

Agenda
Work Session
October 17, 2016
7:00 pm

1. Executive Session (6:00 pm)

2. Announcements

3. Minutes

- Sep. 19 WS, Oct. 3 WS

4. Department Reports/ Citizen Comments

5. Action Items

- PGC zoning rewrite: Berwyn Heights letter of comment
- Position classification pay plan
- Four Cities agenda items

6. Discussion Items

- Legislative dinner agenda
- Boundary charter amendment: update
- Ordinance 120 proposed amendments
- Strategic planning workshop: debriefing
- Trunk or Treat safety protocols

7. Upcoming Town Council Schedule

- November: 7th Worksession, 9th Town Meeting, 21st Worksession
- Four Cities Meeting, Greenbelt: Wednesday, Oct. 26, 7:30 pm
- Strategic Planning Workshop:
- Town Legislative Dinner: Tuesday, Nov. 29, 6:00? Pm (location?)
- Town-wide cleanup: Saturday, Nov. 12, 10:00 am
- BHHC wine & cheese reception: Sunday, Nov. 13, 2:00 pm

8. Executive Session



Town of Berwyn Heights

5700 Berwyn Road
Berwyn Heights, MD 20740
Tel. (301) 474-5000
Fax (301) 474-5002

Draft Minutes Worksession September 19, 2016

Executive Session (5:55 p.m. – 6:41 p.m.)

Present were Mayor Cheryl Jewitt, Mayor Pro Tem (MPT) Jodie Kulpa-Eddy, Councilmember (CMs) Patricia Dennison, Chris Rasmussen and TA Cowles. On a motion by CM Rasmussen and second by CM Dennison, the Council went into executive session to interview and appoint a candidate for a vacant seat on the Town Council. The interview was held and the vacant seat offered to Gerald Shields. CM Rasmussen moved and CM Dennison seconded to end the executive session.

Regular Meeting

The regular meeting was called to order at 7:04 pm. Present were Mayor Cheryl Jewitt, Mayor Pro Tem (MPT) Jodie Kulpa-Eddy, Councilmember (CMs) Patricia Dennison, and Chris Rasmussen. Also present were Town Administrator (TA) Jessica Cowles, Treasurer Michelle Rodriguez, Clerk Kerstin Harper, Victoria McGrath of McGrath Resources Group and citizens.

1. Presentation – McGrath Human Resources Group

Mayor Jewitt welcomed Victoria McGrath, CEO of McGrath Human Resources Group. Ms. McGrath said her consulting company has provided both public safety and human resources consulting services to 260 municipalities around the country. TA Cowles noted that the consulting firm was hired in a competitive bidding process. To date, the firm has completed a compensation and benefits study, drafted a revised classification and compensation system, complete with revised job descriptions and performance evaluation system, and has updated the Town's personnel manual. Ms. McGrath has met with Town staff on multiple occasions and has had productive discussions.

Ms. McGrath gave an overview of the compensation study. The study compares the Town's wages and salaries to the external market and also makes comparisons within the Town's organizational structure. As the starting point, the consultant looked at the Town's current compensation schedule and how it was developed. Then interviews were conducted with all department directors and senior staff to learn about the types of positions existing in the departments, the related responsibilities and pay rates. This data was used to calculate an average compensation rate for each Town position. An average market compensation rate, or "compensation point," was determined from salary data collected for similar positions in 37 other municipalities and counties in the region, as well as from the Maryland Municipal League (MML).

The study found that the Town's salaries and wages have not kept up with the average compensation

rates prevailing in the market. Only 2 out of 20, or 10%, of the Town's benchmark positions can be considered to be within the acceptable minimum/ maximum market compensation range, while 13 positions, or 65%, are below the average market range. When evaluating all positions within the Town's salary structure to surrounding comparable municipalities, the majority of the salaries are significantly below the average market rate. Without adjustment, the schedule will fall further behind the market and make it difficult for the Town to attract and retain qualified candidates.

The consultant recommends that the salary schedule be adjusted annually on the basis of acceptable performance evaluations. It is further recommended, to focus on those employees who are paid below the average market rate for their position, as it is the goal of a viable schedule to get all employees to the "position point." In addition, the salary schedule should be adjusted in January of each year for economic reasons, i.e. employees should receive a Cost of Living Adjustment (COLA) to keep up with inflation.

In response to questions, Ms. McGrath explained that the compensation study did not take into account non-salary criteria in determining whether the Town's employees are paid appropriately. The municipalities and counties used for comparison, while generally larger, provide a viable reference point. Even if Berwyn Heights cannot match their salaries, the Town is competing with those cities in the labor market. McGrath consultants is not recommending to match the salaries of larger cities but only to increase salaries to reach the minimum market range.

Ms. McGrath briefly discussed the Town's benefit package. Based on the limited comparison data obtained from surrounding municipalities it was found that Berwyn Heights is on par with health insurance, dental and vision benefits. The health insurance plan recently adopted by the Town has a low co-pay, which may lead to excessive use. It is recommended that the Town monitor usage and educate employees about possible insurance premium increases due to excessive use. The Town's annual leave policy is not in alignment with the market. It is recommended to allow annual leave to accrue from the date of hiring, enhance the schedule of annual leave for general employees and add a separate schedule for directors. It is also recommended to provide annual leave and sick leave to regular part-time employees on a pro-rated basis, and to revise the pay-out policy.

Ms. McGrath continued that the Town's personnel handbook was updated to bring it into compliance with current state and federal law. The Town's senior staff and Council gave extensive input on revising the handbook. In addition, the consultant produced updated job descriptions that better reflect the functions performed by each department.

