 17, the Greenbelt Branch Library will host WETA's (public television) presentation and discussion of Ken Burns documentary ***The U.S. and The Holocaust.***"
- On Saturday, May 20, we host ***"An Exploration of Social Justice in Song and Verse from Africa and the Diaspora"*** presented by The National Museum of Language."
- Daily, we offer passport services.
- And, now through May 18, the Greenbelt Branch Library presents the National Library of Medicine's traveling exhibit ***"For All The People: A Century of Citizen Action in Health Care Reform"*** with portions specific to elementary school students, teens, and adults.

As you will see here, these events are representative of any single month at the Greenbelt Branch Library.

Briefly describe how your organization tracks the number of people you serve.

We have automated systems that measure door counts (number of people entering a branch library), books checked out, meeting and study room reservations, and participation in programming. We also manually count program attendees to compare with registrations (we often have many "walk-ins") and the number of people who apply for passports.

In the 12-month period ending March of 2023, the Greenbelt Branch Library:

had local community groups use our Meeting rooms 51 times;

had 2,725 study room reservations;

held branch programming that had 3,630 local participants; and

assisted 1,024 persons in obtaining passports (up from 842 in the pre-pandemic year of 2019).

We also know that (as of April 13, 2023) 452 Greenbelt children are enrolled in our Books from Birth Program, which provides a free (to them) new book monthly from birth until their fifth birthday.

Please explain how the funds granted will be used to meet the recovery and continuity of operations. Grant funds may be used for expenses such as rent, suppliers, inventory, marketing costs, technology and other critical operation costs.

Starting 3+ years ago, possible funding for outdoor literacy projects such as Storywalks® was unavailable due to the investment that we made in digital infrastructure to make Drive-Up WiFi access available to all city residents while our Greenbelt Branch was closed.

As stated earlier, this \$200,000 spent on infrastructure efforts put a strain on our normal replacement cycle for public and staff computer hardware and software and left us unable to expand literacy efforts including Storywalks®.

As many businesses and most non-profits will attest, many of the ongoing financial challenges created by Covid become evident "downstream". Infrastructure and "Ask A Librarian" startup costs involved a \$600,000 investment, which pushed the next most urgent \$600,000 in costs to later in the replacement cycle, or - as in the case of Storywalks® and other literacy programming - allow us to consider these valuable community resources solely through grant funding.

Identify the problem or need to be met by this program/project & what makes your organization uniquely positioned to tackle this challenge/need.

Storywalks® promote early literacy, exercise and family engagement. In Greenbelt, our branch of the Prince George's County Memorial Library System is uniquely positioned to take on this responsibility as we are a trusted source for physical and digital reading materials, with 20,061 city residents currently having library cards.

Storywalks® will foster family outings that will allow children to have stories read to them by a parent, grandparent or older sibling. It will also facilitate physical activity. Multiple studies, including one from the United Health Foundation, indicate that 31.8% of Maryland children ages 10-17 are overweight or obese, having a Body Mass Index (BMI) of over 30%.

We also have a relatively endless book supply. Necessary for both the launch of, and the long-term use of Storywalks®, we have staff that will place new books along the trail every 4-6 weeks.

If this program/project will be ongoing, how does the organization plan to support it in the future? List other funding strategies or sources you are developing.

The project will be ongoing, but - with the exception of maintenance and periodic replacement costs for damaged Storywalk® posts or acrylic covers - the cost of purchasing three books and replacing them 8-12 times each year will be less than \$500/year. This funding will be supplied by unrestricted donations to the Prince George's County Memorial Library System Foundation.

What strategies, new services have your organization adopted or what plans have been put in place for continuity and long-term sustainability?

The PGCMLS Library Board of Trustees has commissioned staff to develop a comprehensive 2024-2029 Sustainability model that projects major income and expense lines. The necessity of spending an increased percentage of total revenue on staff salaries will require the acquisition of additional grant funding to maintain programming and outreach activities.

We have just received a draft of a 25-year Master Facilities Plan that will focus Capital funding requests to the county on matching population projections with increased square footage of library space in those areas.

The adoption of our "Ask A Librarian" call center and investment in digital infrastructure were services necessitated by the pandemic, but also ensure that our libraries - including the Greenbelt Branch Library - is a relevant resource to residents for decades to come.

If you are awarded a program/project grant, what measurable impact will it have on your target audience? How will your organization measure the impact of the program/project?

The Storywalks® will include opportunities for families and those walking the path to engage with the library system via a QR code with a url that directs them to additional targeted resources available on the library's website. The visits to our website can be calculated using site traffic referred by the specific url and QR code.

We would expect the number of Greenbelt library card holders to consistently increase (from 20,061) as we employ our Storywalks®.

Project Start Date & End Date: Please tell us the date you anticipate launching the program/project and the end date of the project/program is not ongoing.

The project will begin as soon as we are notified that we are a Greenbelt ARPA non-profit recipient. The purchase of Storywalk® materials will take place immediately and installation will commence as soon as: materials arrive; a mutually acceptable public space is identified, and a local Greenbelt contractor is chosen to install the 24-32 individual StoryWalk® wood posts and angled frames.

If placement on City of Greenbelt public space necessitates use of union city employees for post installation, and costs above those requested in this grant request will be covered by the Prince George's County Memorial Library System Foundation.

Program Description

Brief program/project description.

The concept of the Storywalk® was created by Anne Ferguson in collaboration with the Kellogg-Hubbard Library in Montpelier, VT. In a story published in late 2021, Storywalks® were described as "a movement and literacy boosting project that places an illustrated children's book, taken apart and displayed page by page, along a walking route in your community."

Our goal will be to place the permanent Storywalk® along a walking path in one of Greenbelt's many public parks. I will note that the approval process through the City of Greenbelt will extend beyond the application deadline for this ARPA grant.

That said, in the event that city approval is delayed or not granted, we will place the Storywalk® at the site of the Greenbelt Branch Library. The Storywalk® will be an outdoor pathway to literacy in Greenbelt, regardless of where it resides.

How does this activity or service relate to the mission of your organization?

The mission of the Greenbelt Branch and of the Prince George's County Memorial Library System and its Foundation is "We build relationships that support discovery by providing equal access to opportunities and experiences."

Storywalks® not only promote the discovery of nature, they promote the discovery of the people, places and things depicted in the stories that will appear on them. These stories will feature a diverse array of people groups, languages, and alternate between fiction and non-fiction.

Because Storywalks® are located outdoors in public places, they are accessible to everyone, regardless of whether or not they possess a library card. The ability to place the Storywalks® in areas near access to public transportation will also foster accessibility.

How does this activity or service serve Greenbelt residents?

Storywalks® will serve Greenbelt residents by providing a reason to connect outside with stories, get active with family and friends and promote exercise by encouraging people to follow the story along a designated trail. Several of Greenbelt's historic neighborhoods were designed with the idea that residents would connect in their shared park areas outside their front doors. Storywalks® take this a step further, by sharing stories and promoting literacy within the community's parks. The location of these Storywalks® would engage residents that are further out from the city center and encourage them to connect with their library and with their city.

Obviously, those from throughout the region will be able to also enjoy our Storywalks®, but being located in Greenbelt should make this primarily benefit city residents.

For technology support, describe how technology will improve program delivery.

The use of QR codes to provide customers links to additional books that may be of interest to them and their families is something that we regularly do, and has zero or nominal costs. These "Other Great Books" with the QR code will appear at the end of the Storywalk®.

For organizational development/capacity building/capital support, describe how the project will address organizational challenges or needs?

N/A

Please Describe any support for the program/project

**Community
members/businesses**

The Friends of the Greenbelt Branch Library have written a letter of support and is pasted below in its entirety.

Letter of Support for Greenbelt Nonprofit ARPA grant, April 15, 2023

The Friends of the Greenbelt Library (Friends) is writing to support the Greenbelt Branch Library's application for a Greenbelt Nonprofit ARPA grant: to cover increased costs due to the pandemic; to acquire what was unavailable due to those increased costs.

Our Greenbelt Branch Library is proposing to use funds from the City's Nonprofit ARPA grant for an exciting project: to fund Storywalks that promote literacy and motivate people to be outdoors and engaged - hopefully, along the walking paths in public places in the City of Greenbelt.

Friends has promoted the mission of our local library for the past 50+ years when Barbara Simon, Mrs. Herling (Head Librarian), and other Greenbelters founded this Friends group. Even now, one member, Marsha Voigt, has been with the Friends for the past 30 years, and another, Barbara Rondeau, has been involved for 20 years. The current leadership has been involved only since the reopening of the library post-pandemic, but are all equally passionate about Greenbelt and our Greenbelt Branch Library.

The Friends has provided advocacy and financial support for the Greenbelt Branch Library for decades. But the pandemic greatly increased IT infrastructure costs, often at the expense of adding new local literacy aids. What we noticed over the past three "pandemic years" is that the Library System has expanded their digital collections, lending ChromeBooks, and introducing Drive Up WiFi to ensure that Greenbelt residents have 24/7 access to all forms of literature plus the ability to access jobs and classrooms from the parking lot while our communities were "shut down" and the library was closed to the public.

Funding for this Storyworks proposal is the next step in continuing such access.

Friends of the Greenbelt Library is excited about this "Storyworks" project and we appreciate and thank the City of Greenbelt for considering this request.

Sincerely,

Annie Shaw, President

Joe Robbins, Treasurer

Jacqui Walpole, Secretary

FriendsofGreenbeltLibrary@gmail.com

**Collaborating
organizations**

We have had initial conversations with placing the Storywalk® in a public City of Greenbelt Park, but have not yet received that approval. Our intent is to have the Storywalk® placed where it could be accessed by all.

Purchasing and installing the Storywalk® is **NOT** dependent on that city approval. Should that not happen, we will place it on library or county property.

In-Kind support

N/A

Other funding support

The PGCMLS Foundation will provide for ongoing purchase of books for the project (beyond Year One) and pay for any maintenance or repairs/replacement costs.

Financial Information

If you have multiple files, please combine them into one document, save it as a PDF and upload into the application.

Required Documents:

Operating Budget: Please upload a copy of your organizations current Fiscal/Calendar Year operating budget. The budget should include all expenses and revenue for the organization.
List of endowments: If your organization has an endowment, briefly describe its purpose and whether it is restricted/unrestricted.
Grants or other Funding Sources: Please list other grants or sources of funding your organization has received and what programs/projects the grants/funding sources were used to cover.
A copy of the organizations latest financial statement (Profit & Loss statement) for the most recent fiscal/calendar year.
A copy of the organization's latest Tax return.
List of the organizations Board of Directors.

Greenbelt ARPA Part 1.pdf

Note: Estimates and Quote...

Additional Documents Required

A strategic or business plan, to include how the organization will sustain the operations, programs, services beyond the grant.

IRS Determination letter of nonprofit status or most recent 990.

Copy of Certificate of Good Standing with the State of Maryland.

Copy of the organization's registration with the Maryland State's Charitable Division.

Proof of registration with SAM.gov (and SAM.gov identification number).

Program/Project Budget.

Greenbelt ARPA Part 2-compressed.pdf

Grant Proposal Review and Criteria

Grant Deadline

Grant applications must be submitted to recoverygrant@greenbeltmd.gov by May 5, 2023 at 4:30 p.m.

Note: All funds must be expended by June 30, 2024.

We will use all of the funds on/before June 30, 2024

Hold Harmless Agreement

Hold Harmless Agreement

Name	John Pfeifer
Organization	Prince George's County Memorial Library System
Date	05/04/2023
Type in the box below, yes I agree that the information submitted is correct and complete.	Yes, I agree that the information submitted is correct and complete

**PARK AND RECREATION ADVISORY BOARD
REPORT TO CITY MANAGER**

Subject: PGCMLS Story Walk Project Referral

Background: John Pfeifer with the Prince George's County Memorial Library System (PGCMLS) presented to PRAB and APB at a joint meeting on February 21, 2024, outlining an approved grant application that proposed the installation of a story walk along the path running between Braden Field and the playground adjacent to the Greenbelt Museum, placing 20 posts with angled displays along the path approximately every 75 feet.

Upon further discussion, PRAB identified several areas of concern with the proposal:

- Maintenance and upkeep: the posts would create additional hardscaping, edging and landscaping that would increase Public Works' workload, and there currently is not clarity on what level of ongoing support PGCMLS would provide other than periodically changing out the pages in the story walk.
- Accessibility: the existing path is narrow and not currently ADA accessible. Adding additional amenities to the path would further complicate the desire to have everyone able to benefit from the story walk. It does not seem feasible for the path to be expanded and/or substantially modified to achieve accessibility standards.
- Site: from a practical standpoint, the space adjacent to the existing path is already regularly used for other recreational purposes (e.g. sledding), and installation in this location would introduce physical barriers to these activities.

PRAB sees the benefits of a story walk, understands why the proposed location is attractive, and supports the concept in general terms, but does not recommend approval at this time due to the site-specific concerns and opportunity costs of placing a story walk at this location. PRAB would be open to reevaluation if a different plan were proposed that more adequately addressed the concerns with the current plan and location.

Respectfully submitted by:
Jake Chesnutt, PRAB Chair
Matt Sickle, PRAB Vice-Chair

ADVISORY PLANNING BOARD**REPORT NO. 2024-02****REPORT TO COUNCIL****Date: 02/21/2024****SUBJECT: PGCMLS Storywalk Grant Implementation****BACKGROUND:**

On February 21, 2024, the Advisory Planning Board (APB/Board) and the Parks and Recreation Advisory Board (PRAB) jointly received a presentation on the Non-Profit Recovery Grant for installation of a Storywalk in Greenbelt from John Pfeifer, Donor Engagement and Grants Officer of the Prince George's County Memorial Library System (PGCMLS). PGCMLS was approved for a grant of \$20,000 from the City of Greenbelt in August 2023 to install a Storywalk, which is a series of free-standing display panels in which children's picture books can be displayed page-by-page along a trail or walking path. The Storywalk concept originated in Burlington, VT, and has since spread across the country and can be found in approximately 130 locations in states such as California, Washington (state), Indiana, Tennessee, South Carolina, North Carolina, Pennsylvania, Delaware, Virginia, as well as Hagerstown, MD and Bowie, MD.

Mr. Pfeifer provided information regarding the location, installation, management, and content of the Storybook Trail, and answered detailed questions from the boards. The proposed trail will be located along the pathway that runs south from the Greenbelt City Tennis Courts at Braden Fields to the Greenbelt Museum Playground. Approximately 20 stations are proposed to be installed at intervals of approximately 75 feet, set just off the existing path, using aluminum posts and frames set in concrete, with a plexiglass panel that can be accessed to change out pages. Frames are designed to keep water and moisture out, while allowing easy updating of the contents. The Greenbelt Public Library staff will manage these stands, changing out stories every six to eight weeks, and ensuring that damage, vandalism, and other issues are dealt with in a timely manner.

To improve accessibility of the path and the Storywalk itself, PGCMLS has also been in discussions with Greenbelt Public Works and Recreation Departments to improve and widen the existing path, as well as ensuring that the stations are well-situated and accessible to all.

ANALYSIS:

In the resulting discussion, APB raised several clarifying questions on the details of these stations, including whether they would have digital panels (they are analog, not powered), whether there would be additional lighting added (there will not), how the stations are oriented to the path (they will be angled and set just off the path to encourage sequential travel in the recommended direction), and who will maintain and replace the stands when needed (PGCMLS is responsible and has included a replacement schedule in the budget).

PRAB questioned who would be responsible for maintenance of the path and surrounding area (expected to be managed through an MOU between the City and PGCMLS), whether these stations would be obstacles to regular use of public space and if other locations may be more appropriate (this location adjacent to the Library is considered a pilot project and other locations such as Schrom Hills Park and Greenbelt Station have been mentioned for future Storywalks), whether mature trees will be protected during construction (Public Works will supervise the installation), and how moisture and humidity will be prevented under the plexiglass (the panels are purpose built to prevent such issues and have adjustments to help manage moisture issues).

Following the presentation and Q&A, APB and PRAB adjourned to separate locations to discuss the project. APB members generally agreed that the project is a good opportunity to gauge public interest in a Storywalk and whether it might provide benefits in other locations around Greenbelt, provided it has a set time for evaluation and assessment of impact. APB's concerns were largely focused on the connections between the path and the stations, ensuring both accessibility and prevention of erosion of the grass and soil in front of each station, which could be mitigated by the installation of a spur off the main path, a hard or soft pad, or the use of mulch/wood chips to maintain soil integrity.

RECOMMENDATION:

In consideration of the presentation provided by Mr. Pfeifer and resulting questions and discussion, APB voted 7-0 in support of this initiative as a pilot project, provided that the path and stations are well integrated and provide for adequate accessibility to the stations, while avoiding excessive damage and disruption to the surrounding natural area. The Board recommends that the City applies a period of 18 months for evaluation and review, after which it can be expanded to other locations in the City if successful.

Respectfully submitted,

Benjamin Friedman
Chair

ADVISORY COMMITTEE ON EDUCATION
REPORT TO CITY MANAGER

Report 24-02

Submitted 3/4/2024

The Advisory Committee on Education is in full agreement with the grant for the Story Walk. We feel it will be a wonderful addition to the City of Greenbelt. We would like to suggest that the PGCMLS consider including foreign language books. There is a French Immersion School in Greenbelt, plus many citizens are Spanish speakers.

Respectfully submitted,

Janet Mirsky

Chair, Advisory Committee on Education

City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Brian Kim

Submitting Department: Public Works

Item Type: OTHER BUSINESS

Agenda Section: OTHER BUSINESS 60 minutes (8:25 - 9:25 pm)

Subject:

Authorizing City Manager to Execute Contract with Budget Painting, LLC for painting at Springhill Lake Recreation Center

Suggested Action:

Reference: Memorandum: B. Kim - 04/02/24

Budget Painting, LLC Quote

In following with Council approval of the painting contractor recommendation made March 25, 2024, contractor subsequently declined to move forward with the project. Staff engaged next lowest bidder to which they accepted the project and would also honor the pricing originally submitted by the lowest bidder.

Staff recommends Council approve the purchase of painting services to Budget Painting, LLC, in the amount of \$11,550.00

Attachments:

[24.04.02_Council_Memo_SLRC_Paint.pdf](#)

[Quote #2521 City of Greenbelt for 6101 Cherrywood La_.pdf](#)



Date: 02-April-2024

To: Mr. Josué Salmerón, City Manager

From: Brian Kim, Assistant Director of Public Works - Operations

Re: **Springhill Lake Recreation Center (SLRC)**
Interior Painting

SUBJ.: **Award of Contract Recommendation**

Public Works - Background

In following with Council approval of the painting contractor recommendation made on 25-Mar-2024, contractor subsequently declined to move forward with the project. We engaged next lowest bidder to which they accepted the project and would also honor the pricing originally submitted by the lowest bidder.

Public Works - Recommendation

Painting of the entire interior of SLRC and Clubhouse, three (3) firms were engaged and two (2) firms were responsive/submitted proposals. Budget Painting, LLC. agreed to honor original low bidder pricing.

Proposal Cost Summary:

CONTRACTOR	PROPOSAL PRICE	5% - CONTINGENCY	TOTAL
Budget Painting, LLC.	\$11,000.00	\$550.00	\$11,550.00

Staff has carefully reviewed the proposals, met with SME, and found Budget Painting, LLC. to be best value for painting of SLRC and associated clubhouse.

Summary Recommendations

Staff recommends Council approve the purchase of painting services to Budget Painting, LLC., in the amount of \$11,550.00.

ATTACHMENT: <Proposal_SLRC_Paint>: Painting Proposal

To: : Brian Kim | Assistant
Director of
Public Works City of Greenbelt –
Public Works | 555 Crescent Road
| Greenbelt Maryland 20770 P:
240.542.2169 | F:
301.474.8004 ☐

Quotation prepared by: Theodosios Mantzouratos.
This is a quotation on the goods named, subject to the conditions noted below:
To accept this quotation, sign here and return:

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City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Bonita Anderson

Submitting Department: Greenbelt Police

Item Type: OTHER BUSINESS

Agenda Section: OTHER BUSINESS 60 minutes (8:25 - 9:25 pm)

Subject:

Red-Light Cameras Contract Agreement

Suggested Action:

Reference:

Memo, R. Bowers, 04/03/2024

Red Light Camera Contract Verra Mobility

Verra Mobility Contract

In 2002, the Greenbelt Police Department partnered with Howard County Police Department to implement a red-light camera enforcement program. The program is still managed by Howard County Police Department and has successfully reduced costs for the city.

In 2023, Howard County concluded a Request for Proposal (RFP) process and selected Verra Mobility to take over the program. The new contract introduced a per-site fee pricing model, resulting in significant cost savings for the city. A comparison of the new pricing model with the previous contract shows that the city will save approximately \$70,000 in the first year of the contract, based on the number of citations issued in 2023.

After examining a neighboring county's contract, the city staff found that Verra Mobility's agreement was more cost-effective and met the city's living wage requirement. The staff recommends that the Council authorize the City Manager to execute the agreement for red-light camera.

Attachments:

Red-Light 4-3-24.pdf

2024-02-24 Renewal - Greenbelt MD.pdf

Verra Mobility Contract 4400005032_Redacted.pdf

CITY OF GREENBELT, MARYLAND

POLICE DEPARTMENT

550 CRESCENT ROAD, GREENBELT, MD 20770



Richard Bowers
Chief of Police

To: Josue Salmeron, City Manager

From: Chief Richard Bowers

Date: April 5, 2024

Re: Red Light Photo Enforcement Program Contract Extension

The Greenbelt Police Department initiated a red-light camera enforcement program in 2002 in collaboration with other area police departments, spearheaded by the Howard County Police Department. Under this partnership, the Howard County Police Department oversees the program's management, enabling the city to benefit from lower costs compared to what it would negotiate independently.

In the autumn of 2023, Howard County concluded a Request for Proposal (RFP) process for the Red-Light Camera program. As a result, Verra Mobility was once again selected for the program. The new contract introduced a pricing model shift from a per-site and citation plan to a per-site fee only. An analysis of this pricing model compared to the previous contract reveals significant cost savings for the city. Based on the number of citations issued in 2023, this revised plan will save the city approximately \$70,000 for the first year of the contract.

The department conducted a thorough review of a competitive vendor's contract from a neighboring county. That contract, structured on a per-site and citation fee basis, proved to be more costly than the proposed agreement with Verra Mobility.

The Police department expresses satisfaction with the existing partnership with Howard County and Verra Mobility. Enclosed in the Council's packet is a copy of the agreement between Howard County and Verra Mobility.

Verra Mobility satisfies the city's living wage requirement.

In light of these considerations, staff recommends that the Council authorize the City Manager to execute the agreement for the red-light camera program.

A NATIONAL HISTORIC LANDMARK

(301) 474-7200

FAX: (301) 507-6520

TDD: (301) 474-6435

AGREEMENT

THIS AGREEMENT (the "Agreement") is entered into as of the date of final execution hereof and effective (the "Effective Date") concurrently with that certain agreement entered into between American Traffic Solutions, Inc., doing business as Verra Mobility, ("Verra Mobility") and Howard County, Maryland (the "County") dated February 8, 2024 (the "Howard County Agreement"). This Agreement is entered into by and between the City of Greenbelt, Maryland, a municipal corporation of the State of Maryland ("Municipality"), and American Traffic Solutions, Inc., doing business as Verra Mobility, ("Verra Mobility").

