

Mayor and Council Executive and Work Session November 5, 2019 Agenda

"The City of Hagerstown will promote a diverse, business-friendly, and sustainable community with clean, safe, and strong neighborhoods."

"The City of Hagerstown shall be the model provider of the most efficient and highest quality customer services to be known as the municipal location of choice for all"

“Live in each season as it passes; breathe the air, drink the drink, taste the fruit, and resign yourself to the influence of the earth.” - Henry David Thoreau

4:00 PM WORK SESSION

1. Evergreen Solutions Wage Study - *Don Francis, Human Resources Director, and Kevin DeHaven, Risk/Human Resources Administrator*
- 4:30 PM** 2. Haven Road “Safe Route to School” Project: Proposed Change to Local Match Source of Funds – *Rodney Tissue, City Engineer*
- 4:45 PM** 3. Proposed Stadium Improvements for the 2020 Season– *Rodney Tissue, City Engineer and Tim McDulin, Hagerstown Suns President*
- 5:00 PM** 4. Invitation to Visit Wesel, Germany – *Mayor and City Council*

CITY ADMINISTRATOR'S COMMENTS

MAYOR AND COUNCIL COMMENTS

ADJOURN

**REQUIRED MOTION
MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND**

Topic:

Evergreen Solutions Wage Study - *Don Francis, Human Resources Director, and Kevin DeHaven, Risk/Human Resources Administrator*

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

ATTACHMENTS:

File Name

Evergreen_Solutions_Wage_Study.pdf

Updated_Compensation_Study.pdf

Description

Evergreen Solutions Wage Study

Updated Evergreen Solutions Wage Study Powerpoint Presentation



CITY OF HAGERSTOWN, MARYLAND

Human Resources

TO: Scott Nicewarner- City Administrator

FROM: Don Francis- Human Resource Director
Kevin DeHaven- Risk/Human Resources Administrator

DATE: October 28, 2019

RE: **Evergreen Solutions Wage Study**

Mayor & Council formally approved a wage study in May 2019 to be conducted by Evergreen Solutions, LLC. Evergreen Solutions will present their comprehensive compensation study at the November 5th, 2019 Work Session.

The purpose of the study was to analyze the compensation (pay) system for Non-Union positions and make recommendations to improve the City's competitive position in the labor market. The purpose of this evaluation was to provide an overall assessment of the City's non-union compensation structure, employee salary progression, and employee counts in each department.

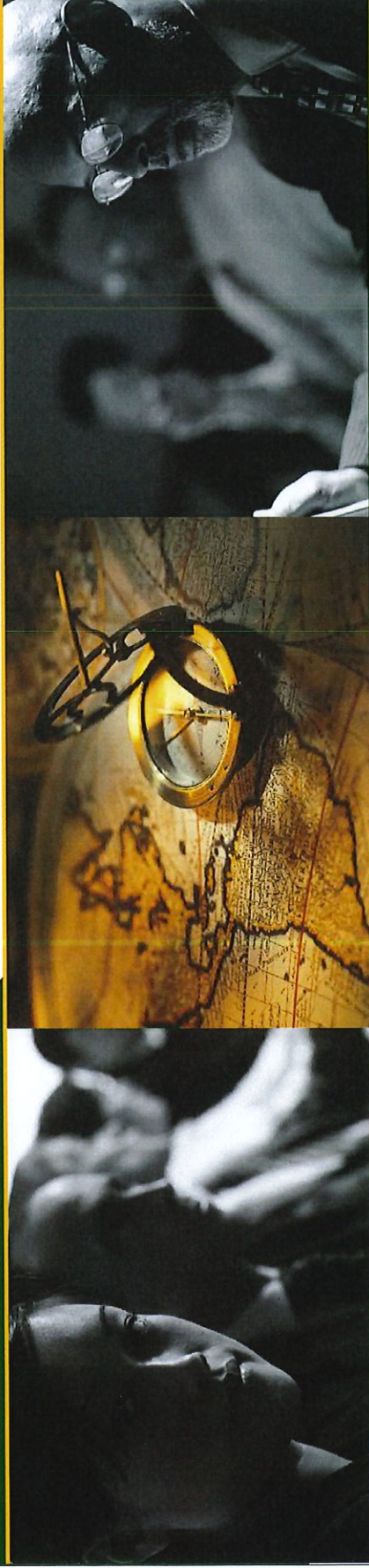
During the assessment phases of the study, which included peer market comparisons, it became increasingly apparent that the City's non-union classifications are far below the average market. Ultimately, the study revealed that the non-union positions were approximately 22 percent below the average market minimum.

Evergreen Solutions' presentation will include a recommendation for a revised pay plan, with recommendations for periodic maintenance of the administration of the City's compensation system. As discussed in our April 2019 meeting, the City's last wage study along with the final report was published in March of 2007.