In response to questions from the Council, TA Cowles said that the financial impact of the proposed compensation changes can be covered by \$30,000 budgeted for COLA and merit increases in FY 2017. She proposes to award a 3% COLA this fall, but omit merit increases. Instead the remaining funds would be used to bring all employees, who are not currently paid the minimum market rate, to that point on January 1, 2017. To sustain this compensation schedule, it should be reviewed every year to ensure that pay rates remain within the market range. Those on the lower end of the spectrum could be paid higher increases than those who are already paid at or above the market rate. A system of paying within a range around the market compensation point is recommended because it gives the Town flexibility to adjust salary increases to revenue fluctuations due to economic conditions.

An executive summary of the study is available at the Town office.

2. Minutes

On a motion by CM Dennison and second by CM Rasmussen, the August 15 worksession minutes were approved 4 to 0.

3. Department Reports/ Citizen Comments

Mayor Jewitt reported that a number of cars were broken into during the last week and valuables stolen. She cautioned residents to lock their cars overnight and remove all valuables. She attended the Green Team's garden party last Saturday and received a tour of the various plots residents are renting for \$30 a year.

MPT Kulpa-Eddy said she emailed a draft letter to the Council commenting on the FY 2018-2023 capital improvement plan of the Prince George's County Public Schools (PGCPS). She hopes the Council could briefly review it and approve it for submission. The deadline for comments is September 22. The letter supports building 2 new middle schools in Northern Prince George's County which are proposed to be funded the CIP. Currently, middle schools in the area are very overcrowded which led to Berwyn Heights Elementary School (BHES) sixth graders to be housed in temporary classrooms in the BHES parking lot. Mayor Jewitt replied that she has not had time to review the CIP and would prefer to schedule a special meeting to discuss and approve the letter. This would also allow the Education Advisory Committee time to give input. The Council agreed to hold a special meeting on September 20, 6:00 p.m.

MPT Kulpa-Eddy continued that she attended an Inter-Municipal Bikeways Working Group meeting, which promotes expanding the network of hiker-biker trails into an alternative commuting option. The only issue that might be of concern to residents is the proposed addition of lights and call boxes along the trails to make them safe and useable around the clock. The Group plans to set up a special meeting with police chiefs and public works directors from member municipalities to discuss infrastructure and trails maintenance issues. Members are encouraged to promote September 22 "Car Free Day."

CM Rasmussen noted that residents are allowed to plant corn in their front yards. CM Dennison reported that the Public Works Department continues to pick up trash and recycling. Mayor Jewitt said she received a comment expressing appreciation that their trash cans are returned to the curb in an upright position after pickup.

Mike Attick asked if the Town has a copy of the street light plan NW/EP drew up a few years ago. MPT Kulpa-Eddy will send him copy. He also asked if the Council is looking into building a new police station. Mayor Jewitt said she has discussed space needs with the Chief and will continue to discuss the police station with TA Cowles.

4. Action Items

Town Center rental extension requests: Mayor Jewitt said that there are 2 requests to extend the hours for renting the Town Center for a private party. Julia Umanzov requested a 1-hour extension past the normal 10:00 pm deadline, plus breakdown time for a family party with no alcohol served. Salvadore Pineda requested a 2-hour extension for a sweet sixteen party with alcohol served, plus breakdown.

MPT Kulpa-Eddy expressed concern that these applications, which were submitted in July, take too long to come before the Council. If the event is only two weeks away it is hard for the applicant to change their plans should the extension request be denied. TA Cowles said that multiple extension requests came in around the same time and were broken into two groups based on the date of the

events. They are on the agenda today because the September 6 worksession was cancelled.

Mayor Jewitt said she generally hesitates to grant extensions because it is an imposition on the neighbors, especially if a D.J. is present and alcohol is served. CM Rasmussen proposed to extend both parties by 1 hour, plus 1 hour for breakdown, with the same restrictions as were attached to the previous extension: music must be turned down and no alcohol served after 10 p.m. TA Cowles said that Administrative Assistant Odoi is working on revising the rental policy, which will come before the Council within the next couple of months. Mayor Jewitt moved and CM Dennison seconded to grant a 1-hour extension for both parties. The motion passed 4 to 0.

Legislative dinner date: Mayor Jewitt said that the Council is requested to set a preferred date, and a backup date for the Town's annual legislative dinner with its delegates, so staff can reach out to the delegates and coordinate the dinner. November 29 was set as the preferred date, with December 1 as a backup date.

PGCMA legislative priorities: Mayor Jewitt said she attended the last PGCMA meeting at which airbnbs, retaining a lawyer for the PGCMA, and the PGCMA budget were discussed. All member municipalities were requested to submit up to 3 topics as legislative priorities. The Council agreed to submit: 1) Airbnbs; 2) better communication between utility companies regarding their work plans; and 3) breaking up PGCPs into smaller districts.

NW/EP trailer: Mayor Jewitt asked Mike Attick, Co-Chair of the Neighborhood Watch/ Emergency Preparedness Committee, to provide the background on the acquisition and use of the emergency trailer. She would like the Town to develop a written policy on how the trailer can be used.

Mr. Attick said the Neighborhood Watch was formed in 1995 following the murder of a student near Lake Artemesia. The September 11 attacks and a tornado touchdown in College Park led to the establishment of an emergency preparedness committee and purchase of the emergency trailer by the Town in early 2003. Since then the trailer has been used to help keep the Town government and Senior Center operating during power outages, as well as for storm cleanups and training purposes.

Originally, Public Works was charged with maintaining and moving the trailer, while the Committee was charged with acquiring and maintaining the equipment in the trailer. One recurring issue has been who may drive the trailer to an out-of-town event during the weekend, when DPW crews are not available. A former Councilmember researched the issue and found that NW/EP members could drive the trailer, if the Council approved the trip. NW/EP makes it a point to always inform the Town when the trailer leaves Berwyn Heights and to have a member go out with the trailer. The Berwyn Heights NW/EP is on the FEMA call list, and has been used as local backup during national emergencies.