WHEREAS, ATS has entered into the Howard County Agreement which provides for ATS and its agents and subcontractors to provide certain systems and services related to the County's enforcement of traffic laws and ordinances, as further specified in the Howard County Agreement (collectively, the "Services"); and,

WHEREAS, the Municipality and the County have entered into a Memorandum of Understanding ("MOU") regarding the operations and implementation of the Regional Automated Enforcement Center ("RAEC") Program; and,

WHEREAS, the Municipality desires Verra Mobility to provide Services to the Municipality subject to the terms and conditions contained in the County Agreement and the provisions herein; and,

NOW, THEREFORE, in consideration of the mutual covenants, warranties, representations, and conditions contained in the Howard County Agreement and in this Agreement, the parties hereto agree as follows:

1. Services. The parties agree that Verra Mobility will provide the Services to the Municipality pursuant to the terms and conditions of the Howard County Agreement.
2. Pricing and Billing. Pricing and invoicing shall be as set forth in the Howard County Agreement. All collections services shall continue without amendment as set forth in the Collections Services Amendment.
3. Term and Termination. This Agreement shall begin on the Effective Date. This Agreement shall terminate concurrently with the termination of the Howard County Agreement or upon the termination or expiration of the MOU.
4. Incorporations. Verra Mobility agrees to provide to the Municipality all of the options, rights, protections, entitlements, and indemnities afforded to the County in the Howard County Agreement, with the exception of Howard County Code Section 4.122.
5. Notice. Any notice required to be delivered shall be deemed to have been received when the notice has been sent by certified, return receipt, overnight carrier, or hand delivered to the following address and individual or such other address and/or such other individual a party may identify as a writing to the other party:

For the Municipality:

For ATS:

American Traffic Solutions, Inc.
1150 N. Alma School Rd.
Mesa, AZ 85201
Attn: Legal Department

6. Miscellaneous. This Agreement and any disputes relating thereto shall be governed under and construed according to the laws of the State of Maryland without regard to choice of law rules. The invalidity or unenforceability of any provision of this Agreement shall not affect the validity or enforceability of any other provision of this Agreement, which shall remain in full force and effect.

IN WITNESS WHEREOF, authorized representatives of the parties have set forth their signatures below, intending to be legally bound.

AMERICAN TRAFFIC SOLUTIONS, INC.

GREENBELT, MARYLAND

By: _____
Name Date
Title

By: _____
Mayor Date

ATTEST:

By: _____
City Clerk Date



OFFICE OF PROCUREMENT AND
CONTRACT ADMINISTRATION

6751 Columbia Gateway Drive, Suite 226
Columbia, MD 21046
(410) 313-6370
Tax Exemption No. 30001219

PREVIEW

VERRA MOBILITY CORPORATION DBA
AMERICAN TRAFFIC SOLUTIONS
1150 N ALMA SCHOOL ROAD
MESA AZ 85201

Service Contract	
Contract Number:	4400005032
Vendor Number:	1108919
Date:	02/08/2024
Contract Term:	02/08/2024 to 12/31/2024
Header Target:	
Ceiling Value:	Over 7 Years
Buyer:	Chaunta L Taylor
Telephone:	410-313-6373
Fax Number:	410-313-6388
Email:	ctaylor@howardcountymd.gov

Delivery Terms: Free On Board Destination

Payment Terms: Net Due Within 30 Days

Contract text:

Request for Proposals No. 04-2024 and Agreement PA 059-2024, Traffic Enforcement, Automated Red Light & Speed Detection Camera Systems & Office Services.

This Contract shall be executed in accordance with all terms, conditions and specifications incorporated herein by reference, in your possession and considered an integral part of this contract. The Contract Term is 02/08/2024 to 12/31/2024 with six one-year renewal options.

All invoices shall reflect the Contract Number, release Purchase Order Number, and the contract Line Item Numbers.

The vendor must maintain, in full force and current, the insurance coverage required under the terms and conditions of this contract while this contract is in effect, including any renewal terms.

This contract contains an EBO subcontracting goal. Based on the EBO Schedule of Participation submitted to the County, the subcontracting goal on this contract is 15%. You are required to make a genuine good faith effort to meet the subcontracting goal. In accordance with EBO Program Manual Sec. VI(g), the County reserves the right to undertake periodic reviews of your records to determine compliance.

The Ceiling Value is representative of multiple contract terms and does not represent the value of one year's services.

Vendor Contact's:

Denise Andrieux, Senior Account Manager, 480-443-7000 (office), 443-866-6712 (mobile), email Denise.Andrieux@verramobility.com and Nick Compiseno, Contact Manager Government Solutions, 480-596-4889 (mobile), Nicholas.Compiseno@verramobility.com
For Purchase Orders Only, email: AccountsReceivableGS@verramobility.com

Agency Contact: Adam Youssi, Department of Police, Automated Enforcement Division, 410-313-7530, email ayoussi@howardcountymd.gov



Howard County, Maryland

OFFICE OF PROCUREMENT AND CONTRACT ADMINISTRATION

6751 Columbia Gateway Drive, Suite 226
Columbia, MD 21046
(410) 313-6370

Page: 2 / 4
Contract Number: 4400005032

Item	NIGP Code	Description	Unit	Price
1	98176	Traffic Enfor Red Light Lease 1-75 sites Price(Contract/Bid)	1 EA	██████ USD
Material Text: Traffic Enforcement, Digital Red Light Camera Site: Lease per active and enforcing camera site based on the following number of locations for Howard County, Maryland and the Regional Automated Enforcement Center Partnership 0 to 75 sites: Monthly lease per site - ██████████				
2	98176	Traffic Enfor Red Light Lease 76-100 Price(Contract/Bid)	1 EA	██████ USD
Material Text: Traffic Enforcement, Digital Red Light Camera Site: Lease per active and enforcing camera site based on the following number of locations for Howard County, Maryland and the Regional Automated Enforcement Center Partnership 76 to 100 sites: Monthly lease per site - ██████████				
3	98176	Traffic Enfor Red Light Lease 101 + Price(Contract/Bid)	1 EA	██████ USD
Material Text: Traffic Enforcement, Digital Red Light Camera Site: Lease per active and enforcing camera site based on the following number of locations for Howard County, Maryland and the Regional Automated Enforcement Center Partnership 100 + sites: Monthly lease per site - ██████████				

TERMS AND CONDITIONS APPLICABLE TO CONTRACTS

1. This is notice that the Contract referenced above has been awarded to you based on the bid or proposal you submitted. All terms, conditions and specifications of the solicitation, when the result of a solicitation, will apply to all orders.



**OFFICE OF PROCUREMENT AND
CONTRACT ADMINISTRATION**

6751 Columbia Gateway Drive, Suite 226
Columbia, MD 21046
(410) 313-6370

2. Any County agency authorized to purchase from this Contract must issue a release Purchase Order and reference the Contract number and line number for each of the goods and/or services on the Contract.
3. This is not an order to ship goods or begin services. A release Purchase Order must be issued before you are authorized to ship goods or begin services.
4. Changes in goods to be furnished or services to be performed are not permitted unless approved by the Office of Procurement and Contract Administration prior to goods being shipped or services being performed. Prior approval of the Office of Procurement and Contract Administration is also required before goods or services can be added or deleted.
5. The Contractor must supply actual goods and services ordered at the Contract price.
6. Contractors must maintain, in full force and current, the insurance coverage required under the terms and conditions of this Contract while this Contract is in effect, including any renewals thereof.
7. The County is exempt from State and Federal Excise Taxes. Maryland Sales and Use Tax Exemption Certificate No. 30001219.
8. Invoices for release Purchase Orders against this Contract must include:
 - a. Contractor's name;
 - b. Address;
 - c. Federal tax identification number;
 - d. Contract number (the first two digits are 44XXXXXXXX) and Contract Line number (shown under each item description as 44XXXXXXXX/X – the last digit is the Contract Line number);
 - e. Purchase Order number (the first digit is 2XXXXXXXX);
 - f. Unit price and extended price (the unit price must match a Contract Line on the Contract); and
 - g. Description of goods provided and/or services performed as show on this Contract.
9. Termination
 - a. Termination for Convenience: The County may terminate this Contract, in whole or in part, whenever the County determines that such termination is in the best interest of the County, without showing cause, upon giving at least 30 days written notice to the Contractor. The County shall pay all reasonable costs incurred by the Contractor up to the date of termination. However, in no event shall the Contractor be paid an amount which exceeds the price bid for the work performed or goods delivered. The Contractor shall not be reimbursed for any profits which may have been anticipated but which have not been earned up to the date of termination.
 - b. Termination for Default: When the Contractor has not performed or has unsatisfactorily performed one or more material terms of the Contract, the County may terminate the Contract for default. Upon termination for default, payment may be withheld at the discretion of the County. Failure on the part of a Contractor to fulfill the Contractual obligations of this Contract shall be considered just cause for termination of the Contract. If the damages exceed the undisbursed sums available for compensation, the County shall not be obligated to make any further disbursements hereunder. The Contractor will be paid for work satisfactorily performed prior to termination less any excess costs incurred by the County in reprocurring and completing the work or obtaining the goods.
10. Remedies for Default
 - a. The County shall have the right upon the happening of any default, without providing notice to the Contractor:
 - i. In addition to other available rights and remedies, to terminate the Contract immediately, in whole or in part;
 - ii. To suspend the Contractor's authority to receive any undisbursed funds; and/or
 - iii. To proceed at any time or from time to time to protect and enforce all rights and remedies available to the County, by suit or any other appropriate proceedings, whether for specific performance of any covenant, term or condition set forth in this Contract, or for damages or other relief, or proceed to take any action authorized or permitted under applicable law or regulations.
 - b. Upon termination of this Contract for default, the County may elect to pay the Contractor for services provided and/or goods delivered up to the date of termination, less the amount of damages caused by the default. If the damages exceed the undisbursed sums available for compensation, the County shall not be obligated to make any further disbursements hereunder.
11. Remedies Cumulative and Concurrent

No remedy herein conferred upon or reserved to the County is intended to be exclusive of any other remedies provided for in this Contract, and each and every such remedy shall be cumulative, and shall be in addition to every other remedy given hereunder, or under this Contract, or now or hereafter existing at law or in equity or by statute. Every right, power and remedy given to the County shall be



Howard County, Maryland

**OFFICE OF PROCUREMENT AND
CONTRACT ADMINISTRATION**

6751 Columbia Gateway Drive, Suite 226
Columbia, MD 21046
(410) 313-6370

Page: 4 / 4
Contract Number: 4400005032

concurrent and may be pursued separately, successively or together against the Contractor, and every right, power and remedy given to the County may be exercised from time to time as often as may be deemed expedient by the County.

Buyer

Authorized Signature

City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Tim George

Submitting Department: Administration

Item Type: OTHER BUSINESS

Agenda Section: OTHER BUSINESS 60 minutes (8:25 - 9:25 pm)

Subject:

ARPA Status Update

Suggested Action:

Reference: Memorandum, T. George, 04/08/2024

Included in the City Council packet is a memorandum outlining the American Rescue Plan Act (ARPA) progress-to-date summary of activities, allocations and projects. Staff has provided a table showing the grant program funding by area of the City.

Also, staff is developing a map to show this graphically and that map will include additional ARPA funding projects and initiatives.

Attachments:

[ARPA Update for Apr 8 Meeting v1.pdf](#)

CITY OF GREENBELT, MARYLAND

OFFICE OF THE CITY MANAGER

25 CRESCENT ROAD, GREENBELT, MD. 20770



MEMORANDUM

To: City Council
From: Tim George via Josué Salmerón
Date: April 8, 2024
RE: ARPA – Progress to Date Summary

This memo presents an ARPA progress-to-date summary of activities, allocations and projects. As requested by Council, we have provided a table showing the grant program funding by area of the City. We are developing a map to show this graphically and that map will include additional ARPA funding projects and initiatives.

Funding Status

The allocation funding status has been updated below. For a refresher, the categories are: Complete, Committed, Ongoing, Under Development, and Uncommitted, as defined below.

Completed. Projects that have been completed. In most cases, final disbursement has occurred.

Committed. Projects for which final approval from Council has been achieved and a contract or purchase order has been signed/issued.

Ongoing. These are our grant programs and direct assistance programs. Funding in these programs will be reevaluated in the spring.

Under Development. Projects authorized by Council that staff is actively working on developing project specs, seeking contractors, reviewing submissions, etc. These projects are actively in motion.

Uncommitted. ARPA allocation remaining from the projects described above.

Total Allocation	\$22,880,000
Completed	\$10,214,000
Committed	\$5,279,000
Ongoing	\$3,145,000
Under Development	\$3,378,000
Uncommitted	\$848,500
<i>ARPA</i>	<i>\$524,100</i>
<i>Lost Revenue</i>	<i>\$324,400</i>

Grant Programs

ARPA Grant Programs					
Type of Grant Program	Number of Grantees	Funding Committed	West	Center	East
Healthcare Voucher, CCI Health	940	\$400,000	\$320,000	\$48,100	\$31,900
Healthcare Voucher - Old Greenbelt Health	49	\$12,500	\$3,600	\$4,600	\$4,300
Education Scholarships	28	\$290,000	\$93,200	\$41,400	\$155,400
Workforce Development	14	\$125,600	\$26,900	\$62,800	\$44,900
Mortgage Down Payment Assistance	15	\$225,000	\$0	\$120,000	\$105,000
Nonprofit Grants	9	\$110,000	\$48,900	\$85,600	\$24,400
Micro Grants	17	\$13,300	\$800	\$1,600	\$11,700
Tree Canopy Grant	8	\$38,300	\$0	\$14,400	\$24,000
Childcare Vouchers	40	\$285,000	\$71,300	\$85,500	\$142,500
Business Improvement Recovery Fund (BIRF)	26	\$675,000	\$181,700	\$181,700	\$207,700
Building Capital Infrastructure Grant (BCIG)	14	\$500,000	\$250,000	\$142,900	\$107,100
Total Funding		\$2,262,200	\$996,400	\$788,600	\$858,900
			37.7%	29.8%	32.5%

Notes:

- 1) Totals include both grants to individuals and grants to businesses/entities
- 2) Areas are defined as
 - a. West - west of Kenilworth Ave
 - b. Center - between Kenilworth Ave and BW Parkway
 - c. East - east of BW Parkway

Notable project updates:

- Branden Fields and Schrom Hills Soccer – Project manager approved
- Indoor Pool Deck Engineering Analysis – Analysis underway
- GHI Down Payment Assistance – Additional funding made available

City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Shaniya Lashley-Mullen

Submitting Department: Administration

Item Type: MEETINGS

Agenda Section: OTHER BUSINESS 60 minutes (8:25 - 9:25 pm)

Subject:

Meetings

Suggested Action:

Closed Session: Tonight, the City Council will hold a closed session, immediately following the Council Meeting, in the Council Chambers, to consider the acquisition of real property for a public purpose and matters directly related thereto. The following motion is required to move into a closed session: I move that Council go into Closed Session accordance with Section 3-305(b) of the General Provisions Article of the Annotated Code of the Public General Laws of Maryland to consider the acquisition of real property for a public purpose and matters directly related thereto.

The purpose of this meeting will be to consider the acquisition of real property for a public purpose and matters directly related thereto.

Attachments:

[meetings.pdf](#)

[Closed Session Notice.pdf](#)

CITY OF GREENBELT, MARYLAND

25 Crescent Road, Greenbelt, MD 20770-1891



4/4/2024 3:02 PM

City Council Meetings & Work Sessions April - May

Regular Meeting	Mon.	04/08	7:30 pm
Special Meeting/Closed Session – Real Estate	Mon.	04/08	Following R.M.
No Meeting	Wed.	04/10	
NLC 100 th Anniversary Visit	Mon.	04/15	8:00 am – 4:30 pm
Budget Work Session – Misc. – Grants & Contributions/Social Services/ Greenbelt Cinema	Mon.	04/15	7:30 pm
Budget Work Session – Public Works/Capital Projects	Wed.	04/17	7:30 pm
Regular Meeting / 1 st Public Hearing	Mon.	04/22	7:30 pm
Budget Work Session – Recreation/Museum	Wed.	04/24	7:30 pm
Four Cities Meeting (Greenbelt)	Thurs.	04/25	7:00 pm
Budget Work Session – Public Safety	Mon.	04/29	7:30 pm
Work Session – Greenbelt Center HOA/COA	Wed.	05/01	7:30 pm
Budget Work Session – Recognition Groups	Mon.	05/06	7:00 pm
Budget Work Session – Green Ridge House	Wed.	05/08	7:00 pm
Regular Meeting	Mon.	05/13	7:30 pm
Budget Work Session – Final Budget Review	Wed.	05/15	7:30 pm
Work Session- TBD	Mon.	05/20	7:30 pm
ACE Student Awards	Wed.	05/22	7:30 pm
No Meeting – Memorial Day	Mon.	05/27	
Regular Meeting/ 2 nd Public Hearing	Tues.	05/28	7:30 pm
Work Session – TBD	Wed.	05/29	7:30 pm

This schedule is subject to change. For confirmation, call 301-474-8000. Regular and Special meetings and Work Sessions are open to the public. If special accommodations are required for any disabled person, please call 301-474-8000 or 301-474-3870 no later than 10 a.m. on the meeting day. Deaf individuals are advised to use Video Relay Services (VRS) at 711 or e-mail banderson@greenbeltmd.gov to reach the City Clerk. Unless otherwise noted, meetings will be held in the Council Chambers in the Municipal Building (MB) at 25 Crescent Road and virtually by Zoom. Zoom meeting information for public participation is posted on the City's website at www.greenbeltmd.gov on the meeting calendar.

Bonita Anderson, City Clerk

A NATIONAL HISTORIC LANDMARK

(301) 474-8000

fax (301) 441-8248
www.greenbeltmd.gov

MD RELAY 711

CITY OF GREENBELT, MARYLAND

25 Crescent Road, Greenbelt, MD 20770-1891



4/4/2024 3:02 PM

Ready to be scheduled:

Townhall Meeting: Virtual Meetings Accessibility
for Blind and Visually Impaired
City Contracting Policy
Walk-way fixture
Verde Apartments
Greenbelt Road Corridor
Bureau of Engraving and Printing
Beltway Plaza (stakeholder)
Greenbelt Access TV
COG Leadership
County Executive Liaison, Denise Ross
NASA Goddard Tour
Economic Development

For later scheduling:

Zoning Enforcement
Parkway Apartment Owners/GHI (*parking*)
Northway Fields Master Plan
City Manager Updates (Jan, Pre-budget; July &
Sept/Oct)
Meeting with County on Transportation Plan
Museum Plan
Bernard Penney (*Memorial Donation in honor of
Leonie Penney*)
Potential Bond Referendum/Capital Financing
Cemetery Plans
MARC Train Service/ MDOT
Arts & Entertainment District
EV Chargers Five Year Plan
Fleet Vehicles Ten Year Plan
GHI/Prince George's County (Stormwater issues)
Office of Human Rights



GREENBELT CITY COUNCIL

Emmett V. Jordan, *Mayor*

Kristen L.K. Weaver, *Mayor Pro Tem*

Amy Knesel

Danielle McKinney

Jenni Pompei

Silke I. Pope

Rodney M. Roberts

OFFICIAL NOTICE

In accordance with Section 3-305(b)(3) of the General Provisions Article of the *Annotated Code of the Public General Laws of Maryland*, a closed session of the Greenbelt City Council will be held on Monday, April 8, 2024, immediately following the Regular Council Meeting, in the Council Chambers of the Municipal Building: 1) to consider the acquisition of real property for a public purpose and matters directly related thereto.

The purpose of this meeting is 1) to consider the acquisition of real property for a public purpose and matters directly related thereto; and

**** The public may attend the Regular Council Meeting prior to the closed session and observe the vote of the Council to move into the closed session on Monday, April 8, 2024.***

Bonita Anderson
City Clerk

City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Shaniya Lashley-Mullen

Submitting Department: Administration

Item Type: MEETINGS

Agenda Section: OTHER BUSINESS 60 minutes (8:25 - 9:25 pm)

Subject:

Stakeholder List

Suggested Action:

Attachments:

[Stakeholder Schedule.pdf](#)

Annual														
Advisory Group Chairs	7/22	7/23												
Franklin Park at Greenbelt Station Mgmt.	12/21	12/22	2/24											
Greenbelt Center HOAs	3/23													
Greenbelt East HOAs and COAs/Greenbelt East Advisory Coalition	4/22	6/23												
Greenbelt Homes, Inc.	8/22	8/23												
Greenbelt Station HOA/Verde Apts.	8/22	8/23												
School Board Member	9/21	2/23	8/23											
State Highway Administration	11/20	11/22	12/23											
Biennial														
Beltsville Ag. Research Center	8/18	11/22	11/23											
Beltway Plaza	9/22													
NASA/GSFC	3/22	4/23												
Greenbelt Business Alliance	10/22													
Greenbelt Park NPS	1/22	3/23												
Greenway Shopping Center	12/20	2/23												
Religious/Spiritual Organizations	6/22	2/24												
Twice a Year														
County Council Person and At Large Members	5/23	3/24												
Meetings as Needed														
Apartments	4/21													
Comcast/Verizon	3/21													
Greenbelt Office Parks														
Greenbelt Watershed Groups	10/19													
Hotels	8/23													
PEPCO	2/22	9/23												
WSSC	2/22	6/23	10/23											
Washington Gas	8/23													
Prince George's Economic Development Corp.	11/21													
Prince George's Planning Board	10/19													
Roosevelt Center Owner	8/20													
University of Maryland	4/15													
WMATA/PGDPW&T (Semi-Annual)	5/22													
Newly Elected/Appointed Officials (Presentation of a Council Regular Meeting)														
County Executive														
School Board CEO	1/24													
State's Attorney	1/23													

City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Shaniya Lashley-Mullen

Submitting Department: Administration

Item Type: OTHER BUSINESS

Agenda Section: OTHER BUSINESS 60 minutes (8:25 - 9:25 pm)

Subject:

Acceptance of the DEI Report

Suggested Action:

Reference: Final Justice, Equity, Diversity & Inclusion (JEDI) Audit Report

The final JEDI audit report is included in the City Council packet. This report provides a detailed analysis of the current state of JEDI and serves as a basis for developing effective strategies for JEDI transformation. The report outlines the structural strengths, gaps, opportunities, threats, and recommendations in a clear and concise manner.

Attachments:

[FINAL JEDI Audit Report.pdf](#)



JEDI AUDIT REPORT

Justice, Equity, Diversity
& Inclusion

Prepared By:



Focusing on the *Human* in Humanity

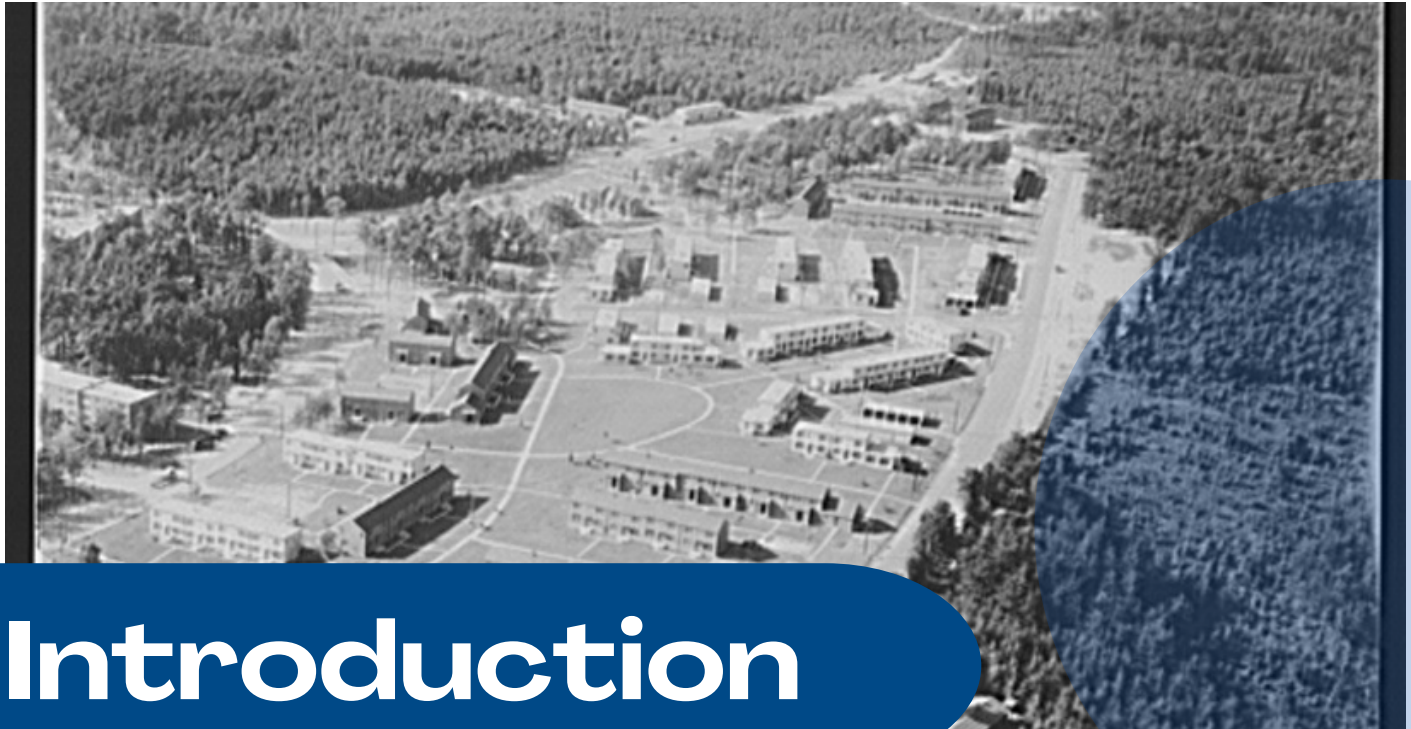
 www.Tribesy.net



March 2024

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Introduction

City of Greenbelt, Maryland

Greenbelt, Maryland, is a vibrant city nestled in the heart of Prince George's County. With its rich history, beautiful green spaces, and thriving community, Greenbelt offers a unique blend of small-town charm and urban convenience.