Staff is seeking approval from Mayor and Council to move forward with the implementation of the study's solution as presented by Evergreen Solutions LLC.

Attachment: Evergreen Solutions Presentation

Compensation Study for the City of Hagerstown, MD



Presentation of Results



Evergreen Solutions, LLC

November 5, 2019

Agenda

- Study Process
- Current Conditions
- Compensation Philosophy
- Compensation Review
- Revised Pay Plan and Implementation
- Additional Recommendations



Study Process

Completed:

- ✓ Assessed conditions of the current Non-Union pay system.
- ✓ Reviewed the City's compensation philosophy.
- ✓ Conducted external equity analysis by surveying the market to determine competitiveness of the pay plan.
- ✓ Revised the pay plan for Non-Union employees to be more competitive.
- ✓ Developed options for implementing the revised plan.



Study Process (cont.)

- ✓ Estimated annualized salary costs for implementing the revised plan.
- ✓ Prepared/provided draft report.

Remaining:

- ☐ Prepare/provide final report.



Current Conditions

Reviewed type of pay plan for Non-Union positions:

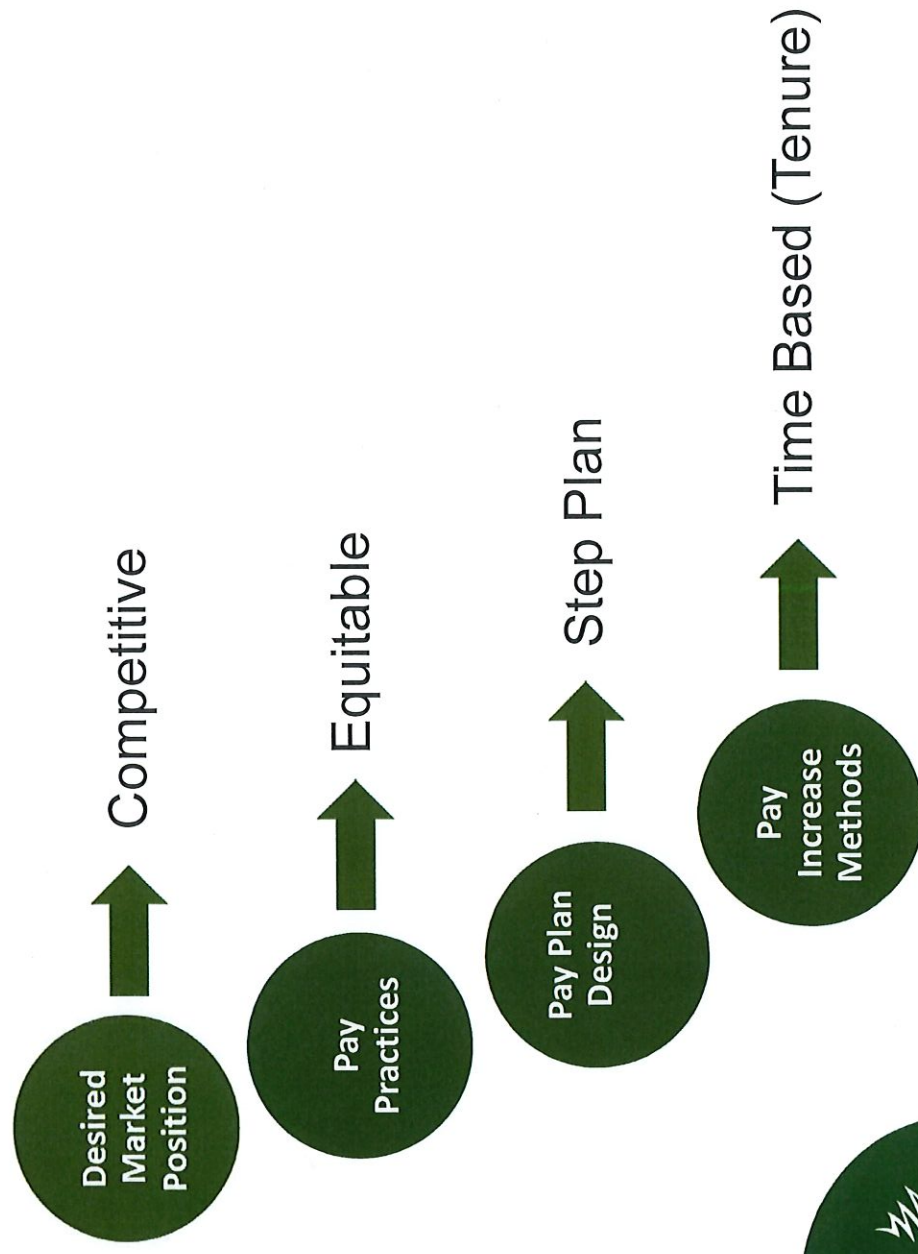
- Step-based pay plan with 21 grades and 14 steps, for 130 Non-Union employees.

