



## **BERLIN MAYOR AND COUNCIL**

### **Meeting Agenda**

**Berlin Town Hall  
10 William Street  
Monday, March 9, 2020**

#### **6:00 PM      WORK SESSION – Council Chambers**

1. Discussion – Short-term Rentals

#### **6:45 PM      EXECUTIVE SESSION – Conference Room**

1. Pursuant to Section §3-305(b)(14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.

#### **7:00 PM      REGULAR SESSION – Council Chambers**

1. Approval of the Minutes for:
  - a. Executive Session of 02/10/20
  - b. Statement of Closure for Executive Session of 02/10/20
  - c. Work Session of 02/10/20
  - d. Regular Session of 02/10/20
2. Motion 2020- 06; Request to use Stephen Decatur Park for Berlin Boxing and Youth on Saturday, March 21, 2020.
3. Electric Utility Administrative Matters:
  - a. Resolution 2020-03; Master Services Agreement, Supply Schedule and Transaction Confirmation
  - b. Motion 2020-07; Authorizing the Mayor to sign an agreement with Betts and Holt, LLP for legal services regarding the Electric Department and other Energy Related Matters.

Town Administrator Jeff Fleetwood

4. Initial Presentation/Discussion – Resilience Element Addition to Comprehensive Plan  
Planning Director Dave Engelhart and Deputy Town Administrator Mary Bohlen
5. Introduction: Ordinance 2020-02; Setting the Real Property Tax Rate for Fiscal Year 2021  
Public Hearing to be held on Monday, March 23, 2020
6. Departmental Reports
7. Town Administrator's Report

8. Comments from the Mayor
9. Comments from the Council
10. Comments from the Public
11. Comments from the Press
12. Adjournment

Anyone having questions about the meetings mentioned above or needing special accommodations should contact Town Administrator Jeffrey Fleetwood at (410) 641-4002. Written materials in alternate formats for persons with disabilities are made available upon request.

*TTY users dial 7-1-1 in the State of Maryland.*

*TTY users outside Maryland dial 1-800-735-2258*

# WRITTEN STATEMENT FOR CLOSING A MEETING UNDER THE OPEN MEETINGS ACT

Date: 02/10/20 Time: 6:00 pm Location: Conf. Room Motion to close meeting made by: Gulyas

Seconded by \_\_\_\_\_ Members voting in favor: Brittingham, Burrell, Purnell and Tyndall

Opposed: 0 Abstaining 0 Absent \_\_\_\_\_

## STATUTORY AUTHORITY TO CLOSE SESSION, General Provisions Article, §3-305(b) (check all that apply):

- ☐ (1) To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; or any other personnel matter that affects one or more specific individuals;
- ☐ (2) To protect the privacy or reputation of individuals concerning a matter not related to public business;
- ☐ (3) To consider the acquisition of real property for a public purpose and matters directly related thereto;
- ☐ (4) To consider a matter that concerns the proposal for a business or industrial organization to locate, expand, or remain in the State;
- ☐ (5) To consider the investment of public funds;
- ☐ (6) To consider the marketing of public securities;
- ☐ (7) To consult with counsel to obtain legal advice on a legal matter;
- ☐ (8) To consult with staff, consultants, or other individuals about pending or potential litigation;
- ☐ (9) To conduct collective bargaining negotiations or consider matters that relate to the negotiations;
- ☐ (10) To discuss public security, if the public body determines that public discussion would constitute a risk to the public or to public security, including: (i) the deployment of fire and police services and staff; and (ii) the development and implementation of emergency plans;
- ☐ (11) To prepare, administer, or grade a scholastic, licensing, or qualifying examination;
- ☐ (12) To conduct or discuss an investigative proceeding on actual or possible criminal conduct;
- ☐ (13) To comply with a specific constitutional, statutory, or judicially imposed requirement that prevents public disclosures about a particular proceeding or matter;
- ☒ (14) Before a contract is awarded or bids are opened, to discuss a matter directly related to a negotiating strategy or the contents of a bid or proposal, if public discussion or disclosure would adversely impact the ability of the public body to participate in the competitive bidding or proposal process.

## FOR EACH CITATION CHECKED ABOVE, THE REASONS FOR CLOSING AND TOPICS TO BE DISCUSSED:

§3-305(b) (14) Bidding process;

§3-305(b) ( ) Electric utility legislation; county-wide EMS; IG Burton Annexation

§3-305(b) ( ) \_\_\_\_\_

This statement is made by Wm. Gee Williams, III, Presiding Officer: \_\_\_\_\_

SIGNATURE

## \*\*\*\*\* WORKSHEET FOR USE IN CLOSED SESSION (CHECKLIST OF DISCLOSURES TO BE MADE IN MINUTES OF NEXT REGULAR MEETING- NOT A PART OF THE CLOSING STATEMENT)

PERSONS ATTENDING CLOSED SESSION: Mayor, Brittingham, Burrell, Gulyas, Purnell & Tyndall, J. Fleetwood, M. Bohlen, D. Gaskill, N. Saleh, D. Wheaton

TOPICS ACTUALLY DISCUSSED Potential Sanitation Services RFP; Electric utility legislation; county-wide EMS; IG Burton Annexation

ACTION(S) TAKEN (IF ANY) AND RECORDED VOTES: \_\_\_\_\_

Gulyas moved to initiate RFP for sanitation Services.

TIME CLOSED SESSION ADJOURNED: 18:30

PLACE OF CLOSED SESSION Town Hall, Conference Room

PURPOSE OF CLOSED SESSION: Bidding

STATUTORY AUTHORITY FOR THE CLOSED SESSION: §3-305(b) (14); ( ) ; ( )

MEMBERS WHO VOTED TO CLOSE: Brittingham, Burrell, Gulyas, Purnell Tyndall

(Form Revised 10/1/14)



**BERLIN MAYOR AND COUNCIL**  
**Meeting Minutes**  
**Work Session**  
**Monday, February 10, 2020**

**6:30 PM WORK SESSION – Berlin Town Hall Council Chambers**

**Present:** Mayor Gee Williams, Vice-President Elroy Brittingham, Councilmembers Thom Gulyas, Zackery Tyndall, Dean Burrell, and Troy Purnell.

**Staff Present:** Town Administrator Jeff Fleetwood, Deputy Town Administrator Mary Bohlen, Finance Director Natalie Saleh, Water Resources Director Jamey Latchum, Police Chief Arnold Downing, Electric Utility Director Tim Lawrence, Planning Director Dave Engelhart, and Town Attorney David Gaskill.

Mayor Williams provided a brief introduction and explanation of the purpose of this Worksession, which was an initial review of the General Fund proposed capital projects, employee pay, and potential real property tax increases.

Ms. Natalie Saleh reviewed the capital projects (Option A) as proposed. Councilmember Burrell asked Ms. Bohlen about the Community Parks and Playgrounds project indicated and indicated that he would prefer that the Stephen Decatur Park Restrooms be prioritized. Mr. Fleetwood explained the "Heated Hose CrackPro Machine" included in the Public Works Capital Projects. Ms. Saleh continued the review. It was noted that the Police Department vehicle was to replace Chief Downing's vehicle and that the Public Works vehicle was also a replacement. Ms. Saleh reviewed Option B of the capital projects, which eliminated the road machine and doors and windows for Town Hall.

Mr. Fleetwood and Ms. Saleh reviewed the employee salary increase projects. Mr. Fleetwood noted that a higher adjustment for the sworn police officers was in response to a recent comparison which indicated that Berlin was the second-lowest paying department among comparable communities.

Ms. Saleh reviewed the proposed real-property tax rate projections. Mayor Williams noted that these figures were being presented for discussion at this time.

Discussion followed regarding Highway User Revenues. Councilmember Burrell indicated that he wished to see projects for fringe benefit costs based on the salary increases indicated. Mr. Fleetwood reminded all that there was no capital improvements budget for the current budget.

On the motion of Councilmember Burrell, the Mayor and Council meeting was adjourned at approximately 6:55 PM.

Respectfully Submitted,

Mary T. Bohlen  
Deputy Town Administrator



**BERLIN MAYOR AND COUNCIL**  
**Meeting Minutes**  
**Monday, February 10, 2020**

**7:00 PM      REGULAR SESSION – Berlin Town Hall Council Chambers**

**Present:** Mayor Gee Williams, Vice-President Elroy Brittingham, Councilmembers Thom Gulyas, Zackery Tyndall, Dean Burrell, and Troy Purnell.

**Staff Present:** Town Administrator Jeff Fleetwood, Deputy Town Administrator Mary Bohlen, Finance Director Natalie Saleh, Water Resources Director Jamey Latchum, Police Chief Arnold Downing, Electric Utility Director Tim Lawrence, Planning Director Dave Engelhart, and Town Attorney David Gaskill.

Following the Lord's Prayer and Pledge of Allegiance, Mayor Williams called the meeting to order at approximately 7:00 PM.

1. Approval of the Minutes for:

a. Regular Session of 01/27/20:

On the motion of Councilmember Gulyas, the Regular Session Minutes of January 27, 2020 were approved by the following vote:

Name	Counted toward Quorum				
	Aye	No	Abstain	Recused	Absent
Elroy Brittingham, VP	X				
Dean Burrell	X				
Troy Purnell	X				
Thom Gulyas	X				
Zackery Tyndall	X				
<i>Voting Tally</i>	5				

2. Atlantic General Hospital Annual Presentation.

AGH CEO Michael Franklin made the annual presentation to the Mayor and Council. Following his presentation, Councilmember Tyndall asked if Healthway Drive was scheduled to be re-paved and Mr. Franklin indicated that State Highway was slated to work on the intersection at the corner of Rt. 113 and Old Ocean City Boulevard and work on Healthway Drive would be coordinated with that project. Mayor Williams noted that the top three economic drivers in our area included healthcare, hospitality and shopping and that the hospital played a very important role in the community.

3. Motion 2020-04; Worcester County Recreation and Parks Drop-in Tennis and Tennis Clinic and Toddler Gym  
 Myro Small of Worcester County Recreation and Parks appeared before the Mayor and Council to request approval of the use of Stephen Decatur Park on Tuesdays in May from 6 to 8 p.m. and for Toddler Gym on Wednesdays, May 13 to June 10 from 10 to 11 a.m. Mr. Small indicated that the tennis programs had been popular the previous year in Berlin with phone calls and emails being received asking to continue and that the Toddler Gym had been very popular in Snow Hill. Councilmember Tyndall asked if Financial Aid was available and Mr. Small indicated that it was available for the Toddler Gym, but not for the tennis programs as they

were for adults. He noted that all the programs were a \$3.00 per date fee. Councilmember Burrell moved to approve the Motion and approval was unanimous as follows:

Name	Counted toward Quorum				
	Aye	No	Abstain	Recused	Absent
Elroy Brittingham, VP	X				
Dean Burrell	X				
Troy Purnell	X				
Thom Gulyas	X				
Zackery Tyndall	X				
<i>Voting Tally</i>	5				

4. Motion 2020-05; Special Waste Collection Policy

Mr. Fleetwood explained that the policy as presented differed from the policy previously presented in November in that no monetary charges were included and the limit to the number of items to be collected had been changed to four; he noted that the number of items was selected by staff, but could be adjusted as desired by the Mayor and Council. Councilmember Tyndall asked what the effect of the changes would be particularly regarding the number of vehicles used for bulk collection. Mr. Fleetwood noted that, in addition to the limits on items being collected, residents would be required to call in ahead of collection day which would eliminate the current need to patrol every street in Town looking for items to collect; instead Public Works would know exactly where they needed to go and could better approximate the equipment needed. Mr. Fleetwood also noted that residents would be required to wrap fabric items in plastic and to call ahead to arrange for collection. Mr. Jim Meckley in the audience asked if residents could pay if they wanted more than four items collected and Mr. Fleetwood explained that the November version of the policy had allowed for payment for items over the limit, but that condition had been removed based on public reaction and the desire of the Mayor and Council; the removal of items in excess of four would have to be arranged by the resident through a private hauler or other means. Mayor Williams noted that as a policy, this would be much easier to review and adjust periodically based on experience. Councilmember Tyndall asked if a form could be submitted via the webpage and include an option for submitters to indicate their position on paying for excess items. Ms. Marie Velong asked for clarification on multiple items being placed in a bag or box as well as whether other Towns provide monthly bulk collection. Discussion of the increased costs of bulk collection followed. A member of the audience suggested reducing the landfill expenses for a day or week to encourage people to take items themselves; it was explained that the landfill was not operated by the Town. The same individual suggested holding a "dumpster day"; Councilmember Purnell noted that this would not be helpful for residents who could not haul items themselves. Councilmember Tyndall revisited the Mayor's earlier point regarding the ability to make adjustments to the policy. The audience member also expressed concerns about non-residents dumping items within Town. Councilmember Brittingham moved to approve the Motion; Councilmember Tyndall asked to review the matter in a year to see how it was working. Approval of the motion was as follows:

Name	Counted toward Quorum				
	Aye	No	Abstain	Recused	Absent
Elroy Brittingham, VP	X				
Dean Burrell	X				
Troy Purnell	X				
Thom Gulyas	X				
Zackery Tyndall	X				
<i>Voting Tally</i>	5				

5. Public Hearing: Resolution 2020-01 Annexation of Two Farms property

Mayor Williams opened the Public Hearing. Mr. Joe Moore representing the petitioners and Mr. Bob Mitchell of Worcester County Environmental Service appeared before the Mayor and Council. Mr. Moore noted the process to date, including the appearance before the Planning Commission. Mr. Moore reviewed several maps and satellite images of the property in question. In response to a question from Mr. Moore, Mr. Mitchell indicated that the septic system was failing and that the properties would not be permitted to be developed under the current conditions. Mr. Moore noted that the properties would not be permitted to connect to the Town's water and wastewater system unless they were annexed within Town limits. He noted that five or six EDU's would be purchased to do so. Councilmember Tyndall clarified that Mr. Moore represents the applicants and Mr. Mitchell is an employee of Worcester County. Councilmember Brittingham inquired as to whether the entrance(s) to the property were being addressed and Mr. Moore indicated that entrances would be addressed during the site plan approval process. Discussion continued during which Mr. Moore noted that the zoning was compatible with the Town's zoning and that the property was within the Town's growth area. Councilmember Gulyas asked if there was a future service road through the parcels and Mr. Mitchell indicated that there was not. Brief discussion continued. Mayor Williams asked if there were any additional questions or comments. Audience member Mr. Jason Walter asked for clarification on who was responsible for the expense of connection to the Town's water/sewer system and Mr. Moore indicated that it was the developer and was indicated in the annexation agreement. Hearing no further questions or comments, Mayor Williams closed the public hearing.

Councilmember Purnell moved to approve the Resolution as presented and approval was as follows:

Name	Counted toward Quorum				
	Aye	No	Abstain	Recused	Absent
Elroy Brittingham, VP	X				
Dean Burrell	X				
Troy Purnell	X				
Thom Gulyas	X				
Zackery Tyndall		X			
<i>Voting Tally</i>	4	1			

6. Departmental Reports:

a. Finance Director – Natalie Saleh

Ms. Saleh reminded all of upcoming dates in the budget process.

b. Deputy Town Administrator – Mary Bohlen

Ms. Bohlen presented information on the 2020 Census process noting the importance of participation and a number of items for which census data was used. Councilmember Tyndall asked if a countdown could be included on the website and in the Council Packets. Ms. Bohlen indicated that information for the website was currently being developed.

c. Police Chief – Arnold Downing

Chief Downing had nothing to report.

d. Electric Utility Director – Tim Lawrence

Mr. Lawrence reported on work the Electric Utility had done in recent days and discussed the power outage experienced during a storm the previous Friday. He also noted the progress of the Department's apprentices. Councilmember Tyndall praised the Department's recent work in replacing a pole on Middle Street.

e. Water Resources Director – Jamey Latchum

Mr. Latchum discussed the previous week's water main break at Broad and West Streets and thanked the State Highway Administration and other Town departments for their assistance. Councilmember Tyndall noted that a lot of hand-digging went into the project and Mr. Latchum indicated that that was correct but noted the importance of the vac-truck in these types of projects.

f. Planning and Zoning Director – David Engelhart

Mr. Engelhart noted that there would be a Public Hearing regarding rezoning on the agenda for the February 24, 2020 Mayor and Council Meeting and briefly described the request. He also noted that the Planning Commission was scheduled to meet on February 12, 2020 and would be discussion the SonRise Church subdivision, a South Moon Under site plan review for redevelopment and paving, work at Berlin Main Place and a concept plan for the Derrickson property.

7. Town Administrator's Report – Jeffrey Fleetwood

Mr. Fleetwood noted that the Town would hold their first meeting on February 21, regarding healthcare renewal and again in March to prepare a Request for Proposal for the FY21 budget year. He briefly reviewing upcoming planned State Highway road work and noted a planned Social Security Day on March 13 from 1-3 p.m. Mr. Fleetwood also presented photos showing the impact of the new submerged gravel wetland on Graham Avenue. He noted that Public Works, with the assistance of the Water Resources and Electric Departments had completed the debris removal and clean-up at Heron Park and asked for the formal approval of the Mayor and Council to reopen the park. He noted that on or about February 19<sup>th</sup>, EA Engineering would perform the shallow water testing discussed at previous meetings. Councilmember Tyndall moved to re-open the park and approval was unanimous as follows:

Name	Counted toward Quorum				
	Aye	No	Abstain	Recused	Absent
Elroy Brittingham, VP	X				
Dean Burrell	X				
Troy Purnell	X				
Thom Gulyas	X				
Zackery Tyndall	X				
<i>Voting Tally</i>	5				

8. Comments from the Mayor:

Mayor Williams had no comments.

9. Comments from the Council:

Councilmember Gulyas had no comments.

Councilmember Tyndall requested that data be obtained regarding traffic incidents at Rt. 113 and Germantown Road and Rt. 50 at Rt. 818 to consider in advocating for traffic lights at those locations.

Vice-President Brittingham had no comments.

Councilmember Burrell had no comments.

Councilmember Purnell had no comments.

## 10. Comments from the Public

Mr. Jason Walter commented that few Towns had increased their real-property tax rates in the previous year and none at the level of Berlin's increase. Mayor Williams indicated that he acknowledged that not raising taxes for many years was a mistake.

Mr. Jim Meckley noted that there was ponding at Main and Burleigh Streets during significant rain events; Mr. Latchum noted that there had been tree-trimming debris dumped in the ditch, but that it had been cleaned out and drainage was expected to significantly improve.

Mr. Jack Orris asked if the crack-sealing machine discussed during the budget work session could be used for all of the proposed road work and Mr. Fleetwood indicated that it could not; it was only for sealing cracks. Mr. Orris also asked for clarification as to whether there would be additional costs associated with the purchase of the police vehicle and Chief Downing indicated that it included all accessory and emergency equipment.

## 11. Comments from the Press – none.

## 12. Adjournment:

On the motion of Councilmember Burrell, the Mayor and Council meeting was adjourned at approximately 8:30 PM.

Name	Counted toward Quorum				
	Aye	No	Abstain	Recused	Absent
Elroy Brittingham, VP	X				
Dean Burrell	X				
Troy Purnell	X				
Thom Gulyas	X				
Zackery Tyndall	X				
<i>Voting Tally</i>	5				

Respectfully Submitted,



Mary T. Bohlen  
Deputy Town Administrator



## MOTION OF THE MAYOR AND COUNCIL 2020-06

A MOTION OF THE MAYOR AND COUNCIL OF THE TOWN OF BERLIN APPROVING THE REQUEST BY BERLIN BOXING AND YOUTH FOR THE USE OF STEPHEN DECATUR PARK FOR AN EVEN ON SATURDAY, MARCH 21, 2020:

1. Request for Waiver of Parks Fees
2. Request for Business Use of the Park

APPROVED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2020 BY THE MAYOR AND COUNCIL OF THE TOWN OF BERLIN, MARYLAND BY AFFIRMATIVE VOTE OF \_\_\_\_\_ TO \_\_\_\_\_ OPPOSED, WITH \_\_\_\_\_ ABSTAINING.

\_\_\_\_\_  
Elroy Brittingham, Sr. Vice President

Approved this \_\_\_\_\_ day of \_\_\_\_\_, 2020 by the Mayor of the Town of Berlin.

\_\_\_\_\_  
Wm. Gee Williams, III, Mayor

ATTEST: \_\_\_\_\_  
Jeffrey Fleetwood  
Town Administrator



## TOWN OF BERLIN SPECIAL USE OF PARK FORM

March 21?  
1-5-



Note: This form is to be completed by/with Town staff. It will be the determination of Town staff if additional services are required for the event/activity. Based on that determination additional forms and meetings with Town staff may be required to insure a successful event.

TODAY'S DATE: 2/26/20

EVENT/ACTIVITY DATE: MARCH 21 TIME FROM: 1 TO: 5

NAME: William D. Burke

Anticipated # of attendees 30-40

ADDRESS: 13 Gay St.  
Berlin, MD 21811

PHONE: 410-713-9702

EMAIL: Billy The Pepsi Man@gmail.com

ORGANIZATION: Berlin Boxing and youth  
(IF APPLICABLE)

WILL EVENT INVOLVE FEES PAID BY ATTENDEES AND/OR SALE OF GOODS OR SERVICES? ☒ YES ☐ NO

DESCRIPTION OF EVENT/ACTIVITY: BBQ and Tables for Berlin Boxing and youth Facility - INC-

### PARK REQUESTED

<input checked="" type="checkbox"/> <b>Stephen Decatur Park, Tripoli Street</b> <input checked="" type="checkbox"/> <b>Pavilion</b> <input type="checkbox"/> # of <u>    </u> <b>Tennis Courts (max 3)</b> <input checked="" type="checkbox"/> <b>Other</b> <u>BBQ Grill</u>	<input type="checkbox"/> <b>Dr. William Edward Henry Park, Flower Street</b> <input type="checkbox"/> <b>Pavilion</b> <input type="checkbox"/> # of <u>    </u> <b>Basketball Courts (max 2)</b> <input type="checkbox"/> <b>Other</b> <u>    </u>
<input type="checkbox"/> <b>Heron Park</b>	

PLEASE CHECK ALL THAT APPLY BELOW:

- ☐ More than one consecutive date;  
☐ More than 50 people;  
☒ Any event/activity that charges attendees a fee and/or involves the sale or goods or services;  
☒ Use of areas other than the pavilion

Fees: \$50.00 per day per amenity, plus \$10 for electric (if applicable). \$25.00 will be refunded when facility is left in good condition. Failure to adhere to the parks rules and/or leave the facility in good condition may result in the forfeit of that \$25.00 and/or refusal by the Town of Berlin to permit the user to reserve the park in the future.

Office Use Only:

Fee calculation:

\$25.00 X      (number of facilities requested) = \$      X      (number of days) = (a) \$       
\$10.00 for electric X      (number of days) = (b) \$     

(a) + (b) = \$      Total fee to be paid

Does activity require any additional Town services?

- ☐ Additional trash cans  
☐ Additional picnic tables  
☐ Road Closure  
☐ Other       
☐ Referral to another department/additional forms to be completed

Notes/Comments:

I, the undersigned acknowledge and agree to the following:

1. PARKS RULES: I have been provided with a copy of the Park rules and regulations and I understand that I must adhere to these rules. If I fail to adhere to the Park rules and regulations, the Town of Berlin reserves the right to refuse to reserve the park in my name in the future. I further understand that the rules and regulations provided herewith are an excerpt of Chapter 22 of the Code of the Town of Berlin and other sections of that chapter and of the Town Code as a whole may also apply to use of the park(s).
2. VEHICLES STRICTLY PROHIBITED ON PARKS' GROUNDS. I understand that vehicles are not permitted in the parks beyond the parking lots. ABSOLUTELY NO EXCEPTIONS without prior express authorization.
3. RESERVATION OF FACILITY(IES). I understand that this reservation is only for the facility(ies) indicated above; all other areas of the park are open to the public and may be in use during my event.
4. LIABILITY INSURANCE/RELEASE OF LIABILITY: I certify that I or the organization which I represent possesses appropriate liability insurance and that, upon request, I will provide the Town of Berlin with verification of such insurance. If I do not possess such insurance, I understand that purchase of insurance may be required for this event/activity. The Town of Berlin and its agents are released from all liability associated with damage or injury resulting from the improper use of any equipment provided by the Town of Berlin and from damage or injury associated with the use of any equipment or items brought into the park by me or anyone associated with this event.