In discussion, the Council made the following points: 1) confirm whether NW/EP's participation in a FEMA call list is governed by an MOU through Prince George's County; 2) clarify whether or how NW/EP members are covered by the Town's insurance when they take the trailer on the road; 3) define the purposes for which the trailer may be taken out of Berwyn Heights; and 4) clarify policies and agreements governing the movement of the trailer, for review and formal adoption by the Council.

Mr. Attick was requested to ask the NW/EP Committee to draft a set of the policies and procedures for the use of the trailer. TA Cowles will check with LGIT about insuring NW/EP members.

Legislative calendar: Mayor Jewitt reviewed a proposed timeline for adopting impending legislation.

- Adopt new pay plan and employee handbook at October 12 Town meeting;
- Amend *Ordinance 120 – Rental Housing* at the December 14 Town meeting;
- Amend *Ordinance 122 – Urban Forest* by the March 8, 2017 Town meeting.

MPT Kulpa-Eddy asked to schedule the adoption of a Charter Amendment redefining the Town's boundaries before the end of this year. CM Rasmussen said in order to adopt the Urban Forest Ordinance, it must first be determined if a new Shade Tree Board will be established and how it would be staffed.

Strategic planning workshop – stakeholder interviews: TA Cowles explained that the consultants facilitating the Town Council's strategic planning workshop plan to conduct interviews with 5 community stakeholders prior to the workshop. These could include community leaders, business owners, County officials, and staff, who would be asked about the Town's strengths and weaknesses and emerging opportunities and threats. The Council selected the following interviewees and alternates: Beer Barn as business owners (X-Tra Fuels); Danielle Glaros as non-Town elected official (Judith Davis); Ache Corrallo (Katie Curtis); Maria Robles (Beth Brittan-Powell); Brad Jewitt (Dick Ahrens); and Sharmila Bhatia, if another backup is needed.

The meeting was adjourned at 9:40 p.m.

Signed: *Kerstin Harper, Town Clerk*



Town of Berwyn Heights

5700 Berwyn Road
Berwyn Heights, MD 20740
Tel. (301) 474-5000
Fax (301) 474-5002

Draft Minutes Worksession October 3, 2016

The meeting was called to order at 7:00 pm. Present were Mayor Cheryl Jewitt, Mayor Pro Tem (MPT) Jodie Kulpa-Eddy, Councilmembers (CMs) Chris Rasmussen and Gerald Shields. CM Patricia Dennison was absent. Also present were Town Administrator (TA) Jessica Cowles, Treasurer Michelle Rodriguez, Clerk Kerstin Harper, and citizens.

1. **Announcements**

Mayor Jewitt thanked TA Cowles, the Police and Public Works Department for monitoring Indian Creek for flooding during heavy rains. She also thanked the Neighborhood Watch/ Emergency Preparedness Committee for moving the trailer to higher ground.

2. **Swearing-in of Gerald Shields as Councilmember**

Mayor Jewitt swore in Gerald Shields, Nevada Street, as Councilmember. He fills the vacancy left by Maria Robles resignation in August.

3. **Minutes**

On a motion by MPT Kulpa-Eddy and second by CM Rasmussen, the September 20 special meeting minutes were approved 4 to 0. The September 14 Town meeting were distributed.

4. **Department Reports**

Mayor Jewitt reported that there were no thefts from cars during the last month. MPT Kulpa-Eddy reported that County Councilmember Danielle Glaros hosted a meeting of municipal elected officials in Berwyn Heights on September 21, attended by PGCPD CEO Kevin Maxwell and School Board Member Lupi Grady, among others. Changes to the Head Start program, the Dual Enrollment Program allowing high school students to take classes at the Prince George's County Community College, and the new after-Labor Day school start date were discussed.

MPT Kulpa-Eddy also reported that several new laws went into effect on October 1: An Open Meeting Act amendment requires an agenda to be posted 24 hours before the meeting; and motorists will be required to carry an auto insurance card. Further, the registration deadline for voting in the presidential election is October 18. The [City of Hyattsville](#) has an offer to purchase rain barrels for \$75 with a raincheck rebate from Prince George's County. County Councilmember Danielle Glaros has introduced legislation to exclude bee-keeping from the definition of "Agriculture" in the current zoning rewrite effort, which would allow beekeeping on residential zones. She also sponsored legislation to mandate

healthy choices in school and municipal vending machines.

CM Rasmussen announced that the Council will begin reviewing revisions to the Ordinance 120 – Rental Housing at the October 17 worksession proposed by Code Supervisor Glass and Town Administrator Cowles. The amendments will bring the Ordinance into compliance with current rental housing regulations and propose changes to the process of overseeing and licensing rental homes in Berwyn Heights. Further, CM Rasmussen reminded residents that they must get a Town permit for any home remodeling that requires a County permit. The types of improvements requiring a County permit are posted on the [Department of Permits, Inspections and Enforcement's](#) (DPIE) website. For example, installation of solar panels and egress windows require permits, as do most home additions. Code Supervisor Glass can answer questions about building permits or refer residents to the proper authorities.

Mayor Jewitt reported that Public Works Director Cox will attend an informational meeting about snow removal in Prince George's County. She then asked CM Shields, whom she appointed to head the Parks, Recreation, Education and Civic Affairs (PRECA) Department, to give a report. CM Shields said that he will focus on improving civic engagement in Town affairs. He suggested that installing a speaker phone in the Council chamber may be a way to do this, another would be to post Council meeting agenda packets on the website. TA Cowles said that her staff is currently receiving and evaluating bids for a new telephone system that would include phone service in the Council chamber. Clerk Harper is working on implementing streaming Council meetings to the new website, which can be integrated with a meeting agenda and background documents.