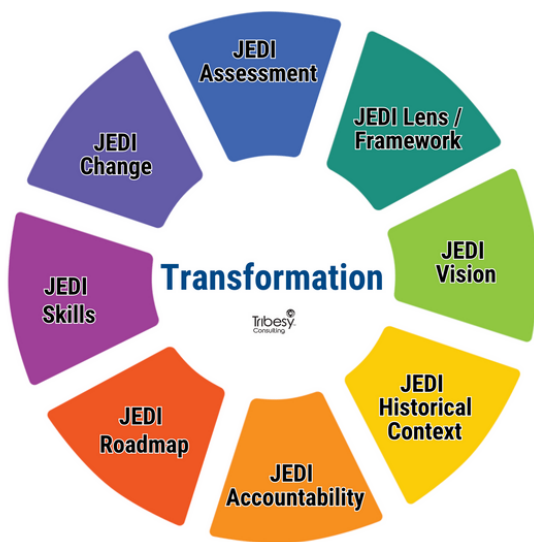
Founded in 1937 as one of the first planned communities in the United States, Greenbelt was designed as a racially exclusive community with the vision of providing affordable housing and a high quality of life for its White residents. It was one of three "green towns" built as part of President Franklin D. Roosevelt's New Deal program, which aimed to provide affordable housing and employment opportunities during the Great Depression.

Tribesy Consulting

The City of Greenbelt has contracted with Tribesy Consulting to conduct a Diversity, Equity, and Inclusion Audit. Tribesy Consulting is a dynamic and innovative consulting firm that specializes in providing a strategic Justice, Equity, Diversity, and Inclusion (JEDI) lens to organizations across various industries. With 30 years of experience and a team of highly skilled professionals, Tribesy Consulting offers a wide range of services, including strategy development, executive coaching, process improvement, JEDI implementation, and organizational transformation.

Tribesy specializes in holistic organizational transformation, both culturally and structurally, through infusing a Justice, Equity, Diversity, and Inclusion (JEDI) Lens. Tribesy is a women-owned, 50% BIPOC general partnership firm with experience in 48 of the 50 states and five other countries. Tribesy is a team of seven (with two principal consultants and five staff) that provides support and assistance in the areas of consultation, communications, videography, research, and executive guidance. Our team includes multiple identities across race, ethnicity, gender, sexual orientation, generation, ability, status and geography.

JEDI Organizational Transformation



Tribesy Consulting recognizes that traditional organizational change models often fall short of addressing the complexities of underlying structural issues. Instead, Tribesy's transformative method is a more comprehensive and focused approach called the JEDI Lens. This lens incorporates justice, equity, diversity, and inclusion as active and discrete concepts while leveraging their points of intersection to provide a more nuanced perspective. Tribesy Consulting recommends a customized and flexible approach to managing the eight components illustrated in the diagram, understanding that the transformation process is not linear and that components often overlap in practice.

Throughout the JEDI Organizational Transformation process, Tribesy Consulting partners closely with their clients to develop effective strategies. These include considerations of messaging, timing, guidance, framework, and training, as well as establishing points of contact and building connections. We understand the importance of being strategic in addressing calls for change, addressing all necessary concerns without being purely reactionary. Moreover, Tribesy Consulting emphasizes the need to create a foundation that supports long-term change, recognizing that organizations cannot simply shut down and start anew.

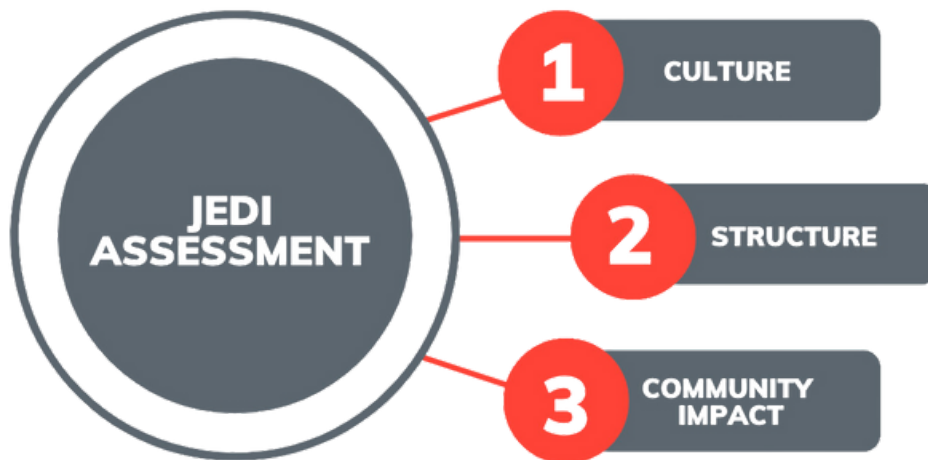
City of Greenbelt JEDI Audit

Tribesy Consulting understands the importance of conducting a comprehensive JEDI audit to identify the underlying causes of current outcomes or obstacles. These audits serve as valuable diagnostic tools that help local governments uncover root issues that must be addressed. Additionally, the JEDI audit plays a critical role in determining the strategic next steps, such as developing programs, resource hubs, and training initiatives.

Tribesy Consulting recommends conducting three separate JEDI audits:

1. An employee cultural audit to focus on identifying and understanding the cultural dynamics within the organization.
1. A city structural audit to examine the structural aspects of the city and assess how they impact justice, equity, diversity, and inclusion.
1. The community impact audit, included in Phase II, to evaluate the broader impact of the organization on the community.

These audits provide a comprehensive understanding of the current state and serve as a foundation for designing effective strategies for JEDI transformation.





Summary

Executive Summary

The City of Greenbelt, Maryland, has contracted Tribesy Consulting to conduct a full justice, equity, diversity, and inclusion (JEDI) audit. This city structure and employee culture report constitutes two-thirds of the complete JEDI assessment, with the final third being directly engaging residents to determine impacts on the community. Collectively these audits will provide an all encompassing picture of Greenbelt with a justice, equity, diversity, and inclusion context by identifying the root causes of current outcomes and laying a foundation for a holistic plan: The Greenbelt Journey.

Tribesy's assessment approach incorporates:

- Our four philosophical pillars: 1) seeking truths and knowledge; 2) crafting an entire journey; 3) creating change through taking action; and 4) making spaces for healing.
- A JEDI Lens: a comprehensive yet targeted tool that actively employs concrete definitions of diversity equity, inclusion, and justice as distinct and overlapping concepts.
- An impact-drive approach that delves into how individuals and groups are directly and indirectly affected by past and current actions, influencing their perceptions and engagement.
- Strategic and bespoke approaches to engagement, building lasting relationships with all our partners.

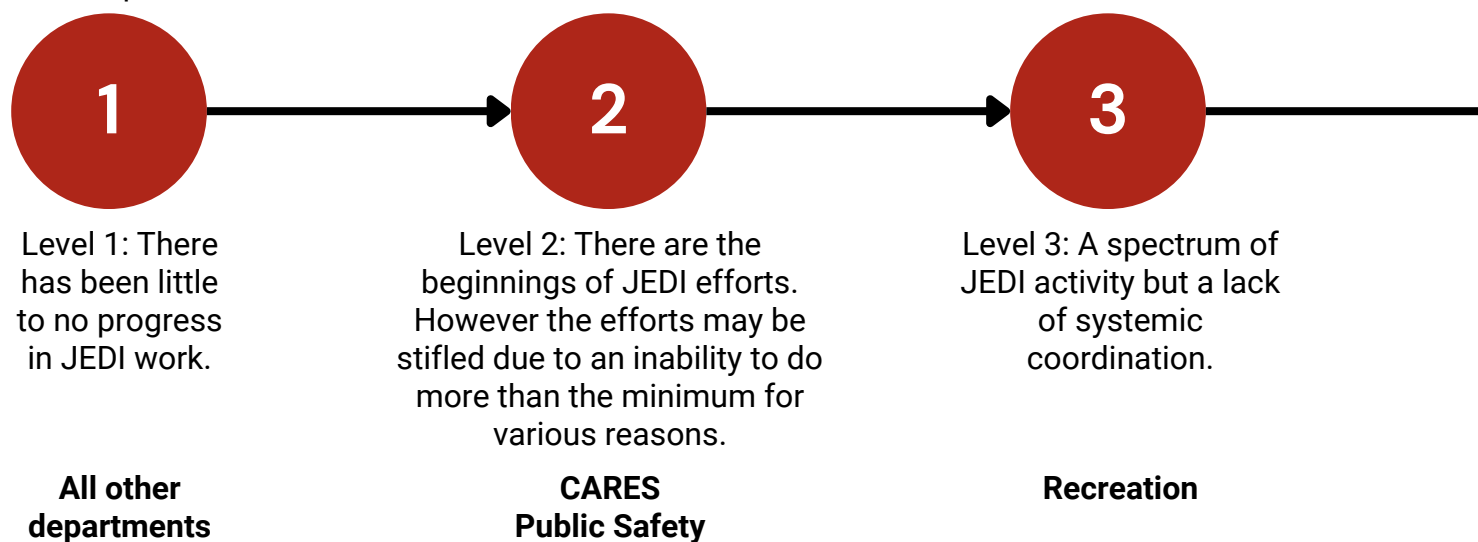
JEDI Structure Audit Summary

An extensive list of documents was requested from each city department. Subsequently, alignment questions were formulated to analyze the documents through JEDI lens. The following key indicators serves as a framework for a structural analysis.



- Decision-making processes
- Embedded JEDI values in infrastructure
- City Council processes
- Staff demographics and parity
- Departmental structure and accountability
- Evaluative focus on impact
- City code structure and language
- Intentional community engagement with a wide range of groups

Strengths, gaps, opportunities and threats were identified in each category. These formed the basis for assigning an Assessment Level between 1 and 5. The Assessment Levels for each department are as follows.



Overall City Structure Assessment:



A summary of structural strengths, gaps, opportunities and threats are highlighted below.

JEDI Structure Strengths

- Most outward-facing documents have JEDI vision and priority
- ARPA funds priorities have a basis in JEDI concepts
- Most city partners have a strong sense of JEDI concepts
- A citywide DEI Director and Police Department Social/Emotional expert were hired
- Outward-facing departments prioritize physical and financial accessibility, and engage with residents of different ages, abilities, social and cultural backgrounds



JEDI Structure Gaps

- No infrastructural JEDI accountability
- No data collection/monitoring of program and service impact on the most vulnerable city residents.
- No interdepartmental data collection to prevent systemic, discriminatory trends
- No JEDI training, skill, or application opportunities
- No JEDI inclusion in departmental vision documents/statements
- No staff, service, or program evaluation that include impacts to the most vulnerable or marginalized city residents
- No JEDI procedural departmental documents



JEDI Structure Opportunities

- Use ARPA fund allocation criteria as a basis for citywide JEDI vision and strategic plan - Objective: enhance our sense of community
- Host community safety conversations at all PD community events. Conversations are used to gather qualitative information. Increase partnerships with local schools and community colleges as younger populations WANT to be involved in local government.
- Expand bilingual programs and resources access. Define and assess cultural humility in CARES process. Acknowledge equity issues in infrastructure improvements and transportation.

JEDI Structure Threats

- Not enough transparency in city processes
- Frustrations with onboarding
- Current staff climate
- Unrepresentative staff demographics compared to current city residents
- Restrictions on community input, strictly limited to City Council meetings
- Lack of acknowledgements of past harms, potentially leading to distrust of the city and its future efforts
- Lack of procedural documents hampering overall JEDI impact assessment



A summary of structural recommendations highlighted below.

- Develop an education campaign to foster a better understanding of JEDI principles
- Define a clear and precise JEDI vision
- Develop an alignment tool to better align all efforts within the city's JEDI vision
- Create a 5-year Plan for systemic change
- Review city code thoroughly
- Focus on all functions included in Human Resources
- Focus on improving public-facing department structures
- Establish a robust data collection system to provide insights into JEDI progress, gaps and disparities
- Engage with a broader cross-section of the community for input
- Provide comprehensive leadership training to managers and directors
- Develop and utilize a JEDI decision-making tool
- Improve systemic accountability by department

JEDI Culture Audit Summary

Facilitated Dialogues / Focus Groups

Tribesy utilized facilitated dialogues to surface a vast quantity of qualitative data and allow consultants to delve into the nuances of city culture well beyond what a traditional survey affords. Alignment questions are then used to evaluate each of the 14 JEDI Organizational Cultural Components listed below in order to provide an audit level for each category.



1

Level 1: There has been little to no progress in JEDI work.

JEDI Organizational Cultural Components (**Employees**):

- Decision-making lens
- Adopting values
- Embracing discomfort
- Embracing creativity & innovation
- Prioritizing impact over intent
- Reflection
- Curiosity and questions
- Healing
- Accountability
- Physical safety and psychological bravery
- JEDI learning environment

2

Level 2: There are fledgling JEDI efforts that may or may not be stifled; an inability to do more than the minimum for various reasons.

JEDI Organizational Cultural Components (**Employees**):

- Confidence in leadership
- Prioritizing relationships over transactions
- Work and life balance

NOTE: The Council, Boards & Commission Cultural Audit yielded the same ratings, with the exception of “work and life balance” receiving a level 1 rating.

Overall Employee Culture:

Overall Council, Boards & Commission Culture:

Level
1

A summary of cultural strengths, gaps, opportunities and threats are highlighted below.

JEDI Employee Cultural Strengths

- There are pockets of employees (new and veteran) that:
 - Are excited about JEDI concepts
 - Question current practices
 - Have new / different ideas
 - Want to collaborate across departments
 - Are open to change
 - Want to do a better job / be more effective



JEDI Employee Cultural Gaps

- Understanding of justice, equity, diversity and inclusion and how to apply to roles. (Lens)
- A city identity or vision to work towards.
- Identification of marginalized groups (employees and community). Practices of acknowledging harm.
- Dialogue skills to build relationships, empathy and understanding.
- Collaboration/connection across departments.
- Strategic use of transformative questions to open possibilities.
- Connecting actions/behaviors to their impacts.
- Understanding why changes are made.
- Formal / informal JEDI learning opportunities.

JEDI Employee Cultural Opportunities

- A few departments could model foundational JEDI practices of reflection, dialogue and decision making.
- Identify individuals/groups willing to challenge the status quo.
- Build upon focus groups as a space for dialogue that was overwhelmingly perceived positively.



JEDI Employee Cultural Threats

- A cohort of White veteran employees:
 - Control access to institutional knowledge and have considerable social power to “make their own rules” thereby inhibiting change.
 - Frustrate and cause harm to other employees who attempt to try new things and make change
- Characteristics rooted in white default*, in particular:
 - Defensiveness
 - “Only one right way” thinking
 - Power hoarding
- The perception that proposing change implies people were doing things incorrectly or are flawed.
- Imposter syndrome among some employees
- Conflict among directors which contributes to departmental silos
- Outdated systems and processes impacting employee workload



*White Default is the unnamed normalization of Whiteness. The characteristics of Whiteness are the baseline of judging what is right and wrong in our social norms. These characteristics include voice tone, dress, names, hair texture, education, what are deemed the “classics”, behavioral expectations, etc., which are then placed in categories of “normal” or “other” based on their nearness to White characteristics. Whiteness is a collection of characteristics, not a people.

Highlights of the Council, Boards and Commissions cultural audit of strengths, gaps, opportunities, and threats:

Strengths

- Some recent demographic shifts on Council
- There is a general desire to “do” DEI



Gaps

- Lack of input / voice from most sections of the city
- JEDI concepts are not well enough understood
- Impact of decisions and activities is not considered
- Decisions based on “old Greenbelt” take prominence

Opportunities

- Changing demographics brings new perspectives and ideas.



Threats

- Nostalgia prioritized over legitimate history of exclusion
- Boards and commissions function as a “White bubble”
- Loss of Council representation from Franklin Park
- Assumptions about groups/geography that aren’t represented in Council or boards and commissions
- Fear of making decisions and/or making a mistake
- Silence regarding “isms”
- Current board meeting frequency, duration and format that inhibits dialogue and interactions among board members

A summary of cultural recommendations:

- Collaborate across departments to build relationships
- Create space for intentional dialogue
- Lead meetings with skillful and transformative questions
- Identify and support individuals seeking change based in JEDI
- Prioritize surfacing and assessing impact
- Identify behaviors rooted in White default
- Model risk assessing and taking behaviors
- Communicate JEDI expectations across all departments
- Encourage and foster organizational healing
- Connect the dots between change and underlying reasons for inaction



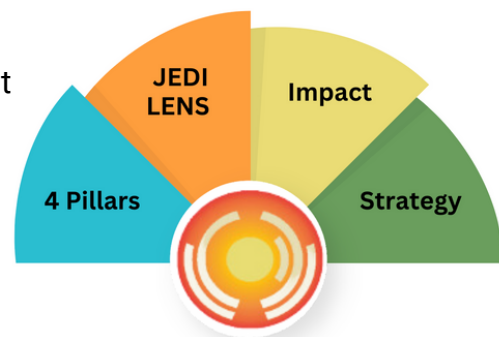


Approach

Tribesy Approach

Tribesy purposefully embraces diverse global cultures rather than solely relying on a "western" JEDI perspective. Learning from various indigenous cultures over the years has significantly influenced our consultancy approach.

Recognizing that different outcomes call for different methods, Tribesy's approach focuses on:



4 Pillars

The foundational principles of Tribesy permeate every facet of our consultancy, including audits/audits. Transformative inquiry serves as our means to engage, evaluate, and guide. Here are a few examples:

Making spaces for healing. It's commonly believed that time heals all wounds, but it's the deliberate and thoughtful practice of healing that truly provides relief.

Numerous groups endure historical, generational, and contemporary trauma. Although altering damaging policies and practices can prevent future harm, it doesn't inherently foster healing. To better understand affected communities, Tribesy considers the following questions:

- Which groups experience generational and present-day trauma?
- Are there specific harms that require recognition to promote healing?
- What is necessary for communities to feel a true sense of belonging?

Crafting a journey. Creating intentional, brave spaces for JEDI exploration and liberation.

A prolonged journey of transformation focuses on enhancing understanding, fostering personal and inter-development, embracing discomfort, and offering guidance for community and institutional change. Preparing for this trek requires delving into multiple considerations.

- How can we support individuals or groups who are new to this work, while also ensuring those who have been on this journey longer can still depend on their insights?
- What measures can we implement to guarantee the care and protection of minoritized communities throughout this process?

Seeking truths and knowledge. Challenging generational narratives.

Understanding the influence of historical perspectives is crucial to fully grasp their impact on current dynamics and how they affect people today. Tribesy explores these dynamics through questions such as:

- What is the current system's relation to historical structures, procedures and practices?
- Are there embedded "knowledge barriers" that must be challenged?
- Is the dominant culture's perspective about minoritized communities influencing perception(s) of the truth?

Creating change through taking action. JEDI: Where actions are empowered by words, and words keep you accountable.

Spaces that structurally support creativity and innovation are crucial in fostering change. These spaces encourage exploration, experimentation, and collaboration, enabling impactful transformations. Below are essential inquiries.

- Is there space that supports structural creativity and innovation?
- How will changes impact individuals and groups within the city?
- What would an environment that promotes "change agents" look like?

JEDI Lens

A JEDI Lens serves as a comprehensive yet targeted tool that actively employs justice, equity, diversity, and inclusion as distinct concepts. It leverages their intersecting points to offer a concentrated perspective.

Despite being part of everyday language, these terms are often interchanged and lack clarity regarding their practical application in daily activities, interactions, culture, and structure. Tribesy uses these foundational concepts to evaluate the underlying reasons for present outcomes, strengths, and deficiencies, forming the basis for an initial audit.



Impact

Metrics, like the number of people served, funds spent, or programs created, are often used to showcase "impact" without effectively tying these actions to individual and community outcomes or to an overall improvement in quality of life. An impact approach delves into how individuals and groups are directly and indirectly affected, influencing their perceptions and engagement. It also assesses unintended exclusion that may require addressing harm to engage with these communities effectively.

In the context of this audit, impact considers that for many, identity aligns with a sense of community rather than the individual. Thus, emphasizing a community approach to transformation must be based on upholding the greater good and safety, ensuring basic needs, and fostering an environment of communal wisdom and purposeful, free expression.

Strategy

Throughout the process, Tribesy collaborates with our partners to craft strategies that establish a solid foundation for long-term change. In the context of a JEDI audit, this involved developing process presentations, messaging, and providing guidance to ensure as much access as possible for employees.

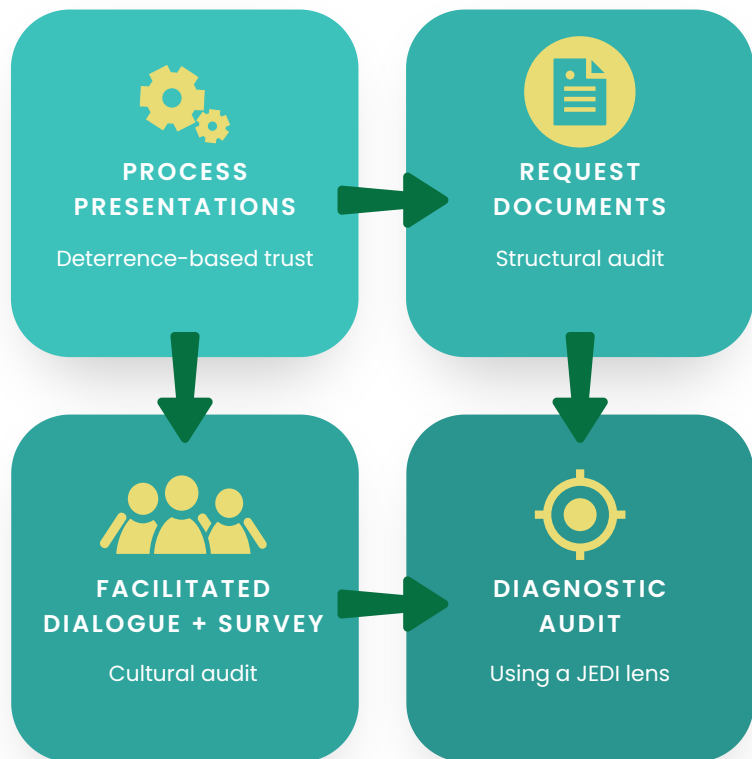


Methodology

Overview

Tribesy's methodology in Phase I of the audit (Structural and Cultural audits) included conducting:

- Process presentations for employees and Councilmembers
- Conducting facilitated dialogues for employees, Councilmembers, Boards and Commissions
- Surveying demographics for dialogue participants
- Requesting documents across all city functions
- Performing a diagnostic audit of all qualitative and quantitative data using a JEDI lens.