Signature: \_\_\_\_\_

*W. Burke*

Date: \_\_\_\_\_

*2/26/20*

Clerk: \_\_\_\_\_ Fee Pd: \$ \_\_\_\_\_ Date: \_\_\_\_\_

Refund: ☐ YES ☐ NO

Date: \_\_\_\_\_



# TOWN OF BERLIN PARK PAVILION RESERVATION FORM



**THIS FORM MUST BE COMPLETED AND DELIVERED TO TOWN HALL WITH DEPOSIT IN ORDER TO CONFIRM RESERVATION. NO VERBAL RESERVATIONS WILL BE ACCEPTED.**

TODAY'S DATE: 2/26/20 EVENT/ACTIVITY DATE: MAR-21 TIME FROM: 1 TO: 5

NAME: William D Burke Anticipated # of attendees 30-40  
ADDRESS: \_\_\_\_\_

PHONE: 410-713-9702 EMAIL: BillyThePepsiMan@gmail.com

ORGANIZATION: Berlin Boxing and youth WILL EVENT INVOLVE FEES PAID BY ATTENDEES AND/OR SALE OF GOODS OR  
(IF APPLICABLE) SERVICES? ☒ YES ☐ NO

DESCRIPTION OF EVENT/ACTIVITY: A few Tables to sell soap and goods - For kids Books and equipment

### PARK REQUESTED

<input checked="" type="checkbox"/> Stephen Decatur Park, Tripoli Street	<input type="checkbox"/> Dr. William Edward Henry Park, Flower Street
--	---

Use this form for:

- a) One-day pavilion use; and
- b) Gatherings of 50 or fewer people

Individuals/Organizations meeting any of the criteria below must meet with Town Staff. Call 410-641-2770 for information.

- a) More than one consecutive date;
- b) More than 50 people;
- c) Any event/activity that charges attendees a fee and/or involves the sale of goods or services;
- d) Use of any other areas of the park, such as athletic courts;
- e) Use of Berlin Falls Park.

Fees: \$50.00 per day plus \$10 for electric (if applicable). \$25.00 will be refunded when facility is left in good condition. Failure to adhere to the parks rules and/or leave the facility in good condition may result in the forfeit of that \$25.00 and/or refusal by the Town of Berlin to permit the user to reserve the park in the future.

**Notes/Comments:** \_\_\_\_\_

I, the undersigned have been provided with a copy of the Park rules and regulations and I understand that I must adhere to these rules. If I fail to adhere to the Park rules and regulations, the Town of Berlin reserves the right to refuse to reserve the park in my name in the future. I further understand that the rules and regulations provided herewith are an excerpt of Chapter 22 of the Code of the Town of Berlin and other sections of that chapter and of the Town Code as a whole may also apply to use of the park(s). I am responsible for collection and removal of all trash associated with my event. I understand that vehicles are not permitted in the parks beyond the parking lots. NO EXCEPTIONS. I understand that this reservation is only for the facility indicated above; all other areas of the park are open to the public and may be in use during my event. The Town of Berlin and its agents are released from all liability associated with damage or injury resulting from the improper use of any equipment provided by the Town of Berlin and from damage or injury associated with the use of any equipment or items brought into the park by me or anyone associated with this event.

Signature: W D Burke Date: 2/24/20

Office Use: Clerk: _____ Fee Pd: \$ _____ Date: _____ Refund: <input type="checkbox"/> YES <input type="checkbox"/> NO Date: _____
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**NON-PROFIT ORGANIZATION**  
**REQUEST FOR WAIVER OF PARKS FEES**



This Request for Waiver of Parks Fees is only for use by certified Non-Profit Organizations. PROOF OF NON-PROFIT STATUS IS REQUIRED WITH SUBMISSION. FORM MUST BE SUBMITTED AT LEAST 30 DAYS BEFORE EVENT DATE.

Name of Organization: Berlin Boxing / Forge Youth

Contact Person: William Burke

Address: 13 Gay St Berlin MD 21811  
Street Address City State Zip Code

Phone Number: 410-713-9702 Email Address: Billy The Pessimist@gmail.com EIN: 81-3234918

Park where activity or event will occur: ☒ Stephen Decatur Park ☐ William Henry Park

Requested Days/Times of Use: MARCH 21<sup>st</sup> 1-5

# of Persons Expected to participate in activity/event 30-40

Information/Forms which MUST accompany this form:

1. Non-profit (501(c)(3)) Letter of Determination from the IRS; or
2. Copy of information from irs.gov website.

Request will not be considered without the above information.

**AGREEMENT**

By signing below, the agent/responsible party understands and acknowledges:

1. That this is a request to waive fees associated with the reservation of the facilities of the Town of Berlin Park indicated above; any other costs or fees associated with the event, including those imposed by other agencies are not part of this waiver.
2. This form does not exempt the organization(s) from the applicability of any Town Code, other rules, regulations or policies associated with use of the parks. He/She further assumes full responsibility for complying with the rules and regulations set forth in the Town of Berlin Code of Ordinances and, specifically, Chapter 22, "Parks and Recreation", Sec. 22.48-50, as well as any additional terms and conditions imposed by the Mayor and Council of the Town of Berlin, as well as any applicable laws, regulations or codes imposed by the State of Maryland or Worcester County.
3. He/She understand that failure to comply may result in:
  - a. The imposition of limitations to use for the organization; and/or
  - b. Withdrawal of approval of this waiver; and/or
  - c. Refusal to authorize future use by the entity.
4. If this Request for Waiver is approved, such approval is applicable only to the date(s) specified above; additional waiver(s) must be requested for any future reservations of a Town of Berlin Park(s) by the organization.

Signature: W. Burke Date: 2/26/20

Printed Name: \_\_\_\_\_

Office Use Only: Date Rec'd: 2/26/2020 Initials: MB

☒ Verification of Non-Profit Status received. Non-profit ID # 81-3234918 Request ☐ Approved ☐ Denied

If denied state reason: \_\_\_\_\_

Comments: \_\_\_\_\_



## BUSINESS USE OF PARK APPLICATION



This form is required when sale of goods or services is being requested in connection with an event or activity within a Town of Berlin Park, or on a recurring basis within a Town of Berlin Park. A Vendor's Application and Certification for Peddling and Soliciting may also be required.

Name of Business/Organization: Berlin Boxing and youth Agent/Responsible Party: William Burke  
(Individual Person must be identified)

Address: 13 Gay St Phone #: (W) 410-713-9702 (C) 443-513-0923  
Berlin, MD 21811 Email: Billy The Pepsi Man@gmail.com

Park where activity or event will occur: ☒ Stephen Decatur Park ☐ William Henry Park ☐ Heron Park

Purpose of Facility Use: BBQ - And Baked <sup>Soap</sup> Goods For the youth mentorship

Requested Days/Times of Use: MARCH 21 - 1pm to 5pm

# of Persons Expected to participate in activity/event 30-40

List all individuals/employees who may/will conduct the business activity:

1) <u>William Burke</u>	6)
2) <u>Tacett Burke</u>	7)
3) <u>Danielle Burke</u>	8)
4) <u>Tonia Frolich</u>	9)
5) <u>Crystal Suggs</u>	10)

Please add any other information relevant to this application, including a description of items to be sold, services to be performed and/or fees to be charged:

Hot Dogs, Pepsi, Soap, Cookies - youth get together -  
ALL funds go to Kids - Books and equipment -

Reverse must be completed and signed.

## AGREEMENT

By signing below, the agent/responsible party understands that, until approval by the Mayor and Council, this form is an application for use of the parks for the aforementioned purposes, and not a permit for use. He/She further assumes full responsibility for complying with the rules and regulations set forth in the Town of Berlin Code of Ordinances and, specifically, Chapter 22, "Parks and Recreation", Sec. 22.48-50, as well as any additional terms and conditions imposed by the Mayor and Council of the Town of Berlin. He/She understands that failure to comply may result in:

1. The imposition of limitations to this permit; and/or
2. Withdrawal of this permit; and/or
3. Refusal by the Mayor and Council to authorize future use by the entity.

A copy of this permit must be in the possession of the person conducting the business activity and shown upon request.

I, further acknowledge and agree to the following:

- 1) The Mayor and Council of the Town of Berlin reserves the right to refuse approval of any permit for any reason at their discretion.
- 2) I am responsible for application for and payment of a Town of Berlin Business License Fee or Vendor Permit as applicable under the Code of the Town of Berlin, Chapter 8.
- 3) If the nature of the business activity involves the sale or provision of food or drink to be prepared on site and/or prior to sale and to be sold to and/or consumed by the public, I am responsible for obtaining any and all applicable permits from any other agencies including, but not necessarily limited to, agencies of Worcester County and the State of Maryland. The Mayor and Council of the Town of Berlin reserves the right to deny approval of this permit pending verification of appropriate permits obtained from any other agency as applicable. Alcohol sales are prohibited under any circumstance.
- 4) That, if applicable, I am responsible for completion and submission of road closure permit forms to the State Highway Administration.
- 5) The Town of Berlin is in no way responsible for my adherence to the above conditions and that any fees associated with this permit, including the Town of Berlin Business License Fee and/or Vendor Permit, paid to the Town of Berlin, are separate from and unrelated to any fee charged for any other purpose by any other agency.
- 6) I will maintain insurance appropriate to the activity proposed and will provide proof of said insurance upon request.
- 7) If appropriate to the activity proposed, I will have my customers/clients sign documents acknowledging that the Town of Berlin holds no responsibility for any loss/injury/damage incurred by their participation in my business activity.
- 8) I will be responsible for any damage to Town of Berlin owned or leased property incurred as a result of my use of the facility under this permit.
- 9) Under NO circumstance are motorized vehicles permitted on parks' grounds, except those areas designated for parking of motor vehicles, without express written approval by an authorized representative of the Town of Berlin.

Signature: William D. Burke Date: 2/26/20

Printed Name: William D. Burke

Office Use Only: Date Rec'd: 2/26/2020 Initials: MB Approved: ☐ Yes ☐ No

Non-profit organizations: ☒ Proof of Non-profit certification submitted and verified.

By MB Date: 3/3/2020

All others:

Mayor and Council of the Town of Berlin on the \_\_\_\_\_ day of \_\_\_\_\_.

\_\_\_\_\_ For to \_\_\_\_\_ Opposed with \_\_\_\_\_ Abstaining

Additional Conditions/Notations: \_\_\_\_\_

INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: DEC 05 2016

FORGE YOUTH AND FAMILY ACADEMY INC  
5930 BOX IRON RD  
GIRDLETREE, MD 21829-0000

Employer Identification Number:  
81-3234918  
DLN:  
26053726005196  
Contact Person:  
CUSTOMER SERVICE ID# 31954  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
December 31  
Public Charity Status:  
509(a)(2)  
Form 990/990-EZ/990-N Required:  
Yes  
Effective Date of Exemption:  
July 11, 2016  
Contribution Deductibility:  
Yes  
Addendum Applies:  
No

Dear Applicant:

We're pleased to tell you we determined you're exempt from federal income tax under Internal Revenue Code (IRC) Section 501(c)(3). Donors can deduct contributions they make to you under IRC Section 170. You're also qualified to receive tax deductible bequests, devises, transfers or gifts under Section 2055, 2106, or 2522. This letter could help resolve questions on your exempt status. Please keep it for your records.

Organizations exempt under IRC Section 501(c)(3) are further classified as either public charities or private foundations. We determined you're a public charity under the IRC Section listed at the top of this letter.

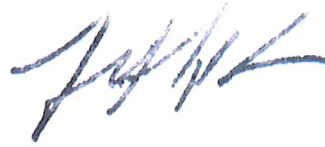
If we indicated at the top of this letter that you're required to file Form 990/990-EZ/990-N, our records show you're required to file an annual information return (Form 990 or Form 990-EZ) or electronic notice (Form 990-N, the e-Postcard). If you don't file a required return or notice for three consecutive years, your exempt status will be automatically revoked.

If we indicated at the top of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

For important information about your responsibilities as a tax-exempt organization, go to [www.irs.gov/charities](http://www.irs.gov/charities). Enter "4221-PC" in the search bar to view Publication 4221-PC, Compliance Guide for 501(c)(3) Public Charities, which describes your recordkeeping, reporting, and disclosure requirements.

FORGE YOUTH AND FAMILY ACADEMY INC

Sincerely,

A handwritten signature in blue ink, appearing to read 'J. Cooper', with a stylized flourish at the end.

Jeffrey I. Cooper  
Director, Exempt Organizations  
Rulings and Agreements



## RESOLUTION NO. 2020-03

### A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF BERLIN, A MUNICIPAL CORPORATION OF THE STATE OF MARYLAND, AFFIRMING MASTER SERVICES AGREEMENT FOR WHOLESALE ELECTRIC PURCHASES AND AUTHORIZING EXECUTION OF SCHEDULES AND CONFIRMATIONS THEREUNDER WITHIN CERTAIN PARAMETERS

WHEREAS, pursuant to prior Council resolution(s) the Town of Berlin entered into an umbrella **Master Services Agreement** with American Municipal Power, Inc. ("AMP") dated February 9, 2015 governing Berlin's purchase of wholesale electricity; and

WHEREAS, pursuant to this **Master Services Agreement** the Town entered into a **Supply Schedule**, Town of Berlin, MD 2018-2020 Remaining Requirements Energy **Supply Schedule**, AMP Contract Number 2016-002828-SCHED dated March 15, 2016 that governs the terms of AMP's solicitation of electricity service providers to provide bids to Berlin, and is effective for deliveries through December 31, 2023; and

WHEREAS, pursuant to this **Master Services Agreement** and **Supply Schedule** the Town entered into a **Transaction Confirmation** on March 17, 2016 that provides for a specified supplier to deliver electricity to Berlin at a fixed price for the period from January 1, 2021 through December 31, 2023; and

WHEREAS, the Mayor and Council of the Town of Berlin have reduced wholesale purchased energy costs by approximately 8% over the past five years; and

WHEREAS, Berlin Electric has some of the lowest rates in the region; and

WHEREAS, the Mayor and Council recognize that the energy market changes quickly and the Town needs to be able to make the most of energy cost reduction opportunities to keep electric rates low while exercising diligence and oversight over power purchase decisions;

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the Town of Berlin as follows:

The above referenced **Master Services Agreement**, **Supply Schedule** and **Transaction Confirmation** are hereby affirmed by the Town Council; and

In recognition that the electricity delivery period of the existing **Supply Schedule** and **Transaction Confirmation** ends December 31, 2023 and that planning for electricity deliveries commencing January 1, 2024 is now expedient, the Town Council hereby authorizes the Mayor and the Town Administrator to negotiate and enter into new **Supply Schedule(s)** and **Transaction Confirmation(s)** for delivery periods commencing January 1, 2024 under the following conditions:

- The purchase(s) must be consistent with state and federal requirements;
- The per megawatt hour (MWh) cost can be no higher than \$42 MWh at the DPL Zone or closer to Berlin;
- The Town Administrator has documented evidence that competitive practices were followed;
- The term of the purchase can be no longer than 6 years;

- The last date of delivery can be no later than December 31, 2026.

Once a Supply Schedule and/or Transaction Confirmation has been executed, the Town Administrator must submit a report to the Mayor and Council at the next regular public meeting.

Approved this \_\_\_\_ day of \_\_\_\_\_, 2020 by the Mayor and the Town of Berlin, Maryland, by affirmative vote of \_\_\_\_\_ to \_\_\_\_\_ opposed, with \_\_\_\_\_ abstaining, and \_\_\_\_\_ absent.

\_\_\_\_\_  
Elroy Brittingham, Vice President

Approved this \_\_\_\_ day of \_\_\_\_\_, 2020 by the Mayor and Town of Berlin.

ATTEST:

\_\_\_\_\_  
Wm. Gee Williams, III, Mayor

\_\_\_\_\_  
Jeff Fleetwood, Town Administrator



**MOTION OF THE MAYOR AND COUNCIL 2020-07**

A MOTION OF THE MAYOR AND COUNCIL OF THE TOWN OF BERLIN AUTHORIZING THE MAYOR TO SIGN AN AGREEMENT WITH BETTS AND HOLT, LLP FOR LEGAL SERVICES REGARDING THE ELECTRIC DEPARTMENT AND OTHER ENERGY RELATED MATTERS.

APPROVED THIS \_\_\_\_ DAY OF \_\_\_\_\_, 2020 BY THE MAYOR AND COUNCIL OF THE TOWN OF BERLIN, MARYLAND BY AFFIRMATIVE VOTE OF \_\_\_\_ TO \_\_\_\_ OPPOSED, WITH \_\_\_\_ ABSTAINING, AND \_\_\_\_ ABSENT.

\_\_\_\_\_  
Elroy Brittingham, Sr. Vice President

Approved this \_\_\_\_ day of \_\_\_\_\_, 2020 by the Mayor of the Town of Berlin.

\_\_\_\_\_  
Wm. Gee Williams, III, Mayor

ATTEST: \_\_\_\_\_  
Jeff Fleetwood  
Town Administrator

# BETTS & HOLT<sup>LLP</sup>

COUNSELLORS AT LAW

1101 CONNECTICUT AVENUE, NW • SUITE 450 • WASHINGTON, DC 20036

TELEPHONE 202.530.3380

March 2, 2020

Mr. Jeffrey Fleetwood  
Town Administrator  
Town of Berlin  
10 William Street  
Berlin, MD 21811

**RE: Special Counsel for Electric and Other Utility Matters**

Dear Mr. Fleetwood:

In 2016 and in 2018, the Town of Berlin ("the Town") engaged Betts & Holt LLP to represent the Town in legal matters concerning the electric utility. The purpose of this letter is to renew the earlier agreements and serve as a special services contract that, if acceptable to Berlin, may be executed and returned to Betts & Holt LLP. We appreciate your confidence and look forward to continuing a rewarding professional relationship with you.

## **Scope of Services**

Betts & Holt LLP will serve as special counsel to the Town of Berlin, Maryland municipal electric utility. These services include matters related to wholesale electricity procurement, including additional future purchases from AMP or other providers that could require the negotiation of Master Power Purchase and Sale Agreements and Confirmation Letters for delivery of power and energy in future periods on either a full requirements or block purchase basis.

Betts & Holt LLP will assist Berlin with preparing testimony, providing data responses and negotiating arrangements related to the Purchased Power Cost Adjustment annual review at the Maryland Public Service Commission, Case No. 9508 and sub-dockets. Berlin plans to represent itself at the hearing, but Betts & Holt LLP attorneys can attend the hearing on behalf of Berlin if needed. The budget for this work ranges from \$3,500 to \$7,000, depending on whether attendance at the hearing is required and whether any unfavorable appeals are filed.

In addition, Betts & Holt LLP may address other matters and issues that arise from time to time including franchise renewals, retail renewable energy issues such as solar installations, questions and concerns related to retail demand response, transmission support to Berlin, pole attachment fees, and other matters that may arise affecting Berlin's supply and distribution of electricity or other utility matters.

### **Provider of Services**

Betts & Holt LLP, a partnership located at 1101 Connecticut Ave., NW., Suite 450, Washington, DC 20036, will serve as special counsel to Berlin and, in that capacity, provide legal counsel, professional advice, and representation in the matters described above under Scope of Services and with such other matters as may be assigned or authorized by Berlin. The Firm is AV rated, which signifies the highest level of legal ability and very high adherence to the professional standards of conduct, ethics, reliability, and diligence, and it is listed in The Bar Register of Preeminent Lawyers.

### **Communications**

Jill Barker, a senior attorney with the Firm, will act as lead counsel with Kirk Howard Betts. We expect to maintain a "lean" representation.

We will provide you copies of all documents that we prepare or receive. When a document that we prepare is confidential in nature, we will seek your consent before sending it to anyone else.

We will prepare periodic status report to the Town of Berlin as you direct.

We will respond to your telephone calls and e-mails promptly. The telephone number for Betts & Holt LLP is 202-530-3380; our e-mail addresses are [kbetts@bettsandholt.com](mailto:kbetts@bettsandholt.com) and [jmb@bettsandholt.com](mailto:jmb@bettsandholt.com).

### **Professional Fees**

Our fees will not exceed \$375 an hour for partners (Mr. Betts), \$375 an hour for Of Counsel (Ms. Barker), \$220 an hour for associates, and \$90 for legal assistants during 2020.

Expenses associated with the representation (long-distance telephone, travel to the Town or hearings, meals and lodging while traveling, postage, photocopying, and on-line research costs) are reimbursable.

Our customary practice is to bill for time and expenses on a monthly basis. Remittance within 30 days is expected. If Berlin has specific practices or procedures that would make the billing process more convenient, please let us know.

### **Relevant Experience and Qualifications**

A Firm profile and biographical sketches for each attorney involved in this representation are enclosed.

Betts & Holt LLP represents a variety of public electricity consumers. It has represented the Public Power Association of New Jersey ("PPANJ") since the Firm was formed in 1996,

Mr. Jeffrey Fleetwood  
March 2, 2020  
Page 3

although attorneys of the firm have represented PPANJ since 1986. Similarly, Betts & Holt LLP has represented individual members of the PPANJ in electricity procurement issues and other FERC matters since 1996. The PPANJ membership consists of the City of Vineland, NJ, Sussex Rural Electric Cooperative and eight other municipal utilities in New Jersey. Other public entities represented by Betts & Holt LLP include the City of Dover, Delaware since 1996, the Cities of Natchitoches, Ruston and Minden, Louisiana since 2000, and the District of Columbia Water and Sewer Authority from 2004 through 2008 and again from 2013 to 2015. Betts & Holt LLP represents the University of Maryland, College Park in energy related matters (1996 to present) and the City of Lincoln, Nebraska and Missouri River Energy Services (2004 to 2006) regarding natural gas matters. Betts & Holt LLP also represented the Town of Moreau, NY (2003 - 2004) and the City of Alma, Michigan (ending in 2001) regarding municipalization. The firm has represented Blue Ridge Power Agency, ending in 2000, the Delaware Municipal Electric Corporation and three of its members, Newark, New Castle, and Lewes, Delaware.

We look forward to working with you. Kindly acknowledge and return the enclosed copy of this letter to confirm the terms of our engagement.

Faithfully yours,

BETTS & HOLT LLP



by Kirk Howard Betts

Accepted:

\_\_\_\_\_  
Date

Name: Wm. Gee Williams, III

Title: Mayor  
Town of Berlin, Maryland

Enclosures

**BETTS & HOLT LLP** is a partnership engaged in the practice of law with its principal office in Washington, D.C. An AV rated firm, Betts & Holt represents a broad range of clients engaged in the energy industry. The Firm's lawyers, all of whom concentrate on electricity and natural gas matters, possess the regulatory, transactional, and market experiences required of today's energy lawyer. Betts & Holt attorneys appear before federal and state regulatory agencies and courts, including the United States Supreme Court, and before legislative bodies. Its attorneys have been in the forefront of cases that have created new standards for comparable transmission services, opened markets for purchasers of electricity, and substantially reduced the cost of power supply to its clients.