Citizen Comments: CM Rasmussen received comments about motorists often going through stop signs at Cunningham Drive and Osage Street, and about Berwyn Heights Realtor Sharon McCraney acting as a corporate sponsor for the Ice Cream Social. CM Rasmussen suggested the Council may want to think about developing a policy of accepting corporate sponsorship that is open to all businesses. MPT Kulpa-Eddy received a comment about tree trunks being left at the road side by Pepco contractor Asplundh. TA Cowles said that they will be removed although there is not exact timeframe.

Mike Attick, 62nd Avenue, asked if the new Open Meetings requirements will result in posting the Town meeting agenda packet to the website. MPT Kulpa-Eddy said, currently, there is only a worksession agenda packet that goes out to the Council and subscribed residents. All agendas are posted on the Town office front door prior to the meeting. Mr. Attick noted that children are climbing on the tree trunks left by the road along Quebec Street and may get hurt.

Joan Hayden, Seminole Street, congratulated Gerald Shields on being appointed to the Council. She then clarified issues she raised via telephone at the recent Town meeting: The intersection at Berwyn Heights and Charlton Avenue may require a stop sign on Berwyn Road so that drivers take care not to cut off traffic entering Berwyn Road from Charlton Avenue. Requests for assistance directed to an officer on patrol should be addressed by the officer rather than being referred to the Chief for action. The Town may want to consider making wheeled recycling bins available on a broader. She looks forward to having a telephone in the Council chamber for residents to call in.

5. Action Items

There were none.

6. Discussion Items

Town meeting changes: Mayor Jewitt said that she would like to change the format of the monthly Town meeting to promote better interaction between the Town government and the residents. Her proposed changes include:

- Department directors giving department reports in person and answering questions;
- Chairs of Town committees giving committee reports in person or providing it in writing;
- Stopping the reading of minutes;
- Starting the Town meeting at an earlier time.

In response to questions, Mayor Jewitt explained that Councilmembers would continue to make announcements and report on what they were doing in the previous month. Directors would provide the inside perspective from their departments. She also suggested that TA Cowles be seated at the dais and report on the Administration Department, while Treasurer Rodriguez would give the Treasurer's report from the podium. The changes would be implemented on a trial basis starting in November, but could be retracted or modified if not proven satisfactory to the Council.

In discussion, Councilmembers raised concerns about department directors merely reciting statistics about the work performed in the departments. Dispensing with the reading of minutes would require publicly posting the minutes prior to the Town meeting. The Council may want to discuss more broadly the purpose of the Town meeting and what type of information should be presented at them.

TA Cowles said that the presentation of department reports at a public meeting is a valuable professional development opportunity for directors. Clerk Harper said that she does not object to dispensing with the reading of minutes. However, the reading and approval of minutes is set forth in Council Rule 2, which lays out the Town Meeting agenda format. Mr. Attick commented that it would be beneficial for residents to have the department directors at the Town meeting, as they would learn who they are and may be able to talk with them after the meeting.

PGC zoning rewrite: MPT Kulpa-Eddy said that she would like the Council to submit comments on Module 3 of the Prince George's County zoning rewrite, which defines the zoning processes and subdivision procedures. The rewrite of the 50-year old zoning ordinance began in 2015 and Module 1 and Module 2 have been completed. Comments on Module 3 are due by November 3 and will be incorporated into a comprehensive plan for the zoning rewrite.

MPT Kulpa-Eddy reviewed issues in the new zoning ordinance that are likely to impact Berwyn Heights as a starting point for Council discussion. In Module 1, which defines new zones and associated uses, it is proposed to

- Prohibit beekeeping in residential zones;
- Allow the keeping of poultry on lots at least ½ acre in size;
- Allow construction of in-law suites if at least 1 off-street parking space is provided;
- Allow multi-family dwellings in commercial and industrial zones;
- Allow nightclubs, indoor shooting ranges, pawn shops and tattoo parlors in commercial and industrial zones;
- Allow vehicle salvage yards only in heavy industrial zones, not in light industrial zones.

Module 2 lays out the design standards for development in different zones as well as requirements for adequate public facilities. The Council may want to review the standards for Neighborhood Compatibility Standards, which seek to ensure that a transition area is maintained between single family residential and non-residential zones. A new Neighborhood Commercial Zone will allow for

greater community input on design standards. Module 3, establishing the procedures for approving new development, curtails input from municipalities compared to current zoning law with the intent to make the permit approval more transparent and predictable. Excepting a Neighborhood Pre-Application meeting, in which developers must present their plans to residents and businesses in the area, there are no opportunities for municipalities to modify plans or stop approval.

MPT Kulpa-Eddy said that she will draft a letter for the next worksession and hopes that Councilmembers will have a look at the zoning documents so that they can agree on a few top concerns to focus on.

Employee handbook: TA Cowles said that the old personnel manual dates from 1999 and was so out of date as to require the drafting of an entirely new employee handbook. The new handbook complies with the latest legal requirements and addresses technological changes in the workplace, such as email and the internet. With the assistance of McGrath Consultants and after multiple reviews sessions with senior staff, she is satisfied with the proposed handbook. The Council is requested to provide any additional input so that the handbook can be adopted at the October or November Town meeting.

MPT Kulpa-Eddy said that she has some stylistic changes and some questions about privacy issues. She thinks employees cannot be required to provide a personal cell phone number or prohibited to use of social media. CM Rasmussen asked whether there should be any provisions about giving paid leave to observe other than Christian high holy days. He also suggested that a 6-months period before a new employee can take annual leave is too long. TA Cowles said that she will consult the Town Attorney about legal requirements. A new employee can take unpaid annual leave before the 6-months introductory period is over, and they may take paid leave for medical or family emergencies. Mayor Jewitt said she likes a provision allowing for holding an exit interview when an employee leaves the service the Town. This may yield valuable insights and information.