Reviewed employees' salaries within pay ranges:

- 80.3% of employees' salaries were above the midpoint.
- 63.6% of employees' salaries were in the fourth quartile.

Compensation Philosophy

Reviewed City's compensation philosophy:



Evergreen Solutions, LLC

Compensation Review

Conducted a salary survey; collected salary range data from 13 peers:

- 36 benchmark non-union classifications
- Average number of matches for each classification was 5.7 (Not all respondents had matches for all benchmarked classifications)

Market Peers
Chambersburg, PA
Frederick, MD
Winchester, VA
Harrisburg, PA
Martinsburg, WV
Annapolis, MD
Washington County, MD
Carroll County, MD
Frederick County, MD
Franklin County, PA
Berkeley County, WV
Easton Utilities, MD
Town of Thurmont, MD



Compensation Review (cont.)

Collected salary range data for 36 non-union benchmark classifications (subset of all) and compared the data at the average of market:

Benchmark Classifications	Differential at the Range Minimum	Differential at the Range Midpoint	Differential at the Range
Overall Average	-22.0%	-18.2%	-15.8%



Midpoint is typically considered “market” as employees receiving pay at this point should be proficient and satisfactorily performing the duties of their classification.

* Results do not indicate that all benchmarks (classifications) were ahead or behind.

** Step 7 is utilized as the midpoint.

Revised Pay Plan

Revised Non-Union Plan:

- Increased by 7%

Same as Current:

- Step-based
- Pay grades: 21
- Range spreads: ~ 60-61%
- Steps 1-14
- Step adjustments: 2.5%

Grade (MG)	1	14	Rg. Sp.
7	\$ 31,782.68	\$ 51,107.01	60.8%
9	\$ 34,916.33	\$ 56,210.87	61.0%
10	\$ 36,506.52	\$ 58,797.57	61.1%
11	\$ 38,892.36	\$ 62,548.26	60.8%
12	\$ 40,646.13	\$ 65,396.47	60.9%
13	\$ 42,610.78	\$ 68,767.70	61.4%
14	\$ 44,528.14	\$ 71,900.79	61.5%
15	\$ 47,006.90	\$ 75,603.63	60.8%
16	\$ 49,532.95	\$ 79,544.06	60.6%
17	\$ 51,754.66	\$ 83,152.31	60.7%
18	\$ 54,093.22	\$ 86,974.22	60.8%
19	\$ 57,204.04	\$ 91,982.94	60.8%
20	\$ 59,776.28	\$ 96,160.39	60.9%
21	\$ 62,839.82	\$ 101,145.17	61.0%
22	\$ 65,669.68	\$ 105,774.42	61.1%
23	\$ 68,663.11	\$ 110,616.77	61.1%
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25	\$ 76,474.40	\$ 123,007.80	60.8%
27	\$ 83,584.08	\$ 134,544.20	61.0%
28	\$ 87,395.97	\$ 140,739.71	61.0%
30	\$ 97,802.88	\$ 157,356.04	60.9%



Implementation

Closest Step (Up)

First, employees' salaries were compared to the minimums of their classification's proposed pay range. If an employee's salary was below his or her classification's pay range minimum, an adjustment was proposed to raise the individual's salary to the minimum.

Then, employees' salaries were brought to the closest step in the revised pay plan, based on their current salary, so that no salaries fell in between steps.

- Estimated annualized cost of this implementation method is **\$138,698**.
- All 130 non-union employees would receive adjustments (with an average of a 1.6% salary adjustment).

➤ ***The revised plan and this methodology provides employees increased opportunity for salary progression.***

* Cost estimates are salary only and do not include the cost of benefits.



Additional Recommendations

- Continue to conduct compensation studies every three to five years.
- Consider conducting a full classification and compensation study every five years.



Thank You!