The attorneys are engaged in matters that involve the sale, purchase, generation and delivery of electricity and natural gas. In the electricity field, the attorneys have negotiated new power supply arrangements for wholesale and large industrial and educational retail customers of electric utilities that have substantially reduced power supply costs for those customers. In several landmark cases involving municipal electric utilities, the attorneys' transactional work and negotiations have fostered innovative and highly competitive power supply opportunities. The attorneys have worked extensively with hydroelectric, wind, cogeneration, waste-to-energy, and distributed generation, and they are engaged in various transmission and power pool dockets before the Federal Energy Regulatory Commission (FERC), and state restructuring dockets before state regulatory commissions. They advise communities on how to establish competitive municipal electric systems, and existing municipal utilities on how to preserve a competitive edge as the electric utility industry evolves from a fully regulated to a partially regulated industry. The Firm assists educational institutions in restructuring their energy production and distribution systems, and their energy acquisition strategies, to strategically position them for utility industry restructuring.

In the natural gas area, the Firm's attorneys regularly appear before the Federal Energy Regulatory Commission and the courts to represent the interests of those who require economic access to the natural gas pipeline system in the United States. Shippers and end users have special needs for representation to assure continued access to markets for natural gas. The attorneys are experienced in pipeline rates and certificate matters and issues pertaining to the importation of natural gas, and they have been involved in open access, gas industry restructuring, and rulemakings.

Betts & Holt was founded in 1996 to provide high quality, high value, client-oriented, cost-effective legal services. Changes in energy markets, laws, and regulations require consumers and public power utilities to adopt innovative strategies to exploit new opportunities to remain competitive. Recognizing this, Betts & Holt is a firm that responds quickly, creatively, and with the appropriate balance of well-refined legal skills and experience, coupled with the market knowledge necessary to advise and to position its clients to meet the challenges of a changing utility industry. The attorneys at Betts & Holt reflect this commitment.

**Betts & Holt LLP**

1101 Connecticut Avenue, NW; Suite 450; Washington, DC 20036  
Tel: 202.530.3380 [Email: kbetts@bettsandholt.com](mailto:kbetts@bettsandholt.com)

INNOVATIVE LAWYERS WITH ENERGY

**KIRK HOWARD BETTS** is a partner with the energy law firm of Betts & Holt LLP. An AV Preeminent Rated lawyer, he is skilled in analyzing complex energy matters integrating legal, economic, environmental, and business considerations, and developing strategic and innovative legal solutions on behalf of municipal utilities and large consumers of electricity. His practice focuses on electric and gas markets and the regulatory environment. Mr. Betts has provided counsel for energy project development involving cogeneration, hydroelectric, waste-to-energy, solar, biomass, and gas combined cycle combustion turbines, steam turbines, absorption and electric chillers. He represents clients in wholesale transmission rate cases, power supply, hydroelectric, and reliability (NERC) matters before the Federal Energy Regulatory Commission (FERC).

Before open access transmission, Mr. Betts developed an innovative strategy for the Boroughs of Butler, Lavallette, Madison, Pemberton, and Seaside Heights, NJ, to purchase wholesale energy from a remote supplier, achieving annual savings of 38-42%. When Dover, DE faced aging, underperforming generation, he negotiated power supply and generation operating agreements that reduced annual costs and increased reliability. Mr. Betts has been special counsel to the Public Power Association of New Jersey since 1985, representing it on power supply procurement legislation, PJM participation and tariffs, power supply RFPs, and strategic positioning. As lead counsel, he negotiated contracts to finance and renovate the CHP, steam, chilled water, and electric distribution systems for the University of Maryland College Park campus, nationally recognized as an innovative model of public-private development. He has represented corporations and wholesale purchasers in California, Delaware, the District of Columbia, Illinois, Kentucky, Louisiana, Maryland, Michigan, Nebraska, New Jersey, New York, North Carolina, Ohio, Pennsylvania, Texas, Virginia, and Washington, DC. He has served as an arbitrator in complex power supply (EEI and retail), steam, solar, interconnection, and joint plant operating agreement disputes, among others, and has been retained as special counsel to investigate allegations involving a cooperative corporation. He has mediated a variety of matters involving governance policies, real estate, and organizational mergers, and has engaged in dispute resolution at the community level in Central and South America.

Mr. Betts is a member of the District of Columbia and Maryland State Bar Associations, the American Bar Association, and the Energy Bar Association. He is admitted to practice before the United States Supreme Court, the United States Courts of Appeals for the 5th, 6th, 11th, and D.C. Circuits, and the U.S. District Courts for Maryland and the District of Columbia. Mr. Betts is listed in the *Register of Preeminent Lawyers*.

Mr. Betts was graduated from the Washington College of Law of The American University in 1979, having served as chair of the Moot Court Program and on the staff of The American University Law Review. He has been honored with the Alumni Award for Distinguished Service to the Law School and continues serving through the Dean's Advisory Council. Mr. Betts received a Bachelor of Arts degree from The George Washington University in 1973. Mr. Betts was a legislative aide to former U.S. Senator William V. Roth (Del.), responsible for energy, transportation, agriculture and environment, and Assistant Minority Counsel for the Senate Intergovernmental Relations Subcommittee (Senate Government Operations Committee) where he focused on energy and environmental matters. Over a recent twelve-year period, he was engaged in relief and development projects in rural areas around the globe.

**Betts & Holt LLP**

1101 Connecticut Avenue, NW; Suite 450; Suite 901; Washington, DC 20036

Tel: 202.530.3380 [Email: kbetts@bettsandholt.com](mailto:kbetts@bettsandholt.com)

INNOVATIVE LAWYERS WITH ENERGY

**JAMES H. HOLT** is a founding partner of the Washington, D.C. law firm of Betts & Holt LLP. Mr. Holt received a Bachelor of Arts degree, magna cum laude, from Rice University, in 1975, and a Juris Doctor degree, cum laude, from the University of Michigan in 1978. He was elected to Phi Beta Kappa as an undergraduate. He is a member of the District of Columbia bar, where he has been in private practice since 1979.

Mr. Holt became a partner with the firm Dickinson, Wright, Moon, Van Dusen & Freeman in 1986, where he practiced with the co-founder of his current firm, Kirk Howard Betts. Mr. Holt subsequently was a partner with the firm Cutler & Stanfield from 1991 until the establishment of Betts & Holt in 1996.

Throughout his career, Mr. Holt has been involved in various fields of law related to the energy industry. He has witnessed and had direct involvement in the evolution of those fields of law, ranging from the petroleum price and allocation regimes of 1970s-era federal law, through the traditional utility-type, and subsequently competition-based, regulation of natural gas and electricity. In the emergent commercial, regulatory, and financial environment, the natural gas and electric power sectors of the energy industry are being impelled toward market-based pricing and competitive economic operations and strategies, and Mr. Holt has played a central role on behalf of clients throughout this process.

Mr. Holt has represented one of the nation's largest local gas distribution companies and numerous members of the natural gas and petroleum producing sectors, including various affiliates of Fortune 500 companies. For a number of years he has represented the principal trade association of the Canadian petroleum industry in regulatory proceedings before the Federal Energy Regulatory Commission and related court proceedings. Mr. Holt has advised financial institutions in connection with various energy projects and issues.

**Betts & Holt LLP**

1101 Connecticut Avenue, NW; Suite 450; Washington, DC 20036

Tel: 202.530.3380 [Email: jhh@bettsandholt.com](mailto:jhh@bettsandholt.com)

INNOVATIVE LAWYERS WITH ENERGY

**JILL M. BARKER** is an attorney with Betts & Holt LLP, a national energy law firm. Her principal area of expertise is wholesale electricity markets. She represents large and small governmental and quasi-governmental entities in power procurement, with a strategic objective to keep costs as low as possible.

Ms. Barker assists customers in translating both federal and state regulations into viable long term purchased power agreements. Market changes are continually monitored to enable customers to take greater control over their energy costs. Ms. Barker has assisted customers as varied as a large urban water utility to a group of eight municipal utilities in procurement processes that comply with local regulations while ensuring the most competitive rates. She drafts and negotiates contracts that not only comply with local laws and regulations but also conform to industry standards so that the client receives proposals from the greatest number of competitive suppliers.

Ms. Barker's experience with federal transmission issues spans several decades. She played a lead role in securing one of the earliest transmission access orders from the Federal Energy Regulatory Commission ("FERC") pursuant to the Energy Policy Act of 1992, and continues to represent customers of transmission formula rates. In recent years she participated extensively in proceedings before the FERC that resulted in the formation of markets for electric capacity. Ms. Barker can assist clients in understanding the impact these markets have on their power costs.

Ms. Barker has litigated numerous cases involving tariff issues and contracts before the FERC. She also has litigated cost of service, rate design, and contract issues before state public service commissions in a number of jurisdictions.

Ms. Barker is conversant with Smart Grid and green energy policies and has assisted clients in filing grant applications for the funding of Smart Grid initiatives and in negotiating solar supply options. She understands how the Energy Efficiency and Demand Response initiatives work from both a tax and regulatory perspective and can assist clients in incorporating these opportunities into strategic power purchase plans that minimize costs.

Ms. Barker served on the Board of Directors of Arlington Thrive from 2009 to 2015 and was instrumental in creating a partnership that led to the Energy Masters program, a Green Giant award recipient from Washingtonian Magazine in 2013. The Energy Masters program provides energy and weatherization education services to low income apartment dwellers.

Ms. Barker also served on the Board of the Charitable Foundation of the Energy Bar Association, an organization that funds energy-related charitable activities, as well as other community service projects.

Ms. Barker graduated from the Washington College of Law of the American University in Washington, DC in 1983. She received a B.S. degree in Finance and Multinational Business Operations in 1980 from Florida State University. Ms. Barker served as a Trial Attorney in the Economic Regulatory Administration at the Department of Energy from 1983-1985. She is admitted to practice in the District of Columbia and Florida.

**Betts & Holt LLP**

1101 Connecticut Avenue, NW; Suite 450; Washington, DC 20036  
Tel: 202.530.3380 [Email: jmb@bettsandholt.com](mailto:jmb@bettsandholt.com)

INNOVATIVE LAWYERS WITH ENERGY

**DAVID E. CRAWFORD** is “Of Counsel” to the energy law firm of Betts & Holt LLP. Throughout his career, Mr. Crawford’s activities on behalf of his clients have taken him to the forefront of regulatory change and technological innovation. As a result, Mr. Crawford understands the importance of bringing together attentive listening, careful analysis, and creative thinking to develop practical, business-oriented legal strategies to achieve a client’s objectives.

Mr. Crawford began his practice representing the largest natural gas utility in Oklahoma as it sought to mitigate the impact of rapidly rising gas prices and potential supply contract liabilities on its customers. Mr. Crawford also served as a member of the legal team that tried utility rate cases and secured regulatory approval for an innovative industrial rate program.

Mr. Crawford advised the University of Minnesota on gas supply options and negotiated gas supply and transportation agreements that enabled the University to combine the price advantage of a firm supply contract with the flexibility of varying its consumption levels. Mr. Crawford represented the University during the implementation phase of a comprehensive steam plant infrastructure privatization program. He subsequently organized and spoke at nationwide seminars on energy infrastructure planning for colleges and universities.

Mr. Crawford represented an early developer of wind-driven energy projects in state regulatory proceedings. He later served on a governmental relations team on behalf of a major biomass energy project developer that successfully obtained a statutory change necessary for the viability of a project.

Mr. Crawford represented the City of Manchester, New Hampshire in the development and implementation of its pilot aggregation program, which, in its first two years, resulted in a 23% reduction in costs for participants. Mr. Crawford later negotiated an inter-municipal aggregation agreement to create the largest consumers group in New Hampshire. Mr. Crawford also represented the City in a variety of retail electric restructuring proceedings before the New Hampshire Public Utilities Commission.

Mr. Crawford served on the negotiating team for the University of Maryland, College Park Energy and Utility Infrastructure Program, which created a public/private partnership with a leading district energy company that resulted in privatization of the operation of the University’s energy systems. He advised the University in the Program’s implementation phase, investigating and evaluating construction claims, negotiating the interconnection agreement with the local electric utility, and supporting settlement discussions. He represented the University in a proceeding before the Maryland Public Service Commission that successfully challenged the local electric utility’s interpretation of its tariff for standby service and thereby saved the University over \$200,000 annually.

Mr. Crawford is a graduate of the National Law Center at The George Washington University and holds a Master of Arts degree from G.W.U. in International Affairs. He received a Bachelor of Arts degree from Oklahoma State University in 1977 (with a concentration in International Affairs) and was recognized as one of the University’s Top Ten Graduates for that year. Mr. Crawford is admitted to practice in the District of Columbia, Michigan, and Oklahoma and is a member of the American Bar Association.

**Betts & Holt LLP**

1101 Connecticut Avenue, NW; Suite 450; Washington, DC 20036

Tel: 202.530.3380 [Email: dcrawford@bettsandholt.com](mailto:dcrawford@bettsandholt.com)

INNOVATIVE LAWYERS WITH ENERGY

**STAFF REPORT**

TO: Jeff Fleetwood, Town Administrator

PREPARED BY:  Dave Engelhart, Planning Director and  Mary Bohlen, Deputy Town Administrator

DATE: February 18, 2020

SUBJECT: Resilience Element Addition to the Comprehensive Plan

---

**RECOMMENDATION**

Staff recommends approval of the Resilience Element Addition to the Comprehensive Plan

**EXECUTIVE SUMMARY**

Every ten years Maryland Municipalities are required to review their Comprehensive Plans and adopt amendments or additions as necessary. For the 2020 review Berlin has elected to consider a Resilience Element addition to the plan. The Resilience Element focuses on mitigating, adapting to, and managing potential climate impacts. The report was prepared by the University of Maryland Environmental Finance Center working closely with Town staff. Public input in the development of the draft plan was obtained through a series of three public engagement meetings in spring of 2019. The overall project was funded by Federal funds from NOAA and the U.S. Department of Commerce through Maryland Department of Natural Resources. The Planning Commission is also currently reviewing the Resilience Element for any changes or additions necessary for including it in the 2020 Comprehensive Plan review process.

**FISCAL IMPACT**

The Resilience Element does not necessarily represent any direct costs to the Town; however Resiliency should be incorporated into the overall fiscal philosophies of the Town. The maintenance and sustainability of Town infrastructure and buildings requires that attention be paid to projected climate driven negative impacts that may threaten them. Future development and capital improvements will have to be designed and built with fiscal sustainability in mind.

The addition of the Resilience Element to the Comprehensive Plan, rather than a complete review and rework of the Plan as a whole, is significantly less costly.

## **BACKGROUND**

The report was prepared by the University of Maryland Environmental Finance Center working closely with Town staff. Public input in the development of the draft plan was obtained through a series of three public engagement meetings in spring of 2019. The overall project was funded by Federal funds from NOAA and the U.S. Department of Commerce through Maryland Department of Natural Resources.

## **ALTERNATIVES**

1. Develop and initiate a Request for Proposal for the complete review and amendment of the Comprehensive Plan as a whole. Estimate: \$25,000.

## **NEXT STEPS**

Allow Mayor and Council and public review and comment period then present for adoption and incorporation into the Comprehensive Plan at a later Regular Session of the Mayor and Council.

## **CONCLUSION**

Move forward with making the draft Resilience Element available in paper form at Town Hall and via the website with appropriate means and opportunity for comment.

# Resilience Element

## TOWN OF BERLIN, MARYLAND

This report was prepared by the University of Maryland Environmental Finance Center, under the guidance of the Town of Berlin, Maryland using Federal funds under award number NA18NOS4190145 from NOAA, U.S. Department of Commerce. The statements, findings, conclusions, and recommendations are those of the author(s) and do not necessarily reflect the view of NOAA or the U.S. Department of Commerce.

December 2019

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# Introduction

## Purpose of the Resilience Element

Comprehensive plans are the most powerful tool that local governments can use to set a course for future land use and development. These plans establish community goals and priorities on specific elements associated with the growth and evolution of a community and help provide a coordinating platform for projects and fiscal resources.

The Resilience Element focuses on climate change and how the Town of Berlin will approach mitigating, adapting to, and managing potential climate impacts. This new addition to the Town's Comprehensive Plan seeks to define resiliency, present a general description of climate change impacts for the region, list particular areas of interest where existing community plans overlap with resiliency, establish resiliency strategies and actions, and identify resources that can aid in strengthening community resilience.

Berlin has demonstrated a strong environmental ethic but has taken an ad hoc approach to their sustainability and environmental initiatives. The Resilience Element provides the long-range plan needed to coordinate these ongoing efforts and ensure their effectiveness in a changing climate. While the ultimate goal will be to integrate climate change resilience throughout the Comprehensive Plan, as well as into other municipal planning documents and practices, this dedicated Resilience Element will help focus attention on the importance of climate change resilience, give prominence to the issue, and provide the context for updates to the other elements of the Comprehensive Plan.

## What is Resilience?

Resilience is the ability to anticipate, prepare for, and respond to changes and sudden disruptions in order to survive and prosper. Community resilience is inextricably linked to the health, safety, and financial well-being of its residents. Rather than simply a capacity, resilience should be seen as a continuous process of adapting, learning, leading, and implementing interventions to ensure the success of all residents. For Berlin that means long-term strategic planning to maintain the Town's small-town character while accommodating a growing population, supporting community services to improve the quality of life of residents, and ensuring a clean and safe environment for generations to come.

To achieve local resilience goals and to address the local impacts of a changing global climate, the Town of Berlin will need to embrace ongoing regional coordination. For example, coordinated action would be necessary to correct the large-scale flooding issues that result from a lack of existing infrastructure. Furthermore, due to Berlin's unique location near major coastal communities and its strong road connectivity, the Town needs to not only address the issues within their community but also to consider how the Town fits into regional efforts. The Town plays an important role in emergency management during acute weather events, serving as the location for shelters that are managed by the County, and it will likely be the recipient of people moving from neighboring areas that lose land due to sea-level rise.

Improving roadways and developing large infrastructure solutions will require major assistance from, and coordination with, the County and State. Some priorities identified in the Resilience Element will require support from Worcester County and the State, other actions may be led entirely by community volunteers, and many will require cooperative effort from the County, the local community, and other regional partners. The Town of Berlin will continue to take advantage of regional planning opportunities

to lead and advocate for advancements in resilience efforts, such as in Worcester County’s Hazard Mitigation Plan update or through participation in the Maryland Commission on Climate Change Adaptation and Resiliency Working Group meetings. The Resilience Element highlights when the community should be advocating for County and State intervention on larger infrastructure projects and deeper legislative issues.

It is important to note that this Resilience Element should be revised in five years to keep up with the most current scientific data, State policies, and community priorities.

### Weather versus Climate

It has been suggested that weather is your mood, climate is your personality.<sup>1</sup> Weather, like your mood, can change from day to day; it is how you feel in the short-term. For example, you might be happy, disgruntled, and excited all in the same day or week. But if you are generally a happy person, and optimistic from day-to-day, you might say that you have an agreeable personality.

Weather describes the morning fog, afternoon thunderstorms, or even a seasonal tornado. Climate is the overall trend of weather patterns over a long period of time; it is what you can generally expect from year to year. Climate change refers to the long-term rise in the Earth’s global temperature, which is causing the climate, or the Earth’s personality, to change. The historical patterns of precipitation, heat, and storm seasons are shifting, becoming more intense and more erratic.

In Maryland, like much of the Mid-Atlantic and Northeast region, communities can expect to see significant rises in temperatures, more droughts and more extreme precipitation events, and sea-level rise. These changes in climate can have a significant local impact.<sup>2</sup>

It is expected that Maryland will experience twice as many days over 90°, more nights over 80°, and more heat waves that last over 20 days.<sup>3</sup> This extreme heat can impact power usage, water availability, food safety, and air quality. Extreme heat and declining air quality are also likely to pose increasing problems for human health, especially in urban areas. Increases in temperature contribute to heat stress, allergies, vector borne diseases, cardiovascular failure, or even kidney failure due to dehydration. These health impacts are especially concerning for high-risk populations such as children, the elderly, and low-income and communities of color.

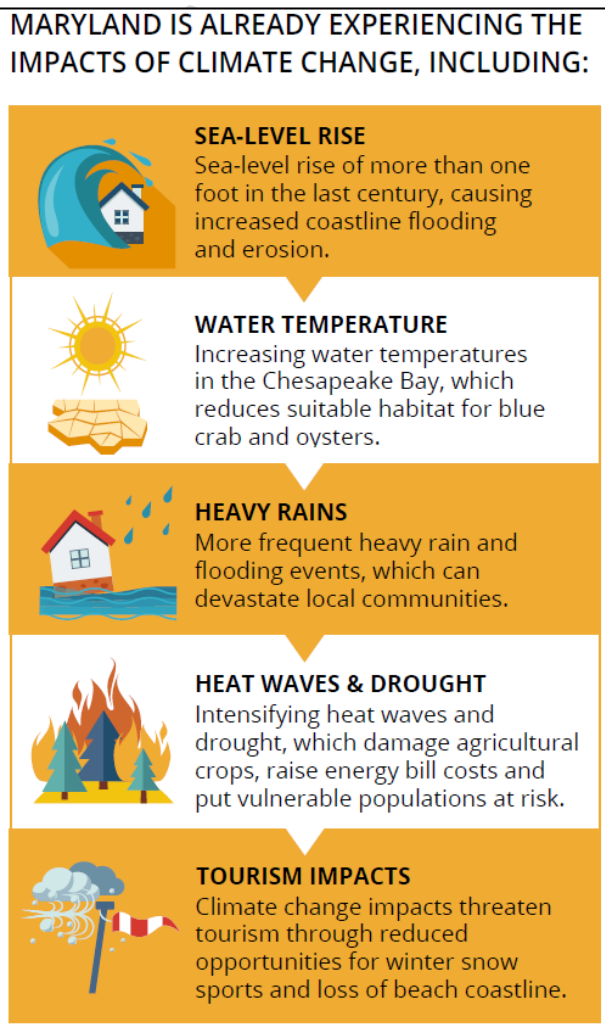


Figure 1. Addressing Climate Change in Maryland: An Overview, Maryland Commission on Climate Change Fact Sheets

More frequent extreme precipitation events can cause significant property damage and are making coastal waters more acidic, making it difficult for baby oysters, mussels and other creatures to build their shells under these new conditions.

While the Town of Berlin is entirely outside of the projected inundation zones, meaning that Berlin is not directly vulnerable to flooding from sea-level rise, coastal and stormwater flooding is still a significant concern.<sup>4</sup> Over the past 56 years Worcester County, Maryland has experienced approximately eight inches of sea-level rise which makes storm surges and coastal floods more severe and frequent.<sup>5</sup>

In 2014 approximately 67% of flood days were attributed to human-induced climate change. This has only since increased.<sup>6</sup> By 2030, there is a 28 percent likelihood that there will be at least one flood exceeding 5 feet, what was once considered a 1-in-100 year flood and by 2030 there will likely be 10 more days with heat index above 100°. <sup>7,8</sup> By 2080, Maryland's Eastern Shore will feel most like today's climate near Cleveland, Mississippi with the typical summer being 6.5°F warmer and 11% drier than summer today.<sup>9</sup>

Climate change does not present a shortage of potential impacts to human populations and both the natural and built environments. The impacts will ripple throughout communities and exacerbate existing problems, with the potential to cripple coastal communities and economies where preparations are inadequate. The pursuit of community resiliency, however, can be transformed into a positive process to capture new economic opportunities, address socioeconomic inequities, and establish an intentional vision for the Town's future. Berlin has the chance now to take action in a holistic, coordinated, and codified way with ample opportunity for the community to have a voice in the process.

## Framework for the Resilience Element

### Resilience Element Development Approach

The approach for developing the Berlin Resilience Element included a synthesis of extensive desktop research, government staff input, stakeholder feedback, and a Berlin planning document review. The ideas and comments collected during all of these efforts contribute to the resilience categories and the suggested action strategies to incorporate resilience into the Town's processes.

The preliminary resilience research included reviewing resilience planning frameworks, resilience indicators and metrics, and example resilience-related plans and elements. Common themes identified in the desktop research included good governance and leadership, research and planning, energy efficiency and renewable energy, environmentally friendly development, natural resource protection, transportation and mobility, and health and social equity.