Employee Pay plan: TA Cowles summed up the proposed position classification pay plan. The pay schedules have been revised based on Council input at the last worksession. The rates are pegged to a recalculated market position point that excludes outliers from the sample. For each position a pay range has been established which moves employees from a minimum rate when they are hired to a mid-point and then to a maximum pay based on performance and years of service. For difficult-to-fill positions a new hire may be paid above the minimum rate.

Currently some employees are paid below the minimum rate for their position. In order to bring all employees to the minimum pay rate, it is recommended to pay all employees a 3% cost of living adjustment (COLA) but to forgo merit increases. The COLA could be retroactive to July 1, 2016, and would cost \$31,000, which is in the FY 2017 budget. An additional raise for those employees not at the minimum rate could go into effect on January 1, 2017. These pay raises would cost an additional \$13,000. This money can be taken from the Health Reimbursement Account (HRA), which is no longer needed after the adoption of a new health insurance plan.

In discussions, the following points were made. The availability of HRA funds is a one-time revenue source. In future years, there may not always be enough revenue to cover such pay increases. In an economic downturn, some employees may have to be dismissed. The new employee handbook makes employees at-will. The Town Council always has the opportunity to fine tune pay increases during the budget process. Dismissal of employees should be considered only as a last resort. Department Directors have agreed to forgo merit increases until next year because the performance evaluation

system is being replaced with a better one. They have explained the situation to their employees. In the future, performance evaluations will be taking place continuously throughout the year, with the final evaluation representing a summation of the foregoing. No formal rules are being suspended by postponing evaluations and merit increases. The setting and accomplishing of goals for individual employees will be a part of next year's evaluations, with goals being discussed and set in this fiscal year.

The Council agreed to adopt the employee handbook and pay plan by resolution at the October Town meeting. The actual dollar amounts may be approved at a later worksession.

7. Town Council Schedule

The Council reviewed the calendar. It was noted that the October 10 strategic planning workshop is open to the public.

The meeting was adjourned at 9:24 p.m.

Signed: *Kerstin Harper, Town Clerk*

MEMORANDUM

DATE: October 13, 2016
TO: Mayor and Town Council
FROM: Jessica Cowles, Town Administrator
SUBJECT: **Implementation of Human Resource Changes**

The following is a draft time line for implementing the FY 2017 Pay Plan and employee cost of living adjustments (COLA). I would propose the implementation of the recommendation from the Town's HR consultant, Dr. Victoria McGrath, in four phases:

Phase 1: Employee Handbook: adopted on October 12.

Phase 2: Discussion of the FY 2017 Pay Plan at the 10/3 Work Session, and tentative adoption by Resolution at the 11/9 Town Meeting. The Pay Plan is based on Dr. McGrath's Classification and Compensation Study reflecting "a viable market-based approach that is at least comparable to the surrounding market yet is realistic to the fiscal means of the Town."

Phase 3: Discussion of a 3% COLA for employees retroactive to the start of the fiscal year (July 1, 2016) or the start date for those employees beginning Town service after July 1, 2016. This discussion began at the 10/3 Work Session, with tentative approval of the COLA at the 10/17 Work Session.

The Council appropriated \$31,000 in the Salary Pool line item in the FY 2017 budget. In previous years, there has been a combination merit increase/COLA of 3-5% total for employees. There is no employee merit increase programmed for this fiscal year in order to begin implementing the new employee evaluation cycle to be tied to the fiscal year and due to significant changes to the evaluation form. A key component of the new employee evaluation form is employee/supervisor goal setting, and supervisors are unable to evaluate employees on goals that have not yet been set. The late October 2016 training with Dr. McGrath will also cover the new employee evaluation process and procedures.

The annualized cost to the general fund of a 3% COLA is \$26,664 in salary and \$4,336 in social security/pension costs for a total of \$31,020. The 3% COLA for the public safety taxing district is \$1,685 and \$274 in social security/pension cost for a total of \$1,959.

The annualized costs of the 3% COLA will be sustainable in the FY 2018 budget by moving some capital expenses from the operating budget to the capital budget, and if necessary, utilizing the approximately \$50,000 from the Town's share of employer contributions that former Town employees forfeited to the Town when they left the Town-sponsored retirement plan before being vested.

Phase 4: Discussion of a January 1, 2017 date to bring employees currently not at the minimum pay rate in the FY 2017 Pay Plan up to the minimum pay rate. The primary positions that are not in the minimum pay range are Public Works Maintenance employees and part-time Code Compliance Officers. The fiscal impact of this change depends on the final COLA amount. For example, if the Council approved a 3% COLA, the total fiscal impact of bringing employees to the minimum rate of the FY 2017 Pay Plan is about \$13,000. If the Council adopted a 2% COLA, about \$24,000 would be needed to bring employees to the FY 2017 Pay Plan minimum.

There is still \$35,000 set aside in the Health Reimbursement Account within the General Fund that is no longer needed with the change in employee medical plans. I recommend using \$13,000 from the HRA fund for Phase 4.