Process Presentations

Prior to beginning the audit, Tribesy conducted process presentations for employees as a mechanism for establishing **deterrence-based trust**. This trust level is fundamental for most individuals as it ensures there are rules in place preventing harm or exploitation. In our experience, most staff and community members, depending on their relationship with the city and level of trauma experienced, approach JEDI communications with a cautious hope. Hence, immediately initiating the trust-building process is crucial.

7
PROCESS
PRESENTATIONS

Recognizing that a JEDI audit may be unfamiliar to many, process presentations also provide context on the procedures and outcomes for the audit while fostering connections with key personnel and providing permissive space for employees to engage.

Document Requests

Tribesy requested a comprehensive list of documents from each city department, including policies, procedures, surveys, data collection, budgets, etc. Employees were asked **not** to develop documents or data if it doesn't currently exist within the structure or archives of the city.

Facilitated Dialogues

Individual and small group spaces are deliberately crafted by Tribesy for our consultants **to learn from** participants. Therefore, groups are composed of employees from similar positions without any direct reports in the same space. Individual dialogues are conducted for those that cannot easily be placed in a group because of their title/role within the organization. This is intended for the protection of both management/supervisors and their reports.

54
EMPLOYEES

15
COUNCIL /
COMMITTEE
MEMBERS

Furthermore, Tribesy designed its participant guidelines and etiquette in these spaces to:

- Surface perspectives, ideas, and experiences relative to each of the 14 characteristics of JEDI organizational culture
- Engage participants through dialogue (exploration), not debate (right vs wrong)
- Ensure participants speak from their own experiences, not as representatives of any particular group
- Maintain individual confidentiality. Any quotes shared in these settings are stringently anonymized
- Follow up and build upon participant responses.

21
DIALOGUE
SESSIONS

NOV 26 THROUGH
DEC 8, 2023

Tribesy facilitated 14 dialogue sessions with employees from November 13-26, 2023. The consultancy held an additional seven dialogue sessions for the Council and Committees between November 13 and December 8, 2023.

Demographic Survey

Tribesy provides online demographic surveys to all those who participate in a focus group or interview. The survey provides data regarding participant identities, giving more quantitative insight and context to qualitative data gathered during focus groups and interviews.

61%
COMPLETION

Diagnostic audit

There are four main categories of audits:

- Diagnostic audits gauge current knowledge, experience, and root causes of present outcomes.
- Formative audits measure progress during the implementation of change.
- Interim audits measure group experiences and performances comparatively.
- Summative audits determine impact over time after changes have been implemented.

Tribesy conducted a diagnostic audit to evaluate strengths, gaps, opportunities, and threats through applying a JEDI lens.

JEDI Lens

In the absence of official justice, equity, diversity, and inclusion definitions for the city of Greenbelt, Tribesy utilized the following definitions as a lens to conduct both its cultural and structural audits.

Diversity is recognition and active engagement to support the intersectionality of varied social identities as opposed to relying automatically and/or exclusively on passive demographic data.

Equity seeks to address underlying root causes of systemic differences of opportunity and access to social resources.

Inclusion is the conscious and purposeful practice of improving the terms of participation and opportunity for marginalized groups. Inclusionary behaviors seek to empower the uniqueness of individuals/groups as a valued characteristic resulting in a sense of belonging.

Justice is the practice of taking direct action to repair historic and current systemic oppression, which has disproportionately impacted communities and identities most marginalized within society.



Audit Overview

Tribesy JEDI Organizational Transformation

A Tribesy JEDI Organizational Transformation is a comprehensive approach to integrating JEDI principles into the operations and culture of a local government. It involves a continuous process of reflection and change, with a focus on how the government's systems and culture affect its most vulnerable and marginalized employees, residents, and visitors. By adopting a JEDI lens, the government can measure the success of its systems in promoting humanity and adapt them to ever-changing demographics. This approach ensures that the government engages a wide community base and is not solely influenced by a few loud voices.

Purpose of a JEDI Audit

The purpose of a JEDI audit at a local government level is to establish a comprehensive understanding of said government's current JEDI state in terms of strengths, gaps, threats, and opportunities. This serves as a baseline for subsequent planning and action. The audit facilitates collaboration between leadership and staff, fostering a shared understanding of the JEDI process and highlighting the need for operational updates. By utilizing both qualitative and quantitative data from various perspectives, the audit provides tangible analysis and recommendations for driving meaningful change.

Key Components

A JEDI audit for a city government is a crucial step towards creating a more inclusive and equitable community. This process involves a comprehensive audit of the city government's policies, practices, and culture to identify areas of strength and areas that need improvement. It examines how the government's actions and decisions impact marginalized communities and provides valuable insights into the experiences of underrepresented groups and individuals. By collecting both qualitative and quantitative data, the JEDI audit helps city leaders gain a deeper understanding of the systemic barriers and biases that exist within their government. The JEDI Audit encompasses several key components.



01

Structure

A structural analysis assesses the city's policies, procedures, programs, codes, and other relevant structural aspects. This examination aims to identify any systemic barriers or biases that may exist.

02

Culture

A cultural analysis assesses the city's working environment, including unwritten rules of engagement, attitudes towards engaging diverse populations, and general values. This analysis helps uncover any cultural factors that may impact JEDI efforts.

03

Evaluation

An audit evaluation includes a classification of JEDI integration, mapping out the spectrum of progress in this area. It also evaluates the city's strengths, gaps, opportunities, and threats related to JEDI, providing a comprehensive understanding of the current organizational climate.

04

Concluding Recommendations

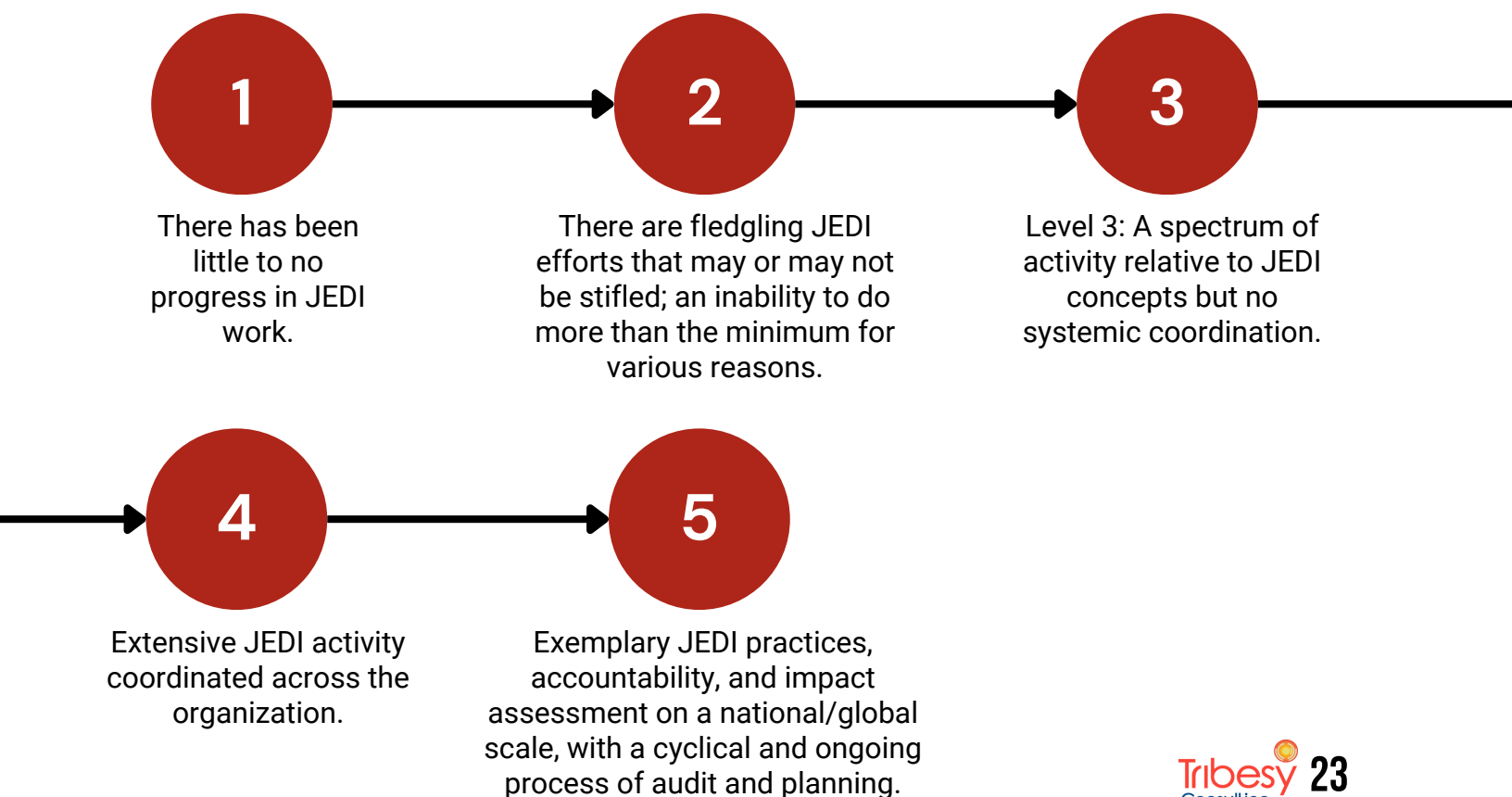
The audit concludes with recommendations for a holistic and sustainable approach to continuing the city's JEDI journey, suggesting strategies to foster and maintain justice, equity, diversity, and inclusion as a key driver of the city's operational lens.

Goal of the JEDI Audit

The ultimate goal of conducting a JEDI audit is to foster a more just, equitable, diverse, and inclusive society. By thoroughly assessing the policies, practices, and culture of an organization or government, the audit aims to identify areas of improvement and implement targeted strategies to address systemic barriers and biases. The goal is to create an environment where everyone, regardless of their background or identity, has access to and opportunities for the resources they need, and where their voices are not only heard, but valued. The JEDI audit serves as the foundational phase in the development of a JEDI Roadmap, which operationalizes these concepts and cultivates a healthier local government structure and culture that consistently applies its JEDI lens.

JEDI Progress Tracking

Tribesy provides a comprehensive framework for assessing a spectrum of JEDI integration. By breaking down the components into categories and assigning them a level from 1 to 5, the city can effectively identify its strengths and gaps in each area. This allows for a targeted approach to developing a JEDI roadmap that guides and measures progress over time. This roadmap serves as a strategic tool to ensure that the city government is continuously working towards achieving higher levels of JEDI integration, addressing areas of improvement, and celebrating successes. It provides a clear path to create a more inclusive and equitable city government that values and respects the diverse needs and perspectives of its community members.





Structure Audit

JEDI Structural Audit Overview

The JEDI structural audit is a comprehensive analysis of the city's justice, equity, diversity, and inclusion practices on both a macro and micro-structural level. This audit evaluates the policies, procedures, and systems in place to identify any barriers or biases that may hinder JEDI integration. The audit also serves as a reference point for the city to measure its progress and alignment with the JEDI definitions outlined in the "Tribesy Methodology" section.

Key indicators (listed below) are analyzed to determine the city's level of JEDI alignment. This comprehensive audit enables the city to identify areas of improvement and develop strategies to enhance its JEDI practices.



Key Indicators

- Decision-making processes
- JEDI values embedded in infrastructure
- City Council processes
- Staff demographics and parity
- Departmental structure and accountability
- Evaluative focus on impact
- City code structure and language
- Intentional community engagement with a wide range of groups

JEDI Structural Audit Indicators

The Tribesy JEDI structural audit analyzes key organizational indicators to determine the strengths, gaps, opportunities and threats that exist within a city's structure. **This analysis is based on documents provided by the City in the following departments.**

- General Governance
- C.A.R.E.S.
- Human Resources
- Information Technology
- Planning and Community Development
- Public Safety
- Recreation
- Public Information
- Museum

83%
of departments
reported

28%
of requested
documents were
provided on
average

JEDI Structural Alignment Questions

Based on the Tribesy JEDI definitions outlined in the "Tribesy Methodology" section, the JEDI structural alignment questions serve as a framework for evaluating and ranking each document provided by the city. These questions aid in assessing the extent to which the city has implemented JEDI concepts in its operations. They are presented in no specific category order and carry equal measurable weight.

Justice

- Does the organization have structures in place to recognize and address historic and/or ongoing systemic oppression?
- Has the organization identified the communities and staff members who are most disproportionately impacted by societal marginalization?
- Is there evidence of the organization taking steps to repair the harm caused by historic and/or ongoing systemic oppression?
- Is there evidence of the organization making changes to its codes, policies, procedures, and/or programs to prevent future harm?
- Does the organization have a system in place to publicly acknowledge harm that has been or is currently being caused to staff and/or the community?

- Has the structure of the organization identified marginalized, vulnerable, or minoritized staff or communities?
- Does the structure solely focus on compliance areas?
- Are there specific areas within the organization that have adapted programs, policies, and/or practices to address systemic disparities in opportunity and access to social resources?
- Is there evidence that the organization's structure is transitioning toward a system that acknowledges and takes proactive measures to support access to resources for marginalized groups?
- Does the organization regularly evaluate the accountability of programs, policies, and/or procedures based on their impact on those who are most negatively affected by the current systems?

Equity

Diversity

- Does the organizational structure passively collect demographic data, such as the demographics of staff and members categorized by department and title?
- Is there evidence that organizational structure utilizes quantitative data to identify gaps or oppression experienced by different groups?
- Are there programs or initiatives within the structure that specifically aim to support diverse social identities?
- Is there evidence that the organizational structure actively incorporates intersectional demographics to coordinate policies and procedures?
- Does the organizational structure demonstrate a focus on evaluating programs, policies, and/or procedures with the goal of positively impacting marginalized social identities on a cyclical basis?

- Is there evidence of intentional analysis within the organizational structure to include those most affected by a decision, program, policy, and/or procedure?
- Does the organizational structure provide space for the inclusion of lived experiences from individuals who are typically excluded?
- Is there a recurring evaluative process for programs, policies, and/or procedures that allows for communication access to a diverse range of staff and community members?
- Are there established structures to ensure intentional inclusion of staff and community partnerships that align with the definition of diversity?
- Are there accountability measures in place to ensure the input of historically marginalized, minoritized, and/or vulnerable individuals within the organizational structure?

Inclusion

Key Indicator Analysis - City of Greenbelt

Decision-Making Processes

Level 2

Analyzing a city's decision-making process through a justice, equity, diversity, and inclusion (JEDI) lens is crucial in ensuring fair and inclusive governance. By applying this lens, one can assess the degree to which a decision-making process takes into account the diverse needs, experiences, and perspectives of all residents, particularly those from marginalized and underrepresented communities. It involves examining whether the decision-making process is transparent, accessible, and inclusive, allowing for meaningful participation and input from all stakeholders. Additionally, a JEDI analysis will evaluate whether decision-makers consider the potential impact of their decisions on different social identities and actively work to address systemic inequities and barriers to access and provide a communication loop to those most affected. This approach helps to create a more just and inclusive city where decisions are made with a deep understanding of the diverse needs and aspirations of its residents.

Strengths

- ARPA funds allocations based on JEDI priorities
- While the C.A.R.E.S. and Recreation Departments have made some decisions based on JEDI concepts, there is a lack of consistent structural systems in place to ensure the ongoing use of the JEDI lens. While individual decisions may have been influenced by JEDI principles, the absence of a comprehensive framework or guidelines limits the ability to consistently apply these concepts across all aspects of the departments' operations. Establishing structural systems that embed the JEDI lens into decision-making processes is crucial to ensure that justice, equity, diversity, and inclusion are consistently prioritized and integrated into the departments' practices and policies. This will help foster a more inclusive and equitable environment for all individuals accessing C.A.R.E.S. and Recreation Department services.

Gaps

The lack of evidence to support a decision-making system through a JEDI lens for the city raises concerns about the fairness and inclusivity of the decision-making process as a whole. Without a robust foundation of evidence, it becomes challenging to ensure that decisions are made in a manner that addresses systemic inequities and promotes justice for all residents. A decision-making system that lacks evidence may inadvertently perpetuate existing disparities and fail to consider the unique needs and perspectives of marginalized communities. It is crucial for cities to prioritize data collection, research, and analysis to inform decision-making processes through a JEDI lens, ensuring that policies and initiatives are equitable, inclusive, and responsive to the most vulnerable and marginalized residents' needs.

Opportunities

The City can use the ARPA funds as a basis of developing an alignment tool for their JEDI lens (when developed) to assist in the City's daily decision making.

Threats

Lack of transparency in the decision-making process poses significant threats to the city and its stakeholders. When decisions are made behind closed doors without adequate communication and disclosure, it erodes public trust and undermines the democratic principles upon which cities are built. This lack of transparency can lead to suspicions of corruption, favoritism, and unfair practices, which can have far-reaching consequences for the city's reputation and credibility. It also hampers citizen engagement and participation, as the most vulnerable and marginalized residents feel excluded from important discussions and decisions that directly impact their lives. Without transparency, the city risks alienating its constituents, hindering accountability, and impeding progress towards a more inclusive and responsive governance system.

Key Indicator Analysis

Embedded JEDI Values in Infrastructure

Level 1

Analyzing the city's embedded JEDI values in its infrastructure is essential for creating an inclusive and equitable urban environment. This analysis involves examining how the city's physical infrastructure, such as transportation systems, public spaces, and housing reflects and supports JEDI principles. It includes evaluating whether the infrastructure is accessible to all residents, regardless of their abilities, socioeconomic status, or cultural background. Additionally, a JEDI analysis looks at how the infrastructure promotes diversity and inclusivity by considering the needs and preferences of different communities. It also evaluates whether the infrastructure addresses historical inequities and provides equal opportunities for all residents to access essential services and resources. By analyzing a city's embedded JEDI values in its infrastructure, we can ensure that the physical environment reflects and supports the principles of justice, equity, diversity, and inclusion, creating a healthier and more vibrant city for all.

Strengths

- Outward facing city documents and reports do demonstrate the city's commitment to embracing JEDI practices. These documents reflect the City's desire to prioritize fairness, inclusivity, and equal opportunities for all residents.
- The city has demonstrated a commitment to prioritizing JEDI concepts in their overall budget. Through this audit, the City is taking essential steps to establish a foundation for sustainable organizational change. By allocating resources and funds towards JEDI initiatives, the City is actively investing in creating a more equitable and inclusive community. This budgetary prioritization reflects the City's recognition of the importance of addressing systemic inequities and promoting diversity and fairness. The audit serves as a crucial tool to assess current practices, identify areas for improvement, and implement strategies that will drive meaningful and lasting organizational change.

Gaps

- The City does not utilize a direct JEDI lens to assess the impact of its infrastructure on the most vulnerable and marginalized residents and raises significant concerns. Without a comprehensive evaluation of how infrastructure projects affect different communities, there is a risk of perpetuating existing disparities and exacerbating inequalities. The lack of a direct JEDI lens means that the unique needs and perspectives of marginalized residents may not be adequately considered in the planning and implementation of infrastructure initiatives. This can result in limited access to essential services, inadequate transportation options, and unequal distribution of resources, further marginalizing already vulnerable populations. It is crucial for the city to adopt a direct JEDI lens to ensure that infrastructure development going forward is equitable, inclusive, and responsive to the needs of all residents, particularly those who are most vulnerable and marginalized.
- Although anyone in the city of Greenbelt can offer one a brief history of the exclusionary manner in which the city was started, it is rare that anyone can tell you how that legacy affects residents today. The city's failure to understand and acknowledge how historic oppression continues to impact the community today is a significant concern. Without a comprehensive understanding of the legacies of harm caused by past injustices, it becomes challenging to address and rectify the ongoing effects of systemic oppression structurally. By ignoring or downplaying these historical realities, the city perpetuates existing disparities and fails to create meaningful change. It is crucial for the city to engage in a process of deep reflection and education to fully comprehend the ways in which historic oppression has shaped the current social, economic, and political landscape. This understanding should then inform concrete actions and policy changes aimed at dismantling systemic barriers, promoting equity, and providing reparative measures to affected communities. By acknowledging and actively working to rectify the legacies of harm, the city can take significant strides towards fostering a more just and inclusive environment for all residents.

Opportunities

It is imperative for a city to develop a comprehensive plan to engage a diverse group of individuals to volunteer on its Boards and Commissions, particularly when it comes to infrastructure-level decision-making. By actively seeking representation from a wider range of backgrounds, experiences, and perspectives, the city can ensure that the voices of those most affected by infrastructure projects are heard and considered. Engaging a diverse group of volunteers on boards and commissions allows for a more inclusive and equitable decision-making process, as it brings in a variety of viewpoints and insights.

Opportunities (con.)

This approach helps to address systemic biases and ensures that infrastructure planning and development take into account the needs and concerns of all residents, especially those who have been marginalized or underrepresented historically. By actively involving a diverse group of volunteers, the city can foster a sense of ownership and empowerment among its residents, ultimately leading to more inclusive and impactful infrastructure decisions.

Threats

The current state of the city's infrastructure reveals a concerning inability to address existing inequities, primarily due to its greater inability to meet the needs of today's residents. The infrastructure, designed and implemented years ago, does not adequately account for the evolving demographics, socioeconomic realities, and diverse needs of the community. As a result, certain neighborhoods or marginalized populations may face significant disadvantages in accessing essential services, transportation, or public amenities. This lack of responsiveness to the present-day needs of residents perpetuates disparities and hinders progress towards achieving equity. It is crucial for the city to reassess and update its infrastructure to ensure it aligns with the current realities and priorities of its residents. By investing in infrastructure that is inclusive, accessible, and responsive to the needs of all community members, the city can take a significant step towards addressing inequities and fostering a more equitable and thriving environment for everyone.

Key Indicator Analysis

City Council Processes

Level 1

The analysis of the City Council's processes through a JEDI lens involves examining how the Council's decision-making and governance practices align with principles of justice, equity, diversity, and inclusion. This analysis aims to identify any systemic biases or barriers that may exist within the Council's processes and policies, and to propose recommendations for creating a more equitable and inclusive decision-making environment.

Strengths

The City Council is currently a good example of diversity in thought, ethnicity, background, beliefs, and geography. This diversity brings a wealth of perspectives and experiences to the table, enriching the decision-making process and ensuring that a wide range of voices are heard and represented. The Council reflects the multicultural fabric of the community with its inclusion of members from various ethnicities. The diverse backgrounds of Council members contribute to a more comprehensive understanding of the challenges and opportunities faced by different segments of the city population. Additionally, the Council's geographic diversity ensures that the needs and concerns of various neighborhoods and regions within the city are taken into account. This diversity of thought, ethnicity, background, beliefs, and geography strengthens the City Council's ability to make informed and equitable decisions that benefit all residents.

Gaps

- Despite the City Council's commendable diversity, there is a concerning lack of accountability in moving forward with a JEDI lens. This failure to hold itself accountable hampers the Council's ability to make necessary structural changes within its own framework. The Council's adherence to old systems and traditional approaches limits its capacity for creativity and innovation in finding new ways to address systemic inequities and promote justice, equity, diversity, and inclusion.

Gaps (con.)

- Without a commitment to adopting a JEDI lens, the Council may inadvertently perpetuate existing power marginalization and other imbalances within its decision-making processes. The absence of a proactive approach to dismantling systemic barriers and promoting inclusivity can hinder progress towards achieving meaningful change. By clinging to outdated systems, the Council may miss opportunities to explore alternative methods, perspectives, and solutions that could lead to more equitable outcomes for all residents.