These themes were further explored through community stakeholder meetings and outreach events where over 80 participants provided feedback and input. During the community stakeholder meetings residents learned about the local impacts of climate change, shared personal definitions of resilience, and discussed investing in Berlin's future. Participants discussed concerns and potential solutions for issues such as growth and development, flooding, energy use, waste management, and financial sustainability. These issues were further explored through a community survey administered by the Town of Berlin in the spring of 2019 (see Appendix A). Through this survey, community stakeholders indicated their priorities through a simple ranking exercise and open-ended questions on potential projects and programs. These priorities have been woven throughout the Resilience Element.

To recognize existing resilience efforts, augment and support established initiatives, and propose new strategies to augment resilience, the Town and its partners reviewed a number of Berlin's existing documents and plans (see Appendix B). This helped identify any overlapping priorities and potential for leveraging resources around resilience. The documents and information reviewed included:

- Town of Berlin, Maryland Auditors' Communications (2018)
- Berlin Sustainable Maryland Community Certification Report (2018)
- Berlin Green Team Three Year Action Plan (2018)
- Town of Berlin Roadway Evaluation 2017/2018 Report (2018)
- Town of Berlin 2016-2018 Strategic Plan (2015)
- Our Path Forward: The Comprehensive Conservation & Management Plan for Maryland's Coastal Bays (2015–2025)

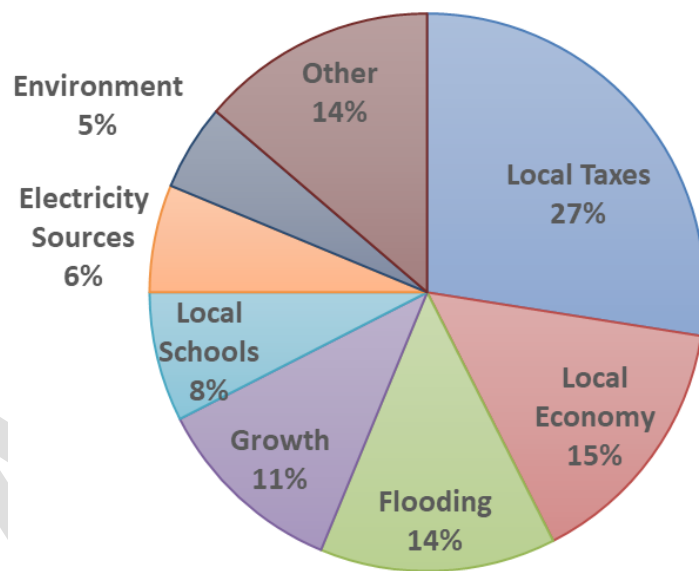


Figure 2. Berlin resilience survey results - priorities ranked in the top three

- Worcester County Hazard Mitigation Plan Update (2014)
- Walkable Bikeable Berlin: A Master Plan for a Walkable, Bikeable Berlin, Maryland (2013)
- EFC Financing Feasibility Study for Stormwater Management in Berlin, Maryland (2012)
- Town of Berlin Comprehensive Plan (2010)
- Comprehensive Parks & Recreation Plan (2009)
- Technical Assistance Memo: Data Availability for Resilience and Health (2008)
- Sea Level Rise Response Strategy Worcester County, Maryland (2008)
- Stormwater System Improvement Study for the Town of Berlin, Maryland (2007)

Specifically, the Town of Berlin's Comprehensive Plan (2010) was a foundational resource during this review process. The State of Maryland requires certain elements to be incorporated into the Comprehensive Plan, many of which directly relate to resilience initiatives, including<sup>10</sup>:

- |                    |                                   |
|--------------------|-----------------------------------|
| • Transportation   | • Land Use                        |
| • Water Resources  | • Community Facilities            |
| • Municipal Growth | • Areas of Critical State Concern |
| • Sensitive Areas  | • Development Regulations         |

The Berlin Comprehensive Plan also included a discussion on a community vision for the future that incorporates the concept of sustainability and resilience (p. 9, 2010).

Future Vision: Berlin is a community with a wealth of resources that is very focused on improving the way of life in a manner that is sustainable for generations to come. The Town of Berlin is committed to preserving the community's unique character, creating a more environmentally friendly and energy efficient community, and improving recreational green space.

In the Town's more recently adopted strategic plan, the community outlines values and objectives that align with the goals of resilience, including<sup>11</sup>:

Values: The Town of Berlin is a safe, welcoming, innovative, can-do model small Town that values its history, traditions and diversity. We embrace tolerance and inclusiveness. We are:

- Committed to working together to define and shape our future
- Economically sustainable and environmentally progressive
- Artistically alive and eternally young
- A people friendly community and a place to live in for a lifetime

#### Short-term Objectives

- Increase parks and recreation facilities
- Preserve Berlin's traditions, quality of life, and "wow" factor while prospering and changing
- Enhance and maintain public safety services
- Invest in public buildings, roads, sidewalks, and water and sewer pipes to ensure that they function well and meet state and federal regulations
- Promote economic development and increase employment opportunities

## Mid-term Goals

- Maintain an environmentally proactive community
- Broaden transportation options to improve mobility
- Increase the variety of housing to meet the needs of our population over time
- Invest in the Town's electric utility to meet environmental regulations and improve service
- Expand the Town's revenue base to meet needs, expectations, and requirements

As such, the Town has already identified resilience and a number of resilience issues as a priority through its Comprehensive Plan (2010) and the Town of Berlin 2016-2018 Strategic Plan (2015), which contain sections that directly relate to community resilience. The Berlin Resilience Element reinforces those priorities and provides opportunities for actively pursuing the implementation of strategies listed in the Comprehensive Plan and other community planning documents.

The intent, content, and implementation strategies of the Comprehensive Plan have been cross-mapped to this Resilience Element along with the other documents listed above. The Resilience Element recognizes existing initiatives, enhances and supports established initiatives, and proposes new initiatives for the Town of Berlin.

The strategies and actions identified in the Resilience Element largely take a "no-regrets" approach – promoting actions that make sense for Berlin, regardless of whether or not a specific threat actually materializes in the future.<sup>12</sup> By aligning with the Town's existing objectives, emphasizing community priorities, and embedding resilience considerations into ongoing operations, Berlin can build resilience to changing economic, social and environmental conditions while maximizing positive and minimizing negative outcomes.

### "NO-REGRETS" APPROACH

"No-regrets" actions are actions by households, communities, and local/national/international institutions that can be justified from economic, social, and environmental perspectives whether or not natural hazard events or climate change (or other hazards) take place. "No-regrets" actions increase resilience, which is the ability of a "system" to deal with different types of hazards in a timely, efficient, and equitable manner. Increasing resilience is the basis for sustainable growth in a world of multiple hazards (Heltberg, Siegel, Jorgensen, 2009; UNDP, 2010).

## Resilience Element Framework

The following sections of the Berlin Resilience Element explore in detail two major categories of strategies that were identified through the Resilience Element development process: *Resilient Community Action* and *Resilient Governance*.

*Resilient Community Action* strategies are in response to issues identified by residents and staff during community stakeholder meetings. This category establishes recommendations that show a commitment to environmentally friendly, resilient, and energy efficient development. It emphasizes on-the-ground implementation as well as opportunities to increase the community's awareness of and participation in the Town's resilience initiatives.

*Resilient Governance* strategies are best management practices that are essential to ensuring the successful and effective implementation of the *Resilient Community Actions*. While these strategies were not directly identified by community stakeholders, they are foundational steps the Town of Berlin will need to take to support the *Resilient Community Actions* and ensure sufficient capacity within the organization for this work. These strategies embed resilience into the Town's processes and should be given serious consideration as they help the Town establish community trust, integrate resilience practices throughout municipal operations, mobilize resources, and increase efficiencies, thus reducing the cost of project implementation and increasing the Town's long-term chances of success.

The Resilience Element provides a description of the two major categories, their overarching purpose, and why that category is important. Each category also includes high-level strategies for implementation and how those strategies relate to Berlin's values and priorities.

Following the resilience strategies, the plan has a fairly comprehensive section on implementation planning and a recommended three year action plan. This section consists of a series of tables that highlight a number of actions to achieve the objectives of each action category, detailed action steps for the Town and community to take, and implementation planning columns where the Town of Berlin can keep track of notes for each action step. While the implementation planning section provides a comprehensive suite of short, medium, and long-term actions, the action plan section provides recommendations for immediate near-term next steps. These recommendations can of course be expanded upon but provides a starting point for taking action.

Lastly, the Resilience Element includes extensive appendices with summaries of meetings and stakeholder outreach (see Appendix A), tables summarizing the planning document review and desktop research (see Appendix B), and a tailored resources table (see Appendix C). The Action Strategy Resources provides helpful links to relevant funding opportunities, guidance documents, and tools for each action category. This is not an exhaustive list of resources; rather, it is a launching point for quick action.

## Resilience Element

### Resilient Community Action

Community Action is about building the capacity of the local government and its residents to develop, implement, and sustain solutions to problems in a way that helps shape and exercise control over local physical, social, economic, and cultural environments. It puts community members at the heart of their own local services and provides opportunities for all residents and local stakeholders to get involved and take action. Berlin is committed to making choices that support educational opportunities and create an environment that welcomes people from all cultures and backgrounds to participate in the Town's resilience initiatives.

The Town's Resilient Community Action strategies will position Berlin as a leader and catalyst for resilience by inspiring and stimulating individual and institutional action. Through community outreach, Berlin can provide educational opportunities and help promote the importance of resilience as a primary avenue for improving quality of life. The Town can also facilitate community-led projects that will enable residents to take ownership of outcomes and help build social cohesion. By identifying specific needs in the community and providing targeted support, the Town can help build the capacity of residents to act towards improving their environmental, social, and economic well-being.

### RESILIENT COMMUNITY ACTION STRATEGIES

#### Flooding

- F-1 Adopt more aggressive flood standards.
- F-2 Identify and address nuisance and chronic flooding hotspots.
- F-3 Require the use of green infrastructure solutions for all new and redevelopment projects.
- F-4 Integrate flood mitigation objectives into open space, parks, and groundwater recharge plans.
- F-5 Promote stormwater management best practices to private property owners.
- F-6 Partner with County to seek certification in the National Flood Insurance Program Community Rating System (CRS).

#### Energy

- E-1 Increase energy efficiency and renewable energy capacity in all municipally owned facilities.
- E-2 Promote clean and efficient energy consumption to residents.
- E-3 Convert municipal fleet to electric vehicles and promote residential use of electric vehicles.

#### Heat

- H-1 Conduct an assessment of the heat impact on the electric supply reliability.
- H-2 Increase the urban tree canopy.

#### Community Resilience

- CR-1 Continue to facilitate community outreach and education opportunities.
- CR-2 Develop a green jobs and economic resilience strategy.
- CR-3 Enhance community connectivity between both sides of route 113.
- CR-4 Explore developing resilience hubs and cooling centers.

## Flooding

### **F-1 Adopt more aggressive flood standards.**

Most communities have floodplain regulations in place to guide new development away from higher risk areas, as well as building codes within flood zones that aim to reduce the risk of property damage. Many towns, including Berlin, base their floodplain regulations on official FEMA floodplain maps known as Flood Insurance Rate Maps (FIRMs). This can be problematic, however, because regulatory floodplain maps designed for federal flood insurance applications do not necessarily reflect actual flood risk. Usually the area with a 1% chance of flood (100-year flood) in a given year is selected as the “base flood” to establish the regulated flood zone for permitting, building code, and insurance purposes, but flooding can and does occur outside of this area. Floodplain boundaries can also change faster than maps are updated due to the addition of impervious surfaces in a watershed and other factors. This already poses a challenge for communicating risk to the public; it also means that long-term planning and development decisions may be made with incomplete or inaccurate information.

This situation is further complicated by climate change. Because heavy rain events are occurring more frequently, the probability of experiencing a 1% flood may be higher (or conversely, the size of a 1% flood is increasing). Sea-level rise also changes the probability and extent of coastal and tidal flooding and storm surges. If these factors are not incorporated into the maps and regulations used to assess and reduce flood risks, development may be allowed in unsuitable locations and threats to existing property and infrastructure may be underestimated or overlooked.

In order to more proactively reduce flood risks in light of climate change, Berlin could regulate to a higher standard than the 1% (100-year) floodplain required by FEMA. For example, the Town can adopt the 0.2% (500-year) floodplain, designate a buffer beyond the mapped floodplain, or conduct a new flood mapping study or model that incorporates future precipitation and sea-level rise projections. At very least, the Town will adopt the new State flood standard once established. Currently, the state is considering the 1% (100-year) flood zone plus 30 feet as the new standard, which should be considered for planning purposes.

Updated or expanded flood maps can be used internally to make long-term infrastructure decisions or adjust priority growth and open space areas in a comprehensive plan or other official documents. Buffers can be required and expanded around existing natural features that provide flood protection and water infiltration services.

It is important to note that the riverine and coastal flood zone maps for much of the Mid-Atlantic seaboard underwent an update in 2015 that reduced the extent of many flood zones. Although these are now the official floodplain maps for Worcester County as well as the Town of Berlin, it is likely that these maps are underestimating current flood risks. It is also highly likely that they are underestimating future flood risks since future precipitation projections and sea-level rise were not factored into the analysis.

## **F-2 Identify and address nuisance and chronic flooding hotspots.**

“Nuisance flooding,” or low levels of flooding that do not typically pose significant threats to public safety or major property damage, can cause on-going disruptions and put additional strain on public infrastructure like roadways and water systems. These floods, caused by successive rain events or prolonged rainy periods, are a recurring issue in many areas of the Town and are a major concern to Berlin residents and staff.

It is important to identify specific locations that are at higher risk of damage from floods or that present access issues in emergency situations. The Worcester County Hazard Mitigation Plan specifically identifies problem spots for transportation that are subject to frequent flooding already, but a study that assesses the impacts of future precipitation and sea-level rise on roads and road-stream crossings (bridges and culverts) can indicate future problems that can proactively be incorporated into capital improvement plans and “dig once” strategies (coordinating projects with the objective that multi-use benefits enhancements such as green infrastructure, can be installed while the ground is already disturbed or excavated for other traditional projects, such as road or other public infrastructure improvements)<sup>13</sup>. Road-stream crossings deserve special attention as their very nature makes them particularly important but also particularly vulnerable to flooding. For example, more frequent and heavier rain events will exacerbate existing problems with undersized or poorly maintained culverts. If water levels are higher due to increased precipitation or sea-level rise, there will be less clearance between streams and bridges, making them more vulnerable to blockage and damage from debris.

The Town of Berlin should identify flooding hotspots and develop a stormwater management plan to address these concerns. Adding a stormwater drainage component to the Town Code, promoting low impact development solutions, and pursuing acquisition and/or relocation of repetitive loss properties at high risk are all potential strategies for managing impacts of increased flooding.

## **F-3 Require the use of green infrastructure solutions for all new and redevelopment projects.**

Green stormwater infrastructure, often referred to more simply as green infrastructure, is a nature-based approach to dealing with rainwater runoff from the built environment, such as buildings, roads, and parking lots. For decades the primary way of handling stormwater runoff has involved engineered solutions that aim to move water off and away from buildings and roads as quickly as possible, with little regard for the impacts on receiving water bodies. Green approaches on the other hand seek to mimic natural processes by using vegetation, soil, and other techniques to help filter pollutants out of water, slow down flows, and recharge groundwater supplies.

In addition to assisting with stormwater management, many green infrastructure elements provide other benefits such as community beautification, increased wildlife habitat, reduced urban heat island effects, air quality improvements, increased property values, and cost savings for both developers and municipalities. Because green infrastructure tends to accomplish multiple objectives compared to traditional or “gray” infrastructure, it is frequently recommended as a resilience strategy. In Berlin there is generally adequate depth to the water table to permit infiltration practices to be installed so long as the soil allows for infiltration making green infrastructure a viable option in most cases.

Green infrastructure can help address multiple climate impacts at once: greater rainfall amounts, higher temperatures, and groundwater supply concerns. Increasing the proportion of stormwater runoff that is

handled on-site, rather than sending it to wastewater treatment plants or receiving water bodies, can help offset the higher amounts of precipitation predicted due to climate change. Green infrastructure also imparts greater flexibility for developers by offering a wider variety of options for handling stormwater runoff than traditional retention ponds and pipes.

The Town of Berlin should establish low impact development requirements that ensure the use of green infrastructure in all new and redevelopment projects. The Town can also lobby the County to adopt green infrastructure requirements and/or expedite the permitting processes for projects that go above and beyond with regards to onsite stormwater management. By instituting requirements for developers to go beyond minimum traditional stormwater control measures with green infrastructure, the stormwater systems in those developments will be able to absorb increased flooding from climate change. As a result, the private sector, which most directly benefits from the developments, will add to the needed stormwater capacity rather than local taxpayers.

#### **F-4 Integrate flood mitigation objectives into open space, parks, and groundwater recharge plans.**

Parks and open space, especially natural areas like wetlands or forests, provide stormwater and flood mitigation services for a community in addition to other benefits such as recreation, wildlife habitat, and groundwater protection. Preserving or creating open space in floodplains can reduce flood impacts downstream while keeping people, properties, and critical infrastructure out of flood-prone areas. The location of a parcel and its potential to slow down, store, and filter rainwater or floodwaters can be added to criteria for prioritizing or ranking potential acquisition and easement projects.<sup>14</sup> These criteria can be used to guide future development (if incorporated into Comprehensive/Master Plans or local zoning and building codes) or to prioritize properties for buyouts. Existing parks and open space can be assessed for the suitability of restoring or enhancing natural features or installing green infrastructure elements to further improve their water storage and filtration functionality. Wider buffers can be added around wellhead protection zones, and increasing pervious surfaces in general can help protect long-term groundwater supplies. Integrating water-related resiliency objectives into Comprehensive, Open Space, Parks, and Hazard Mitigation Plans also helps create more opportunities for leveraging funding from multiple sources. These kinds of integrations are best done on a regional or watershed scale, but it may be easier to first focus on the Town's plans.

Other flood- and water-related resiliency objectives that can be integrated across other plans include sea-level rise, coastal flooding projections, and coastal marsh migration needs. For example, Berlin has the authority in the code to expand its Critical Area, land within 1,000 feet of Maryland's tidal waters and tidal wetlands that must be protected, for additional stormwater regulations if coastal migration is identified as an upcoming issue for the Town.<sup>15</sup>

#### **F-5 Promote stormwater management and flooding best practices to private property owners.**

In the U.S. a majority of land is owned and managed privately, leaving private property owners responsible for a significant portion of a community's stormwater management efforts. While commercial and institutional properties usually have larger footprints and more impervious surface area than residential properties, in small towns residential properties typically make up a larger proportion of privately-owned land. In Berlin, approximately 84% of the properties are residential so it is important for Berlin to educate homeowners on stormwater best management practices, like cleaning out household gutters, and to provide incentives and rebates that can be used to encourage the installation of new

elements, particularly green infrastructure, on their properties. This helps expand the adoption of best management practices and green infrastructure beyond publicly controlled land, further assisting with improved stormwater management and flood resiliency across the Town. The Town should continue to support stormwater management educational opportunities and work with the County to develop and promote stormwater incentive programs.

It is also important to encourage residents and businesses to purchase flood insurance. Most homeowner and commercial insurance policies do not cover floods. Typically, people only consider flood insurance when purchasing a home in a flood zone because lenders may require it as a stipulation for approving a mortgage. Many residents and businesses do not know they can opt to purchase flood insurance on their own. Federal flood insurance is available in communities that participate in the National Flood Insurance Program (NFIP), and some private insurers offer flood policies as well. While flood insurance cannot prevent flooding from occurring, having this kind of coverage can improve a family or business' ability to recover financially and emotionally after experiencing flood damage.

This insurance coverage gap is exacerbated by misunderstandings of actual flood risk, as residents and municipalities alike rely on official floodplain maps to guide their decisions and trigger project reviews; however, flood risk is not limited to areas labeled as flood zones. Up to 25% of federal flood insurance claims originate from low or moderate risk areas; this statistic does not include uninsured flood losses or those covered through private insurance. While increasing community members' flood insurance coverage does not eliminate flood risks, it can accelerate the post-disaster recovery process and the community's ability to rebound.

#### **F-6 Partner with Worcester County on applying for the National Flood Insurance Program Community Rating System (CRS).**

The Community Rating System (CRS) is a program that recognizes and incentivizes improved floodplain management practices by reducing flood insurance premiums in communities that participate in the National Flood Insurance Program (NFIP). A community can earn points for taking actions that exceed minimum NFIP floodplain management requirements, and these steps translate to reductions in premiums for NFIP policyholders. The entry-level (Class 9) discount is five percent and the maximum discount available is 45 percent at the highest level (Class 1). Many activities that reduce flood risks and yield other benefits are included in the program, such as adopting expanded floodplain maps and regulations, preserving open space in floodplains, and requiring green infrastructure and low impact development practices to better manage stormwater runoff from new and redevelopment projects. Some actions could be achieved through regional collaboration to distribute the burden, such as by developing a regional public education program.

There is an administrative burden to participate in the program, so most communities that participate tend to have large numbers of policyholders and/or more staff capacity. Unfortunately, FEMA does not have a mechanism in place to provide assistance to small municipalities interested in CRS at this time. The Town of Berlin should therefore work with and encourage Worcester County to participate in CRS and establish parameters to collaborate with its local municipalities so that they can also take advantage of the benefits of the program. Berlin could advocate for the County to provide municipal implementation assistance, which would present a good opportunity for coordination on climate change resilience efforts and shared technical assistance.

## Energy

### **E-1 Increase energy efficiency and renewable energy capacity in all municipally owned facilities.**

Clean and efficient energy consumption is the act of harnessing technology to help avoid or reduce energy waste. This, combined with energy conservation measures, can save money on utilities, reduce air and water pollution, and help mitigate greenhouse gas emissions associated with global climate change.

Berlin will continue to prioritize increasing the efficiency of municipal operations, saving taxpayer dollars. In November 2015, the Town of Berlin joined the Maryland Smart Energy Communities program and set a goal to reduce per-square-foot electricity consumption 15 percent by 2020 relative to a 2015 baseline. In addition, they committed to meeting 20 percent of the municipal buildings' electricity demand with distributed renewable energy by 2022.<sup>16</sup>

In an effort to reduce the Town's energy consumption, the Town of Berlin partnered with the Maryland Energy Administration's Technical Assistance Team member Khepra Energy Group to conduct a field audit of their municipal buildings.<sup>17</sup> The assessment recommendations were given to reduce CO<sub>2</sub> emissions, energy use, and costs. In response to the audit, the Town implemented several recommendations including the installation of LED bulbs and the elimination of radiant-type space heaters in individual offices.<sup>18</sup> While some of the other measures in the assessment offered little cost benefit, it is important to revisit this audit periodically, as new cost effective technologies may make additional energy efficiency upgrades more cost effective.

In addition to energy efficiency, the Town of Berlin is also committed to exploring cost-effective renewable energy opportunities. The Town of Berlin is only one of five municipalities with a municipally owned electric utility in the State. Serving over 2,400 accounts, Berlin's publicly owned electric utility is a nine megawatt system that runs on oil. Although oil produces about 25 percent less CO<sub>2</sub> than a traditional coal plant might, oil is still a greenhouse gas emitting fossil fuel.<sup>19, 20</sup> The Berlin electric utility purchases 20 percent of its needs from renewable sources in order to maintain compliance with Maryland's Renewable Energy Portfolio Standard, and will need to increase this to 50 percent by 2030 per SB 516 passed in 2019.<sup>21</sup>

Many of the Town residents would like to see the Town move to 100 percent clean renewable energy much sooner; however, the cost of transitioning the publicly owned utility to 100 percent renewable is cost prohibitive. The current power plant is in good working condition and still at the early stages of its useful life, oil is less expensive than renewables, and there would be significant costs associated with the storage needed under a fully renewable system. The Town should continue to make progress towards achieving State-level renewable energy goals and evaluate the benefit-cost of transitioning the municipal utility to clean energy at an accelerated rate. Specifically, as energy markets shift, the cost of oil may increase, tipping the balance in favor of an earlier transition away from oil.