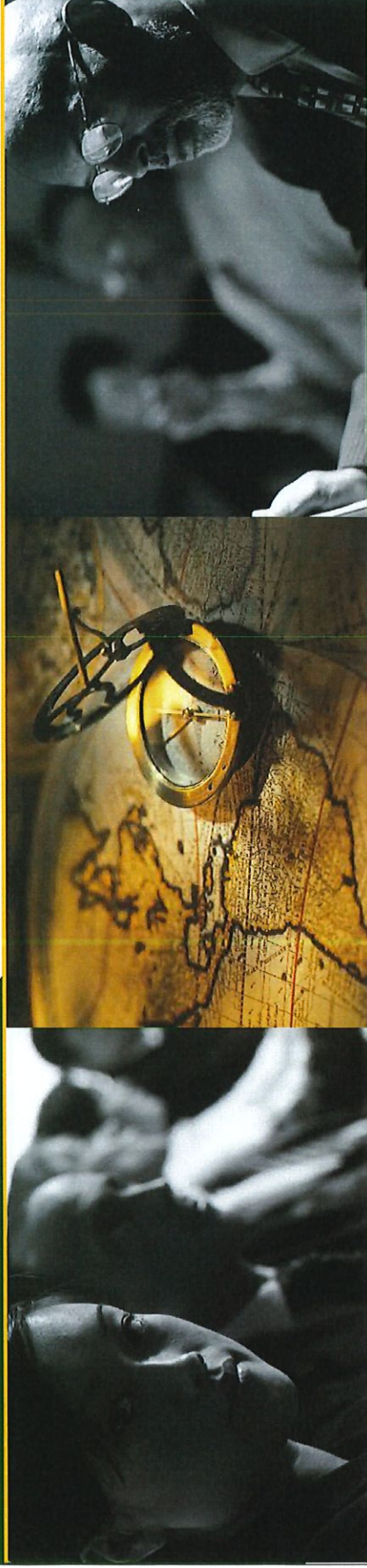
Nancy Berkley
Evergreen Solutions, LLC
nancy@consultevergreen.com

2878 Remington Green Circle
Tallahassee, Florida 32308
850.383.0111 phone
850.383.1511 fax
www.ConsultEvergreen.com



Evergreen Solutions, LLC

Compensation Study for the City of Hagerstown, MD



Presentation of Results

November 5, 2019



Updated 11/5/19

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- Study Process
- Current Conditions
- Compensation Philosophy
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- Revised Pay Plan and Implementation
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Study Process

Completed:

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- ✓ Conducted external equity analysis by surveying the market to determine competitiveness of the pay plan, for both non-union and union classifications.
- ✓ Revised the pay plan for Non-Union employees to be more competitive.



Study Process (cont.)

- ✓ Developed options for implementing the revised plan.
- ✓ Estimated annualized salary costs for implementing the revised plan.
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Current Conditions

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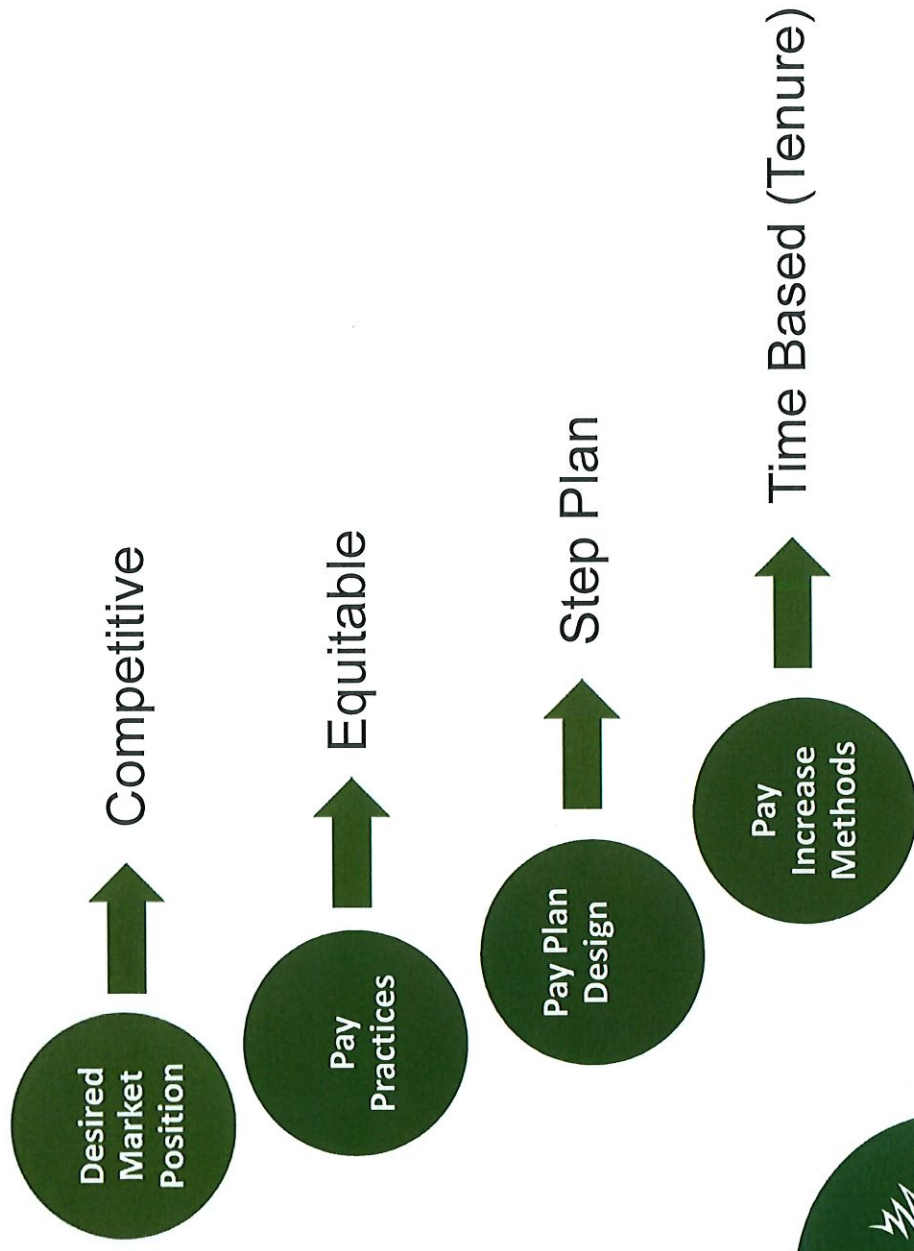
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Compensation Philosophy