Opportunities

- To overcome this challenge, the Council must prioritize accountability and actively seek ways to infuse a JEDI lens into its operations. This includes reevaluating existing structures, policies, and practices to identify areas where improvements can be made. Embracing creativity and innovation within the Council's framework can open doors to new approaches that better reflect the diverse needs and aspirations of the community. By deliberately fostering an environment that encourages fresh ideas and alternative perspectives, the Council can pave the way for transformative change and ensure that justice, equity, diversity, and inclusion are at the forefront of its decision-making processes.
- The City Council has a valuable opportunity to establish a robust communication protocol with both staff and residents, ensuring multiple avenues for concerns to be addressed. By creating this structured and transparent system, the Council can facilitate open dialogue, active engagement, and effective problem-solving.
- Developing a communication protocol involves establishing clear channels for residents and staff to voice their concerns, suggestions, and feedback. This can include regular town hall meetings, public forums, online platforms, and dedicated email addresses or phone hotlines. By providing multiple opportunities for engagement, the Council can ensure that diverse voices are heard and that concerns are not overlooked or dismissed.
- In the process of establishing channels for communication, the Council should prioritize their responsiveness. Timely and meaningful responses to concerns demonstrate a commitment to addressing issues and building trust with the community. This can involve setting specific timelines for responses, acknowledging receipt of concerns, and providing updates on actions taken or progress made.

Opportunities (con).

- Furthermore, the Council should actively involve staff and residents in decision-making processes. This can be achieved through advisory committees, task forces, or community workshops, where individuals can contribute their expertise and perspectives. By including diverse voices in these decision-making processes, the Council can ensure that policies and initiatives are more inclusive and responsive to the needs of the community.
- Creating a communication protocol also requires transparency and accountability. The Council should be transparent about its decision-making processes, sharing information, data, and reports promptly and directly with the public. This transparency builds trust and allows residents and staff to understand how concerns are being addressed and decisions are being made.
- Overall, by establishing a comprehensive communication protocol, the City Council can create an environment where concerns are actively listened to, addressed, and resolved. This fosters a sense of community engagement, empowers residents and staff, and ultimately leads to more effective and inclusive governance.
- The City Council should explore and implement alternative communication methods. This could include utilizing digital platforms, such as dedicated websites or social media channels, to share information, gather feedback, and address concerns. Online surveys, virtual town halls, or interactive webinars can provide additional avenues for residents to engage with the council and express their opinions.
- Furthermore, Council can consider hosting community forums, neighborhood meetings, or mobile office hours to reach residents who may face barriers to attending traditional Council meetings. By bringing the Council to the community, these initiatives create opportunities for direct interaction, fostering a sense of inclusivity and ensuring that a wider range of voices are heard.
- By expanding access to communications beyond Council meetings, City Council can mitigate the threat of exclusion, enhance community engagement, and tap into the collective wisdom of their residents. Embracing creativity and innovation in communication methods strengthens the democratic process, promotes transparency, and ultimately leads to more effective and equitable governance.

Threats

- The lack of expansion in the City Council's ability to develop creative access to communications by residents, beyond traditional Council meetings, poses a significant threat to effective governance and community engagement. Relying solely on Council meetings as the primary means of communication limits accessibility and excludes individuals who may face barriers to attending or participating in these gatherings.

Threats (con.)

- One key threat is the potential exclusion of marginalized or underrepresented communities. Council meetings, often held during specific hours and at specific locations, may not be able to accommodate the varied schedules and needs of all residents. This can result in the voices and concerns of certain groups being overlooked or unheard, perpetuating existing disparities and hindering inclusive decision-making.
- Moreover, relying solely on Council meetings restricts the range of perspectives and ideas that can be shared. Some individuals may feel uncomfortable or intimidated speaking in a formal public setting, leading to a decrease of potentially valuable input. By not expanding communication avenues, the council misses out on valuable insights and innovative solutions that could arise from alternative methods of engagement.
- Another threat is the potential for limited information dissemination. Council meetings may not provide sufficient opportunities for residents to access comprehensive information about ongoing projects, policies, or decisions. This lack of transparency can lead to a disconnect between the council and the community, eroding trust and hindering meaningful participation.

Key Indicator Analysis

Staff Demographics and Parity

Level 2

Analyzing the city's staff demographics and parity involves examining the composition of its workforce in terms of diversity and representation. This analysis will assess whether the city's staff reflects the demographics of the community it serves and whether there is a focus on representing different racial, ethnic, gender, and other identity groups within Greenbelt. By examining staff demographics and parity through a JEDI lens, the goal is to identify any disparities or underrepresentation of marginalized groups, and to develop strategies to promote justice, equity, diversity, and inclusion within the city's workforce. This analysis helps ensure that all individual staff members have opportunities for employment and advancement. This analysis will also assess whether the city's hiring practices are inclusive and provide opportunities for individuals from backgrounds reflecting the community's demographics and lived experiences. It also seeks to assess performance evaluation and promotion processes to ensure that they are based on merit and not influenced by discriminatory factors. Additionally, the analysis examines salary compensation to ensure that it is equitable and free from any gender, racial, or other biases.

Strengths

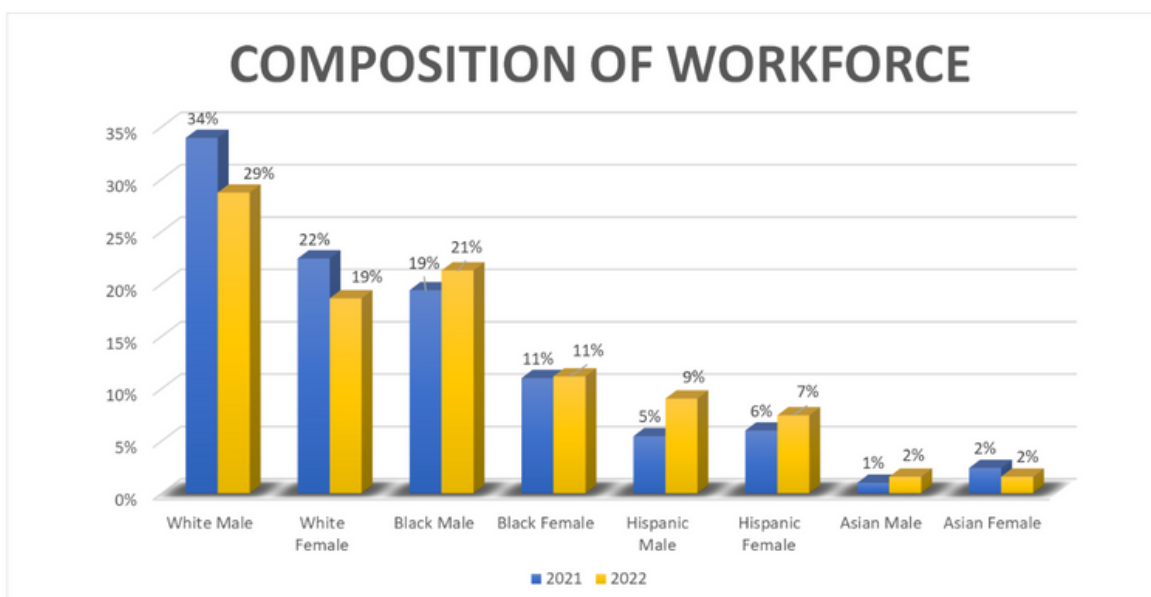
- The city stands to gain numerous benefits by hiring a JEDI Director, as well as a social-emotional expert within the police department. These positions can play a crucial role in fostering a more inclusive, empathetic, and community-oriented approach to an organizational transformation and communal safety.
- A JEDI Director can provide strategic leadership and guidance in implementing JEDI practices. They can help develop policies, procedures, and training programs that promote fairness, equity, and respect for all individuals, regardless of their background or identity.
- Additionally, a social-emotional expert within the police department can contribute to building stronger relationships between law enforcement and the community. This expert can provide specialized training to officers on topics such as de-escalation techniques, conflict resolution, and trauma-informed approaches. By equipping officers with the necessary skills to navigate complex social and emotional situations, the department can enhance its ability to respond effectively and compassionately to community needs.

Strengths (con.)

- The presence of a social/emotional expert can help address the mental health and well-being of both police officers and community members. They can provide support and resources to officers who may experience high levels of stress, trauma, or burnout in their line of duty. Additionally, they can collaborate with community organizations and mental health professionals to ensure that individuals in crisis receive appropriate care and support, reducing the reliance on law enforcement for non-violent situations.
- By hiring a JEDI Director and a social/emotional expert, the city demonstrates its commitment to becoming a more compassionate, accountable, and community-centered institution. These positions can help bridge the gap between law enforcement and the community, fostering trust, understanding, and collaboration. Ultimately, this investment can lead to safer neighborhoods, improved community relations with the police, and a more equitable and inclusive city for all residents.

Gaps

- The significant disparity between the demographics of city staff and the demographics of the city's residents highlights the importance of implementing change to create a more community-reflective and inclusive workforce. When the staff demographics do not reflect the diversity of the community it serves, it can lead to a lack of understanding, less cultural competency, and inequitable service delivery.



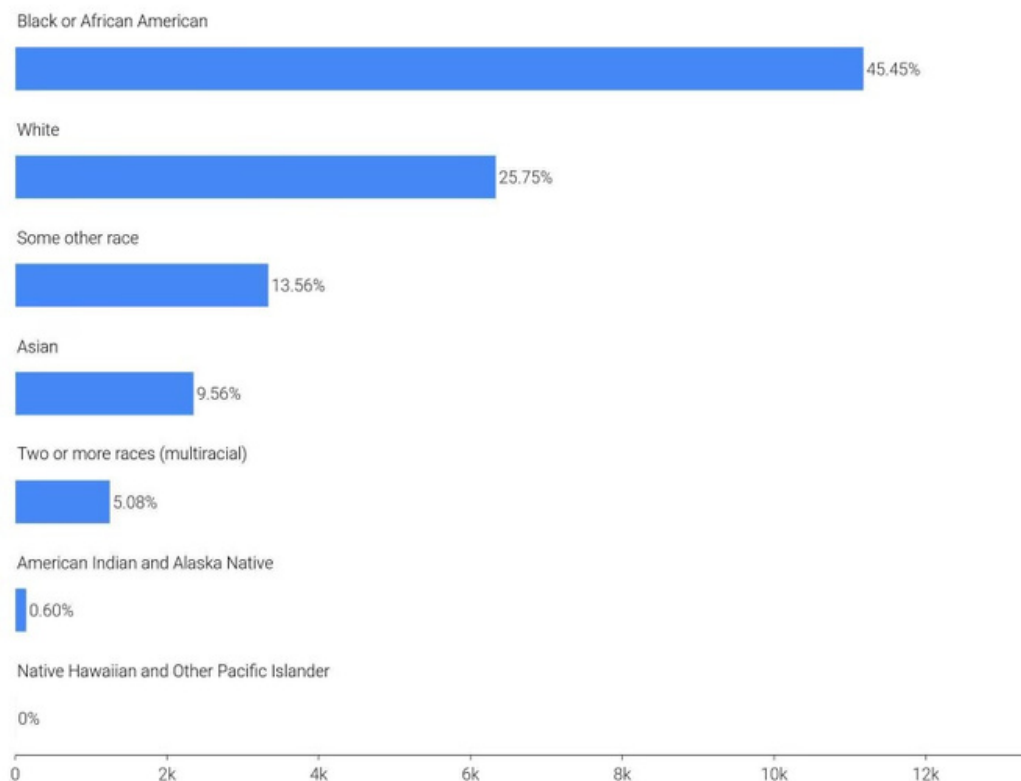
Source: City of Greenbelt, Human Resources Dept.

Gaps (con.)

- Having a staff that is not reflective of the community can result in a disconnect between the needs and experiences of residents and the services provided by the city. It may lead to biases, stereotypes, and misunderstandings that hinder effective communication and engagement. This can perpetuate systemic inequities and contribute to a sense of exclusion among marginalized communities.

Greenbelt, MD population by race

The largest racial group in Greenbelt is Black or African American, with a population of 11,181 (45.45% of the total population)



Source: U.S. Census Bureau, American Community Survey (ACS) 2017-2021 5-Year Estimates

Neilsberg

Gaps (con.)

- A lack of diversity within the staff limits the range of perspectives, ideas, and solutions that can be brought to the table. Diverse teams have been shown to be more innovative, creative, and effective in problem-solving. By fostering a workforce that reflects the diversity of the community, the city can tap into a broader range of experiences, knowledge, and skills, leading to more informed decision-making and better outcomes for all residents.
- Representation matters not only in terms of demographics but also in terms of lived experiences and cultural backgrounds. A diverse staff can bring unique insights and understanding of the challenges faced by different communities, enabling the city to develop more targeted and responsive policies and programs. It also helps build trust and credibility within the community, as residents see themselves reflected in the individuals who serve them.
- The city's Human Resources (HR) functions operate mostly for compliance purposes, without incorporating JEDI concepts, can hinder the city's progress towards building an inclusive and equitable work environment. While compliance is important to ensure adherence to legal requirements, it is equally crucial to go beyond mere compliance and actively promote JEDI principles within HR practices.
- By solely focusing on compliance, HR functions may overlook the opportunity to address systemic biases and promote diversity and inclusion within the workforce. JEDI concepts emphasize the need to actively challenge and dismantle systemic barriers that perpetuate inequities. Without incorporating these concepts, HR practices may inadvertently perpetuate existing disparities and hinder the city's ability to attract, retain, and develop a diverse and talented workforce.
- The lack of structural systems to analyze the possibility of bias and discrimination in promotions, recruitment, and salary can perpetuate inequities within the city and hinder efforts to foster a fair and inclusive work environment. Without robust mechanisms in place to assess these processes, biases and discriminatory practices may go unnoticed and unaddressed, leading to disparities in opportunities for employees.
- Promotions are a critical aspect of career advancement, and without proper analysis, biases can infiltrate decision-making and selections. Unconscious biases, such as affinity bias or confirmation bias, may inadvertently impact promotion decisions, resulting in the underrepresentation of certain groups in leadership positions. Implementing structured promotion processes that include objective criteria, multiple evaluators, and regular procedural reviews can help mitigate the influence of biases and ensure that promotions are based on merit and potential.

Confirmation bias is a cognitive bias where individuals tend to search for, interpret, favor, and recall information in a way that confirms or supports their preexisting beliefs or hypotheses. This bias can lead people to overlook contradictory evidence or to selectively gather information that reinforces their existing views, ultimately influencing their decision-making and perceptions of reality.



Affinity bias is a tendency for people to favor others who are similar to themselves in terms of background, experiences, interests, or other characteristics. This bias can manifest in various contexts, such as hiring decisions, team assignments, or social interactions, where individuals may unconsciously prefer those who resemble them, leading to exclusion or favoritism based on shared traits.

Gaps (con.)

- Similarly, recruitment practices can be susceptible to biases that limit diversity and perpetuate existing imbalances. Without systematic analysis, unconscious biases may influence candidate selection, leading to a lack of representation from underrepresented groups. Implementing blind resume screening, diverse interview panels, and standardized evaluation criteria can help reduce bias and ensure a more equitable recruitment process.
- The city's lack of a JEDI lens in establishing expectations and accountability for employee evaluations and job descriptions can hinder efforts to create an inclusive and equitable work environment. Without incorporating JEDI principles into these foundational documents, the city may inadvertently perpetuate systemic biases.
- Employee evaluations are essential for assessing job performance and providing feedback. However, if evaluations do not explicitly include expectations and criteria related to JEDI principles, it can result in a lack of accountability and awareness regarding equity and inclusion. By incorporating a JEDI lens into evaluation processes, such as assessing an employee's commitment to justice, equity, diversity, and inclusion, the city can ensure that these values are prioritized and reflected in job performance audits.
- Similarly, job descriptions serve as a guide not just for employee responsibilities but the expectations of them in the position and organization as well. If job descriptions do not explicitly include expectations related to JEDI principles, it can perpetuate a lack of awareness and understanding of their importance within the role. By incorporating a JEDI lens into job descriptions, the city can set clear expectations for employees to approach their work with a JEDI focus.

Gaps (con.)

- The lack of a JEDI lens in establishing expectations and accountability for employee evaluations and job descriptions can also contribute to a culture that overlooks or dismisses equity and inclusion issues. It may result in a work environment where biases may go unaddressed and where employees from marginalized groups may face barriers to advancement. By explicitly incorporating a JEDI lens, the city can foster a culture that values diversity, promotes equity, and actively works towards justice and inclusion.

Opportunities

- The city will need to proactively utilize creative and diverse platforms for job recruitment to help foster a more inclusive and equitable workforce. By expanding the range of platforms used to attract candidates, the city can reach a broader pool of talent, including individuals from underrepresented groups who may have been overlooked through traditional recruitment methods.
- Collaborating with community organizations can also be an effective strategy for reaching candidates from underrepresented groups. By partnering with local community organizations, the City can tap into their networks and leverage their expertise to identify and attract diverse talent. This approach demonstrates the city's commitment to engaging with the community and creating opportunities for individuals who may face barriers to traditional recruitment channels.
- In addition to utilizing diverse platforms, the city can also consider implementing targeted outreach efforts. This can involve attending job fairs, hosting recruitment events, and participating in career development programs that specifically target underrepresented groups. By actively engaging with these communities, the city can build relationships, raise awareness about job opportunities, and create a more inclusive recruitment process.
- The city should establish structural systems to analyze and monitor promotions, recruitment, and salary practices. This should involve conducting regular audits to identify potential biases or disparities, as well as providing training and education to employees involved in these processes to raise awareness of unconscious biases and promote equitable decision-making during the promotion and hiring processes.
- The city should also foster a culture of transparency and accountability, providing employees with access to information about promotion criteria, recruitment processes, and salary structures. This transparency helps ensure that employees understand the factors considered in decision-making and can hold the organization accountable for fair practices.

Opportunities (con.)

- By implementing structural systems to analyze the possibility of bias and discrimination, organizations can proactively address existing inequities, preemptively avoid creating new inequities, and encourage a more inclusive and fair work environment. These structural systems help promote diversity, better guarantee representation, and ensure that all employees have equal opportunities for growth, advancement, and fair compensation.
- The city should review and revise its evaluations, job descriptions, and behavioral expectations to explicitly incorporate JEDI principles. This can involve working collaboratively with employees, diversity and inclusion experts, and community stakeholders to ensure that these documents reflect the city's commitment to justice, equity, diversity, and inclusion. Additionally, providing training and resources to employees can help raise awareness and build capacity for incorporating these principles into their work.
- By establishing expectations that support a JEDI lens in evaluations, job descriptions, and behavior expectations, the city can create a more inclusive and equitable work environment. This ensures that employees understand the importance of diversity, equity, and inclusion in their roles and are held accountable for upholding these values. Ultimately, integrating a JEDI lens into these foundational documents helps drive meaningful change and progress towards building a more just and inclusive Greenbelt.

Threats

- The threat of the city losing good employees due to inherent bias and systemic discrimination is a significant concern that can undermine efforts to build an inclusive and equitable work environment. Without collecting and analyzing comprehensive data on all facets of human resources, the city may be unaware of the extent of bias and discrimination within its practices, leading to the loss of talented individuals who may feel marginalized or undervalued.
- Collecting data on all aspects of human resources, such as recruitment, promotions, salary, and employee experiences, is crucial for identifying patterns of disparities that may indicate bias or discrimination. Without this data, the city may lack the necessary insights to address systemic issues and implement targeted interventions to promote fairness and equity.

- For instance, without data on recruitment practices, the city may not be aware of any disparities in the representation of different demographic groups in its applicant pool or hiring outcomes. This lack of awareness can perpetuate biases and limit the diversity of the workforce, resulting in missed opportunities to attract and retain talented individuals from underrepresented groups.
- Similarly, without data on promotions and career advancement, the city may not be able to identify any disparities in the progression of employees from different backgrounds. This can lead to a lack of upward mobility for certain groups and contribute to a sense of inequity and frustration among employees.
- Data on salary can also be crucial in identifying potential pay gaps based on gender, race, or other protected characteristics. Without this information, the city may inadvertently perpetuate disparities in compensation, leading to dissatisfaction and the potential loss of talented employees who feel demographically targeted.
- Furthermore, collecting data on employee experiences, such as engagement surveys or feedback mechanisms, can provide insights into the lived experiences of employees within the organization. This data can help identify any instances of bias, discrimination, or inequitable treatment that may be driving good employees away.
- By collecting and analyzing comprehensive data on all facets of human resources, the city can gain a deeper understanding of its practices and identify areas for improvement. This data-driven approach enables the city to implement targeted interventions, such as bias training, diversity initiatives, and inclusive policies, to address systemic issues and create a more inclusive and equitable work environment.
- Transparently sharing this research data with employees and stakeholders demonstrates the city's commitment to accountability and fosters trust and confidence in its efforts to address bias and discrimination. It also allows for ongoing monitoring and evaluation of progress, ensuring that the city remains committed to continuous improvement.
- To summarize, the threat of losing good employees due to inherent bias and systemic discrimination can be mitigated by collecting and analyzing comprehensive data on all facets of human resources. This data-driven approach enables the city to identify and address disparities, promote fairness and equity, and create a work environment that attracts, retains, and values talented individuals from diverse backgrounds.

Key Indicator Analysis

Departmental Structure & Accountability

Level 1

Each city department is ranked based on their implementation of JEDI concepts and the development of accountability systems with a JEDI lens. This analysis will also consider quality of communication to staff and rewards based on JEDI expectations.

Strengths

Public Safety (Level 2), CARES (Level 2), and Recreation (Level 3) Departments are moving towards incorporating JEDI concepts into their structure at varying speeds of progress.

Gaps

- The lack of focus on JEDI concepts within other departments (all others at level 1) is a concern that can hinder progress towards building an inclusive and equitable work environment. Without structural attention to JEDI principles, departments may inadvertently perpetuate systemic biases and fail to prioritize diversity, equity, and inclusion in their practices.
- The absence of accountability systems, trainings, and clear communication of JEDI expectations within departments can contribute to a lack of awareness and understanding of the importance of these concepts. Without accountability systems in place, it becomes challenging to hold individuals and departments accountable for upholding JEDI principles. This can result in a lack of progress and perpetuation of inequities within the organization.
- Furthermore, the absence of JEDI-focused trainings can limit employees' knowledge and skills in addressing bias, discrimination, and promoting inclusivity. Training programs that provide education on JEDI concepts, unconscious bias, cultural competency, and inclusive practices are essential for fostering a more inclusive and equitable work environment. Without such trainings, employees may lack the necessary tools and understanding to actively contribute to JEDI efforts.

Gaps (con.)

- Clear communication of JEDI expectations is also crucial for creating a shared understanding and commitment to these principles at the departmental level. When expectations are not effectively communicated, employees may not be aware of the importance of JEDI principles within their work or understand how to incorporate them effectively. This lack of communication can hinder progress and limit the impact of JEDI initiatives.

Opportunities

Each department will need to begin the process of structurally integrating JEDI concepts, accountability systems, trainings, and effective inter-department communication. Every department within the city can foster a culture that values diversity, promotes equity, and actively works towards justice and inclusion. But this requires a collective effort and commitment from leadership, employees, and stakeholders to drive meaningful change and create a more inclusive and equitable work environment.

Threats

- The absence of a JEDI lens in departmental structures can result in confusion regarding expectations, priorities, and decision-making processes. Without clear guidelines and frameworks that prioritize justice, equity, diversity, and inclusion, employees may struggle to understand how to incorporate these principles into their work. This lack of clarity can lead to inconsistent practices and a sense of frustration among employees who are committed to promoting inclusivity but lack the necessary guidance and support.
- Without structural changes that embrace a JEDI lens, departments may inadvertently perpetuate systemic biases and discriminatory practices. This can result in unequal access to resources, opportunities, and decision-making power, further marginalizing certain groups within the organization. Such inequities can lead to frustration and a sense of injustice among employees who are affected by these disparities.
- Additionally, the failure to integrate JEDI concepts within departments can hinder the city's ability to effectively serve the Greenbelt community. In today's diverse and interconnected world, community members expect public services to be delivered in a manner that is inclusive, equitable, and responsive to their needs. If departments do not align their structures and practices with JEDI principles, it can create a disconnect between the city and its residents, leading to a loss of trust and satisfaction.

Key Indicator Analysis

Evaluative Focus on Impact

Level 1

The city's structure, when viewed through a JEDI lens, must prioritize accountability based on the impact it has on various communities. The analysis will assess how the city defines "success" by considering the actual impact of its operations and programs, rather than just their intent. Additionally, systems will be created to ensure that individuals who are impacted have ample opportunities to share and reflect their experiences.