### **E-2 Promote clean and efficient energy consumption to residents.**

Berlin should continue to encourage energy efficiency within existing residential and commercial buildings in order to help residents and property owners to reduce their electric bills and decrease their carbon footprint. Specifically, the Town should promote energy efficiency best management practices through their media channels including on the Town's website, at local events, and in the Town's

newsletter and utility mailers. The Town could also seek funding from Maryland Energy Administration and Department of Housing and Community Development's energy efficiency and weatherization programs in order to assist low to moderate income households who are interested in installing energy efficiency measures.

Residents are interested in transitioning to more renewable electricity sources, and while the Berlin electric utility may not be positioned to transition to 100 percent renewables at this time, the Town can and should take other steps to increase the community's renewable capacity. Berlin should support onsite renewable energy and community solar opportunities for residential and commercial property owners. Distributed onsite generation and storage systems such as solar (PV) panels can provide energy security during storms and power outages if they are set up to function as independent microgrids; importantly, the cost-effectiveness of these systems improves if the economic costs of power outages are accounted for in the evaluation.<sup>22</sup> Partnering with residents to establish a residential solar bulk purchasing program or solar co-op can increase awareness of the benefits of renewable energy and increase solar adoption throughout the Town. This could also have the added benefit of minimizing peak load on the electric utility, which is important for avoiding brownouts in summer heat waves, and of helping to increase efficiencies for the Town and reduce costs. The Town should also promote existing community solar opportunities to residents who are interested in going renewable but who may not be able to install onsite solar.

### **E-3 Convert municipal fleet to electric vehicles and promote residential use of electric vehicles.**

Carbon emissions from transportation are a big contributor to climate change and are a major source of air pollution. Electric vehicles present an opportunity to significantly reduce greenhouse gas emissions from fleet operations and save taxpayer dollars. Plug-in electric vehicles can save money, with much lower fuel costs on average than conventional gasoline vehicles.<sup>23</sup> The Town of Berlin currently has 76 municipally owned vehicles in its fleet, from police vehicles to department of public works trucks; these vehicles are used to maintain the daily operations of the Town. Berlin should evaluate the cost effectiveness of converting the municipal fleet to electric vehicles and commit to replacing retired vehicles with EV alternatives and installing fast EV charging stations for municipally owned vehicles.<sup>24</sup> Electric vehicle technology and related products will continue to improve in areas of cost, performance, and the development of emerging technologies. For these reasons, this study should be revisited periodically and updated to reflect changing circumstances in the marketplace.

In addition, Berlin should consider adopting EV readiness policies and incentive programs to encourage residents of the Town to transition their personal vehicles to electric. Low-income communities and communities of color disproportionately feel the impacts of vehicle pollution and can benefit the most from the clean air and cost-saving benefits of EVs. It is important that the Town of Berlin consider policies that can help make EVs accessible to these underserved communities. Berlin could install public charging stations and allow residents to pay for this service, with a discount being offered to low-income residents. The Town could conduct an outreach campaign or work to promote rebates and incentives especially to low-income residents to help make EVs more accessible for all.

## Heat

### **H-1 Conduct an assessment of the heat impact on the electric supply reliability.**

As average air temperature continues to rise and heat waves become more frequent and intense, the reliability and efficiency of Berlin's electric systems will be threatened. Rising temperatures will increase the reliance on air-conditioning and will simultaneously decrease the efficiency of generation, transmission, and distribution of power to residents.<sup>25</sup> The Town of Berlin should conduct an assessment to determine the local impact that this heat-related increase in peak demand and decrease in operational capacity will have on electric supply reliability. The potential impacts of outages on vulnerable residents who may not have air conditioning can be factored into other action steps, including **H-2** and **CR-4**.

The Mid-Atlantic—the region with the highest median jump in demand—will see some of the largest median rises in electricity expenditures in 2040.<sup>26</sup> In order to prepare for and prevent service interruptions to over 2,400 accounts, Berlin's publicly owned electric utility will need to develop a holistic plan for adaptation that comprises technological, behavioral, and institutional approaches.<sup>27</sup>

### **H-2 Increase the urban tree canopy.**

Urban forests play a crucial role in both climate change mitigation and adaptation. Trees are powerful carbon sinks and oxygen producers; they can also help reduce heat island effects and help manage stormwater runoff, thereby improving water and air quality and enhancing public health.<sup>28</sup> Research has also shown that by beautifying streets and neighborhoods, trees increase property values, rental rates, and economic activity in retail areas. Thriving urban forests can even boost public safety and reduce energy costs for homes and businesses by shading and insulating buildings. Assessing Berlin's urban tree canopy, planning for increased capacity, and investing in trees can help provide solutions to multiple issues identified by Berlin residents. Specifically, the Town will want to identify ways to invest in public spaces as well as develop programs to incentivize planting trees on private property.

## Community Resilience

### **CR- 1 Continue to facilitate community outreach and education opportunities.**

Community members need to be informed about the expected impacts of climate change and the steps that can be taken to improve community and household resiliency. This audience will also need to know what the Town is doing to adapt to climate change and why adaptation is beneficial. Education about climate impacts and Berlin's resilience efforts can be incorporated into ongoing public outreach activities, but it is also important to provide ongoing opportunities for residents and businesses to share their concerns and ideas, help shape the Town's adaptation strategies, and develop strategies of their own. Making these outreach and engagement efforts transparent and inclusive is particularly important for addressing equity issues. As another community's Resilience Element notes, "for resiliency to be a truly effective community planning strategy, it must also be perceived by all citizens as being applied fairly and successfully."<sup>29</sup>

## **CR- 2 Develop a green jobs and economic resilience strategy.**

The impacts of climate change are expected to cause economic damage, but they may also present new opportunities for a community. Certain aspects of Berlin's economy and certain segments of the population may be more economically vulnerable to climate change and should receive more attention in an economic resilience strategy or climate adaptation plan. Economic development and related planning documents should be reviewed to better understand how climate change will impact different aspects of the Town's economy. The scale and scope of economic impacts to be considered will likely depend on the sectors of interest, e.g., municipal, businesses, residents, tourism, etc.

Small businesses are particularly vulnerable to incidents like natural disasters because they lack "access to the capital and resources of large corporations" and usually "operate out of a single physical location." They are also "more heavily impacted by technological or telecommunications failures, the absence of employees, power failures, supply chain interruptions, and rising insurance costs."<sup>30</sup> However, small businesses have the potential to become leaders by being prepared and taking advantage of new climate-related opportunities. Small businesses should be encouraged and assisted to develop their own business continuity or risk management plans that address their specific climate risks. Similarly, the Town itself should incorporate economic risks into its existing planning documents and/or develop a special plan to handle potential climate impacts such as sudden drops in tax revenue, disaster-related emergency expenses, or rapid in-migration of people from more coastal locations. Socially vulnerable populations, which are already less resilient and lack "economic mobility," should also be the focus of resiliency strategies that aim to minimize the cascading effects of problems such as income loss, foreclosure, decreasing property values, lack of insurance, etc.

Climate change is also shifting demand for products and services to more sustainable solutions, and the Town can consider economic development strategies that seek to attract or expand the green jobs sector and help further diversify the local economy. This could include such areas as solar power, conservation landscaping, green stormwater infrastructure construction, energy efficiency, urban tree planting, etc.

## **CR- 3 Enhance community connectivity between both sides of U.S. Route 113.**

Berlin stakeholders identified a perceived disconnect between the east and west side of U.S. Route 113. The highway, which bisects the Town, is a safety concern for youth and residents who may have to cross the highway as a pedestrian in order to access the Town Hall, the downtown shopping area, or other recreational facilities. This physical barrier is said to both pose serious safety risks to economically disadvantaged residents in the community but also creates a social barrier because it can deter residents from participating in community events, resulting in a stratified community.

The Town of Berlin should continue to work with State and County agencies to evaluate solutions, including longer traffic lights, a pedestrian bridge, reduced speeds, and/or additional enforcement of posted speeds. In addition, the Town can endeavor to increase community integration by strategically hosting events on both sides of the highway and actively advertising throughout the community. These efforts to increase connectivity will build social cohesion and increase community participation. Increased community cohesion and civic participation is known to have a number of co-benefits to a community, including reduced crime rates, decreased litter and vandalism, increased volunteerism, and better educated and prepared residents in the case of an emergency or disaster.

#### **CR-4 Explore developing resilience hubs and cooling centers.**

Cooling centers are already a widely used public health strategy for preventing heat-related illnesses and deaths among vulnerable populations during heat waves. Resilience hubs are a concept that builds on this idea but addresses other emergency needs for a neighborhood by providing a reliable off-grid energy supply, such as solar panels plus energy storage and/or generators. Backup energy in the event of an emergency is imperative for heating and cooling, refrigeration of temperature sensitive medications and milk from nursing mothers, plug power for charging cell phone and computer batteries, and emergency lighting.<sup>31</sup> Resilience hubs also act as trusted locations where residents can connect, access fresh water, and in some cases serve as designated locations for the distribution of emergency services during extended emergencies.<sup>32</sup> Berlin should consider piloting resilience hubs in areas with vulnerable populations including elderly, low-income, and other special needs, where residents may need additional assistance in the case of an emergency.

## Resilient Governance

Resilient governance and local leadership, from both elected officials and government staff, will be instrumental in addressing the growing concerns of climate change. Decision-makers will be called upon to make increasingly difficult choices in uncertain times, so it is imperative that they understand how climate change could impact the quality of life for all Berliners and commit to building a more resilient community. In order to accelerate and expand resilience efforts, a community must take steps towards both building the capacity of local decision-makers to adopt resilient governance strategies and integrating climate resilience into the planning and implementation of on-the-ground projects.

Committed to working together to define and shape Berlin's future and to maintaining an economically sustainable and environmentally progressive community, the Town of Berlin will need to identify and provide specific opportunities to incorporate resilience practices and pathways into Berlin's daily operations. For example, Berlin has existing policies and initiatives that can be strengthened by incorporating resilience and long-term decision making. Aligning government processes and decision making with the Town's resilience strategies can help minimize costs, demonstrate to residents that the Town is responsive to their feedback, create transparency and accountability, and build support and trust in further community engagement efforts.

Berlin will need to promote resilient governance strategies in all it does, actively engage in local and regional resilience planning, incorporate resilience into their finance and budgeting processes, ensure staff are well-informed and collaborating across departments, and encourage County and State actors to invest in climate research in order to strategically work through an evolving process of climate change preparedness.

### RESILIENT GOVERNANCE STRATEGIES

#### Research and Planning

- RP-1 Conduct a hazard risk vulnerability assessment.
- RP-2 Integrate resilience into Berlin's other municipal plans.
- RP-3 Develop a strategic growth plan.
- RP-4 Adopt more stringent codes and ordinances.

#### Finance and Budget

- FB-1 Integrate resilience into the Town's operational and capital budgets.
- FB-2 Adopt a community budgeting process.  
Maintain resilience as a priority criteria for the procurement of the Town's goods and services.
- FB-3
- FB-4 Coordinate with nonprofit and other local partners on resilience in the region.

#### Operationalization Integration

- OI-1 Engage decision-makers and Town leadership in resilience initiatives.
- OI-2 Develop core competencies for staff around climate change.

## Research and Planning

### RP-1 Conduct a hazard risk vulnerability assessment.

With climate change, Berlin can generally expect more severe coastal storms, floods, thunderstorms, wind, heat, and drought, as well as threats due to increased sea-level rise and poor air quality. The Town will want to better assess local risk and vulnerability in order to determine how climate change threats will directly impact their physical infrastructure, natural resources, and cultural assets.

Berlin should develop climate hazard projections and map out potential hazards and key community assets at the block or neighborhood scale. This assessment should consider where assets are located, the current conditions of individual assets, population demographics, and where threats are likely to occur. In addition, the assessment should include a discussion on potential interactions between different risks that might further exacerbate problems (e.g. a storm surge combined with heavy rain could prohibit evacuation or transport because there is nowhere for the water to retreat, or a power outage could lead to failing drinking water or sewage pumps). This assessment would help identify the most vulnerable infrastructure, focus on populations at greatest risk, and avoid the areas likely to be impacted when siting new projects.

Conducting a hazard risk vulnerability assessment can help the Town strategically invest in public infrastructure and be environmentally proactive in a way that minimizes future costs to the Berlin taxpayers by helping decision-makers avoid potentially high-risk investments. This strategy can also help identify sensitive areas for flooding around the Town and could serve as the basis for developing flood-prone overlay zones, which aligns with a major community concern of stormwater flooding.

Whenever possible, the Town of Berlin should leverage the County's Hazard Mitigation Plan. The Town can pull available data and information from the County and consider leveraging the consultants that are developing the hazard risk assessment for the County Hazard Mitigation Plan update in order to develop a Town-specific assessment. In addition, the Town can advocate for integrating more resilience practices into the County's planning process and strategies.

Hazards	Assets	Social
<ul style="list-style-type: none"><li>• Sea-level rise</li><li>• Precipitation</li><li>• Flooding</li><li>• Storms</li><li>• Heat Island hot spots</li><li>• Erosion hot spots</li><li>• Historical impacts</li></ul>	<ul style="list-style-type: none"><li>• Critical Infrastructure (roads, hospitals, utilities, schools, etc.)</li><li>• Emergency Management Routes</li><li>• Natural resources (trees, rivers, agriculture, etc.)</li><li>• Community assets (downtown, historic locations, churches, etc.)</li><li>• Potential project sites</li></ul>	<ul style="list-style-type: none"><li>• Low income communities</li><li>• Elderly populations</li><li>• Youth populations</li><li>• Communities of color</li><li>• Public health</li><li>• Demographics</li></ul>

Figure 2. Potential Data Layers to Consider Mapping for Hazard Risk Vulnerability Assessment.

## **RP-2 Integrate resilience into Berlin's other municipal plans.**

Even in small communities there can be a number of competing interests - departments may have different mandates, changes in elected officials can affect priorities, and staff may have to juggle unique concerns from the public. Historically, these competing interests and silos are reflected in a town's planning process where specialists do not have the resources or time to interact with the full network of stakeholders. As a result, there can be misalignment between a town's plans, which in turn pulls investments and initiatives in different directions.

For Berlin to holistically think about resilience, decision-makers cannot be siloed, and climate change impacts must be considered in every part of community visioning, planning, and development. Berlin should set resilience as a top priority across all plans, integrate all departments and their associated plans and projects so that they consider the long-term impacts of climate change, and identify and reduce incongruities within networks of plans during community plan updates.<sup>33</sup>

Integrating resilience into Berlin's municipal plans can improve government transparency by clearly identifying community priorities in the Town's primary guidance documents. In addition, integrating resilience criteria throughout the community plans helps identify overlapping objectives and opportunities for projects that yield multiple community benefits. Leveraging projects across multiple objectives and benefits can reduce costs and support the implementation of smart growth practices.

## **RP-3 Develop an environmentally friendly strategic growth plan that emphasizes smart growth.**

In the last 10 years, the Town of Berlin has grown by approximately 12 percent and by 2030 the population of Berlin is expected to reach 6,300. For many families seeking an improved quality of life, Berlin's small-town character, community connectedness, and strong sense of place make the Town an attractive destination. In addition to increased population from those interested in moving to Maryland's "Coolest Small Town,"<sup>34</sup> there is also a concern that Berlin may be expected to absorb a growing population from Maryland's shore communities migrating inland as they seek refuge from increased flooding due to sea-level rise. This shift in population can have transformational impacts on the character and quality of life in Berlin.

Addressing the growth of the Town is a major priority identified in the community stakeholder meetings, stakeholder survey, and the Town's Strategic Plan. By anticipating and planning for certain likely changes, Berlin can reduce the community's vulnerability to associated risks, such as strain on drinking water resources or increased traffic congestion, while at the same time maximizing beneficial opportunities associated with these changes. By promoting responsible growth, connecting people and places, and supporting balanced housing opportunities through the implementation of various planning documents and processes, Berlin can mitigate the negative effects of development on the land and safeguard its natural resources while helping to ensure that the needs of the community are met.

## **RP-4 Adopt more stringent codes and ordinances.**

Climate vulnerability and resilience are related to both how we build and where we build. Adopting land-use policies and municipal codes that account for the future impacts of climate change can help the Town of Berlin safeguard its infrastructure and people from risk and economic losses. The full benefits of

regulatory tools, like developing overlay zones, adopting more stringent building codes to protect public and private property, and requiring onsite stormwater management, can take many years to be realized; however, codifying these requirements sooner rather than later can empower the Town to begin transitioning the built environment to more resilient standards. It provides the Town the authority to shift development away from sensitive areas and enforce stricter designs so that new and re-developed buildings might withstand rising seas, increased stormwater flooding, and extreme heat.

The Town should conduct a code and ordinance review and identify opportunities to strengthen requirements in order to protect community assets well into the future.

## Finance and Budget

### **FB-1 Integrate resilience into the Town's operational and capital budgets.**

In order to deal with local climate change impacts, the Town of Berlin will need to prioritize investment in preparing communities and upgrading infrastructure systems to be more resilient. Embedding resilience criteria into the Town's primary funding mechanisms, the operational and capital budgets, will help leverage existing revenue to ensure that current and future investments in the Town's infrastructure and services are going towards smart, resilient, and long-term community solutions.

Specifically, the Town of Berlin should consider developing a capital improvement program (CIP) for projecting, budgeting, and financing the development of resilient public infrastructure and other fixed assets. At very least, the CIP should include Berlin's priority stormwater projects, and be continually updated as projects are completed and new priorities are identified. CIPs can help reduce costs both by enabling the Town to anticipate needs before assets fail and require expensive emergency repair and by allowing capital projects to be bundled, coordinated, or phased so that they achieve multiple benefits at once. Through the CIP process, Berlin could identify existing assets that need to be relocated, retrofitted, or assigned altered maintenance regimes based on climate risk. The CIP process could also be used to ensure that new facilities and infrastructure are designed and located to be resilient to risks expected over the asset's lifetime, including flooding, precipitation, and elevated temperatures. Establishing a CIP with strong criteria for climate change resilience would allow Berlin to solidify their commitment to community resilience.

Innovative financing methods and external sources of funds do exist, but it is critical to emphasize that there is no magic bullet for financing community resilience. Increasingly, it will be necessary for Berlin to make regular allocations from the general fund for adaptation and mitigation projects. Integrating resilience criteria into the municipal budgeting processes helps to address the number one concern of Berlin residents (local taxes) and it helps the Town more efficiently spend public funds, leveraging opportunities to minimize project costs and maximize community benefits.

While general funds are typically consistent from year to year, municipalities should be aware that competing local priorities can make allocations of annual operating budgets from taxes unreliable. As a result, the Town may want to explore increasing impact fees for residential and commercial new construction permits, developing a resilience component factor that is integrated into building permit fees, establishing a resilience enterprise fund, or applying a new tax on a good or service that negatively impacts the environment, such as carbon. The development of a consistent, reliable funding source can be rolled out over time and would represent a worthwhile investment in the community's long-term health, safety and well-being.

## **FB-2 Adopt a community budgeting process.**

Local governments are responsible for providing services to maintain the health, safety, and welfare of all residents. However, with many competing priorities and increasingly limited resources, allocating taxpayer dollars to public goods and services can be quite a challenge. Community residents and stakeholders with competing priorities may have different perspectives on how funds should be allocated, and residents who have not been thoroughly engaged in the process may feel displeased with the results. In order to improve transparency, make financial sustainability everyone's business, and increase community buy-in, many local governments are turning to participatory budgeting.

The Town of Berlin has seen a decrease in general fund balance in addition to a significant operating loss in the sewer fund and stormwater funds.<sup>35</sup> Since 2012, the Town had not had a significant increase in local taxes or readjustment in enterprise funds. Although property taxes increased to \$0.80 per \$100 in 2019, this increase was not sufficient to cover Town expenses. Berlin residents have expressed growing concern over the Town's spending and have not been well-engaged in the process to understand the difficult decisions the Town has been required to make.

Berlin should adopt a participatory budgeting framework to improve transparency and more thoroughly engage residents in the budgeting process throughout the year. With a participatory budget, residents will have the opportunity to more directly inform how resources will be allocated, prioritize social policies, and monitor public spending. The process will also help residents gain a better appreciation for the decision-making process and build trust in the local government, which ultimately leads to better decisions that are more widely supported by community residents.

## **FB-3 Maintain resilience as a priority criteria for the procurement of the Town's goods and services.**

The procurement of public goods and services is a primary function of local governments. Berlin's purchasing decisions and major public investments present a unique opportunity to create additional value for the community and generate resilience benefits. Berlin should continue to consider the future impacts of climate change in purchasing decisions; specifically, increased heat and precipitation can reduce the useful life of an asset while storm surge and sea-level rise can dictate where an asset should be geographically located to preserve its useful life and criticality.<sup>36</sup> Berlin should consider reducing consumption altogether and purchasing climate-friendly products that can help mitigate greenhouse gas emissions associated with conventional products whenever appropriate.<sup>37</sup> The Town should develop specific resilience criteria for the purchase of goods and services to help determine thresholds for their environmentally friendly procurement. Whether it is investing in climate-resilient infrastructure or choosing energy efficient appliances, the Town of Berlin's purchasing policy can help build resilience and reduce their long-term emissions.<sup>38</sup>

## **FB-4 Coordinate with nonprofit and other local agency partners on resilience in the region.**

Climate change is too large and complex an issue for any one town to address alone, preparing for impacts and developing resilience will require major assistance from, and coordination with, the County State, and other regional stakeholders. As municipal budgets are strained and staff capacity is limited, Berlin will need to rely on cooperative programs that provide for the coordination of services and the pooling of resources from regional partners across all sectors.

While Berlin should continue to advance local strategies, the Town should actively participate in regional planning efforts aimed at maintaining local input and decision-making while addressing the shortcomings of fragmented governmental authority. Worcester County's Hazard Mitigation Plan update, the Lower Eastern Shore Climate Action Network, and the Maryland Commission on Climate Change Adaptation and Resiliency Working Group meetings are all regional efforts to advance resilience that the Town of Berlin should take advantage of and leverage to advance their own local resilience initiatives.

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## Operationalization Integration

### **OI-1 Engage decision-makers and Town leadership in resilience initiatives.**

The Town of Berlin should identify cross-departmental resilience milestones and track progress towards achievements. The Town of Berlin should embed resilience across all Town committees and departments. Each committee and department should review the Town's resilience strategies and identify any overlapping objectives. Each committee should address complementary resilience strategies within their respective working groups and each department should ensure that all future plans cross-reference the Resilience Element.

In addition, all local elected officials and Town staff should be engaged in implementation of the Resilience Element and should be encouraged to participate in town-wide climate change meetings. The Town should develop a process to coordinate action across committees, departments, and elected officials. Consider having quarterly or bi-annual meetings where committee and departmental leaders meet to discuss on-going activity. The Town should ensure that no single individual becomes responsible for the implementation and enforcement of resilience strategies, but instead that resilience becomes central to all Town operations.

### **OI-2 Develop core competencies for staff around climate change.**

Climate change will affect how local government operates. As a result, government staff will need to be prepared for and adapt to these changes. The Town of Berlin should identify climate change-related core competency criteria for all government positions and work with staff members to develop these proficiencies.

While each staff member will have different responsibilities depending on the tasks that fall under their specific purview, everyone including local elected officials should have a basic understanding of climate-related risks and how various resilience strategies can improve the economic and social well-being of the Town. Foundational knowledge includes a basic understanding of what climate change is, how climate change will impact the Town, and examples of what the Town is doing to plan for and adapt to those impacts. Other staff members, such as the department of public works staff, may require more robust core competency criteria in order to ensure staff can evaluate climate change risks and vulnerability of critical infrastructure. Alternatively, staff responsible for purchasing may require proficiency in evaluating service contracts to ensure contractors are using environmentally preferable and climate smart materials.