FY 2017 Pay Plan

New Pay Grade	Title	Department	Minimum	Position Point	Maximum
A	PUBLIC WORKS MAINTENANCE WORKER I	DPW	\$13.70	\$15.07	\$17.81
			\$28,501.20	\$31,351.32	\$37,051.56
B	PUBLIC WORKS MAINTENANCE WORKER II	DPW	\$15.07	\$16.58	\$19.59
			\$31,351.32	\$34,486.45	\$40,756.72
C	ADMINISTRATIVE ASSOCIATE I	ADMIN.	\$16.28	\$17.91	\$21.16
C	ADMINISTRATIVE ASSOCIATE I	CODE	\$33,859.43	\$37,245.37	\$44,017.25
C	ADMINISTRATIVE ASSOCIATE I	DPW			
C	ADMINISTRATIVE ASSOCIATE I	POLICE			
D	POLICE OFFICER - ACADEMY TRAINEE	POLICE	\$17.09	\$18.80	\$22.22
			\$35,552.40	\$39,107.64	\$46,218.12
E	ADMINISTRATIVE ASSOCIATE II	ADMIN.	\$17.95	\$19.74	\$23.33
E	ADMINISTRATIVE ASSOCIATE II	CODE	\$37,330.02	\$41,063.02	\$48,529.02
E	ADMINISTRATIVE ASSOCIATE II	DPW			
E	ADMINISTRATIVE ASSOCIATE II	POLICE			
	CODE COMPLIANCE OFFICER I	CODE			
F	CODE COMPLIANCE OFFICER II	CODE	\$19.74	\$21.72	\$25.66
F	POLICE OFFICER - PRIVATE (CERTIFIED)	POLICE	\$41,063.02	\$45,169.32	\$53,381.92
F	PUBLIC WORKS MAINTENANCE WORKER III	DPW			
G	ADMINISTRATIVE COORDINATOR/ SPECIAL EVENTS	ADMIN.	\$20.93	\$23.02	\$27.20
			\$43,526.80	\$47,879.48	\$56,584.84
H	POLICE OFFICER - PRIVATE FIRST CLASS	POLICE	\$21.97	\$24.17	\$28.56
			\$45,703.14	\$50,273.45	\$59,414.08
I	CORPORAL	POLICE	\$23.51	\$25.86	\$30.56
I	DETECTIVE I	POLICE	\$48,902.36	\$53,792.60	\$63,573.07
J	CODE COMPLIANCE MANAGER	CODE	\$24.69	\$27.15	\$32.09
J	SUPERVISOR OF OPERATIONS	DPW	\$51,347.48	\$56,482.22	\$66,751.72
J	TOWN CLERK	ADMIN.			

Four Cities Coalition



Four Cities Meeting

Wednesday, July 27, 2016

7:30 p.m.

Berwyn Heights Town Center, 2nd Floor
8603 57th Avenue



I. Town of Berwyn Heights

- North County animal shelter feasibility study

II. City of College Park

- Education Advisory Committees
- MBike bike share program



III. City of Greenbelt

IV. City of New Carrollton

- County Department of Permitting, Inspection and Enforcement (DPIE) coordination with municipalities



V. Other Topics



TOWN OF BERWYN HEIGHTS

5700 Berwyn Road
Berwyn Heights, MD 20740
Tel. (301) 474-5000, Fax (301) 474-5002
WWW. Berwyn-heights.com

MAYOR
Jodie Kulpa-Eddy

COUNCIL MEMBERS
Christopher Rasmussen (Mayor Pro Tem)
Patricia Dennison
Maria T Robles
Lynn White

2015 Agenda Berwyn Heights Legislative Dinner

- I. Welcome and Introductions
- II. General Assembly Outlook for 2015 Session
- III. County Outlook for 2015
- IV. Berwyn Heights Priorities and Updates
 - Town Outlook and Priorities
 - ✓ Fiscal Issues
 - ✓ New Staff
 - ✓ Major Projects
 - Town Center and Town Office Emergency Generators
 - Sidewalk Construction
 - ✓ Comprehensive Street Plan
 - ✓ Economic Development and FBI Headquarters Relocation
 - Other Major Issues
 - ✓ Greenbelt Road (Route 193) Improvements
 - ✓ Education: Capital Projects and Feeder Schools
 - ✓ Urban Tree Canopy (State Legislation)
 - ✓ County Feasibility Studies
 - North County Animal Shelter (Dept. of Environment)
 - Storm water Improvements (Dept. of Transportation)
- V. PGCMA Priorities
 - Restore County Municipal Tax Differential Rates
 - Increased Municipal Role in Zoning Through Code Rewrite
- VI. MML Priorities of Town Interest
 - Full Funding of Municipal Highway User Revenue
 - Areas of Strategic Engagement
 - ✓ Support Body Cameras
 - ✓ Facilitate Handling of Vacant Properties through Transparent Foreclosure and Municipal Receivership Processes
 - ✓ Eliminate Double Taxation: Tax Differential Formulas

Jessica Cowles

From: Jeanne E. Bilanin <jbilanin@umd.edu>
Sent: Wednesday, October 12, 2016 5:03 PM
To: Jessica Cowles
Subject: Results of Monday's strategic planning workshop
Attachments: Results of Berwyn Heights Strategic Planning Workshop.pdf

Jessica,

As you know, I'll be away for the next couple weeks, so I wanted to get results of Monday's workshop back to you as quickly as possible. I've attached a compilation of the results in a pdf that comprises several documents.

The first two documents (1 page each) pertain to the **vision statement** and the **mission statement**. Each of these documents contains the statements put forth by the two groups at the workshop followed by IGSR's draft consolidation for discussion at the next workshop.

The next two documents, **SWOT Responses** (3 pages) and **Strategic Issues and Goals** (2 pages) are transcriptions of participants' input at the workshops. For the transcribed issues, the numbers of green, yellow, and red dots assigned by participants are shown.

The remaining documents reflect IGSR's organization of the output from Monday's workshop in a way that facilitates development of action plans.

Consolidated Strategic Issues (1 page) – Groups issues identified at the workshop into broader categories; shows the numbers of dots assigned to the individual issues and the totals for the broader categories

Strategic Issues, Goals, Objectives, and Action Plan Tasks (2 pages) – Restates individual issues identified at the workshop as goals that address the broad issue categories, and restates goals identified at the workshop as objectives and action plan tasks

Action Plan Templates (5 pages) – Presents the beginnings of action plans containing the information developed thus far



Vision statement

Group 1

A safe, family-oriented small town that attracts suburban simplicity, diversity, and is the center of abundant natural beauty.

Group 2

A neighborhood, safely tucked away in a park-like setting, accessible to everything and welcoming to all.

Draft consolidation

A safe diverse town, tucked away in a park-like setting, accessible to everything and welcoming to all.