Strengths

None observed.

Gaps

- The city's lack of structures to effectively gather data to measure the efficacy of programs, events, and policies, particularly on the most marginalized populations, is a significant concern that hinders the city's ability to address inequities and ensure the effectiveness of its initiatives. Without robust data collection mechanisms, it becomes challenging to understand the impact of programs and policies on marginalized communities and make informed decisions.
- Data collection is crucial for assessing the effectiveness of programs, events, and policies in achieving their intended goals. It allows for evidence-based decision-making, identifies areas of success, and highlights areas that require improvement. However, without structured data collection processes, the City may lack the necessary insights to evaluate the impact of its initiatives on marginalized populations.
- Within many communities, those most marginalized often face unique challenges and barriers that require specifically targeted interventions. Without data that accurately captures the experiences and outcomes of these communities, it becomes difficult to identify disparities, measure progress, and allocate resources effectively. This lack of data can perpetuate inequities and hinder the city's ability to address the needs of its most vulnerable residents.

Gaps (con.)

- Data collection is essential for accountability and transparency. It allows the city to demonstrate its commitment to addressing inequities and ensures that programs and policies are achieving their intended outcomes. Without data, it becomes challenging to assess whether the city is meeting its goals and responsibilities towards marginalized communities.

Opportunities

- The city should invest in training and capacity-building for staff involved in data collection and analysis. This ensures that they have the necessary skills and knowledge to collect data in a manner that is unbiased, accurate, and comprehensive. It is also important to establish clear protocols for data storage, analysis, and reporting to maintain data integrity and protect privacy.
- By implementing structured data collection mechanisms, the city can gain a deeper understanding of the impact of its programs, events, and policies on marginalized communities. This data-driven approach enables the city to identify disparities, measure progress, and make informed decisions to address inequities effectively. It also demonstrates the city's commitment to transparency, accountability, and continuous improvement.
- Ultimately, gathering data on the efficacy of programs, events, and policies, particularly on marginalized populations, is essential for addressing inequities and improving outcomes for all Greenbelt communities. Structured data collection allows for evidence-based decision-making, targeted interventions, and the allocation of resources to ensure that the needs of all residents are met.
- Creating evaluative structures will necessitate staff to ascertain the impact of all of the services provided on those who are most marginalized.

Threats

- The city failing to consider the impact of programs on residents and staff (and the possibility of said programs' perpetuating systemic oppression) is a significant concern that can undermine its equity and justice efforts. Without a thoughtful and inclusive approach to program development and decision-making, Greenbelt risks perpetuating systemic oppression and failing to address the needs and experiences of marginalized communities.

Threats (cont'd)

- When programs are implemented or continued without considering their impact on residents, it can lead to unintended consequences and exacerbate existing inequities. Without a comprehensive understanding of the diverse needs and experiences of the community, programs may inadvertently overlook or marginalize certain groups, further perpetuating systemic oppression. This can result in unequal access to resources, services, and opportunities, hindering the city's ability to create a fair and inclusive community.
- Similarly, failing to consider the impact of programs on staff can lead to a disengaged and demotivated workforce. When employees feel that their perspectives and experiences are not valued, it can contribute to a hostile work environment and hinder their ability to effectively serve the community. Neglecting the well-being and professional development of staff can perpetuate systemic oppression within the city's own organizational structures.

Key Indicator Analysis

City Code Structure and Language

Level 1

The language and enforcement of city code play a crucial role in impacting both staff and the community. The JEDI audit will thoroughly analyze the inclusivity of the language used in city codes, as well as the potential unintended or intended harm it may cause to vulnerable populations. Furthermore, the audit will assess the existence of codes that aim to protect the most vulnerable members of the community.

Strengths

None observed.

Gaps

- Updating the city code through a defined JEDI lens is crucial to addressing outdated language and exclusivity within the code. By recognizing and rectifying these issues, the city can promote inclusivity, equity, and justice within its legal framework.
- One of the key aspects of updating the city code through a JEDI lens is addressing outdated language. Language evolves over time, and certain terms or phrases may have become exclusionary or offensive. By conducting a thorough review of the code, the city can identify and replace such language with more inclusive and respectful alternatives. This ensures that the code reflects the values and principles of its diverse and inclusive community.

Opportunities

- Updating the city code through a defined JEDI lens is essential to addressing outdated and/or exclusionary language. By conducting a thorough review, engaging with diverse perspectives, and incorporating JEDI principles, the city can create a legal framework that promotes inclusivity, equity, and justice. This ensures that the code reflects the values and needs of all residents. For example, the city could include a preamble similar to below:

Title: City Code for an Inclusive, Diverse, and Equitable Environment

Preamble: Recognizing the importance of justice, equity, diversity, and inclusion in fostering a thriving and harmonious community, this revised City Code aims to create an environment that continuously evolves to be inclusive, diverse, and equitable. By acknowledging past wrongs and committing to rectify them, we strive to build a future that upholds the principles of fairness, respect, and equal opportunities for all residents.

Section 1: Principles of Inclusivity, Diversity, and Equity

- 1.1. Inclusivity: The City shall actively promote inclusivity by ensuring that all individuals, regardless of their race, ethnicity, gender, sexual orientation, age, ability, religion, socioeconomic status, or any other characteristic, have equal access to resources, services, and opportunities provided by the City.
- 1.2. Diversity: The City recognizes and celebrates the diversity of its residents, valuing the unique perspectives, experiences, and contributions of all community members. Efforts shall be made to foster an environment that embraces diversity and promotes cultural understanding and appreciation.
- 1.3. Equity: The City is committed to addressing historical and ongoing inequities by striving for equitable outcomes. Policies, programs, and decision-making processes shall be designed to ensure fair distribution of resources, opportunities, and benefits, with a particular focus on marginalized and underrepresented communities.

Section 2: Acknowledging Past Wrongs and Correcting for the Future

- 2.1. Historical Injustices: The City acknowledges the existence of historical injustices that have disproportionately affected certain communities. It is committed to learning from the past and taking proactive steps to rectify these wrongs, promoting healing, reconciliation, and justice.
- 2.2. Restorative Measures: The City shall implement restorative measures to address the impacts of past wrongs, including but not limited to redressing systemic discrimination, promoting equitable access to education, housing, employment, and healthcare, and supporting initiatives that empower marginalized communities.

- 2.3. Community Engagement: The City recognizes the importance of engaging with community members, particularly those who have been historically marginalized, in decision-making processes. Efforts shall be made to ensure their voices are heard, respected, and considered in shaping policies, programs, and initiatives.

Section 3: Continuous Evolution and Improvement

- 3.1. Ongoing Evaluation: The City shall regularly evaluate the effectiveness of its policies, programs, and initiatives in promoting inclusivity, diversity, and equity. Data-driven audits shall be conducted to identify disparities, measure progress, and inform future decision-making.
- 3.2. Education and Training: The City shall invest in education and training programs for its employees, officials, and community members to foster a deeper understanding of justice, equity, diversity, and inclusion. This will enable individuals to actively contribute to creating an inclusive and equitable environment.
- 3.3. Collaboration and Partnerships: The City shall actively seek collaborations and partnerships with organizations, institutions, and community groups that share the commitment to inclusivity, diversity, and equity. By working together, we can leverage collective expertise and resources to achieve meaningful and sustainable change.

Conclusion: This revised City Code reflects our dedication to creating an environment that continuously evolves to be inclusive, diverse, and equitable. By acknowledging past wrongs and committing to rectify them, we strive to build a future where justice, fairness, and equal opportunities are the foundation of our community. Through ongoing evaluation, education, collaboration, and community engagement, we can ensure that our City remains at the forefront of progress towards a more inclusive and equitable society for all.

Threats

- The threat of an outdated city code that does not reflect the social changes of the city population is a significant concern. As cities evolve and their populations become more diverse, it is crucial for the city code to adapt and reflect the needs, values, and aspirations of its residents. Failure to update the city code can lead to various negative consequences and hinder the city's ability to effectively serve its community.

Threats

- One of the primary threats of an outdated city code is the perpetuation of systemic inequities. As societal norms and values change, an outdated code may contain provisions that are discriminatory or biased, unintentionally marginalizing certain groups within the community. This can result in unequal access to resources, services, and opportunities, exacerbating existing disparities and hindering the city's progress towards equity and social justice.
- As cities evolve, new concerns such as environmental sustainability, affordable housing, and digital privacy may arise. Without updating the code to address these issues, the city may struggle to effectively respond to the needs and aspirations of its residents, leading to a disconnect between the code and the realities of the community.
- An outdated city code can hinder economic growth and development. As cities attract new businesses and industries, outdated regulations and restrictions may impede innovation and entrepreneurship. This can discourage investment and limit economic opportunities, ultimately impacting the city's overall prosperity and competitiveness.
- When residents perceive that a city code does not reflect their values or adequately address their concerns, it can lead to a sense of alienation and disengagement, eroding public trust and confidence in local governance. This can strain the relationship between the city and its residents, hindering effective collaboration and participation in civic life.
- To mitigate the threat of an outdated city code, it is essential for municipalities to prioritize regular reviews and updates. This involves engaging with community members, stakeholders, and experts to identify areas of improvement and ensure that the code remains relevant and responsive to the evolving needs of the population. By adopting a proactive and inclusive approach to code revision, cities can foster a sense of ownership, inclusivity, and shared responsibility among residents.
- In conclusion, the threat of an outdated city code that does not reflect the social changes of the city population is a significant concern. It can perpetuate systemic inequities, hinder the city's ability to address emerging challenges, impede economic growth, and erode public trust. By prioritizing regular updates and engaging with the community, cities can ensure that their codes remain relevant, inclusive, and responsive to the needs and aspirations of their residents.

Key Indicator Analysis

Intentional Community Engagement

Level 1

The analysis of the city's intentional community engagement with a wide variety of groups is a comprehensive examination of the efforts made to involve diverse communities in decision-making processes. This analysis will assess the city's outreach strategies, the inclusivity of engagement opportunities, and the effectiveness of communication channels used to reach different groups. It will also evaluate the city's responsiveness to community feedback and the extent to which diverse perspectives are considered in shaping policies and initiatives.

Strengths

The City's sponsorship, support, and participation in community events have numerous benefits for both residents and staff. They foster a sense of community, promote civic pride, enhance social connections, celebrate diversity, encourage active participation, boost morale, and promote well-being. By investing in these activities, the City strengthens its relationship with the community and creates a more vibrant city for all.

Gaps

It was difficult to audit the need for effective evaluation and data collection to assess the level of active engagement within community events. Without proper documentation and evaluation, it becomes challenging to discern the demographics of participants, understand the impact of these events, and identify reasons for non-participation.

Opportunities

To address this, it is crucial for the City to establish a structured approach across all departments to gather relevant data and evaluate community events. Here are some suggestions for improving the evaluation process:

Opportunities (con.)

1. Define Evaluation Objectives Based on Impact of the Most Marginalized: Determine the specific goals and objectives of evaluating community events. This could include assessing participant satisfaction, understanding the impact on the community, identifying areas for improvement, or measuring the event's alignment with the city's strategic priorities.
2. Identify Key JEDI Evaluation Metrics: Determine the key metrics that will help measure the success and impact of community events. These metrics could include attendance numbers, participant demographics, community engagement levels, participant feedback, or any other relevant indicators.
3. Develop JEDI Evaluation Tools: Create evaluation tools that align with the identified metrics and objectives. This could involve developing surveys, feedback forms, or interview protocols to gather data from event participants, staff, and community members.
4. Implement Data Collection Procedures: Establish procedures for collecting data during and after community events. This may involve training staff members on how to administer surveys or feedback forms, ensuring consistent data collection across departments and events.
5. Analyze and Interpret Data: Once data is collected, analyze and interpret the findings to gain insights into the effectiveness and impact of community events. Look for patterns, trends, and areas for improvement. Consider using data visualization techniques to present the findings in a clear and accessible manner.
6. Share Findings and Take Action: Share the evaluation findings with relevant stakeholders, including department heads, event organizers, and community members. Discuss the results, identify areas for improvement, and develop action plans to address any identified issues or concerns.
7. Continuously Improve: Use the evaluation results as a basis for continuous improvement. Regularly review and update the evaluation tools and procedures to ensure they remain effective and aligned with the evolving needs of the community.

It is important to note that implementing an evaluation system may require collaboration and coordination across departments. Encourage departments to actively participate in the evaluation process and emphasize the importance of gathering data to inform decision-making and improve community events.

By establishing a formal evaluation process, the city can gather valuable insights into the impact and effectiveness of community events. This will enable evidence-based decision-making, enhance community engagement, and contribute to the continuous improvement of these events.

Threats

- The City of Greenbelt is confronted with a particularly grave threat if it ends up overlooking the importance of ascertaining, understanding, and taking action to address the issues that negatively impact the most vulnerable members of its staff and community. However, it is equally crucial to recognize the threat posed by the process itself, which can overshadow the time and effort required to create multiple avenues for the most vulnerable to express their lived experiences. Neglecting this aspect can hinder the city's ability to truly understand and effectively address the challenges faced by these individuals. Here are some key reasons why addressing these issues and ensuring diverse access for expression is vital:
 - Incomplete Understanding: Without providing multiple access points for the most vulnerable to express their lived experiences, the city may only gain a limited understanding of the challenges they face (if any understanding at all). This can result in incomplete or inaccurate audits, leading to ineffective solutions that fail to address the root causes of the issues.
 - Exclusion and Marginalization: Failing to create multiple access points for expression can perpetuate exclusion and marginalization. It can silence the voices of the most vulnerable, preventing them from actively participating in decision-making processes that directly impact their lives. This exclusion can further deepen existing inequalities and hinder the city's ability to create inclusive policies and programs.
 - Missed Opportunities for Innovation: The lived experiences of the most vulnerable often provide valuable insights and perspectives that can drive innovative solutions. The city may miss out on these unique perspectives if it does not provide more avenues to hear them, limiting its ability to develop creative and effective strategies to address the challenges faced by the most vulnerable.
 - Lack of Trust and Engagement: Lacking diverse access for expression can erode trust between a city and the most vulnerable members of the community. It can create a perception that marginalized voices are not valued or heard, leading to disengagement and a lack of participation in community initiatives. Creating multiple access points for expression can foster trust, encourage engagement, and build stronger relationships with the most vulnerable.
 - Sustainable and Inclusive Solutions: To ensure sustainable and inclusive solutions, it is essential to involve the most vulnerable in the decision-making process. The city can tap into the collective wisdom and experiences of these individuals, enabling the development of solutions that are more responsive, effective, and equitable.

Threats (con.)

- In summary: The City of Greenbelt must not only address the issues that negatively impact the most vulnerable, but also prioritize the creation of multiple access points for expression. This involves actively seeking out and amplifying the voices of the most vulnerable through various channels, such as community forums, surveys, focus groups, or partnerships with community organizations. By doing so, the city can ensure a more inclusive, informed, and participatory approach to addressing the challenges faced by the most vulnerable members of its staff and community.



Conclusion

JEDI Structural Audit Conclusion

In conclusion, the City of Greenbelt's JEDI (Justice, Equity, Diversity, and Inclusion) structural audit has identified several key areas for improvement and has laid out a foundation for meaningful change. To ensure a comprehensive and effective approach, the city must create a plan that encompasses the following items (in no particular order):



JEDI Definitions Campaign and Council Approval: The city should launch a campaign to educate and raise awareness about JEDI principles, ensuring a shared understanding among staff, community members, and stakeholders. Obtaining Council approval for this JEDI plan will demonstrate the City's commitment to promoting justice, equity, diversity, and inclusion.



JEDI Vision: The city needs to define and articulate a clear JEDI vision that emphasizes enhancing the sense of community. This vision should serve as a guiding framework for all structural change undertaken by the city.



Alignment Tool: Developing an alignment tool will help ensure that all policies, programs, and practices align with the city's JEDI vision and goals. This tool will serve as a reference point to assess the compatibility of various decisions with the overarching JEDI framework.



5-Year JEDI Plan for Systemic Change: The city should create a comprehensive 5-year plan that outlines specific actions, targets, and timelines for achieving systemic change in justice, equity, diversity, and inclusion. This plan should address all aspects of the city's operations, including HR functions, public-facing departmental structures, and City Code.



Review of City Code: Conducting a thorough review of the City Code is essential to identify and rectify any discriminatory or inequitable policies or practices. This review should be conducted with a JEDI lens to ensure that the city's legal framework aligns with its commitment to justice, equity, diversity, and inclusion.



Focus on All HR Functions: The city must prioritize JEDI principles in all HR functions, including recruitment, hiring, training, performance evaluations, and promotions. This will help foster a diverse and inclusive workforce that reflects the community it serves.



Focus on Public-Facing Departmental Structures: Public-facing departments play a crucial role in shaping community experiences. The City should assess and enhance the structures, policies, and practices of these departments to ensure equitable and inclusive service for all residents.



Data Collection: Establishing a robust data collection system will provide the city with valuable insights into disparities, gaps, and progress related to JEDI initiatives. This data will inform evidence-based decision-making and help track the city's progress towards its JEDI goals.



Engage Wider Community Input: The city should actively seek input and feedback at various venues around the city and from a diverse range of community members to ensure that the city is responsive to their needs and aspirations. Engaging the wider community will foster a sense of ownership and collective responsibility for creating a more just, equitable, diverse, and inclusive Greenbelt.



Leadership Training for Management/Directors: Providing leadership training on JEDI principles and practices to management and directors is crucial for driving systemic change. This training will equip leaders with the necessary knowledge and skills to champion JEDI initiatives within their respective departments.



Create a Decision-Making Tool: Developing a decision-making tool that incorporates JEDI considerations will help ensure that all decisions made by the city are evaluated through a justice, equity, diversity, and inclusion lens. This tool will promote consistency and accountability in decision-making processes.



Systemic Departmental Accountability: Each department should be held accountable for implementing JEDI lens within their respective areas of responsibility. Establishing mechanisms for ongoing monitoring, evaluation, and reporting will ensure that progress is tracked, challenges are addressed, and accountability is maintained.

By implementing these measures, the City of Greenbelt can create a more just, equitable, diverse, and inclusive community. It is through a comprehensive and systematic approach that the city can foster positive change, address disparities, and build a stronger, more inclusive future for all residents.



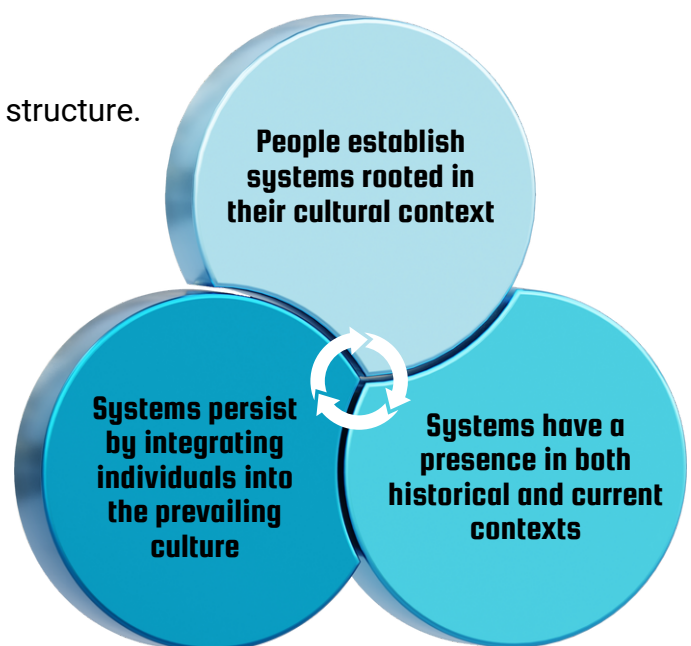
Culture Audit

JEDI Cultural Audit Overview

The JEDI Cultural Audit provides a comprehensive analysis of the city's culture across employees, councils, boards and commissions. This audit examines the nuances of organizational culture through a JEDI lens and the impacts of this culture on individuals and groups. Conducting JEDI-based audits establishes vital, current baselines which allow for:

- Determining adult growth/change over time.
- Identifying the impact of current culture and structure.
- Diagnosing the roots of current outcomes.

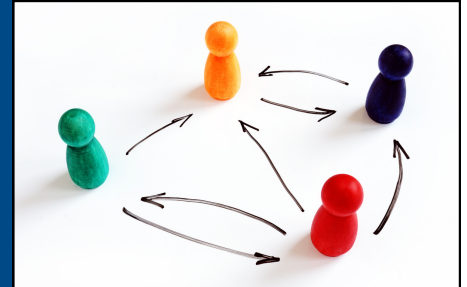
The relationship between employee culture and organizational structure, policies, and practices is constantly evolving. The structure often has a direct, day-to-day influence on the staff culture. Collectively, they significantly affect the larger Greenbelt community.



Organizational Culture

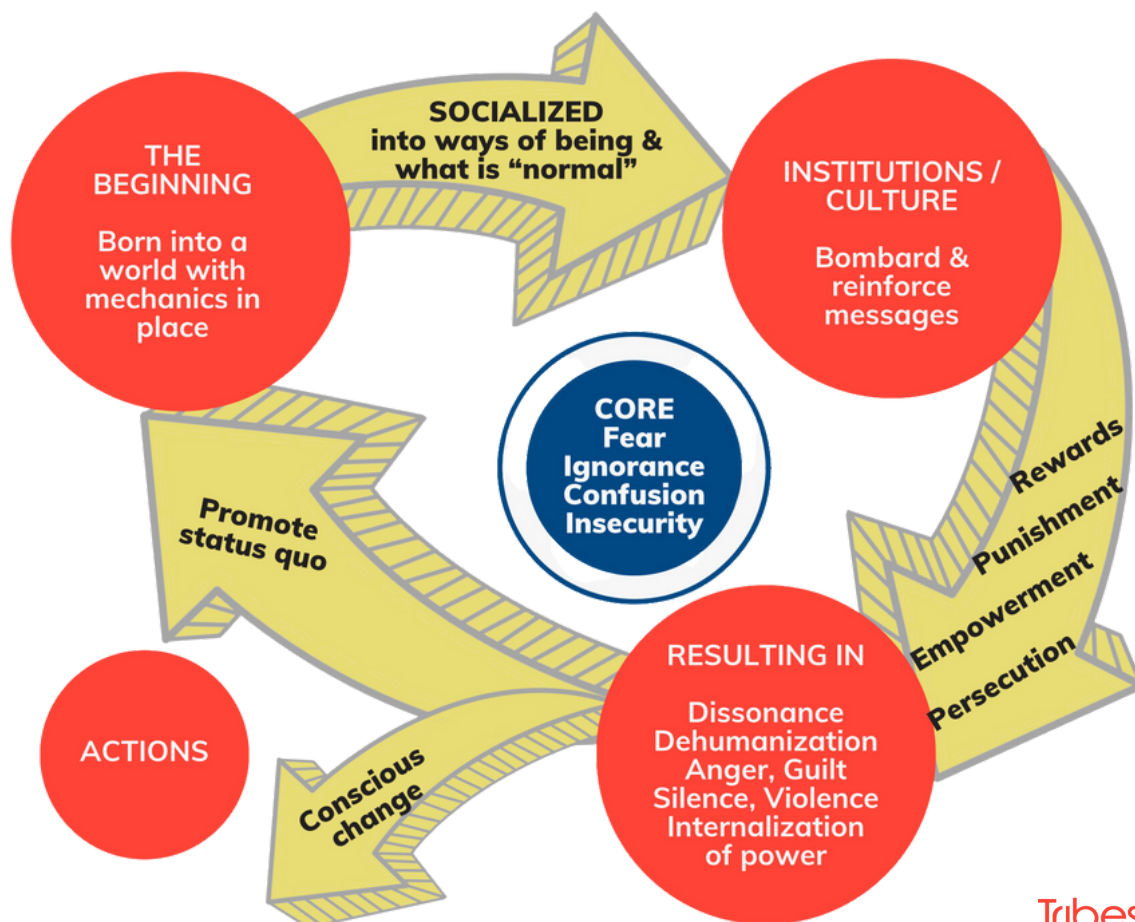
In order to conduct an audit of organizational culture, Tribesy utilizes a definition that incorporates anthropology, psychology and social justice.