The Town of Berlin should identify the various levels of expertise each staff member is expected to have and help provide support towards achieving the determined competency by encouraging on-going training for all municipal staff and elected officials.

There are a number of training opportunities for government staff and elected officials when it comes to climate change and resilience. Staff and elected officials can register for the Maryland Department of Natural Resources Climate Change Academy, attend Sustainable Maryland Webinars and Leadership Trainings, take issue-specific Municipal Online Stormwater Training Center courses, or participate in regional and national climate change-related training and workshops.

Regardless of the form, Berlin staff and elected officials should be encouraged to maintain annual continuing education goals.

## Implementation Planning

This section provides a “worksheet” for all of the resilience strategies formulated as part of the Resilience Element development process. This tool can be used by the Town of Berlin to track and guide resilience actions. For each resilience category, the worksheet contains the primary strategies that were identified in the Resilience Element section along with a more extensive list of actions that can be considered over the long-term. In addition, the worksheet contains columns for implementation planning. This includes a space to identify who will take the lead on each strategy, the timeframe for completing the strategy, approximate costs, and the status of the action.

The Implementation Planning worksheet should be considered a living document. The Town of Berlin may wish to add new strategies as community priorities evolve, or the Town may include new action steps as different technologies are developed and new best management practices are established. The worksheet is also designed so that the Town can keep track of actions taken and serve as an inventory or rubric to monitor—and show—progress towards becoming more resilient.

It is important to remember that everyone must play a role in ensuring Berlin’s resilience. Individual committees or partner organizations may elect to take the lead on some actions, while others may be more efficiently, effectively, or appropriately lead by Town personnel or other stakeholders. Many of the Resilience strategies involve engaging residents and catalyzing community participation. This worksheet helps coordinate efforts and provides a tool to manage the primary point of contact for each action.

Ultimately, this section can serve as a clear strategy implementation tool to provide ideas and examples of actions that align with the community’s priorities. It also supplies a process for addressing and documenting the feasibility of each action, including careful consideration of the action steps timeline, the Town’s capacity, and the costs.

RESILIENT ACTION STRATEGIES						
Flooding						
Strategy	Action Steps		Lead	Timeframe	Cost	Status
F-1	Adopt more aggressive flood standards.	Adopt a 0.2% floodplain or at very least the 1% (100-year) flood zone plus 30 feet.				
		Create voluntary and/or regulatory standards for development and redevelopment that would prevent development in flood prone areas.				
F-2	Identify and address nuisance and chronic flooding hotspots.	Develop an integrated monitoring system with standardized recording methods to track recent, ongoing and future flooding and/or inundation problems throughout the community. The system should identify specific locations, types of problems (road flooding, storm drain failures, septic system failures, well problems, flooded properties, etc.), frequency, and duration of these occurrences.				
		Identify those road segments in vulnerable areas where flooding has been a known problem and where future impairment would have the most severe impacts, potentially cutting off access to individual properties or entire neighborhoods, and study feasible alternatives that can be put in place in both the short term and longer term to ensure road access.				
		Encourage the adoption of stormwater best management practices in flooding hotspots to include integrating stormwater infiltration into plans and parking lot designs, permeable pavement in low-use roadways, and the installation of green streets.				

F-3	Require the use of green infrastructure solutions for all new and redevelopment projects.	Develop a guide for planners and developers to assist incorporating green stormwater infrastructure including land development ordinances and codes, and identifying funding sources for demonstration projects.				
		Update all relevant city standards to consistently support the protection of wetlands and sub-surface waters, whether during plan review, construction, or during operations.				
		Require water conservation elements such as green roofs, rain gardens, cisterns, and bioswales on residential, commercial, industrial, and city- owned properties to capture stormwater.				
		Integrate natural buffer requirements, such as wetlands and soft shorelines, into new development or redevelopment.				
		Develop an inventory of sites that can be targeted for wetland or forest mitigation projects by private developers where development plans propose off-site mitigation.				
F-4	Integrate flood mitigation objectives with open space, parks, and groundwater recharge plans.	Evaluate green corridors and parks for possible improvements for floodplain management.				
		Conduct regular maintenance of stream restoration projects and stormwater quality facilities.				
		Provide natural habitat as much as possible in open space planning to support biodiversity and as a measure of flood control.				

F-5	Promote stormwater management best practices to private property owners.	Develop outreach material to promote stormwater best management practices including proper application of fertilizers and pesticides for lawn and garden, proper disposal of waste fluids, precautions for applying de-icers to pavement, proper maintenance of existing septic systems (if applicable), and maintaining your car and boat properly.				
		Provide volunteer opportunities for citizen engagement in watershed stewardship including storm drain stenciling events, tree plantings, litter clean up, and rain barrel workshops.				
		Educate residents on the co-benefits of trees, native plants, and wildlife habitat.				
		Promote the use of conservation landscaping on private property which incorporates environmentally sensitive design, low impact development, non-invasive native plants, and integrated pest management.				
		Encourage residential homeowners to participate in the National Wildlife Federation Certified Wildlife Habitat® recognition program.				
F-6	Partner with county to seek certification in the national flood insurance program community rating system (CRS).	Partner with county to lower the Town's flood insurance premium by implementing more rigorous floodplain management practices that can qualify for flood insurance premium discounts.				
		Continue to coordinate with the county to ensure that the city's floodplain ordinances reflect current flood hazards; consider implementation of floodplain ordinances that reflect future flood hazards.				

Energy						
Strategy		Action Steps	Lead	Timeframe	Cost	Status
E-1	Increase energy efficiency and renewable energy capacity in all municipally owned facilities.	Partner with a consulting firm to audit all Town-owned facilities.				
		Revisit audit recommendations every two years for energy saving opportunities. Various technologies may become more cost effective as technologies improve or price of utilities change.				
		Replace all interior and exterior lighting with LED bulbs.				
		Promote energy star and water sense for all appliance and system replacements as appliances come to the end of their useful life.				
		Investigate available energy financing mechanisms including energy performance contracts, and state, federal, and utility energy efficiency incentives.				
		Upgrade streetlights to energy efficient and eco-friendly lights that reduce light pollution.				
		Conduct feasibility study to determine if a green or white roof is appropriate for any of the municipal buildings.				
		Pursue grant funding to hire a consulting firm or partner with an engineering school to conduct a base-line renewable energy feasibility study, include costs and electric generation capacity for solar and wind.				
		Explore renewable energy financing strategies including power purchase agreement, cooperative purchasing contracts, and state and utility incentive programs.				
		Continue to make progress towards achieving state-level renewable energy goals and evaluate the benefit-cost of transitioning the municipal utility to clean energy at an accelerated rate.				

E-2	Promote clean and efficient energy consumption to residents.	Partner with interfaith power & light or other local nonprofits to host residential and commercial energy efficiency workshops at the school, local library, or Town hall.				
		Provide incentive programs to promote installation of water/energy efficient appliances and fixtures.				
		Encourage residents and businesses to invest in energy efficiency building envelope measures (i.e. sealing and insulation).				
		Promote Maryland's energy efficiency and weatherization programs via social media and the Town's local newsletter.				
		Identify low-cost financing products available for residents and small businesses such as on-bill financing and pace financing.				
		Develop and promote a residential solar bulk purchasing program.				
		Explore and promote existing community solar opportunities to Town residents.				
		Explore opportunities to develop a community solar facility.				
		Research successful energy affordability programs with a specific focus on low and fixed-income residential programs.				
		Research current point-of-sale residential and commercial energy efficiency upgrade requirements across the country and adopt an ordinance for the Town.				

E-3	Encourage the transition to electric vehicles.	Develop an inventory of all fleet vehicles including year, make and model, mileage, usage, and expected end of useful life.				
		Evaluate cost effectiveness of converting municipal fleet to electric vehicles and develop a replacement schedule to retire older, less efficient, or infrequently used vehicles. When purchasing new vehicles, transition municipal and police department fleet to electric vehicles where appropriate.				
		Identify potential financial incentives and develop a capital budget for switching vehicles out.				
		Install fast charging electric vehicle charging stations in the Town center and identify appropriate locations for installing charging stations throughout the Town.				
		Assess the pros and cons of various strategies for managing public e-vehicle charging stations to determine if and how the Town will charge for station usage.				
		Research potential financing options for installing stations including grants and partnering with a private management company.				
		Host a residential electric vehicle workshops to promote the environmental benefits and long-term cost savings of electric vehicles.				

Heat						
Strategy		Action Steps	Lead	Timeframe	Cost	Status
H-1	Conduct an assessment of the heat impact on the electric supply reliability.	Work with a consultant to assess the impacts of heat on the electric supply. Analyze peak demand, heat impacts, and develop efficiency measures.				
		Review best practices for electricity sector adaptation to heat waves including technological fixes, grid modernization, and behavioral changes.				
		Adopt a holistic risk management perspective with increased transparency and communication around the effects of climate change on the electric supply.				
H-2	Increase the urban tree canopy.	Develop a baseline tree assessment and inventory and identify “heat island” areas of the community as well as potential areas for afforestation or reforestation				
		Adopt a strong and equitable urban tree canopy goal and implement a forestry program that addresses heat island, air quality, and other resiliency values delivered by a diverse, healthy urban tree canopy.				
		Provide public education on the Town's tree assessment and progress towards the urban tree canopy goal.				
		Review Town ordinance in regards to tree permitting, tree protection on construction sites, heritage or historic trees, incentives and alternatives, planting and irrigation standards, and landscape standards.				
		Plant shade trees and increase ground cover and shade by creating or expanding urban forests, gardens, parks, and native vegetation-covered, open spaces.				
		Engage private property owners in characterizing, managing, and growing the urban canopy by promoting state and local outreach and incentive programs.				
		Participate in Tree City USA to establish a standard tree management program to include: a tree board, tree care ordinance \$2 per capita minimum budget to community forestry, and arbor day observation.				

Community Resilience and Preparedness						
Strategy		Action Steps	Lead	Timeframe	Cost	Status
CR-1	Continue to facilitate community outreach and education opportunities.	Develop resilience outreach and education programs to educate residents about the local impacts of climate change, the importance of being prepared, benefits of conservation, and how personal consumption choices at home and work can affect change.				
		Coordinate with local schools and partner on green initiatives. Target youth with positive messages and education on conservation of natural resources.				
		Build sustainability resource center via website (e.g. Energy, recycling, and seismic testing).				
		Engage residents and work with organizations based in vulnerable communities to inform the scope of the adaptation research, how it will be carried out, and how results will be shared with impacted communities, and hold public meetings to develop locally appropriate climate change adaptation plans.				
CR-2	Develop green jobs and economic resilience strategy.	Continue to monitor the scientific result of climate projections and their implications and include it incorporate resiliency and uncertainty into the city's economic development and master planning efforts.				
		Review which economic sectors are at greatest risk to climate-induced workforce migration.				
		Promote and preserve economic base and tourism in the face of a changing climate through collaboration with visitor center, downtown association and other community groups to promote tourism. Monitoring and proactive steps should be taken as information becomes available.				
		Create a green business certification and/or awards program.				

CR-3	Enhance community connectivity between both sides of U.S. Route 113.	Work with state DOT to develop a strategy for increasing physical connectivity between both sides of U.S. Route 113. Consider installing a pedestrian bridge, installing flashing pedestrian light, increasing length or crosswalk light, or other technical connectivity measures for encouraging pedestrian traffic.				
		Host town wide events on Flower Street on the east side of U.S. Route 113 to encourage the integration of residents.				
		As part of public outreach and education, hold public meetings to develop locally appropriate climate change adaptation plans that promote awareness and preparedness for both catastrophic events and the longer term or more permanent impacts of climate change.				
		Develop an audience-appropriate all-hazard warning strategy that utilizes e-mail, text messages, social media, radio, and television to ensure proper citizen notification.				
CR-4	Explore developing resilience hubs and cooling centers.	Identify lead contacts and convening centers serving vulnerable populations and coordinate actions to maximize safety and information sharing.				
		Improve access to cooling centers and coordinate programming efforts among trusted neighborhood convening centers where at-risk populations can access social services and resources before, during, and after extreme events.				
		Formally engage the full community in planning and preparing for an effective disaster response, as well as climate change mitigation and adaptation. Prepare and implement emergency response plans in concert with the most vulnerable segments of the community for extreme storms, floods, heat waves, poor air quality days, disease outbreaks.				

## RESILIENT GOVERNANCE STRATEGIES

### Research and Planning

Strategy	Action Steps	Lead	Timeframe	Cost	Status
RP-1	Conduct a hazard risk vulnerability assessment.	Contract with a professional consulting firm to develop climate hazard projections. Consider the following hazards: sea-level rise, flooding, storms, heat islands hot spots, erosion hot spots, and historical impacts.			
		Conduct an asset inventory to include the location, function, and current conditions of individual assets.			
		Assess the impact of climate change on all public investments and identification of vulnerabilities in order to produce strategies for mitigation and adaptation. These assessments should utilize a 50-year planning horizon and should include hazard vulnerability maps of key community assets at the block or neighborhood scale. Consider social, environmental, and economic assets (i.e. Town-owned facilities, water and sewer facilities, roads, schools, hospitals, community and economic centers, private property, natural resources etc.			
		Continue to monitor information related to climate change planning, data, and resources as it becomes available through state and federal agencies, other local jurisdictions, and academic research. Update the vulnerability assessment when needed as more refined projections and resources become available.			
		Update list of Town's repetitive flood loss properties to include properties, encourage owners of repetitive and severe repetitive loss properties to participate in mitigation activities such as flood proofing, elevation, or buyout programs, and prepare a floodplain management plan for the repetitive loss areas.			

RP-2	Integrate resilience into Berlin's other municipal plans.	Develop guidelines and a check list to include climate risk projections and resilience goals for cross-referencing when updating existing plans or developing new plans.				
		Consider climate change impacts for all required comprehensive plan elements.				
		Identify and evaluate plans already in place and adapt existing municipal plans, such as economic development, water resource management, and/or strategic plans to incorporate climate-related risks and resilience strategies.				
		Develop a timeline and work plan for implementation, help secure necessary funding and other resources, and design metrics to assess the effectiveness of implementation efforts in partnership with vulnerable communities.				
		Identify chosen response options that will address climate change impacts that can be implemented quickly. Addressing these more time-critical impacts of climate change first will help gain acceptance for the response strategy and momentum in implementing it. Establish no-regrets actions that can be incorporated in existing plans and codes which will both build resilience and resolve some of the current flooding and erosion problems in the Town.				

RP-3	Develop a strategic growth plan.	Use smart growth principles to develop density designs that are attractive and highly functional; provide incentives for cluster development community, water and sewer systems; bring realtors and developers on board.				
		Work with planning to ensure that new growth areas in Berlin will include a range of affordable housing opportunities or ways to provide the opportunity to create affordable and independent housing options to other family members of the owner.				
		Prepare for possible in-migration of affected coastal populations as a result of rising sea level. All areas of social support will be impacted, including housing, jobs, social services, and food supply.				
		Identify areas within the city that have infill or redevelopment potential and are outside an area of potential significant impact to flooding. Develop a specific goal for the general infill development strategy such 50% infill by 2027.				
		Devise incentives to foster infill development in areas within the city that have been identified as being at low risk for flooding.				
		Use prototype example plans for preferred housing types so that people who want to build infill housing can do so at reduced costs and with fast-tracked permitting.				
		Create a pedestrian environment through enhanced landscapes, streetscapes, and public infrastructure projects.				
		Work with state agencies to promote mixed-use public transportation areas that improve the safe use of the street network by all users, including pedestrians, bicyclists, motorists and freight deliverers.				

		Host a regional convening to engage residents and regional partners on the issue of public transportation.				
		Adopt a complete streets policy requiring context sensitive design features in any highway improvement project, site plan or subdivision within the Town.				
		Evaluate all development proposals for viable connectivity options to the existing neighborhoods, commercial districts, and the Town center.				
		Establish financing strategies that fund transportation improvements and programs.				
		Conduct a comprehensive parking management study to determine the best mix of solutions to support a vibrant Town center.				
RP-4	Adopt more stringent codes and ordinances.	Conduct a code and ordinance review and consider climate change vulnerabilities and resilience strategies.				
		Review existing building codes for municipal, residential, and commercial development to determine if revisions are needed to improve the structures ability to withstand climate change impacts. Adopt and enforce updated building codes where appropriate for example increased freeboard standard for homes in the floodplain; stricter flood regulations for critical facilities; specific development prohibition in floodplain areas; floodplain setback; incentives for increased renewable energy and on-site storage capacity; updating flood maps to include future flood risk.				
		Establish development requirements for mixed-use community activity areas which promote alternative forms of multi-modal transportation.				

		Work with the county to develop and adopt a set of codes (i.e., floodplain ordinances, stream buffer ordinances, creek protection overlay districts) to protect and promote vegetated riparian buffers, construct stormwater BMPs and discourage additional development and construction of impervious surfaces in the floodplain.				
		Require warning notices for developers and buyers regarding the potential impacts of climate change impacts as well as a flood disclosure form, and educational information as part of lease agreements for commercial and residential properties.				
		Incentivize new construction to comply with stricter energy efficiency building code standards. Partner with an academic institution to conduct research on baseline building codes for the state of Maryland and opportunities for developing stretch codes.				
		Establish policy directives and develop the criteria that will be used if needed to determine when, where, and under what circumstances public infrastructure in vulnerable areas would be abandoned.				
		Implement code changes to prohibit construction of new homes in flood prone areas.				
		Establish no-rebuild zones. Creation of incentives for retreat zoning and/or zoning and redevelopment restrictions and building code changes or enforcement to prevent building in the most vulnerable locations.				
		Develop relocation incentives (to get property owners away from high-risk areas), such as tax incentives, transfer of development rights, or government purchase of vulnerable property.				

Finance and Budget						
Strategy		Action Steps	Lead	Timeframe	Cost	Status
FB-1	Integrate resilience into the Town's operational and capital budgets.	Adopt policies to encourage or require CIPs and capital budgets to be consistent with resilience goals either through the CIP's policy framework and/or in the relevant section of the local government charter.				
		Require that all Town departments review climate risks for each proposed project and assess contributions to resilience goals and vulnerabilities prior to project approval.				
		Develop capital improvement program resilience criteria, for example - does the capital improvement plan limit or prohibit expenditures on projects that would encourage new development or additional development in areas vulnerable to natural hazards?				
		Engage a cross-departmental collaboration in designing the CIP program and ensure broad representation in all its phases, including developing the CIP framework and scoring criteria, designing and submitting projects, scoring and prioritizing proposals, and implementing and evaluating projects.				
		Bundle and coordinate projects so that they achieve multiple goals at once (this concept is often referred to as "dig once" and a good example is incorporating green infrastructure elements into road repair projects).				
		Identify efforts that support resiliency during the budget review process, including program accomplishments, initiatives and performance measures.				
		Increase communication and outreach to elected officials and increase funding streams for conservation through taxes, easements, and other avenues.				
		Dedicate municipal funds to implement resilience projects and outreach initiatives.				

		Ensure funding and support for no-regrets projects.				
		Research grants and available cost-saving programs for project implementation.				
		Consider available financing and incentive programs that could help the Town implement projects.				
FB-2	Adopt a community budgeting process.	Conduct an assessment of existing Town fees and determine if they accurately reflect the cost of Town services.				
		Provide regular updates with regards to the implementation of resilience strategies and goals.				
		Develop a public sector budgeting 101 training or webinar for residents and post regular budget updates on the website using infographics or short engaging videos.				
		Host annual budget fair where each department discusses their budgets and finances with the public.				
		Develop a community-wide budgeting process, either allowing residents to vote on public spending annually or by instituting a budget review process based on a ranking criteria developed with deep public input on priorities.				
FB-3	Maintain resilience as a priority criteria for the procurement of all Town's goods and services.	Adopt a green purchasing or environmentally preferred procurement policy.				
		Assess current purchasing practices to determine what goods and services are being purchased annually.				
		Engage municipal purchasing personnel, operations and maintenance personnel, and all municipal departments who purchase goods and services to develop a policy to select environmentally preferable products and services for all municipal facilities.				
		Create a procedure by which to apply environmental criteria to product purchases and train appropriate staff throughout relevant departments.				
		Disseminate policy reminder throughout relevant departments annually.				

		Purchase recycled and environmentally preferable products.				
		Communicate the municipality's desire for these products to vendors and service providers.				
		Include environmental preference statement in all service contracts and monitor service providers for compliance.				
		Consider utilizing existing green/sustainable cooperative purchasing agreements.				
		Document and evaluate purchases that demonstrate a commitment to the purchasing of recycled products.				
FB-4	Coordinate with nonprofit and other local partners on resilience investment in the region.	Establish partnerships, both formal and informal, with other governmental entities, including local, state, and federal governments; the private sector; non-governmental organizations; and other stakeholders in the county. Partnerships should focus on cooperative efforts to restore existing natural ecosystems; protect natural and open lands; mitigate impacts; and monitor natural systems and indicators of climate change.				
		Align the community planning vision with the Worcester county comprehensive plan to the extent feasible.				
		Prior to a hazard event, identify lead contacts serving vulnerable populations and coordinate actions to maximize safety and information sharing.				

Operationalization Integration						
Strategy		Action Steps	Lead	Timeframe	Cost	Status
OI-1	Engage decisions-makers and Town leadership in resilience initiatives.	Provide on-going training to all municipal staff and elected officials on the importance of climate change resilience and how long-term planning can improve the economic and social well-being of the Town.				
		Embed resilience across all Town committees and require that each of the Town's committees review the Town's resilience goals to identify any overlap and address complementary resilience goals within their respective working groups.				
		Develop a process to coordinate action across committees. Consider having quarterly or bi-annual meetings where committee leaders meet to discuss on-going activity.				
		Develop a multi-stakeholder adaptation planning process that involves all city agencies charged with: 1) developing, assessing, and repairing public infrastructure that could improve community resilience to climate change; 2) providing key services during climate-related emergencies; and 3) managing municipal budgets for city programs and projects.				
OI-2	Develop core competencies for staff around climate change.	Participate in regional and national climate change related training and workshops.				
		Clearly define staff roles and responsibilities with regards to planning for and implementing resilience strategies. Set personalized goals and milestones.				
		Identify cross departmental resilience milestones and regularly update community on progress.				

## Three Year Action Plan

This three-year planning section provides recommendations for immediate next steps. It pulls from the *Implementation Planning* tables to highlight actions the Town of Berlin's local elected officials, government staff, and Green Team or environmental committee will want to prioritize in the first three years after adopting the Town's Resilience Element. These recommendations include strategies to integrate resilience throughout the Town's processes, empower residents to adopt resilience practices, and establish the conditions that will facilitate implementation of on-the ground projects.