Reviewed City's compensation philosophy:



Compensation Review

Conducted a salary survey; collected salary range data from 13 peers:

- 36 benchmark non-union classifications
- 10 benchmarked union classifications
- Average number of matches for each classification was 5.7 (Not all respondents had matches for all benchmarked classifications)

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Compensation Review (cont.)

Collected salary range data for 10 union benchmark classifications (subset of all) and compared the data at the average of market:

Benchmark Classifications	Differential at the		Differential at the	
	Range Minimum	Range Midpoint	Range Maximum	
Overall Average	-6.6%	-1.7%	-11.6%	



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Thank You!

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Evergreen Solutions, LLC

**REQUIRED MOTION
MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND**

Topic:

Haven Road "Safe Route to School" Project: Proposed Change to Local Match Source of Funds – *Rodney Tissue, City Engineer*

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

ATTACHMENTS:

File Name

Haven_Road_Safe_Routes_to_School.2019.pdf

Description

Haven Road "Safe Routes to School" Project



CITY OF HAGERSTOWN, MARYLAND

Department of Parks and Engineering

November 5, 2019

TO: Scott Nicewarner, City Administrator

FROM: Rodney Tissue, Director 

RE: **Haven Road "Safe Routes to School" Project:
Proposed Change to Local Match Source of Funds**

In May, City Council approved a contract to construct sidewalks on Haven Road and also sidewalk and signal improvements on Pennsylvania Avenue. The award was based on the following funding plan:

- 80% (\$440,000) from the "Safe Routes to School" grant program the State of Maryland manages, and
- 20% local match (\$125,000) where we proposed to use "State Aid" funds that we get appropriated from the State for various transportation projects each year.

While the *Safe Routes to School* funding is completely approved, that State Highway Administration will not provide us an approval on the State Aid as a local match. Despite having an 8/16/2017 email from the State Highway that *State Aid* is an acceptable local match, apparently that decision was no longer valid. We have attempted to get State Highway to approve our use of State Aid match for this project since June but they simply won't give us an official decision on this matter.

Therefore, rather than lose more time toward getting this project completed, it is our recommendation that we use \$125,000 in General Fund surplus, and plan to use our *State Aid* funds on another project of our choosing.

If acceptable, staff recommends City Council pass a motion at the next voting session to approve this change.

Attachments: 5/28/19 consent form

c: Tim Young
Bill Killinger

APPROVED
Mayor & Council
Date 5/28/19

**City of Hagerstown
Mayor and Council
Purchase / Contract Information
Meeting of 5/28/19**

Do Not Complete This Section
Approved Consent Agenda: _____
New Business: _____

Originating Department: Parks & Engineering By: Rodney Tissue
Account Number: 4509004 5594 Account / Project Name: Haven Rd & Penna Ave
SRTS Infrastructure Project
Budget Amount: \$550,000.00 Account Balance: \$550,000 Year: FY 18/19 20 CIP Control No. 595
Unbudgeted \$: None Source of Funds: SHA "Safe Routes to School" Grant and State Aid

Quantity	Description	Value
1	Construct curb, sidewalk, driveways and drainage improvements on Haven Road, Pennsylvania Ave, Glenwood Ave and Outer Drive	\$418,911.00
2	Upgrade traffic signal and handicap ramps at intersection of Pennsylvania Ave and Fairview Road to be fully ADA compliant.	\$116,940.00

TOTAL VALUE OF PROJECT: \$535,851.00

ABOVE TO BE USED FOR:

To provide safer walk route and street crossing for school students and other pedestrians along four streets and at the existing signalized intersection of Pennsylvania Ave at Fairview Road. Work includes:

- Construct curb, sidewalk and driveways along south side of Haven Road, west side of Pennsylvania Ave, both sides of Glenwood Ave and east side of Outer Drive.
- Construct Infiltration trenches, storm drain inlets and pipe at various locations throughout project
- Construct handicap sidewalk ramps on all four corners of Pennsylvania Ave at Fairview Rd
- Construct ped pole with LED crosswalk lights and APS pushbutton controls to cross Pennsylvania Avenue
- Place thermoplastic crosswalk lines and stopbars

Recommended Vendor:

Business Name: Concrete Central, LLC
Address: 17405 W. Washington Street
City, State: Hagerstown, MD 21740
Bid/Proposal/Quote No.: Contract No. 19-SW-01

OTHER VENDORS:

Firm	City/State	Total Amount
Huntzberry Brothers	Smithsburg, Md	\$709,560.00
ECM Corp	Jessup, Md	\$840,365.00
Milton Stamper Builders	Hagerstown, Md	\$1,095,235.00

Priority Construction

Baltimore, Md

\$1,140,716.25

(1) Department Manager

Staff recommend the award of Contract No. 19-SW-01 to Concrete Central, LLC in the amount of \$535,851.00 contingent upon approval by MDOT State Highway Administration.

The Grant amount from State Highway's Safe Routes to School program is \$440,000. City match is \$125,000 from the State Aid fund for the City's 20% share of the project and to allow for possible change orders.

RTA 5/16/19

Signature / Date

(2) Purchasing Agent:

Approve

Michelle Hef
5/16/19

Signature / Date

(3) Finance Manager:

Recommend approval.

Michelle Hef
5/16/19

Signature / Date

(4) City Administrator's Recommendation:

Approve

Debra McQuinn 5/17/19

Signature / Date



HAVEN ROAD SIDEWALK SAFE ROUTES TO SCHOOL

SCALE: 1"=400'

**REQUIRED MOTION
MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND**

Topic:

Proposed Stadium Improvements for the 2020 Season– *Rodney Tissue, City Engineer and Tim McDulin, Hagerstown Suns President*

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

ATTACHMENTS:

File Name

proposed_stadium_improvements_for_the_2020_season.pdf

Description

Proposed Stadium
Improvements for the 2020
Season



CITY OF HAGERSTOWN, MARYLAND

Department of Parks and Engineering

November 5, 2019

TO: Scott Nicewarner, City Administrator
FROM: Rodney Tissue, Director 
RE: Proposed Stadium Improvements for the 2020 Season

Per the Fifth Amendment to the Lease Agreement (dated April 2018), the City will invest up to \$35,000 in "upgrades" to the stadium. The City Council has the "absolute discretion" to determine what upgrades to perform. In addition, the Amendment says the City is responsible for "general maintenance, repair and upkeep of the grandstand, seating areas, clubhouse, field lighting and outfield wall"

Last month, we met with the Suns management staff to discuss improvements for the 2020 season which the first home game is April 16th.

A. **Items requested by Suns (by priority).** After discussing with the Suns, here is their list of requested improvements:

1. Allowance for additional hood vent and fan
for suppression for additional concession area **\$10,000**
2. Replace rubber flooring dugout steps **\$250**
3. Repair picnic tables **\$500**
4. Supply paint for masonry perimeter wall **\$2,250**
5. Powerwash and coat beer garden **\$3,000**
6. Install wall in team store **\$5,000**

Total Request: **\$21,000**

B. **Items suggested by City Parks and Engineering staff (by priority):** City staff also have a list of items that need completed at the stadium in the near future:

1. Finish repairs on third base bleachers (first
Phase completed in April 2019) **\$13,000**
2. Replace shade canopy (2013 installed) **\$4,000**
3. Outfield wall cap masonry repairs **\$4,000**
4. Replace groundskeeper building door **\$1,000**
5. Replace (w/ metal) roof 3rd base restrooms **\$6,000**
6. Replace (w/ metal) roof club house **\$25,000**
7. Replace HVAC club house **\$35,000**
8. Modify outfield wall for drainage **\$10,000**
9. Replace (w/metal) roof on batting cage **\$7,000**

Total Request **\$105,000**

Parks and Recreation Division

351 North Cleveland Avenue • Hagerstown, MD 21740
Ph: 301.739.8577 Ext. 169 • Fax: 301.790.0171

Engineering Division

1 East Franklin Street • Hagerstown, MD 21740-4817
Ph: 301.739.8577 Ext. 125 • Fax: 301.733.2214

While the Suns would like us to do their entire list, staff recommends that we attempt to address the top items from each list. I suggest "A 1-4" and "B 1-4" for a total cost of around \$35,000. That said, it is becoming more and more evident this is an unsustainable process. The general condition of the stadium is deteriorating and even if the full \$35,000 was earmarked for maintenance and repairs we would not keep up. The next lease must address this issue.