Mission statement

Group 1

The Town of Berwyn Heights delivers services to provide a high quality of life, and opportunities to engage, that benefit all members of its community.

Group 2

To be a responsive government that provides equitable, professional, and expeditious services to our community and guests.

Draft consolidation

The Town of Berwyn Heights strives to be a responsive government that cultivates a high quality of life by engaging the community and delivering equitable, professional, and expeditious services to our constituents.



**Town of Berwyn Heights
SWOT Responses
Strategic Planning Workshop
Monday, October 10, 2016**

Strengths

- Communication efforts to public
- Santa rides on fire truck Christmas Eve around town
- Commitment to enhancing quality of life
- Lack of debt
- Experienced police officers
- Bilingual staff
- Efficiency of operations
- Good community effort
- Low crime
- Right staff in right places
- Transparent
- Emergency preparedness plan
- Proactive
- Underlying overall modernization effort, systems and processes
- Quality employees
- Reliability → very approachable staff and elected officials
- Town Office
- Great fiscal shape
- Perform own services, e.g., public works, police, code
- Dedicated
- Responsive
- Team players
- Clean, ethical government

Weaknesses

- Communication not getting across to everybody, language, technology
- Don't know residents' opinions
- Branding
- Lack of diversified revenue
- Underutilization of commercial and industrial property
- Unwillingness to take on debt
- Subpar police station
- Lack of communication and low engagement with businesses
- Need for new roof in public works
- Robbery attempts on Greenbelt Road
- Perception of high crime rate
- Lack of foreign language incentive

- Low police pay
- Lack of community participation during Town Hall meetings
- Lack of interns receiving community service credits
- Low employee salaries
- Low retention in public works
- Aging professional police officers
- Bad roads – aging infrastructure, e.g., street lights, storm drains
- Unappealing business and industrial district
- Subpar Town Office
- Need to modernize facilities
- Getting people (residents, staff, volunteer groups, Council) out of the traditional programming
- Lack of security for Town Office and personnel
- Lack of action list for Town Council
- Council recruitment – lack of interest in running
- Volunteer recruitment – lack of interest

Opportunities

- Learning opportunities for language training for staff
- Setting tone for appropriate dialogue between resident-resident, resident-staff
- FBI headquarters → boost for new type of businesses
- Using proceeds of development agreement for what specifically
- Underutilized town-owned property → opportunities for use
- Acquisition of historical properties, e.g., preservation
- County zoning ordinance
- Shape urban canopy
- Develop bike and walking trails
- Re-do 193, pedestrian bridges, median, narrow roads
- Wellness program for employees
- More in-house succession planning across all departments and positions
- New alliances (municipalities, etc.)
- Improve snow emergency plan

Threats

- Continue to rely on existing 4-City alliance
- Lack of effective, snow emergency street cleaning plan
- National law enforcement landscape
- Mass retirement – police
- Recruitment of experienced police officers
- Increased traffic and parking on BH streets from increased development
- Challenge to engage Spanish, seniors, youth, Asian, young families, couples without children, everyone
- County laws

- State and federal laws
- Unfunded mandates
- Stormwater management
- Utility management
- PG public schools – disturbing incidents impact
- Workplace violence – lack of protection for employees
- Lack of personnel for police, e.g., 24/7 coverage



**Town of Berwyn Heights
Strategic Issues and Goals
Strategic Planning Workshop
Monday, October 10, 2016**

Strategic Issues as Transcribed

Group 1

- Enhancing economic development (1G, 1Y)
- More control over development (1R)
- Encourage compatible development
- Public safety (1G)
 - Misperception based on county
 - Action necessary to maintain safety
 - Facilities
- Public education
 - Information about avoiding crime
 - More engaging media
- Encourage local community building (1G)
- Health of park-like setting (4R)

Group 2

- Maintain capacity of Police Department and improve (3G)
- Strong financial plan (2G, 4Y)
- Improving the Town's aesthetic, physical appearance, both built and natural (1Y, 1R)
- Communication → technology, language (2G, 2Y)
 - e.g., community survey
- Growth of community personnel (1R)
- Maximize paid and volunteer talent (1G, 2Y)
 - -what is the optimal combination
- Improve employee safety → cameras, buildings; building security (5G)
- Improve pedestrian safety (1R)
 - Street lighting and added patrols by police
- Supporting key institutions in Berwyn Heights → school, fire department work together (4Y, 2R)
- Road repairs to improve accessibility (e.g., exigent circumstances); maintenance (3G)
- Beautification standards → continuing and improving, trees; staff capacity (1G, 2Y, 2R)
 - "Tree City" award
- Improving relationship with external businesses (1G, 1Y, 2R)
- Examining Berwyn Heights relationship with existing civic and volunteer organizations (1G, 4Y, 1R)
- Co-location of Berwyn Heights facilities (3G, 1Y, 2R)
- Evaluate Berwyn Heights recreational facilities (5Y, 4R)
 - e.g., hockey rink, tennis courts

Total votes cast: 26 Green, 27 Yellow, 21 Red

Goals as Transcribed

Strategic issue: Employee safety

Goals:

- Implement existing safety analysis
- Determine costs
- Secure funding

Strategic issue: Road maintenance and repairs

Goals:

- Update needs assessment
- Schedule/prioritize work plan
- Accommodate planned road disruptions from outside agencies
- Fund repair and reconstruction
- Procurement for repair and reconstruction
- Schedule and prioritize maintenance
- Maintenance procurement

Strategic issue: Capacity of Police Department – maintain and improve

Goals:

- 24/7 coverage
- Buddy system
- Improved facility with more visibility
- Succession planning