Over time, organizations cultivate a collective culture encompassing shared beliefs, perspectives, and values. This culture is rooted in and fortified by a continual socialization cycle, shaping norms regarding appearance, behavior, and identity. It's influenced by broader societal factors like generational gaps, geographic variations, and larger systemic influences.



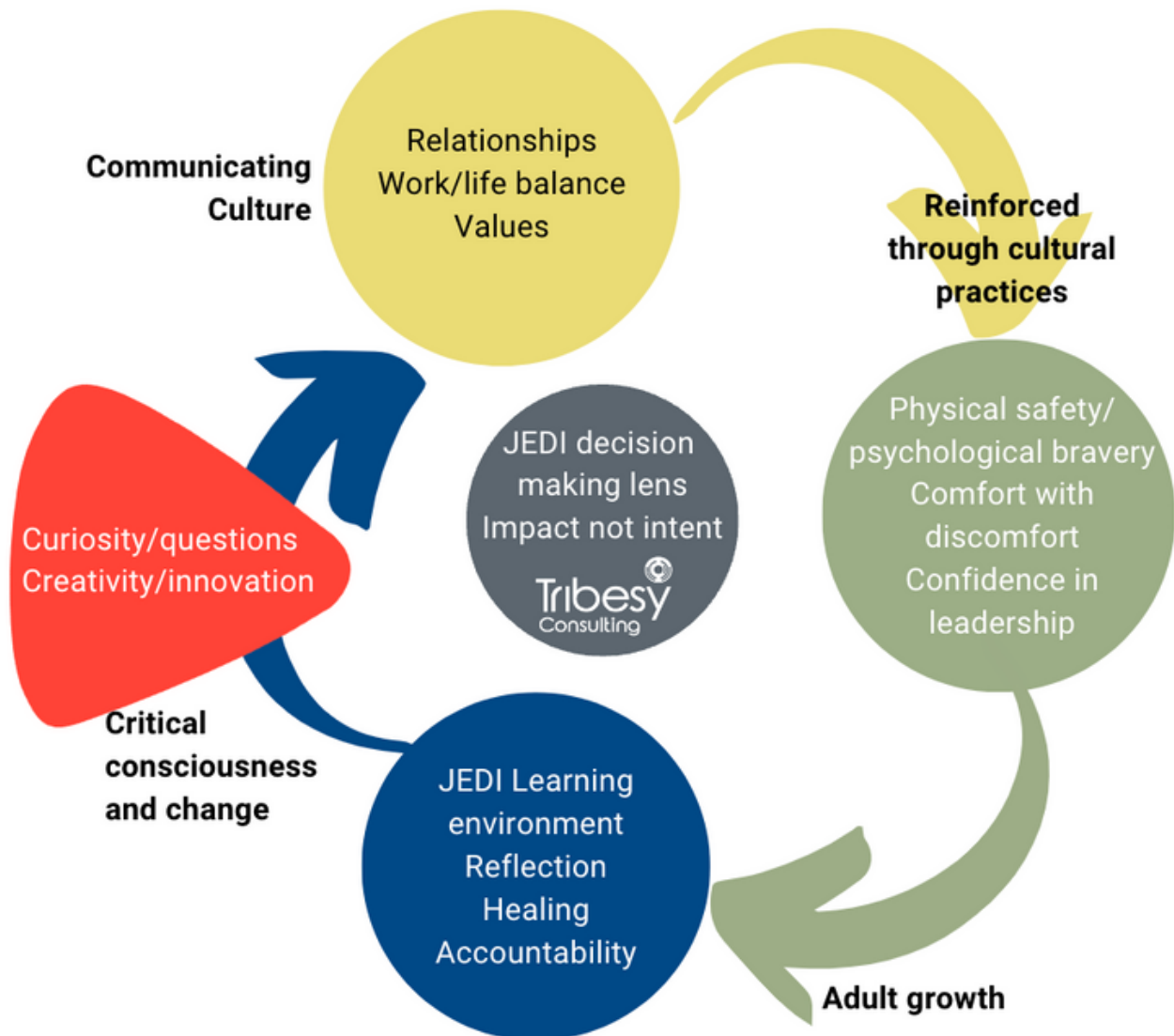
As individuals, we undergo socialization both individually and within groups. The diagram below depicts this cyclical socialization process. While city structures, policies, and regulations affect employees across departments, it's the **culture** that molds collective perceptions and maintains customary relationships and interactions within the framework. This showcases the coexistence of a city-wide culture alongside distinct cultures at individual sites and within departments.

Cycle of Socialization by Bobbie Harro



In a JEDI-based organizational culture, the cyclical socialization process is guided by justice, equity, diversity, and inclusion. There are 14 essential components necessary for JEDI practices to flourish within an organization's culture. These components aren't optional; instead, they represent cultural traits that strengthen and shape the cyclical socialization process depicted in the diagram below.

TRIBESY'S JEDI SOCIALIZATION PROCESS



JEDI Employee Cultural Audit Data

Facilitated Dialogues / Focus Groups

Facilitated dialogues surface a vast quantity of qualitative data and allows consultants to delve into the nuances of culture well beyond what a traditional survey yields. Therefore we don't focus on a specific statistical sampling. It is vital that participants are able to freely share their story, perspective, experiences and ideas.



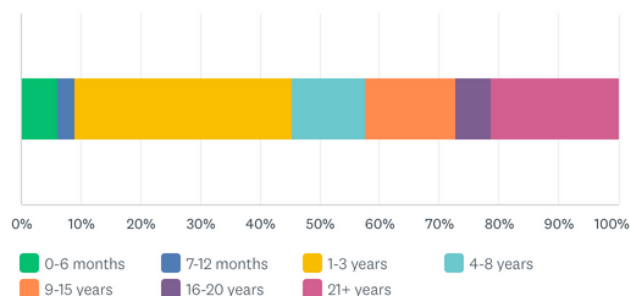
Alignment questions are used to evaluate each of the 14 JEDI organizational cultural components in order to provide an Audit Level (1-5) for each category. These components bolster one another and create a framework for assessing the city's culture. Anonymous quotes are used to highlight some concepts expressed in these dialogues and groups.

Overall City Employee Culture:

**Level
1**

Demographic Survey

Tribesy conducted an online demographic survey of those who participate in facilitated dialogues and interviews to provide additional quantitative data. Recognizing that everyone within an organization is not having the same experience, a demographic survey provides an additional layer of analysis by providing a frame of reference for the qualitative data gathered during dialogues. The ways we are socialized about our various identities impacts our experiences, shapes perceptions and creates blind spots. Below are snapshots of participant demographics. Of the 54 employees that participated, 61% completed the survey.

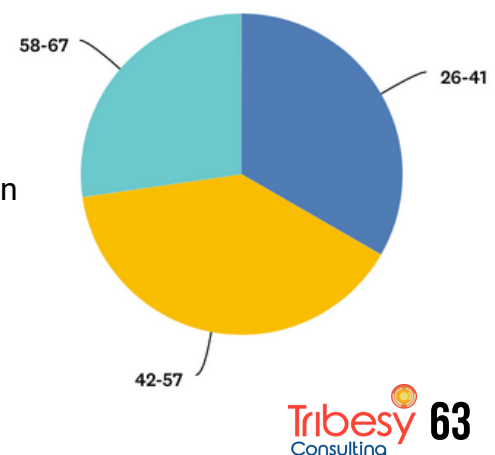


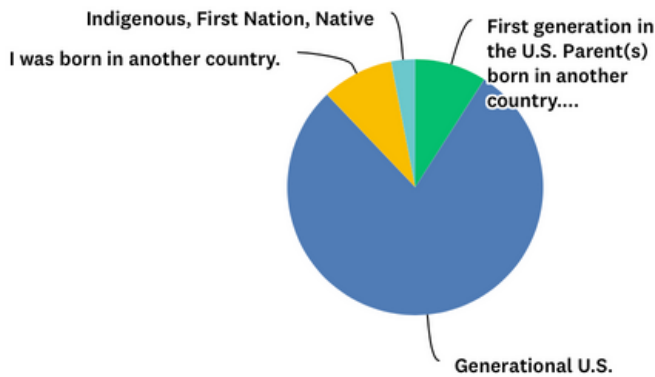
Employment

Participants represented a spectrum of seniority in employment, with 1-3 years and 21+ years as the largest groups.

Age Generations

The participants were distributed fairly evenly across Millennials, Gen X, and Baby Boomers, with no representation from Gen Z. There are notable variations in generational viewpoints regarding JEDI concepts, work/career preferences, and technology. Particularly, older generations may perceive JEDI concepts as more theoretical compared to Gen Z.





Generational Status in the U.S.

The majority of employee participants identified as generational in the U.S. Individuals who are generational in the U.S. may have blindspots regarding embedded societal defaults and their impacts to other groups. Whereas indigenous peoples, immigrants, and first-generation individuals may offer diverse cultural viewpoints and innovative, community-focused strategies.



Socioeconomic Status (SES)

The majority of participants identified as middle class during their “coming of age” years. SES during this period frequently shapes perspectives about class. Those with relative economic privilege may have blindspots to the ways other groups are marginalized.



Blindspots

When there is a significant percentage of privileged social identities within an organization, it creates collective, organizational blindspots or gaps to the experiences and impacts on marginalized groups. Based on this data, there are blindspots relative to the lived experiences of:

- Black, Indigenous, People of Color (BIPOC)
- Individuals with disabilities
- LGBTQ+ community
- Those who experience the systems of Immigration
- Those who's first language is not English
- Youth (Gen Z)

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Embracing Creativity & Innovation 	Continuing with the same approach guarantees stagnation and inhibits innovation. Fostering an environment that esteems and encourages creativity permits employees to take risks and diverge from the established norms without fear of judgment.	• How are new ideas received? • Can individuals / groups experiment with different approaches? • How is thinking outside the current system promoted?

Strengths

- There are employees that want change and embrace different ways of thinking and operating as illustrated in this quote: "The 'Greenbelt way' seems like it's going away. New people bring new ideas. Different level of openness. Being in different places gives you different perspectives." Additionally, there are employees that question current practices. "Why are we doing it this way' is a regular kind of question. How did we end up here?"

Gaps

- City processes and technology are perceived as both outdated and unclear which impacts the overall culture. "Greenbelt has a great reputation from the outside. Once you get here its like the land that time forgot." "Feels like we're still in the 1930's here. Way behind in terms of technology." This may also contribute to a sense of imposter syndrome for some. "People with seniority take over everything and we get no experience."
- Unclear processes enables those with institutional knowledge to make and change "the rules", providing a way to avoid accountability. "They will use that to manipulate the rules." Unclear practices cause inefficiencies whereby staff must "make it work" which contributes to a variety of outcomes such as low morale, poor work-life balance and an inability to devote time and energy to other areas. "For a long time the culture has been just do a work around."
- The employee culture is staunchly resistant to change due to engrained behaviors of pushback, shutting down, and delaying new ideas. "Feels like the way things were done, that's the right way." "Staff don't embrace new ideas or new people. Even those hired new will take on the culture of the old crew just to survive." Younger and newer employees in particular are negatively impacted. "Some younger folks have new ideas and older people snuff them out. They leave and take their ideas elsewhere. Losing lots of good people."

Opportunities

- Make city processes transparent and easily accessible to all employees to ensure broader awareness and provide a foundation for accountability. There is an opportunity to promote inclusivity and cross-department collaboration by developing teams to outline, document, and/or review unclear procedures.
- Identify and support individuals and groups with creative and innovative ideas and approaches.
- Leadership publicly models and names ways they are trying new or different approaches. Provide clear context for changes so that all employees can make connections regarding why a change is occurring.
- Acknowledge and value creativity and innovation among departments and employees publicly, even when the outcomes are not as intended.
- Give permission, through leadership, for employees to try something different.

Threats

- Lack of creativity and innovation leads to a stagnant organizational culture. The city will lose new talent and have an inability to attract quality replacements. Stagnant work cultures inhibit adult growth which creates a vicious cycle of mediocrity.
- A culture that is actively resistant to change can cause employees to retreat and/or stay in “survival” mode, which harms their wellbeing and quality of work. It contributes to a toxic work environment which can have wide ranging impacts.
- An environment where only some individuals hold institutional knowledge supports a culture of power hoarding. Power hoarding ensures a lack of accountability and leads to abuses of power, which ultimately harms the most vulnerable and/or marginalized employees and residents.



“Folks are resistant to change and take major, horrible steps to prevent change. Its sabotage.”

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Embracing Discomfort 	The socialization process fosters an expectation that discomfort is a valuable opportunity for adult growth.	• Are there meaningful conversations about 'isms'? • How do individuals / groups react when norms are challenged?

Strengths

- Hiring of the new City Manager has made many employees feel that some aspects of City culture can change as indicated in this quote: "The color of the leader matters. Some things [isms] are clearly not as tolerated."

Gaps

- Employees repeatedly identified veteran White employees that have considerable power -- "Those who've been here a long time have lots of social power to control the culture." This group is seen as actively undermining individuals and calls for change. "There is a culture of sabotage. A lot of weight on my shoulders, so I have to do it on my own so I'm not sabotaged." "Some try to shut down the process."
- There is a pervasive culture of defensiveness based in leaders taking any challenges of the system personally. Questioning the system and change has been equated to "I'm wrong." "If you try to do things a different way there is an assumption that it was wrong before. I had to get over that." "A pervasive culture of centering self and making it personal preventing conversations about the organization."
- In general, there is a lack of meaningful dialogue about 'isms' and how they manifest and impact employees and residents.

Opportunities

- Identify and name behaviors that have the impact of shutting down and/or redirecting conversations away from questioning the system, impacts and 'isms.' Modelling this behavior builds awareness among employees and enables important conversations to continue.
- Create strategic and intentional spaces of dialogue within meetings that allow for the sharing of multiple perspectives and exploring different ideas.
- Build dialogue skills (not just facilitation skills) among selected groups to begin shifting dynamics.

-
- Embrace the discomfort that is inherently part of the change process, and which signals an opportunity for individuals to grow.

Threats

- This cohort of veteran White employees is currently causing trauma and they will continue to cause harm if the status quo persists. Even if this group leaves, they have been socializing other employees into a cultural norm of defensiveness and centering the comfort of White employees to the detriment of all other groups. Ultimately this practice will continue to cause trauma to the most vulnerable and/or marginalized employees (and likely residents).



"Good 'ole White network is here. Lines are racial, not years of service."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Healing 	Acknowledging unintended historical and present-day impacts and harms supports a healing environment for marginalized groups.	- Have groups that experience historical and present day marginalization been identified? - Is there acknowledgement of harms/difficult times impacting marginalized groups?

Strengths

- While there have not been acknowledgments of harm, a few employees shared experiences such as: "Lots of leniency if its been a tough week is accepted as common practice [in my department]"

Gaps

- Marginalized groups among employees and residents have not been identified. As a result, there are assumptions made about groups. "Here when you mention 'marginalized' automatically people go to Franklin Park."
- A cohort of veteran White employees are causing trauma without any mechanisms for acknowledgement or healing within the culture. "Old timers touch the entire city in different departments. They cause trauma to certain people." "[There is] a core of the 'lifer' group." "Some people have been done wrong for so long they have either normalized the trauma or just deal with it."

Opportunities

- There must be a cultural practice of acknowledging harms and unintended negative impacts in order to lay a foundation for healing. Specifically, acknowledgement of community trauma which is different than individual trauma.
- There are specific phases of organizational healing that include:
 - Protective Inflammation.** Leaders deploy social, organizational and material resources to stabilize decline and performance decreases, protect against potential threats and prepare for additional stages of healing. This means substantive actions and symbolic actions.
 - Relational Proliferation.** (Simultaneous with Protective Inflammation) Acknowledges harm and enables the scaffolding for improved social networking by identifying, building and strengthening key relationships that support the overall recovery.

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- **Remodeling.** Generates core strength in the organizational culture to reinforce and protect against potential harm or a relapse toward a decline of morale, satisfaction, and wellbeing. It is the “reassuring phase.” Requires and organization to reassess the social relationship and social structure to prevent and/or address future incidents.

Threats

- If the current cycle of socialization of Greenbelt employees is not interrupted, a legacy of harm to the most vulnerable and/or marginalized groups will continue generationally.



“There are groups of people who are talking. They get a spokesperson who represents the group and then they trash a person or program.”

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Adopting Values 	Continuously harmonizing employee values with a JEDI-driven vision for the future through consistent practice.	- Do employees have a common understanding of the city's desired identity? - Do employees understand JEDI concepts? - Do employees understand how to apply JEDI concepts to their roles?

Strengths

- There are employees who want to ensure justice, equity, diversity and inclusion within the city culture and are "Excited for potential change."

Gaps

- It is clear that there is not a Greenbelt Identity. Employees used a wide variety of descriptors while adding there hasn't been a conversation about a desired city identity. All groups mentioned the historical context of the city's founding, however, not everyone knew about the legacy of segregation.
- While employees generally reflect that concepts such as inclusion are absent, it is also evident that there is not foundational understanding of how to apply JEDI concepts. "Would like to think they're inclusive. But not really."
- A mindset based in a history of segregation in Greenbelt continues within the culture. "Some still have a mindset from when the city didn't allow Black residents." "People here are lots of times stuck in their ways."

Opportunities

- A process of forming a collective identity ultimately leads to providing a vision based in JEDI concepts so that employees have "one mission" to work towards. Organizational identities are also tied to values, as shared values ultimately drive individual behaviors. Developing a desired city identity based in JEDI concepts provides motivation for engagement and is attractive to prospective future employees.
- An inclusive process to develop city definitions of JEDI concepts will build common understanding and a foundation for conceptual application.

Threats

- Racism and other 'isms' were central to the founding of Greenbelt. Without intentional actions to acknowledge this and develop an identity for the future, this legacy will be permitted to continue within the culture.



*"Vehicles say 'protecting our legacy.'
Our legacy is one of segregation"*

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Confidence in Leadership 	A culture where leaders endorse JEDI concepts and are perceived as mentors, showcasing vulnerability, thereby granting permission for employees to explore JEDI within their roles.	• Are employees confident that leaders will move JEDI concepts forward? • Is there organizational capacity to incorporate JEDI?

Strengths

- There is confidence in some specific leaders to move JEDI concepts forward. "The new City Manager gives me hope. He comes and tells you straight forward. He seems like he's going to shake the box a bit, It needs shaking." "I trust leadership. They make time to teach." "Some level of confidence in the City Manager because he's new."
- Some employees expressed that they want leaders to provide direction regarding JEDI. "Indecisiveness at the top doesn't serve others well. If they make a stand it allows us to know what path we're going down. In some ways we haven't rocked the boat enough here."

Gaps

- There is concern that some leaders will not do this work and that resources won't be allocated to continue a JEDI journey. "Confidence in underlying values. Less confident to commit necessary resources." "Zero [confidence]. Our director has no idea." "If its an option, many won't do it. Not used to having DEI work." "Council can barely make decisions."
- Conflict among directors is strongly viewed as contributing to the siloing of departments, inefficiencies, and lack of communication. "Directors battle with other directors." "Infighting among directors." "That culture - paternalistic, looking down on groups, don't even hear women, they get what they want for their little club." "Being siloed creates an inefficiency. Very frustrating."

Opportunities

- Collaboration across departments builds organizational JEDI capacity and is particularly helpful in cities with small departments. Cross-pollination of ideas and practices is crucial to building relationships and supporting change across the organization. It also helps eliminate organizational inefficiencies.

Threats

- Department siloing inhibits the ability of an organization to infuse JEDI concepts throughout the culture. This practice can isolate employees that are vulnerable and/or marginalized.
- Organizational cultural transformation is prevented when application of JEDI concepts is strictly voluntary. While it may be strategic to start with voluntary groups or departments, over time this leads to employee frustration due to lack of accountability.
- Continued conflict among directors causes frustration among employees and enables defensiveness within the culture.



"Rather than adding on its the capacity to do things differently. I can do things differently. I do feel the silo effect. We can increase capacity by supporting each other."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Curiosity & Questions 	Backing and motivating curiosity through transformative questions that challenge defaults and unlock potential opportunities.	• Is there a regular practice of questioning defaults to explore various possibilities and change thinking? • How is curiosity facilitated? • Is there skill in developing transformative questions?

Strengths

- Some individuals are viewed as having “the right questions” which supports exploring different possibilities.
- Curiosity exists in small pockets within city employees and departments.

Gaps

- As cited in previous sections, a prevailing culture of defensiveness tied to questions about current systemic practices squashes curiosity. “I challenge norms all the time. I get push back all the time.” “When you question anyone you’re likely to get a defensive response. Its received painfully.”
- There is a lack of skill in developing, using, and supporting transformative questions within the culture. “I get ‘why are you even thinking? Who are you?’”
- There are intentional practices among some employees to prevent change. “They will go to any means to stop what they don’t think should occur. It can be very hurtful.” This negatively impacts many employees while contributing to the siloing effect and inefficiencies across departments.
- There is lack of communication across departments, in particular about the context and basis for questions and change. “Siloing: There is lack of understanding as to why something is needed.”

Opportunities

- Skillful questions can be used to plant seeds of thought and shift paradigms over time.
- Skillful questions can also be asked in order to interrupt behaviors based in defensiveness, while supporting growth among employees.
- Training and learning opportunities in the art of developing skillful and transformative questions build capacity for creativity and enable adult growth.

Threats

- A culture of defensiveness centers individuals and groups with social identity-based privilege and power within society. It is a characteristic of white default and ultimately results in maintaining the status quo in terms of power dynamics.
 - White Default is the **unnamed normalization** of Whiteness. The characteristics of Whiteness are the baseline of judging what is right and wrong in our social norms. These characteristics include voice tone, dress, names, hair texture, education, classics, behavioral expectations, etc., which are then placed in categories of 'normal' or 'other' based on 'their nearness' to White characteristics. Whiteness is a collection of characteristics, not a people.
- Lack of curiosity and change within the culture will exacerbate employee frustrations and will cause some with valuable skills and talents to leave. Those that remain will continue to be socialized in ways that causes harm, particularly to individuals and groups that are most vulnerable and/or marginalized. "Do I go with the status quo and accept the dismissiveness?"



"Suggestions and changes makes them feel inadequate or wrong. It's not wrong, just trying to be efficient or more collaborative."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Reflection 	Engaging in individual and group reflection facilitates the processing and integration of JEDI concepts.	- Are there formal / informal spaces for honest reflection? - How is reflection used to support JEDI concepts?

Strengths

- Reflection exists in limited pockets. "In our department, there is an open dialogue and we can contribute. Outside there is lots of resistance to change."

Gaps

- Reflection is not part of the current culture and is further inhibited by a culture of defensiveness. There are inadequate dialogue skills necessary to engage in effective reflective practices. "Not without a debate or trash talking. People assume they know more than us." "No open and honest talk."
- Some level of imposter syndrome appears to exist, whereby individuals may feel inadequate despite their role within the organization. "Leaders need internal reflection to realize that you may be holding others back if you aren't willing to change."
- Reflection is not overall valued within the culture. "When you speak the truth [your are] seen as a rabble rouser." "I wanted to share my opinion about something. I was told 'are you sure you want to do that you're so new.' Really concerning that sharing my perspective could put my job at risk."

Opportunities

- Regularly incorporating opportunities for genuine reflection, not just debriefs, is an effective tool for adult growth which can address imposter syndrome as well as defensiveness.

Threats

- As cited in previous sections, the current environment inhibits reflective practices due to a culture of defensiveness which inhibits the city's ability to change. "Don't feel there is anyone I can talk to in confidence about any issue."



"I would like to have this [reflection] if we could."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Prioritizing Impact Over Intent 	An environment that emphasizes accountability for the effects on marginalized communities/identities, rather than fixating on intentions, enables necessary changes to redress inequities.	• In what ways do individuals / groups account for impacts? • Are evaluations tied to impacts on marginalized identities / groups?

Strengths

- No strengths observed in this area.