As a reminder, the Suns' Player Development Contract with the Washington Nationals is through 2020 and the Lease is in place through the 2021 season.

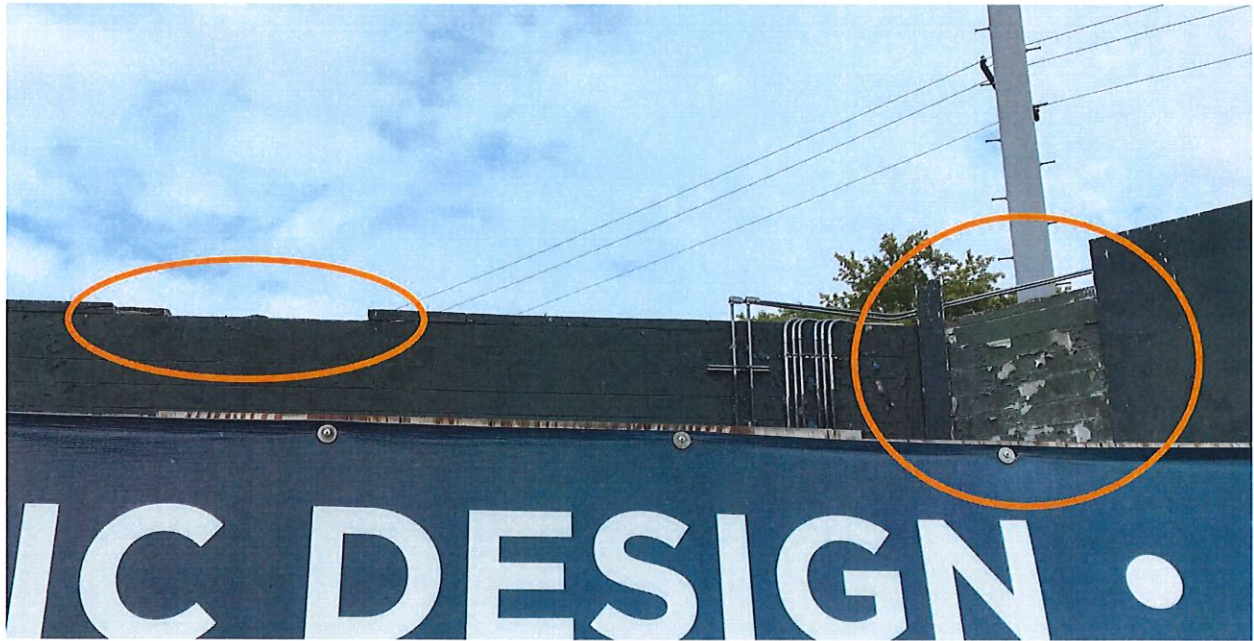
We will be present at the next Work Session along with Suns management staff to discuss.

Attachments: Pictures

c: Tim McDulin, President Hagerstown Suns
Travis Painter, General Manager, Hagerstown Suns
Mark Haddock, Parks and Recreation Manager