**Town of Berwyn Heights
Consolidated Strategic Issues
Based on
Strategic Planning Workshop
Monday, October 10, 2016**

Consolidated Issues	Issues	Number of Dots		
		Green	Yellow	Red
Public Safety	Improve employee safety → cameras, buildings; building security (6G)	10	0	1
	Maintain capacity of Police Department and improve (3G)			
	Public safety: misperception based on county; action necessary to maintain safety; facilities (1G)			
	Improve pedestrian safety; street lighting and added patrols by police (1R)			
Infrastructure	Road repairs to improve accessibility (e.g., exigent circumstances); maintenance (3G)	6	6	6
	Co-location of Berwyn Heights facilities (3G, 1Y, 2R)			
	Evaluate Berwyn Heights recreational facilities (e.g., hockey rink, tennis courts) (5Y, 4R)			
Community engagement	Communication → technology, language (e.g., community survey) (2G, 2Y)	5	11	5
	Encourage local community building (1G)			
	Improving relationship with external businesses (1G, 1Y, 2R)			
	Examining Berwyn Heights relationship with existing civic and volunteer organizations (1G, 4Y, 1R)			
	Supporting key institutions in Berwyn Heights → school, fire department work together (4Y, 2R)			
	Public education: information about avoiding crime; more engaging media			
Funding	Strong financial plan (2G, 4Y)	2	4	0
Town aesthetics	Beautification standards → continuing and improving, trees; staff capacity; “Tree City” award (1G, 2Y, 2R)	1	3	7
	Improving the Town’s aesthetic, physical appearance, both built and natural (1Y, 1R)			
	Health of park-like setting (4R)			
Staffing	Maximize paid and volunteer talent - what is the optimal combination (1G, 2Y)	1	2	1
	Growth of community personnel (1R)			
Economic development	Enhancing economic development (1G, 1Y)	1	1	1
	More control over development (1R)			
	Encourage compatible development			

G=green, Y=yellow, R=red



Town of Berwyn Heights
Strategic Issues, Goals, Objectives, and Action Plan Tasks
 Based on
Strategic Planning Workshop
Monday, October 10, 2016

Issue	Goals	Objectives	Action Plan Tasks
Public Safety	Improve employee safety through cameras and enhanced building security	Implement existing safety analysis	Determine costs
	Maintain and improve capacity of Police Department	Achieve 2-officer coverage 24/7 (buddy system)	Secure funding
	Counter misperception based on crime in county	Acquire improved facility with more visibility	
	Take action necessary to maintain safety [need to explicate]	Develop succession plan	
	Enhance facilities		
Infrastructure	Improve pedestrian safety through street lighting and added police patrols		
	Repair roads to improve accessibility for exigent circumstances	Update needs assessment	
		Schedule and prioritize work plan that accommodates planned road disruptions from outside agencies	
		Perform repairs and reconstruction	Obtain funding
	Improve road maintenance		Procure vendor
	Explore co-location of Berwyn Heights facilities	Schedule and prioritize maintenance	
	Evaluate Berwyn Heights recreational facilities (e.g., hockey rink, tennis courts)	Perform maintenance	Procure vendor

Issue	Goals	Objectives	Action Plan Tasks
Community engagement	Improve communication using technology and language skills		
	Determine community preferences through survey		
	Encourage local community building		
	Improve relationship with businesses		
	Examine relationship with existing civic and volunteer organizations		
	Support and work together with key institutions in Berwyn Heights such as school and fire department		
	Educate public about avoiding crime		
	Provide more engaging media to communicate with constituents		
	Develop a strong financial plan		
	Town aesthetics	Apply beautification standards to maintain "Tree City" designation	
Improve the Town's aesthetic, physical appearance, both built and natural			
Maintain health of park-like setting			
Staffing	Determine optimal combination of paid and volunteer talent to meet personnel needs currently and with community growth		
	Enhance economic development		
Economic development	Exercise more control over development		
	Encourage compatible development		



Town of Berwyn Heights
Action Plan Templates
 Based on
Strategic Planning Workshop
Monday, October 10, 2016

Strategic Issue: Public Safety

Goal 1: Improve employee safety through cameras and enhanced building security

Objective 1: Implement existing safety analysis

Tasks	Resources Required	Target Dates	Person/Group Assigned
Determine costs			
Secure funding			

Strategic Issue: Public Safety

Goal 2: Maintain and improve capacity of Police Department

Objective 1: Achieve 2-officer coverage 24/7 (buddy system)

Tasks	Resources Required	Target Dates	Person/Group Assigned

Strategic Issue: Public Safety

Goal 2: Maintain and improve capacity of Police Department

Objective 2: Acquire improved facility with more visibility

Tasks	Resources Required	Target Dates	Person/Group Assigned

Strategic Issue: Public Safety

Goal 2: Maintain and improve capacity of Police Department

Objective 3: Develop succession plan

Tasks	Resources Required	Target Dates	Person/Group Assigned

Strategic Issue: Infrastructure

Goal 1: Repair roads to improve accessibility for exigent circumstances

Objective 1: Update needs assessment

Tasks	Resources Required	Target Dates	Person/Group Assigned

Strategic Issue: Infrastructure

Goal 1: Repair roads to improve accessibility for exigent circumstances

Objective 2: Schedule and prioritize work plan that accommodates planned road disruptions from outside agencies

Tasks	Resources Required	Target Dates	Person/Group Assigned

Strategic Issue: Infrastructure

Goal 1: Repair roads to improve accessibility for exigent circumstances

Objective 3: Perform repairs and reconstruction

Tasks	Resources Required	Target Dates	Person/Group Assigned
Obtain funding			
Procure vendor			

Strategic Issue: Infrastructure

Goal 2: Improve road maintenance

Objective 1: Schedule and prioritize maintenance

Tasks	Resources Required	Target Dates	Person/Group Assigned

Strategic Issue: Infrastructure

Goal 2: Improve road maintenance

Objective 2: Perform maintenance

Tasks	Resources Required	Target Dates	Person/Group Assigned
Procure vendor			