### Year 1 – Through the end of 2020

Year one focuses on embedding resilience into the Town's economic, administrative, and social processes. **This includes having elected officials, government staff, and the Town committees take ownership of the Resilience Element and start incorporating resilience strategies into current and ongoing processes, plans, procedures, and projects.** A secondary focus for year one is to begin generating interest in resilience and cultivating residents and stakeholders to take action. The following strategies and action steps are recommended for the first year:

1. Train elected officials and staff on the importance of specific resilience strategies and how they can improve the economic and social well-being of the Town. (OI-1)
2. Maintain an active environmental committee and proactively recruit new members and skilled volunteers to help implement the Berlin Resilience Element. (CR-1, OI-1)
3. Have each of the Town's committees and departments review the Town's resilience goals and strategies, identify any project or scope overlap, and address complementary resilience goals within their respective working groups. Begin facilitating quarterly or bi-annual meetings so that committee and department leaders can work together to embed resilience goals into upcoming projects and initiatives. (OI-1)
4. Develop a check list of resilience goals for cross-referencing when updating existing plans or developing new plans. (RP-2)
5. Develop a system to track recent, ongoing and future flooding and/or inundation problems throughout the community. (F-2)
6. Conduct an assessment of town budget to determine if existing fees and revenue accurately reflect the cost of Town services. Identify any costs associated with resilience goals or that have the potential to have co-benefits that could improve the Town's resilience. (FB-2)
7. Assess current purchasing practices to determine what goods and services are purchased annually and develop a policy to select environmentally preferable products and services for all municipal facilities. (FB-3)
8. Develop resilience and climate change outreach campaign. Educate residents on the local impacts of climate change, the importance of being prepared, and facilitate engagement in existing watershed stewardship and resilience opportunities. (F-5, E-2, E-3, CR-1)
9. Identify grant opportunities and available cost-saving programs that could help the Town implement resilience projects. (FB-1)
10. Actively participate in Worcester County's Hazard Mitigation Plan update, the Lower Eastern Shore Climate Action Network, and the Maryland Commission on Climate Change Adaptation and Resiliency Working Group. (FB-4)

## Year 2 – Through the end of 2021

The primary focus of year two is to plan and prepare for more in-depth implementation. This includes setting resilience as a strategic priority in the Town budget and developing baseline assessments of several major resilience concerns. A secondary focus for year two is to begin partnering on regional solutions and continue to cultivate residents and stakeholders to take action on their own while building support for Town actions. The following strategies and action steps are recommended for the second year:

1. Develop core competencies for staff around climate change. Clearly define individual staff roles and responsibilities with regards to planning for and implementing resilience strategies and set personalized goals and milestones. (OI-2)
2. Contract with a professional consulting firm to conduct a climate vulnerability assessment. Consider how population growth, sea-level rise, flooding, storms, heat, and erosion are projected to impact key social, environmental, and economic community assets at the block or neighborhood scale. (RP-1)
3. Adopt a more aggressive floodplain and standards for development and redevelopment that would prevent development in flood prone areas. (F-1)
4. Partner with Worcester County to seek certification in the National Flood Insurance Program Community Rating System. (F-6)
5. Develop a public sector budgeting 101 training or webinar for residents and post regular budget updates on the website using infographics or short engaging videos. (FB-2)
6. Use a community driven process to develop and adopt a capital improvement program with resilience scoring criteria for designing and submitting capital projects, scoring and prioritizing proposals, and implementing and evaluating projects. (FB-1)
7. Update the Town's environmentally preferable purchasing policy and train appropriate staff on applying environmental criteria to all product purchases, such ENERGY STAR and Water Sense for all appliances, clean greening supplies, and recycled content products. (FB-3)
8. Develop an inventory of all fleet vehicles and develop a replacement schedule to transition municipal and police department fleet to electric vehicles. (E-3)
9. Promote energy efficiency and renewable energy opportunities to residents via social media, the Town's local newsletter, and community events. (E-2)
10. Encourage the adoption of stormwater best management practices in flooding hotspots throughout the town. Promote and incentivize conservation elements such as green roofs, rain gardens, cisterns, and bioswales on residential, commercial, industrial, and city- owned properties to capture stormwater. (F-2, F-3, F-5)
11. Host town wide meeting on Flower Street to update Berlin residents with regards to the implementation of resilience strategies, goals, and budgetary needs. (CR-3, FB-2)

### Year 3 – Through the end of 2022

The primary focus of year three is to continue assessment efforts, implement additional on-the ground projects, and conduct deep planning for the future. The following strategies and action steps are recommended for the third year:

1. Review existing codes and ordinances to identify opportunities for improving the Town's climate change resilience capacity. (F-3, E-2, RP-4)
2. Work with municipal staff, local elected officials, and residents to approve an annual budget for advancing resilience projects and outreach efforts. (FB-1)
3. Hire a consulting firm to conduct a baseline renewable energy feasibility study, including costs and electric generation capacity for solar and wind. (E-1)
4. Develop a baseline tree assessment and inventory and participate in Tree City USA®. (H-2)
5. Pass policies to improve residential energy efficiency including adoption of PACE legislation and point-of-sale residential and commercial energy efficiency upgrade requirements. (E-2)
6. Install and promote fast charging electric vehicle charging stations in the Town. (E-3)
7. Identify and reach out to community leaders serving Berlin's most vulnerable populations and begin exploring the idea of establishing resilience hubs. (CR-4)
8. Convene community stakeholders to review progress towards achieving resilience goals, develop an updated Action Plan, and establish a long-term resilience implementation strategy. (FB-2)

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## Appendices

### Appendix A: Community Outreach

#### Agenda: Making Berlin Resilient Community Meeting

# Making Berlin Resilient!

The Town is developing a Resilience Element for our Comprehensive Plan. This Element will enable the community to develop strategies that address climate change impacts; implement policies, plans and actions to advance the concept of resiliency; and, ensure community quality of life.

Help make Berlin resilient, both now and into the future.

#### Agenda

6:00-6:10	Welcome and Introductions
6:10-6:25	Preparing for a Changing Climate
6:25-7:00	Resilience and community planning – Reshaping challenges into opportunities
7:00-8:00	Setting priorities – how do we get there together?
8:00-8:40	Investing in our future/ Investing in solutions
8:40-8:50	Open forum discussion Q&A
8:50-8:55	Next steps and wrap up

MARYLAND IS ALREADY EXPERIENCING THE IMPACTS OF CLIMATE CHANGE, INCLUDING:



#### SEA-LEVEL RISE

Sea-level rise of more than one foot in the last century, causing increased coastline flooding and erosion.



#### WATER TEMPERATURE

Increasing water temperatures in the Chesapeake Bay, which reduces suitable habitat for blue crab and oysters.



#### HEAVY RAINS

More frequent heavy rain and flooding events, which can devastate local communities.



#### HEAT WAVES & DROUGHT

Intensifying heat waves and drought, which damage agricultural crops, raise energy bill costs and put vulnerable populations at risk.



#### TOURISM IMPACTS

Climate change impacts threaten tourism through reduced opportunities for winter snow sports and loss of beach coastline.

## Today's Activities

### 1-2-4-All

Silent self-reflection, discuss in pairs of two, share in groups of four, report out

#### Prompts:

- Resilience, what does it mean to you?
- What makes Berlin special?
- What should Berlin look like in 50 years?

### Conversation Mapping

Silently write your thoughts about a trigger. Respond to someone else's ideas by drawing a line to their statement/question or start a new chain directly connected to the trigger.

#### Trigger Topics:

- Growth
- Berlin's future
- The Environment



### Post-it Prioritization

Brainstorm challenges and solutions, use dots to vote for top five priorities.

#### Prompts:

- Red – Top five challenges
- Green – Top five solutions
- Use all of your dots on one issue or spread them around.



### 1-2-4-All

Silent self-reflection, discuss in pairs of two, share in groups of four, report out

#### Prompts:

- What steps should we take to ensure a strong financial future for our community?
- How do you want to participate in the budget process?



# **TOWN OF BERLIN, MARYLAND**

## **Office of the Mayor**

### ***Press Release***

#### **FOR IMMEDIATE RELEASE**

For Information Contact:

Town Administrator Laura Allen

410-641-2770

info@berlinmd.gov

## **Making Berlin Resilient Meetings Begin**

### ***Town hosts community meetings to hear citizens' ideas***

**(March 12, 2019)** --- This week the Town of Berlin is preparing its first Resilience Element for the Comprehensive Plan by hosting three community meetings to ask citizens what they want to be considered and included in that document.

“Our community has a strong environmental ethic. It’s one of the values that came out strongly in our strategic planning meetings,” Mayor Gee Williams said. “The ‘Making Berlin Resilient’ meetings are a great opportunity for the community to share their concerns about climate change, growth and financial sustainability,” he added.

The Town received a \$20,000 grant from the Maryland Department of Natural Resources (DNR) and the National Oceanic and Atmospheric Administration (NOAA) to prepare the element. The Town’s comprehensive plan is updated every 10 years.

“We’re partnering with the University of Maryland Environmental Finance Center to facilitate the meetings and to draft the Resilience Element,” said Town Administrator Laura Allen.

The community meetings are scheduled as follows:

Thursday, March 14<sup>th</sup> from 6 pm to 9 pm – Buckingham Elementary School

Saturday, March 16<sup>th</sup> from 10 am to 1 pm – Worcester County Library, Berlin Branch

Monday, March 18<sup>th</sup> from 6 pm to 9 pm – Town Hall

The Town is also partnering with Worcester Youth and Family to provide free youth activities for the children of parents attending the meetings on March 14<sup>th</sup> and March 16<sup>th</sup>.

The Berlin Youth Club will be offering an activity and a light meal for children during the meetings. Parents can drop their children off at Worcester Youth and Family (124 North Main St.) 30 minutes before the start of the Making Berlin Resilient meetings and pick them up when the meeting is over.

“The thoughts and ideas that come from the Making Berlin Resilient meetings will form the basis of the Resilience Element,” stated Town Administrator Laura Allen. “We expect to post the draft document to the Town’s website for additional public review and comment by June.”

“Our goal is to have the draft Resilience Element to the Planning Commission before the end of summer and to the Mayor and Council before the end of the year,” she added.

“I encourage everyone to take the opportunity to participate in the community meetings and be a part of co-creating Berlin’s future,” stated Mayor Williams.

###

## Community Survey: Making Berlin Resilient

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Resiliency is the ability for a person or community to anticipate, prepare for, and respond to change and sudden disruptions in order to survive and prosper. Please help us as we develop the resilience element for Berlin's Comprehensive Plan by filling out this brief survey.

### Did you attend one of the following Making Berlin Resilient workshops?

- |   |   |
|---|---|
| <input type="checkbox"/> Thursday, March 14th   Buckingham Elementary | <input type="checkbox"/> Monday, March 18th   Town Hall     |
| <input type="checkbox"/> Saturday, March 16th   County Library        | <input type="checkbox"/> I didn't participate in a workshop |

### If you did not attend one of the Making Berlin Resilient workshops, why not? (Select all that apply)

- |   |  |
|---|--|
| <input type="checkbox"/> I didn't know hear about the workshops | <input type="checkbox"/> I had a scheduling conflict |
| <input type="checkbox"/> I wasn't interested in the topic       | <input type="checkbox"/> Other _____                 |

### If we scheduled another Making Berlin Resilient workshop, would be interested in attending? (Select all that apply)

- |   |   |
|---|---|
| <input type="checkbox"/> No   | <input type="checkbox"/> Yes, if it is scheduled on a weekend |
| <input type="checkbox"/> Yes, if it is scheduled on a weekday evening | <input type="checkbox"/> It depends on _____                  |

### How do you prefer to stay engaged in community efforts? (Select all that apply)

- |  |  |
|--|--|
| <input type="checkbox"/> Facebook other social media       | <input type="checkbox"/> Workshops and town meetings |
| <input type="checkbox"/> Email notification                | <input type="checkbox"/> Word of mouth               |
| <input type="checkbox"/> Town newsletter                   | <input type="checkbox"/> Other _____                 |
| <input type="checkbox"/> Newspapers and local news outlets |  |

### What do you love most about Berlin?

### What are your biggest concerns for the community?

Please rank the following issues from 1-14, with 1 being your biggest concern and 14 being your smallest concern.

- |  |  |
|--|--|
| <input type="checkbox"/> the Environment     | <input type="checkbox"/> Growth                              |
| <input type="checkbox"/> Extreme heat events | <input type="checkbox"/> Local Economy                       |
| <input type="checkbox"/> Electricity sources | <input type="checkbox"/> Tourism                             |
| <input type="checkbox"/> Recycling           | <input type="checkbox"/> Local taxes                         |
| <input type="checkbox"/> Climate Change      | <input type="checkbox"/> Local schools                       |
| <input type="checkbox"/> Stormwater/flooding | <input type="checkbox"/> Ease of access crossing highway 113 |
| <input type="checkbox"/> Sea-level rise      | <input type="checkbox"/> Other _____                         |

Are there any projects, programs, strategies, or practices that you would like the Town to consider for addressing any of your key issues of concern?

Are there any activities that you think that the Town should stop doing?

Other Comments or questions:

Name (optional):

Email (optional):

Thank You for your feedback!

## **Common Themes: Making Berlin Resilient Community Meeting**

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### **Flooding**

- Stormwater issues
  - Reduce impervious surfaces
  - Increase Green Infrastructure
- Utilize Berlin Falls Park
- Greenbelt
- Litter problems
  - No universal compliance with recycling

### **Energy**

- Diversify energy sources
  - Renewable energy sources
  - Efficiency with existing energy sources
  - Utilize wind, solar

### **Heat**

- Improved tree canopy
  - Native plants

### **Community Resilience**

- Diversify economy
  - Equal economic opportunity
  - Balance between tourist economy and local economy
- Vibrant downtown
  - Keep historic charm
  - Emphasis on local businesses, not big box stores
- Connect the town
  - Tie the town together
  - Embrace diversity
  - Bridge rt. 13
- Keep small town feel
  - Protect feeling of community
  - Keep the younger generation in the town
  - Improve population services
- Safety

### **Research and Planning**

- Strategic growth
  - Slow
  - Avoid urban sprawl
  - Prioritize land use and control zoning
  - Minimize environmental impact
  - Growth boundary
- Infill before annexation
- Developers utilize greener building practices/policies

- Affordability
- Reduce traffic and parking congestion
  - Pay parking
  - Employees take up a lot of spaces
  - Not enough spaces for town and for tourists
  - Electric charging stations
- Improved walkability and bikability

### **Finance and Budget**

- Cost of growth analysis (scenarios)
  - Concerns of maintenance for new developments responsibility and future changes
  - Should the town reassess impact fees?
  - Need strong enforceable agreements
- Want more transparency in government decisions specifically with regards to budgeting
  - Educate citizens and engage everyone
    - Intergenerational communication/engagement
    - office hours or video blog describing town's financial status and explaining any shortfalls
    - Meetings hearings on specific budget items/depts (i.e. police)
    - Budget fair on main street/town hall each department discusses their budget
    - Graphs on website
    - Public sector budgeting 101/infographics/video/education (i.e. funds)
    - Volunteer ambassadors to educate and inform
  - Provide additional opportunities for citizens to be involved in budgeting process
    - provide a list of Town expenditures that citizens can rank in order to prioritize community investment
    - Prioritize town spending and ensure funds are available prior to starting a project
    - Too many town events can oversaturate town with tourists and increase parking needs
  - Increase Fed-local-state connection and communication

## Appendix B: Plan and Documentation Review

Reference Documents				
Type	Name	Year	Notes	Link
Plan	Sea Level Rise Response Strategy Worcester County, Maryland	2008	This study was developed to assess response options for the expected impacts of accelerated sea level rise caused by climate change in order to plan responses to sea level rise impacts on the local communities and ecosystems within Worcester County. Berlin was found to be entirely outside of the projected inundation zones but the report lacked complete GIS data for the Berlin service area.	<a href="https://dnr.maryland.gov/ccs/Publication/SeaLevelWorcester.pdf">https://dnr.maryland.gov/ccs/Publication/SeaLevelWorcester.pdf</a>
Plan	Comprehensive Parks & Recreation Plan: Final Recommendations and Conceptual Design Report	2009	This executive summary outlines the five-step process toward the creation of a Comprehensive Park(s) and Recreation Plan for Berlin's three parks. No reasonable possibility exists to establish a connected open space/green space network, however, base plans were complete, public meetings were held, a community survey was issued, and conceptual designs were developed.	<a href="https://berlinmd.gov/wp-content/uploads/2019/03/Parks_Master_Plan.pdf">https://berlinmd.gov/wp-content/uploads/2019/03/Parks_Master_Plan.pdf</a>
Plan	Town of Berlin Comprehensive Plan	2010	The State of Maryland requires certain elements to be incorporated into the Comprehensive Plan, many of which directly relate to resilience initiatives. Berlin's Comprehensive Plan addresses - Transportation, Water Resources, Smart Growth, Sensitive Areas, Land Use, Community Facilities, Areas of Critical State Concern, Development Regulations, Economic Development, Community Revitalization, and Housing and Community Development with in their comprehensive plan. Climate change will impact all of these different components of a community, and actions to adapt to these impacts can be integrated throughout a comprehensive plan. As a policy document, it is important that the Town's Comprehensive Plan recommendations are consistent with the Town's local regulations and actions.	<a href="https://berlinmd.gov/wp-content/uploads/2014/07/ADOPTED-COMP-PLAN.pdf">https://berlinmd.gov/wp-content/uploads/2014/07/ADOPTED-COMP-PLAN.pdf</a>

Plan	EFC Financing Feasibility Study for Stormwater Management in Berlin, Maryland	2012	A stormwater financing feasibility study was completed for the Town in 2012 by the University of Maryland Environmental Finance Center. The goal of that effort was to provide the town guidance for implementing a self-sustaining stormwater management program. Stormwater flooding was enough of a concern for the Town that they followed recommendations to create a stormwater utility and charge fees to support a more robust stormwater management program. Because the stormwater flooding problem will only be exacerbated by the increased precipitation that comes with climate change, it is important to sustain efforts to maintain existing stormwater infrastructure and to implement new projects that better handle runoff.	<a href="https://berlinmd.gov/wp-content/uploads/2019/03/BerlinStormwaterFeasibilityStudyFinalReport1.pdf">https://berlinmd.gov/wp-content/uploads/2019/03/BerlinStormwaterFeasibilityStudyFinalReport1.pdf</a>
Plan	Walkable Bikeable Berlin A Master Plan for a Walkable, Bikeable Berlin, Maryland	2013	A master concept plan for implementing community trails throughout the Town of Berlin and surrounding area, linking parks, residential communities and shopping amenities with a network of bike and pedestrian –friendly routes.	<a href="http://036d600.netsolhost.com/landwp/wp-content/uploads/2013/03/CONCEPT-PLAN.pdf">http://036d600.netsolhost.com/landwp/wp-content/uploads/2013/03/CONCEPT-PLAN.pdf</a>
Plan	Worcester County Hazard Mitigation Plan Update	2014	Hazard Mitigation Plans (HMP) are important documents for communities that seek to mitigate impacts of natural and human-induced disasters. The Town of Berlin does not have its own plan, but is covered by Worcester County's HMP. This plan outlines the County's and Town's vulnerabilities to disasters, particularly flooding, and identifies mitigation actions. Because natural disaster impacts are expected to increase due to climate change, it is particularly important and logical to address these as part of a resilience strategy. Many communities begin their climate adaptation process by incorporating it into their HMPs. Berlin should work closely with County staff to integrate resilience into the next County Hazard Mitigation Plan Update.	<a href="https://www.co.worcester.md.us/website/sites/default/files/departments/emergency/2014-Worcester-County-Hazard-Mitigation-Plan-Update.pdf">https://www.co.worcester.md.us/website/sites/default/files/departments/emergency/2014-Worcester-County-Hazard-Mitigation-Plan-Update.pdf</a>

Plan	Town of Berlin 2016-2018 Strategic Plan	2015	The Town's strategic plan provides the Mayor and Council with an overview of Berlin's collective community values, hopes, dreams and aspirations for the future; identifies both immediate goals (2016-2018), plus future longer-term goals for the community; and, identifies a detailed work plan for achieving the Town's immediate goals over the next three years.	<a href="https://berlinmd.gov/wp-content/uploads/2016/01/Strategic-Plan.final_.pdf">https://berlinmd.gov/wp-content/uploads/2016/01/Strategic-Plan.final_.pdf</a>
Plan	Our Path Forward: The Comprehensive Conservation & Management Plan for Maryland's Coastal Bays (2015-2025)	2015	The CCMP is a living plan that identifies tangible products and strategies that will be incorporated over its lifetime. The actions listed within the CCMP provide a basis for furthering directing regional attention towards financial planning, monitoring and research, public involvement and communications, habitat improvements and coastal resiliency. Direct recommendations for the Town of Berlin or identified in this document.	<a href="https://mdcoastalbays.org/pdf/ccmp-2015-2025.pdf">https://mdcoastalbays.org/pdf/ccmp-2015-2025.pdf</a>
Plan	Town of Berlin Energy Reduction and Renewable Energy Assessment Plan for Maryland Smart Energy Communities	2016	This document outlines the Town's energy consumption and renewable energy policies, municipal energy use, baseline inventory, and identifies potential action strategies for reducing municipal energy consumption and increasing the Town's renewable energy usage.	electronic copy
Plan	Berlin Green Team Three Year Action Plan	2018	The Green Team Action Plan is a strategy for completing actions towards Sustainable Maryland certification. The Action Plan is intended to help move sustainability initiatives forward and keep the Green Team motivated.	<a href="http://sm-site-persistent-prod.s3.amazonaws.com/fileadmin/cicbase/documents/2018/8/31/15357440979739.pdf">http://sm-site-persistent-prod.s3.amazonaws.com/fileadmin/cicbase/documents/2018/8/31/15357440979739.pdf</a>
Plan	Town of Berlin, Maryland Mayor and Council of Berlin, Inc. Adopted Budget Fiscal Year 2018-2019	2018	Annual budget outlines the Town's on-going priorities.	<a href="https://berlinmd.gov/wp-content/uploads/2018/07/FY19BUDGETADOPTED.pdf">https://berlinmd.gov/wp-content/uploads/2018/07/FY19BUDGETADOPTED.pdf</a>

Study	Stormwater System Improvement Study for the Town of Berlin, Maryland. US Army Corps of Engineers Baltimore District	2007	The overall study purpose was to evaluate the factors and conditions contributing to the flooding problems experienced by the Town of Berlin within its corporate limits. Based upon the results of the modeling and analysis and discussions, problem areas were identified and prioritized accordingly. The priority areas were defined as being High, Medium, or Low. High priority areas are those that have significant stormwater system deficiencies. Alternative solutions were developed for each identified problem area and ranked.	electronic copy
Study	EECBG Audit Report. Maryland Energy Administration's EmPOWER Energy Efficiency and Conservation Block Grant program.	2010	Field audit summary showing preliminary energy savings and financial analysis of energy efficiency improvements for the Town, including upgrades to lighting, HVAC, and building envelope.	electronic copy
Study	Town of Berlin, Maryland Auditors' Communications	2018	Memo summarizing the Town's audited the financial statements. Findings included that the Town's enterprise funds continue to operate at a loss resulting in the use of general funds for sewer and stormwater. Recommendations include establishing a formal policy which sets the level of unrestricted (total of committed, assigned, and unassigned) fund balances that should be maintained in the general fund for budgetary purposes, and a policy should provide guidelines for how resources would be directed to replenish the fund balance should the balance fall below the prescribed level in order to mitigate current and future risks such as revenue shortfalls and unanticipated expenditures and help to ensure stable tax rates.	electronic copy
Study	Town of Berlin Roadway Evaluation 2017/2018 Report	2018	Town wide assessment of the condition of the streets. Ranked worst to best condition. Being used as the primary driver for capital improvements.	electronic copy

Inventory	Berlin Sustainable Maryland Community Certification Report	2018	The Sustainable Maryland Community Certification Report acts as an inventory of all sustainability related actions taken in the past three years. This report can be used to help identify gaps in action.	<a href="http://sustainablemaryland.com/?type=1336777441&amp;tx_sjcert_certification[certification][identity]=63">http://sustainablemaryland.com/?type=1336777441&amp;tx_sjcert_certification[certification][identity]=63</a>
Inventory	Technical Assistance Memo: Data Availability. What data is already available at a downscaled version, or one that I can extrapolate from to include in our Comprehensive Plan Update, resiliency component?	2018	This memo identifies available downscaled data that can be used during the development of Berlin's vulnerability assessment process. Data sources include environmental health indicators, comprehensive plan examples, vulnerability indexes, and downscaled data sets.	electronic copy
Program	Economic and Community Development	2019	Main Street, Façade grants, Event planning and support	identified by staff
Program	Electric Utility	2019	Residential service, Commercial service, Residential energy inspections, Plan review	identified by staff
Program	Engineering (under contract)	2019	Plan review, Preparation of and updates to construction standards , Annexation and Development agreement review	identified by staff
Program	General Administration	2019	Administration, Finance, Human Resources	identified by staff
Program	Parks	2019	Maintenance (in coordination with PW), Events, Staff to the Parks Commission	identified by staff
Program	Planning	2019	Code enforcement, Plan Review, Building inspection, Support to the Historic District Commission	identified by staff
Program	Public Works	2019	Streets, Sanitation, Water (Stormwater, Wastewater, Drinking Water)	identified by staff
Program	Police	2019		identified by staff

## RESILIENT COMMUNITY ACTION STRATEGIES

### Flooding

#### F-1. Adopt more aggressive flood standards.

**An Introduction to FEMA Coastal Floodplain Mapping** - tutorial on how coastal risks are shown on Flood Insurance Rate Maps (FIRMs, or flood maps). Guidance to better understand how to read and use flood maps in coastal communities.