Gaps

- Impacts to employees and/or residents are not considered. “Residents aren’t top of mind when people do their jobs.” “Don’t know impact.” “The lowest person on the totem pole is wrong. No talk about impact to mental health.”
- The current culture of defensiveness prioritizes an individual’s intent over their actual impacts and outcomes. “Being wrong is the priority over possibilities.”

Opportunities

- Regularly investigate blindspots by asking questions such as ‘What am I missing?’ that allows for exploration without judgement. Incorporating questions such as ‘How do we know?’ provides an opportunity to check biases and assumptions.
- Incorporate the practice of asking about impacts in all meetings. This is a two-fold practice of finding out the impact of the meeting itself on employees as well as connecting impacts to the topics at hand.
- Intentionally invite and surface experiences from different departments, groups and individuals that are most vulnerable and/or marginalized within the culture.

Threats

- There can be significant, unintended consequences when impacts are not centralized as a critical factor in evaluating all aspects of the city. Meetings, communications, programs, events and activities with the best of intentions can still result in causing harm and/or marginalization. If impacts are not explored, then changes can’t be implemented.

 *I am still in survival mode. Affects my every day decisions. I don’t think I’m effective for residents.”*

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Decision Making Lens 	The norm is to model and provide guidance on employing a JEDI decision-making lens in everyday tasks.	• Are employees involved in making decisions? • In what ways are employees mentored to support their application of JEDI in decision making? • Is there an either/or mentality?

Strengths

- There is a strong desire to participate in the decision-making process.

Gaps

- Employees in general are not included in decision-making processes. "Not afforded the time to get people on board."
- There is a culture of either/or thinking. "I've heard 'if we don't do things this way it will be chaos.'"
- Decision making is based in a culture of maintaining the status quo. "Passive aggressive is the norm." "There is a cultural norm of putting off. A lot of deferring and waiting. Glaringly."
- A veteran group has significant power to impact decision making on multiple levels. "Just go with residents requirements even if its not logical. All the rules go out the window for that small group."

Opportunities

- Employees overwhelmingly responded positively when asked about the impact of the facilitated dialogue (focus group) sessions that were conducted as part of this audit. There is an opportunity to build upon these experiences to involve and engage employees and lead to expanded decision making.
- Develop a decision-making lens based on the development of Greenbelt definitions of justice, equity, diversity and inclusion. This will provide transparency and understanding for the basis of decisions and any changes as a result. When used across all city functions, it will foster a cultural shift based in JEDI concepts.
- Ongoing support, mentorship, and reflection in applying a JEDI decision making lens ensures adult growth and holistic cultural transformation.

Threats

- Either/or thinking is based in white default. It serves to maintain the status quo and limits thinking to decisions based in a restrictive binary. When left unchanged, it inhibits considering other possibilities.
- When decision making is primarily in the hands of a few individuals, it can systemically marginalize those who are excluded from the decision-making process.
- Lack of inclusion and transparency in the decision-making process promotes an environment of distrust and frustration among employees.



Personally I'm up to the challenge, its refreshing to have admin want to hear their employees. Exercises [focus group] like this to me is very encouraging."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Physical Safety Psychological Bravery 	The culture should guarantee physical safety while motivating employees to take psychological risks, fostering a metacognitive* state conducive to JEDI growth. <i>*Metacognition involves transient stages marked by planning, self-audit/monitoring, cognitive/affective strategies, and self-awareness.</i>	• Is there a sense of physical safety among employees? • Do employees feel they can take risks and be vulnerable? • How is bravery supported?

Strengths

- Employees expressed feeling physical safety.
- There is some psychological bravery in pockets where employees will speak up.

Gaps

- Bravery, vulnerability and risk taking are not fostered within the culture. "Newer staff members talk to each other more. Safety. Most of us experienced the same thing. We don't feel alone."
- There is a level of fear within the current culture which inhibits change. "People seem afraid to step out there and make a decision." "Can't bring up ideas. Must tell volunteers and they organize, talk to committees and bring it up at council. They direct staff."

Opportunities

- Leaders can promote taking risk through demonstrating their own vulnerability. Use of stories and sharing experiences with employees can be a powerful tool to promote bravery within the culture.
- Identify and support employees who are willing and able to take risks on various levels in order to empower employees.

Threats

- An ongoing culture of fear will reinforce and exacerbate threats outlined in other sections. Pervasive cultural fear is also a characteristic of White Default, and serves to marginalize groups.



"[The] culture is sweeping stuff under the rug if it doesn't affect them."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Accountability 	A setting grounded in individual and collective growth, where individuals and groups take ownership of their JEDI competencies.	- In what ways do individuals / groups account for their abilities relative to JEDI concepts? - How is adult growth fostered and assessed?

Strengths

- A significant desire for departmental accountability, and to collectively learn and grow in understanding JEDI concepts.

Gaps

- There is not accountability across departments. "Some departments run well, others aren't. They're the chief in their village."
- The culture does not promote individuals, teams, or departments to account for their abilities, growth and impacts.
- There is some level of acceptance of mediocrity and ineffectiveness which causes frustration. "Culture of acceptance of individuals that do a poor job." "Seems more people take it offensively if you're direct about things that [they] need to work on."
- There is no accountability for the impact of conflict between leaders on employee well-being, effectiveness of city functions, and resources. "Lots of animosity and bile between directors. Trash talking. Won't help other departments. No one tells them they can't act like that." "Everything flows downhill. It affects morale."

Opportunities

- Developing an inclusive process to regularly evaluate JEDI awareness, skills, and applications supports an environment where individuals, teams, and departments can account for their abilities and demonstrate growth and effectiveness over time.

Threats

- Continued conflict among leaders and siloing of departments without accountability to JEDI concepts fosters cultural frustration and distrust. There is no mechanism to determine impact and effectiveness of city functions on employees and residents, which can lead to unintentional harm and marginalization.



"We could do a better job."

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Prioritizing Relationships over Transactions Level 2	The culture places importance on the interconnection among individuals by nurturing internal relationships and external community connections to cultivate empathy and understanding.	In what ways are meaningful relationships fostered among/with employees and community members?

Strengths

- There are some individuals with a mindset of building relationships and teamwork. "I'm building leaders to take my place. I want you to be ready. Expose them to all that I do. Bring great people into your fold so they can be the best they can be. Positive mentorship." "City manager seems more vested in getting to know us." "People have come together to help me. Good experience of teamwork."

Gaps

- Fostering relationships is not part of the overall city culture.
- Departmental siloing has resulted in employee disconnect on multiple levels. Employees don't know each other and their roles within the city. It has also led to ineffective communication between and within departments. "More like World War Z [movie] with massive walls around departments." "We don't know what each other does." "Feels like we're not working as a team. It's a competition."

Opportunities

- Identify and tap into employees with relationship building mindsets and skills.
- Formally prioritize relationship building in meeting spaces.
- Establish intentional time for inter-departmental dialogue, collaboration, and relationship building to begin dismantling silos and build community.

Threats

- A culture of departmental siloing will exacerbate competition and conflict, which fosters distrust among employees. This inherently limits the city's capacity to develop relationships, which better enable teambuilding and collaboration in city functions.

“We are all part of the ecosystem.”

JEDI Employee Cultural audit

Component	Description	Alignment Questions
JEDI Learning Environment 	A setting that promotes dialogue, enabling individuals to share their lived experiences, learn from each other, and foster a continuous JEDI learning environment.	• Are there formal spaces for learning? • Is informal learning actively incorporated in the environment?

Strengths

- Employees expressed a desire to learn more about JEDI concepts and engage with their peers.

Gaps

- Formal and informal learning spaces are not built into the culture of the City. JEDI based learning has been very limited and sporadic. "In 21 years, I've never had a diversity class."
- As previously mentioned, there may be some imposter syndrome within employee culture due to lack of ongoing awareness and skill building and tied to defensiveness. "The needs of jobs have changed over the years. They feel threatened by those with credentials."
- Siloing does not allow for employee sharing and learning across departments. "A lot of disconnect between departments."

Opportunities

- Incorporate informal learning opportunities within the workday through intentional incorporation of diverse dialogue spaces. Dialogue spaces are designed to draw upon lived experiences and expertise to broaden group awareness and understanding.

Threats

- The absence of continuous learning opportunities enables power hoarding to persist, as illustrated in previous sections.
- There is a real threat that the City of Greenbelt will stagnate and fall behind as illustrated in other sections. Ultimately this will affect employees and residents that are most vulnerable and/or marginalized.

 ***"A mindset - definitely what I'm doing is more important than what you're doing. Its not collaborative."***

JEDI Employee Cultural audit

Component	Description	Alignment Questions
Work Life Balance 	Demonstrating and providing explicit backing for work/life balance prioritizes quality of life and well-being, challenging societal norms that advocate for a constant sense of urgency.	Is there respect for family / personal time?

Strengths

- Some employees expressed that their role lends itself to a healthy work and life balance. "I feel like I have a lot of free space." "Increasing amount of flexibility given to employees has helped a lot." "Manageable."

Gaps

- Some employees believe that the structure, funding, and the nature of their roles does not lend itself to a healthy work and life balance. "Demand for services continues to grow exponentially. It's impossible to use our leave." "Work 60+ hours because of staffing issues." "Long tradition of under resourcing staff. Very much an attitude of push up sleeves and get it done. Yes, I can do it. But the burnout is real." "Council will be there til midnight as they get in the weeds." "Lack of understanding how much you have to work outside of regular work hours."
- In some departments, there is a perception that taking time off has negative consequences. "If you take any sick leave or time off, you're judged. Then you won't get overtime."

Opportunities

- Leadership can prioritize employee well-being by modeling work and life balance in their roles and encouraging respect for personal time among employees.
- Identify contributing cultural factors for lack of work and life balance in different roles and evaluate equitable possibilities to mitigate these factors.

Threats

- Prioritizing quality of life is not just about balance between personal time with work. Employee culture is a major factor in quality of life on the job. Threats outlined in previous sections may lead to increased employee dissatisfaction and turnover, burnout, ineffectiveness and trauma. Individuals and groups that are currently most vulnerable and/or marginalized will continue to be most negatively impacted.



***"Departments are small. People are pulled
in a hundred different ways."***

JEDI Council, Boards & Commissions Cultural audit

Overall Council/Committee Culture audit:

**Level
1**

CATEGORY	AUDIT LEVEL
Embracing Creativity & Innovation	1
Decision Making Lens	1
Prioritizing Impact Over Intent	1
Adopting Values	1
Embracing Discomfort	1
Accountability	1
Physical Safety and Psychological Bravery	1
Curiosity and Questions	1
Healing	1
Reflection	1
Confidence in Leadership	2
JEDI Learning Environment	1
Work and Life Balance	1
Prioritizing Relationships Over Transactions	2

JEDI Council, Boards, and Commissions

Cultural Audit

There were many correlations between employee culture and that of Council, Boards, and Commissions. Specific gaps are highlighted for each of the 14 categories with an overall summary of strengths, opportunities and threats. Anonymous quotes are used to illustrate some points.



Summary of Strengths

- Demographics shifts on Council are perceived as a positive as illustrated in this quote: “Diversity makes me think differently. Makes us all better.”
- There is a general desire to ‘do’ JEDI.

Gaps by Category

Creativity and Innovation. Participants described “long termers” with a “fixed way of thinking” that pushback on new ideas to maintain the status quo.

- “Proud city and its hard for change to occur.”
- “I’ve been told I can’t really understand unless I’ve lived here my whole life.”
- “Some want innovation and change but don’t know how to think creatively.”

Decision Making Lens. A clear decision-making lens does not exist. In the absence of a lens, those with the power, privilege and access have the greatest influence on decisions.

- “No representation outside of old Greenbelt.”
- “We placate the loudest voices.”
- “Most focus goes to those in old Greenbelt - White and older. 65+ is the voice of the city.
- “My board is all White.”

Prioritizing Impact Over Intent. Determining the impact of decisions, city-sponsored events, communications, and services is not part of the culture and conversations. In particular, there is no connection between the city’s actions and/or inactions with quality-of-life impacts for the most marginalized and/or vulnerable employees and residents. Additionally, Council meetings are not evaluated to determine impact on employees, members, and residents.

- “Consciously thinking about impacts of decisions doesn’t really happen.”
- “No discussions about impact.”
- “Don’t think they [Council] can truly envision what impact looks like.”
- “Who wants to listen to a 3-hour Council meeting?”

JEDI Council, Boards & Commissions Cultural Audit

Gaps By Category (con.)

Adopting Values. There is no Greenbelt Identity that reflects the current community. The legacy of segregation surrounding the City's founding creates a disconnect for many.

- "Think of ourselves as very progressive. In fact, we may not be so progressive. Interesting self-identity."
- "Obsessed with nostalgia not history."
- "Haven't really talked about identity."
- "JEDI values doesn't go beyond lip service."
- "Anytime try to push out of that envelope of past identity of planned White community get pushback from both sides. Either going too fast or not fast enough."
- "Greenbelt sees itself as a cocoon and proud of that."

Prioritizing Relationships Over Transactions. Council spaces and city culture is not based in facilitating relationships among employees, residents, and members.

- "No conversation about how to facilitate good interactions."

Embracing Discomfort. There is considerable silence around the legacy and current context of "isms" within the city, which creates significant blind spots to the lived experiences of employees, members, and residents.

- "Once you make a choice it will make some people unhappy. If in deliberation then that won't happen. Lots of study sessions."
- "Glacial speed. Tough to see action."
- "Elected officials don't want to admit making a mistake. Put on a face and not honest."
- "Isms only exist if something is a problem. We don't even think of isms because we're all melded together."
- "Hard to get over the history."
- "If it doesn't make Greenbelt look perfect, then there is hesitancy to look at it."

Reflection. Honest and open reflection is not part of the Greenbelt culture, inhibiting the ability of leaders to affect change. The current structure and frequency of meetings impedes dialogues that could support reflection.

- "Don't do a lot of reflection. So busy trying to get through agendas."
- "Don't think we do it. Not sure about the skill."
- "Good at getting community input in advance, but they don't do the after event reflection."

JEDI Council, Boards & Commissions Cultural Audit

Gaps By Category (con.)

Confidence in Leadership. While some expressed “high confidence” in leadership, most referred to it as a “mixed bag.” Residents and employees who are “long timers” are viewed to have considerable sway on leadership.

- “There’s a certain hesitancy. Concern for pushback even when it’s the right thing to do. My confidence is strained.”
- “Many people in leadership roles on council and the city don’t understand the importance of DEI. That impacts how dedicated they are.”
- “People don’t know how to do the work. It becomes so big so they just do reparations or a Kwanza event. Put a bandage on it.”

Accountability. Accountability for impacts and JEDI growth is non-existent.

- “Only consequence for elected is not being re-elected, but that never happens.”
- “Council doesn’t know how to be part of this [JEDI] work.”

Work and Life Balance. Lack of work and life balance not only affects those currently in leadership, but it may also privilege those who have capacity to commit to leadership roles. It was best described by: “Doesn’t apply to elected. The burden of number of meetings creates a challenge.”

Curiosity and Questions. There is a culture of “pushback” on new ideas and questions that challenge current practices, causing considerable frustration.

- “Feels like staff gets frustrated.”
- “Feeling ‘how is this going to change things for me in a bad way.’”
- “They do listen to us. Sometimes it gets done sometimes it doesn’t.”

Healing. Because impacts are not considered in city functions, it isn’t known the extent to which individuals and groups are marginalized and/or oppressed, requiring a healing approach in order to engage with these groups.

- “Insidiousness of issues. Greenbelt is literally a White bubble with a belt of green around it. It was baked into the cake in the 40’s.”

Physical Safety & Psychological Bravery. The culture discourages experimentation and risk-taking.

- “Not a culture of the city to talk about it [isms].”
- “Identifying [barriers] is a problem.”

JEDI Council, Boards & Commissions Cultural Audit

Summary of Opportunities and Threats

Opportunities

- Changing demographics on the Council will bring new perspectives and ideas.

Threats

- Nostalgia about Greenbelt's founding is prioritized over a history of exclusion that prevents honest reflection regarding ongoing effects of that legacy.
- Boards and commissions are a "White bubble" with little or no racial / ethnic diversity.
- The unexpected death of a Council member has resulted in a lack of voice on the council from Franklin Park; an area which has been historically not represented.
- There are assumptions about groups and geographic regions that aren't represented on the council or within boards and commissions.
- There is pervasive fear of making mistakes, hindering decision making.
- There is noticeable silence and discomfort regarding "isms." The persistent perception is that diverse groups do exist within the community and that everything is alright.
- Current board meeting format and interactions among board meetings are not conducive to creating an inclusive environment for all employees and residents.



Conclusion

JEDI Cultural Audit Conclusion

In conclusion, the City of Greenbelt's JEDI (Justice, Equity, Diversity, and Inclusion) cultural audit has identified several key areas for improvement and has laid the foundation for meaningful change. To facilitate a culture that evolves proactively, the city must create a plan that encompasses items in the structural and cultural audits presented here, along with processes that:

- Cultivate a sense of belonging across departments
- Consider diverse experiences and perspectives
- Prioritize vulnerable and/or marginalized groups
- Identify and address impacts throughout the process
- Facilitate adult growth

Recommendations below are in no particular order.



Collaboration across departments and relationship building. Create intentional space for employees to build relationships, share, and collaborate across departments. In particular, this could be used to develop transparent processes to address power hoarding.



Spaces of intentional dialogue. Allot time and space for dialogue within meeting spaces. Conversations rooted in dialogue vs discussion have different purposes, behaviors, skills, and outcomes. Dialogue spaces are specifically designed to build a collective deeper understanding of topics through learning from experiences, perspectives, and ideas. This leads to building stronger connections and relationships, set an expectation for a different level of engagement, and mitigate some behaviors based in defensiveness.



Lead meetings with skillful and transformative questions. Leading with questions rather than agenda items opens up possibilities. Skillful questions, along with dialogue, create an environment to support employees with creative ideas and reframes thinking to address pushback and defensiveness. Set expectations for leadership to lead with questions within their departments. Training will be required to build the necessary skills to formulate artful questions.



Identify and support individuals seeking change based in JEDI. Said individuals should be encouraged, mentored, and supported. They will be critical to activities designed to shift employee culture while simultaneously building JEDI capacity such as:

- Developing a process for crafting a desired Greenbelt Identity. This future identity will provide direction for changes.
- Formulating JEDI definitions in the context of Greenbelt to be used as a decision-making lens.
- Developing approaches to determining groups that are most marginalized and/or vulnerable among staff and residents.
- Craft a “why” statement that addresses why employees should incorporate JEDI. Understanding why this work is important will establish common values and drive behavior.
- Developing approaches to facilitating departmental and city-wide accountability based in regularly accounting for growth in abilities.



Prioritize assessing impact. Integrate questions about impacts into all meetings, planning, and conversations, explicitly including them on agendas. Leadership should establish expectations and offer guidance for consideration, acknowledging that, given this departure from past practices, many may struggle to answer impact-related questions.



Identify behaviors rooted in White Default. Formulate strategic approaches to skillfully recognize and label behaviors contributing to a culture of defensiveness and power hoarding. The focus should be on preventing these behaviors from stifling or redirecting conversations, rather than centering on the individuals displaying them.



Model risk taking. Leadership must demonstrate vulnerability and a willingness to learn as a vital component to creating an environment that supports risk taking.



Communicate JEDI expectations across all departments. Strategic communications should establish the tone for a full organizational transformative journey centered on justice, equity, diversity, and inclusion.



Organizational Healing. Develop strategies to acknowledge harms caused by the overall city culture, and implement strategies rooted in organizational healing (protective inflammation, relational proliferation, and remodeling).



Connect the Dots. Leaders should assist employees in linking changes in internal practices with their underlying reasons. Actively address cultural tendencies of labeling things as "wrong" by emphasizing the focus on impact and fostering a healthier culture.





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City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Shaniya Lashley-Mullen

Submitting Department: Administration

Item Type: OTHER BUSINESS

Agenda Section: OTHER BUSINESS 60 minutes (8:25 - 9:25 pm)

Subject:

Reappointment to Advisory Board/Committee

Suggested Action:

Reference: Reappointment Survey

Robert Zugby indicated his willingness to continue to serve on the Ethics Commission.

Approval of this item on consent agenda will indicate the Council's intent to appoint Mr. Zugby to a new term.

Attachments:

City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Shaniya Lashley-Mullen

Submitting Department: Administration

Item Type: OTHER BUSINESS

Agenda Section: OTHER BUSINESS 60 minutes (8:25 - 9:25 pm)

Subject:

Resignation from Advisory Board/Committee

Suggested Action:

Reference: Reappointment Survey

Sieglinde Peterson have submitted her resignation from the Ethics Commission.

Approval of this item on the consent agenda will indicate the Council's intent to accept Ms. Peterson's resignation with regret.

Attachments:

City Council Agenda Item Report

Meeting Date: April 8, 2024

Submitted by: Shaniya Lashley-Mullen

Submitting Department: Administration

Item Type: OTHER BUSINESS

Agenda Section: OTHER BUSINESS 60 minutes (8:25 - 9:25 pm)

Subject:

Approval of Electrical Underground Work for EV Charging Stations

Suggested Action:

In continuation of our infrastructure enhancement project for electric vehicle (EV) charging stations at the Library Parking Lot, the City Manager presents an additional contract to the previously approved work with PEPCO. The initial agreement with PEPCO provided for a new electrical service line but did not include the installation of this service via underground conduit to the EV charging stations.

After thorough consideration, Staff recommends opting for an underground installation to circumvent the need for upgrading or installing new power poles along the trail. This option not only preserves the aesthetic appeal of the area but also reduces long-term maintenance needs and potential service interruptions.

The additional cost for this underground service is \$13,045. This investment is considered a prudent enhancement to the already planned infrastructure, ensuring a seamless and more visually appealing integration of the charging stations.

Accordingly, Staff seeks Council's authorization for the City Manager to execute the attached contract encompassing the underground powerline installation to the future EV Charging Stations.

Attachments:

[15 Crescent Road Greenbelt MD 20770 Final Cost Letter.pdf](#)

District of Columbia Office
3400 Benning Road, NE
Washington, DC 20019
202-331-6237

Montgomery County Office
201 W. Gude Drive
Rockville, MD 20850
301-670-8700

Prince George's County Office
8300 Old Marlboro Pike
Upper Marlboro, MD 20772-2620
301-967-5800

Joey Panizari
25 Crescent Road,
Greenbelt, MD 20770
3/26/2024
Attn: Joey Panizari
Subject: Final Cost Letter

15 Crescent Road,
Greenbelt, MD 20770
WO# 18888107

Dear Joey Panizari,

Pepco has determined that the cost to provide your New Commercial EV Service with service from Pepco pole located at the above referenced address is \$13,045. These charges were calculated in accordance with Pepco's General Terms and Conditions.

This is not a bill. Please indicate your acceptance of these charges by signing the copy of this letter on the line indicated acknowledging your commitment to pay. Please retain the original for your records and return a signed copy to us. Pepco will generate an invoice that will be sent to you and must be paid within 30 days of receipt. Please note this invoice will be billed to you with true-up. This means that you could be subjected to reimbursement or receiving an additional invoice during project close out due to a reduction of costs to complete work or any additional charges incurred. **Once payment is made, charges are non-refundable.**

Please note:

- A signed copy of this letter is required before an invoice can be generated.
- **Payment will not be accepted until an invoice is generated. Please refer to the invoice for payment instructions.**
- **Service centers are no longer accepting direct payment for your project.**
- Payment must be received in full before your project will be released to our Construction Department for scheduling.
- If your In-Service date has changed, please contact our office immediately.

If this work is no longer active, please notify our office. Should you have any questions regarding the information in this letter or how it relates to your project, please do not hesitate to contact Femi Aworo, Oluwafemi.Aworo@exeloncorp.com. For additional information please visit www.pepco.com

Sincerely,

Femi Aworo

Name: Femi Aworo
Title: DER Engineer
Pepco Engineering and Design
Email: Oluwafemi.Aworo@exeloncorp.com

Accepted by: _____ Date: _____

Title: _____ For: _____