OUTFIELD WALL



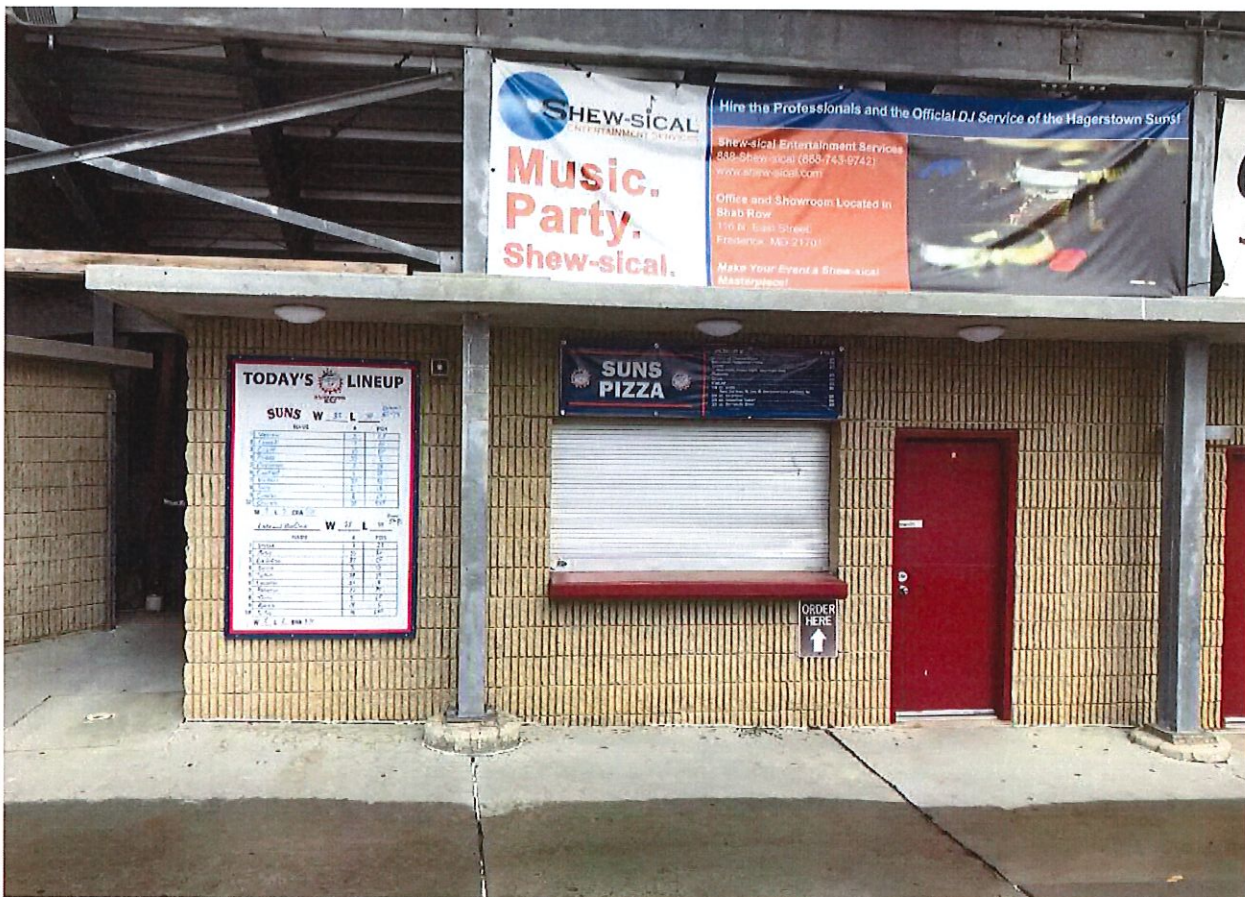
OUTFIELD WALL



OUTFIELD WALL



BEER GARDEN TABLE



**LOCATION OF PROPOSED ADDITIONAL CONCESSION
STAND WHERE GRILL, HOOD, VENT AND FAN
WILL BE INSTALLED**

**REQUIRED MOTION
MAYOR AND CITY COUNCIL
HAGERSTOWN, MARYLAND**

Topic:

Invitation to Visit Wesel, Germany – *Mayor and City Council*

Mayor and City Council Action Required:

Discussion:

Financial Impact:

Recommendation:

Motion:

Action Dates:

ATTACHMENTS:

File Name

Invitation_to_Visit_Wesel__Germany.pdf

Description

Invitation to Wesel,
Germany



Hansestadt Wesel
Bürgermeisterin

Wesel, September 23, 2019

Stadtverwaltung Wesel - Postfach 10 07 60 - 46467 Wesel

Mayor of Hagerstown
Robert E. Bruchey II
City Hall
1 East Franklin St.
Hagerstown, MD 21740
USA



No more war – 75 years on from the destruction of Wesel

Dear Mayoress, dear Mayor,

In February 1945, Wesel was almost completely destroyed by scores of air raids. In remembrance of the devastation of our town, I cordially invite you to join us in our commemorations.

These days of commemoration will take place between February 14 and 16, 2020. Together we wish to remember the victims and the town's destruction in a ceremonial reception and church service on Saturday, February 15, 2020 at 11.00 o'clock and then pay a visit to the liberation museum in the Netherlands. This museum highlights the current significance of democracy, freedom and human rights.

In order to make all the necessary preparations on our side we would kindly ask you to let us know whether you can take part in the celebrations in Wesel by **December 1, 2019** at the latest. Please inform us of the size of your delegation and whether you can arrive on Thursday, February 13, 2020.

With this information, I will be able to book suitable accommodation. I would be delighted to welcome you in Wesel.

Yours faithfully

Ulrike Westkamp
Mayoress

Anschrift:
Stadtverwaltung Wesel
Postfach 10 07 60 \ 46467 Wesel
Klever-Tor-Platz 1 \ 46483 Wesel

Kontakt
Telefonzentrale (0281) 203-0
Fax (0281) 203-2209

Anreisehinweise
Parkdeck Martinistraße 2 € / Tag
(passend in Münzen)