<https://www.arcgis.com/apps/MapSeries/index.html?appid=89d2e393f2c64d7cae07264f4d00c19d>

**FEMA's National Flood Hazard Layer (NFHL)** - digital flood plain viewer is an online resource that compiles the current effective flood data for the Country. The best online resource for official National Flood Insurance Program (NFIP) purposes when determining locations in relation to regulatory flood hazard information.

<https://hazards->

[fema.maps.arcgis.com/apps/webappviewer/index.html?id=8b0adb51996444d4879338b5529aa9cd](https://hazards-fema.maps.arcgis.com/apps/webappviewer/index.html?id=8b0adb51996444d4879338b5529aa9cd)

#### F-2. Identify and address nuisance and chronic flooding hotspots.

**Managed Coastal Retreat: A Legal Handbook On Shifting Development Away From Vulnerable Areas** - Handbook collects examples, case studies, and lessons learned from some of the legal tools that already exist to assist federal, state, and local governments in conducting managed retreat away from the most vulnerable coasts.

[https://web.law.columbia.edu/sites/default/files/microsites/climate-change/files/Publications/Fellows/ManagedCoastalRetreat\\_FINAL\\_Oct%2030.pdf](https://web.law.columbia.edu/sites/default/files/microsites/climate-change/files/Publications/Fellows/ManagedCoastalRetreat_FINAL_Oct%2030.pdf)

#### F-3. Require the use of green infrastructure solutions for all new and redevelopment projects.

**EPA Green Infrastructure** - Tools, strategies, and lessons learned with regards to the benefits of integrating green infrastructure into community project. Also has a quick Infographic

<https://www.epa.gov/green-infrastructure>

**EPA Green Infrastructure for Climate Resiliency** - One page infographic that explains how green infrastructure can improve a community's climate resilience.

<https://www.epa.gov/file/green-infrastructure-climate-resiliency-infographic>

#### F-4. Integrate flood mitigation objectives into open space, parks, and groundwater recharge plans.

**Climate-Smart Cities program** - The Trust for Public Land's program looks at how parks, greenways, walk-bike trails, wetlands, urban forests and other green features can protect cities from climate threats like extreme heat and flooding. The program uses data and community input to target these efforts to reach underserved neighborhoods and populations that are most at risk. This climate equity lens is the central pillar of their work.

<https://web.tplgis.org/csc-project-gallery/>

**NOAA Office for Coastal Management - How to Map Open Space for Community Rating System Credit** - an online "how-to" training that provides a step-by-step approach for earning this credit (CRS Activity 420) in areas that are already protected and identifying places where additional credit could be earned through future preservation efforts. Relates to FEMA's Community Rating system.

<https://coast.noaa.gov/digitalcoast/training/crs.html>

**The Role of Land Use in Adaptation to Increased Precipitation and Flooding: A Case Study in Wisconsin's Lower Fox River Basin** - framework for determining the costs and benefits of using land-use policy to mitigate flood damage. While the case study is specific to Wisconsin, the methodology applies equally to other locations

<https://pdfs.semanticscholar.org/af7a/9d10cd9ecee4faf0fc37ecf35dfb6b87c283.pdf>

#### F-5. Promote stormwater management best practices to private property owners.

<b>Must Floodplain Buyouts Decrease Tax Revenue?</b> - blog post highlighting the strategies local governments can use to lower the tax burden of buyouts including: <a href="https://riskcenter.wharton.upenn.edu/lab-notes/buyouts_tax/">https://riskcenter.wharton.upenn.edu/lab-notes/buyouts_tax/</a>	guidance
<b>Managing Wet Weather with Green Infrastructure Municipal Handbook, Incentive Mechanisms</b> - a list of incentive mechanisms currently being used by municipalities around the United States. <a href="https://www.epa.gov/sites/production/files/2015-10/documents/gi_munichandbook_incentives.pdf">https://www.epa.gov/sites/production/files/2015-10/documents/gi_munichandbook_incentives.pdf</a>	guidance/ funding/tool
<b>Pet Waste Outreach Material</b> - EFC developed a Dropbox resource folder with various pet waste outreach material including flyers, a listed of example pet waste management videos, social media fun facts, and a community survey. <a href="https://www.dropbox.com/sh/f4pjrjhca1yo9h/AAC4b6SaIOGNEpaVbV344FyFa?dl=0">https://www.dropbox.com/sh/f4pjrjhca1yo9h/AAC4b6SaIOGNEpaVbV344FyFa?dl=0</a>	outreach/ example
<b>Poop Toss Game</b> - originally developed by Snohomish County Public Works, this game is a fun interactive way to engage youth and adults of all ages with learning how to best dispose of their pet waste. <a href="https://www.dropbox.com/sh/vp4lpplqh3n9maq/AACe0Zmh6sclTxyswxmSynj4a?dl=0">https://www.dropbox.com/sh/vp4lpplqh3n9maq/AACe0Zmh6sclTxyswxmSynj4a?dl=0</a>	outreach/ example
<b>National Wildlife Federation's Community Wildlife Habitat™ program</b> - communities earn community-wide certification by promoting the use of native trees and plants, work to reduce or eliminate the use of pesticides and chemicals, and integrate wildlife-friendly practices into sustainability plans and park master plans. <a href="https://www.nwf.org/CommunityWildlifeHabitat">https://www.nwf.org/CommunityWildlifeHabitat</a>	outreach/ example
<b>Certified Wildlife Habitat</b> - residential certification program to encourage property owners to re-establish native plant communities and protect the local watershed with sustainable gardening practices. <a href="https://www.nwf.org/Garden-for-Wildlife/Create/At-Home">https://www.nwf.org/Garden-for-Wildlife/Create/At-Home</a> <a href="https://www.nwf.org/CertifiedWildlifeHabitat/">https://www.nwf.org/CertifiedWildlifeHabitat/</a>	outreach/ example
<b>Lawn and Garden information</b> - University of Delaware Cooperative Extension guidance and resources for lawn and garden care. <a href="http://extension.udel.edu/lawngarden/">http://extension.udel.edu/lawngarden/</a>	outreach/ example
<b>Lawn Care Guide</b> - this website provides tips and best practices for switching to organic lawn care, explains the current laws and regulations, and has a list of resource providers. <a href="https://www.montgomerycountymd.gov/lawns/">https://www.montgomerycountymd.gov/lawns/</a>	outreach/ example
<b>RainScapes Rain Barrels and Cisterns</b> - how to guide for installing a rain barrel or cistern including, what is the difference between rain barrel or cistern, what are the benefits, how to assess your property, developing a design and plan, and how to install them on your own. <a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/fact-sheets/rainbarrelsCisterns.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/fact-sheets/rainbarrelsCisterns.pdf</a>	outreach/ example
<b>Rain Barrels</b> - Basic flyer explaining rain barrels. <a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/stormwater/signs/Rain-Barrel-sign.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/stormwater/signs/Rain-Barrel-sign.pdf</a>	outreach/ example
<b>RainScapes Rain Gardens</b> - How to guide for installing a rain garden including, what is rain garden and what are the benefits, how to assess your property, developing a design and plan, and how to build and implement. <a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/fact-sheets/rain-gardens.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/fact-sheets/rain-gardens.pdf</a>	outreach/ example
<b>Bioretention Gardens</b> - Basic flyer explaining bioretention gardens.	outreach/

<a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/stormwater/signs/Bioretenticon-sign.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/stormwater/signs/Bioretenticon-sign.pdf</a>	example
<b>Rain Gardens</b> - Basic flyer explaining rain gardens. <a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/stormwater/signs/Rain-Garden-sign.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/stormwater/signs/Rain-Garden-sign.pdf</a>	outreach/ example
<b>RainScapes Dry Wells</b> - How to guide for installing a dry well including, what is a dry well and when is it appropriate to install one, how to assess your property, developing a design and plan, and questions to ask a contractor. <a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/factsheets/drywells.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/factsheets/drywells.pdf</a>	outreach/ example
<b>RainScapes Conservation Landscaping</b> - How to guide for conservation landscaping techniques, what is conservation landscaping and what are the benefits, how to assess your property, developing a design and plan, appropriate native plants, and questions to ask a contractor. <a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/factsheets/ConservationLandscapingTechniques.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/factsheets/ConservationLandscapingTechniques.pdf</a>	outreach/ example
<b>RainScapes Pavement Removal</b> - How to guide for installing a green roofs including, what is a green roof and what are the benefits, how to assess your property, developing a design and plan, and questions to ask a contractor. <a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/factsheets/pavementremoval.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/factsheets/pavementremoval.pdf</a>	outreach/ example
<b>RainScapes Permeable Pavers</b> - How to guide for installing a permeable pavers including, what is permeable pavement and what are the benefits, how to assess your property, developing a design and plan, and how to build and implement. <a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/factsheets/permpavers.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/factsheets/permpavers.pdf</a>	outreach/ example
<b>Porous Pavement</b> - Basic flyer explaining porous pavement. <a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/stormwater/signs/Porous-Pavement-sign.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/stormwater/signs/Porous-Pavement-sign.pdf</a>	outreach/ example
<b>Wet Ponds</b> - Basic flyer explaining wet ponds. <a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/stormwater/signs/Wet-Pond-sign.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/stormwater/signs/Wet-Pond-sign.pdf</a>	outreach/ example
<b>RainScapes Green Roofs</b> - How to guide for installing a green roofs including, what is a green roof and what are the benefits, how to assess your property, developing a design and plan, and questions to ask a contractor. <a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/factsheets/greenroofs.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/rainscapes/factsheets/greenroofs.pdf</a>	outreach/ example
<b>Green Roofs</b> - Basic flyer explaining green roofs. <a href="https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/stormwater/signs/Green-Roof-sign.pdf">https://www.montgomerycountymd.gov/DEP/Resources/Files/downloads/stormwater/signs/Green-Roof-sign.pdf</a>	outreach/ example
<b>Keep Your Storm Drain Clean</b> - Steps to keep residential storm drains clean, information on reporting illegal dumping, and an educational video on how stormwater destroys our streams. <a href="https://mygreenmontgomery.org/project/keep-your-storm-drain-clean/">https://mygreenmontgomery.org/project/keep-your-storm-drain-clean/</a>	outreach/ example
<b>Stenciling Storm Drains</b> - Steps for developing a storm drain stenciling event including setting a budget, identifying locations, recruiting volunteers, and follow up. Includes additional resources and links to local programs. <a href="https://www.potomacriver.org/resources/get-involved/water/storm-drains/">https://www.potomacriver.org/resources/get-involved/water/storm-drains/</a>	outreach/ example
<b>F-6. Partner with County to seek certification in the National Flood Insurance Program Community Rating System (CRS).</b>	

<b>FEMA Community Rating Service for Community Resilience</b> - provides guidance on actions that increase a community's rating and works directly with communities to increase their resiliency through the CRS process. <a href="https://www.floodsciencecenter.org/products/crs-community-resilience/">https://www.floodsciencecenter.org/products/crs-community-resilience/</a>	guidance/ technical assistance
<b>National Flood Insurance Program Community Rating System</b> - fact sheets and details about the voluntary incentive program that recognizes and encourages community floodplain management activities that exceed the minimum NFIP requirements. <a href="https://www.fema.gov/national-flood-insurance-program-community-rating-system">https://www.fema.gov/national-flood-insurance-program-community-rating-system</a>	guidance/ technical assistance

## Energy

### E-1. Increase energy efficiency and renewable energy capacity in all municipally owned facilities.

<b>ICLEI ClearPath™</b> - the leading online software platform for completing greenhouse gas inventories, forecasts, climate action plans, and monitoring at the community - wide or government -operations scales. <a href="http://icleiusa.org/clearpath/">http://icleiusa.org/clearpath/</a>	technical assistance/tool
<b>Maryland Energy Administration (MEA)</b> - has financial incentives and programs to assist municipalities in converting to alternative fueled vehicles as well as purchasing and installing electric vehicle charging stations. <a href="https://energy.maryland.gov/transportation/Pages/incentives.aspx">https://energy.maryland.gov/transportation/Pages/incentives.aspx</a> <a href="https://energy.maryland.gov/transportation/Pages/default.aspx">https://energy.maryland.gov/transportation/Pages/default.aspx</a>	guidance/funding
<b>Maryland Smart Energy Communities (MSEC)</b> - have local governments adopt policies and commit to them for the long term, leading to sustained energy savings and additional opportunities for renewable energy development. <a href="https://energy.maryland.gov/govt/Pages/smartenergycommunities.aspx">https://energy.maryland.gov/govt/Pages/smartenergycommunities.aspx</a>	funding
<b>Guidelines for Selecting Cool Roofs</b> - 2010 report with descriptions of cool roof strategies, benefits, costs, and guidance on how to select the appropriate option. <a href="https://heatisland.lbl.gov/sites/all/files/coolroofguide_0.pdf">https://heatisland.lbl.gov/sites/all/files/coolroofguide_0.pdf</a>	guidance
<b>Cool Roofs</b> - Cool Roofs 101. Short video and article on the benefits of cool roofs. <a href="https://www.energy.gov/energysaver/energy-efficient-home-design/cool-roofs">https://www.energy.gov/energysaver/energy-efficient-home-design/cool-roofs</a>	outreach
<b>LED Street Lighting Assessment and Strategies for the Northeast and Mid-Atlantic</b> - report assesses the current status of LED street light conversion barriers in the Northeast and Mid-Atlantic region, provides a quantitative analysis of the regional street lighting efficiency opportunity, and a recommended strategy to address the barriers and achieve large scale conversion. <a href="https://neep.org/led-street-lighting-assessment-and-strategies-northeast-and-mid-atlantic">https://neep.org/led-street-lighting-assessment-and-strategies-northeast-and-mid-atlantic</a>	guidance

**Action Plan to Accelerate Strategic Electrification in the Northeast** - goals and policies to aggressively cut carbon emissions. guidance

<https://neep.org/sites/default/files/resources/Action%20Plan%20To%20Accelerate%20Strategic%20Electrification%20in%20the%20Northeast.pdf>

## E-2. Promote clean and efficient energy consumption to residents.

**Solar United Neighbors** - national organization dedicated to representing the needs and interests of solar owners and supporters. Can help establish a residential Solar Co-op. technical assistance

<https://www.solarunitedneighbors.org/>

**Emerging State Policies to Support Community Shared Solar** - white paper on community solar in different states and policies to help promote it. guidance

<http://my.solarroadmap.com/userfiles/Emerging-State-Policies-to-Support-Community-Shared-Solar.pdf>

**Community solar: What is it?** - article breaking down what community solar is, the benefits, and ways to get involved. It also has a link to a decision guide to help custom ores think through the issues of solar power. guidance

<https://www.energysage.com/solar/community-solar/community-solar-power-explained/>

**Policies to Support Community Solar Initiatives: Best Practices to Enhance Net Metering** - 2012 University of Delaware report on community solar policies, community-owned energy models, and recommendations for boosting customer awareness. guidance

[http://freefutures.org/wp-content/uploads/2014/02/2012\\_READY\\_Community\\_Solar.pdf](http://freefutures.org/wp-content/uploads/2014/02/2012_READY_Community_Solar.pdf)

## E-3. Convert municipal fleet to electric vehicles and promote residential use of electric vehicles.

**Electric Vehicle for Municipalities Program Feasibility Study Requirements** - provides guidance on the requirements for a Feasibility Study to ensure municipalities receive high-quality reports that help to inform fleet electrification decisions. Please note that the provisions in this document outline the minimum level of rigor required. This document is specific for a program in Alberta Canada but can be used to model any municipal study. guidance

<https://mccac.ca/app/uploads/EVM-Feasibility-Study-Requirements.pdf>

**Emerging Best Practices for Electric Vehicle Charging Infrastructure** - 2017 white paper on charging infrastructure deployment practices, challenges, and emerging best practices in major electric vehicle markets, with an emphasis on public charging facilities. guidance

[https://theicct.org/sites/default/files/publications/EV-charging-best-practices\\_ICCT-white-paper\\_04102017\\_vF.pdf](https://theicct.org/sites/default/files/publications/EV-charging-best-practices_ICCT-white-paper_04102017_vF.pdf)

**EV Infrastructure Best Practices Explained For Confused Fleet Managers** - easy to understand article explaining some basic best management practices for ev-infrastructure. guidance

<https://insideevs.com/news/333807/ev-infrastructure-best-practices-explained-for-confused-fleet-managers/>

**Making Your City "EV Ready"** - easy to understand article explaining how cities can prepare themselves for including ev-charging stations. guidance

<https://www.driveelectricmn.org/making-your-city-ev-ready/>

**Creating EV-Ready Towns and Cities A Guide to Planning and Policy Tools** - best practices and policy options for public officials seeking to prepare their jurisdiction for EVs. guidance

<https://www.transportationandclimate.org/creating-ev-ready-towns-and-cities-guide-planning-and-policy-tools>

<https://www.nyserda.ny.gov/Researchers-and-Policymakers/Electric-Vehicles/Resources/Best-Practice-Guides-for-Charging-Stations>

**EPA Energy Saver** - webpage with resources and tools for energy saving technologies and practices.

guidance/  
funding/tool

<https://www.energy.gov/energysaver/energy-saver>

**Electric Vehicle Feasibility Study and Business Case Feasibility Report** - report outlining the viability and business case for the uptake of electric vehicles and viable collaborative procurement of this technology.

guidance

[https://www.localgovernment.vic.gov.au/\\_data/assets/pdf\\_file/0019/334243/Electric-Vehicle-Feasibility-FINAL-Public-Version.pdf](https://www.localgovernment.vic.gov.au/_data/assets/pdf_file/0019/334243/Electric-Vehicle-Feasibility-FINAL-Public-Version.pdf)

**Maryland EV** - an electric vehicle education and outreach resource serving Maryland and the Mid-Atlantic. Helps to facilitate discussion, information exchange, education, business and economic development, public policy and planning related to electric vehicles (EVs) and EV infrastructure in support of climate prosperity.

guidance/  
outreach

<https://marylandev.org/>

**Alternative Fuels Data Center Maryland Laws and Incentives** - summaries of all current Maryland laws, incentives, regulations, funding opportunities, and other initiatives related to alternative fuels and vehicles, advanced technologies, or air quality.

guidance/tool

<https://afdc.energy.gov/laws/all?state=MD>

**AchiEVe: Model State & Local Policies to Accelerate Electric Vehicle Adoption**

guidance/tool

**Policy Toolkit** - effective policies driving adoption of these clean vehicles today, with links to specific templates and real-world examples.

<https://www.sierraclub.org/sites/www.sierraclub.org/files/program/documents/EV%20Policy%20Toolkit.pdf>

**Principles for Fair and Equitable Investment in Electric Vehicles and Transpiration Electrification** - discusses the four major principles to policy and funding decisions that will be made to advance the electrification of transportation.

guidance

[https://www.nclc.org/images/pdf/electric\\_vehicles/nclc-ev-principles-oct18.pdf](https://www.nclc.org/images/pdf/electric_vehicles/nclc-ev-principles-oct18.pdf)

**The Greenlining Institute - Electric Vehicles for All: An Equity Toolkit** - information about different tools used to increase access to EVs, an equity guide that gives considerations to ensure the tool creates real access to EVs for underserved communities, tips for success to point out additional important considerations, helpful links & examples that readers can use for further research and learning, and other resources to provide easy access to more EV access related information.

guidance/  
technical  
assistance

<https://greenlining.org/publications/online-resources/2016/electric-vehicles-equity-toolkit/>

<http://greenlining.org/publications-resources/electric-vehicles-for-all/>

## Heat

H-1. Conduct an assessment of the heat impact on the electric supply reliability.

**Impact of Cold Waves and Heat Waves on the Energy Production Sector** - A review of the existing literature on climate risk management in the electric utility industry, with a focus on (1) climate change impacts; (2) measurements of risk; (3) stakeholder engagement and cross-sectoral collaboration; and (4) adaptation actions.

guidance

<https://www.mdpi.com/2073-4433/8/11/209/htm>

**Climate Risk Management and the Electricity Sector** - A review of the existing literature on climate risk management in the electric utility industry, with a focus on (1) climate change impacts; (2) measurements of risk; (3) stakeholder engagement and cross-sectoral collaboration; and (4) adaptation actions.

guidance

<https://reader.elsevier.com/reader/sd/pii/S2212096317301572?token=3FB9B32C7501BD6C2AD1E220922AA8AABC326E54C8BDF449876A09F18BC0D47AEB5AFD7296B6E29AF6D99A47FC548C37>

**Electricity Sector Adaptation to Heat Waves** – this White Paper describes and analyzes options available for electricity sector adaptation to the increasing risk and recurrence of heat waves, examines the impacts of heat waves on electricity systems and presents case studies highlighting the need for climate change preparedness, and analyses technological, behavioral and institutional adaptation options for the electricity sector.

<http://columbiaclimatelaw.com/files/2016/06/Aivalioti-2015-01-Electricity-Sector-Adaptation-to-Heat-Waves.pdf>

## H-2. Increase the urban tree canopy.

**Vibrant Cities Lab** - resources and tools to help plan and account for urban forest services

<https://www.vibrantcitieslab.com/>

**Financing Urban Tree Canopy Programs Guidebook for Local Governments in the Chesapeake Bay Watershed** - practical strategies for funding and financing municipal urban tree canopy, case studies, and regional resources.

[http://chesapeakeketrees.net/wp-content/uploads/2019/04/FinancingUrbanTreeCanopyPrograms\\_LowRes\\_040919.pdf](http://chesapeakeketrees.net/wp-content/uploads/2019/04/FinancingUrbanTreeCanopyPrograms_LowRes_040919.pdf)

**Tree City USA Standards** - standards established by the Arbor Day Foundation and the National Association of State Foresters to ensure that every qualifying community would have a viable tree management program and that no community would be excluded because of size.

<https://www.arborday.org/programs/treecityusa/standards.cfm>

**i -Tree Tools for Assessing and Managing Forests and Community Trees** - free software suite from the USDA Forest Service that can help strengthen forest management and advocacy efforts by quantifying forest structure and the environmental benefits that trees provide.

<https://www.itreetools.org/>

## Community Resilience

### CR-1. Continue to facilitate community outreach and education opportunities.

**EverGreen Links** - environmental and sustainability education resources.

<https://www.engagingeverystudent.com/links/>

**Resources for Rethinking** - lesson plans, books, videos and other materials that explore the environmental, social and economic dimensions of important issues.

<http://resources4rethinking.ca/en/>

**Maps for Community Organizing** - toolbox for identifying, organizing, and sharing its collective voice with decision makers at the local and state levels.

[https://hc-v6-static.s3.amazonaws.com/media/resources/tmp/Community\\_Organizing.pdf](https://hc-v6-static.s3.amazonaws.com/media/resources/tmp/Community_Organizing.pdf)

**Community Engagement Toolkit: Organizing Your Community** - toolkit is designed for individuals and organizations implementing local community engagement campaigns. This resource is an example of community organizing around demand for energy services but the principles can be applied to stormwater or other sustainability issues.

[https://powershift.org/sites/default/files/resources/1.31.2012\\_Organizing\\_Your\\_Community.pdf](https://powershift.org/sites/default/files/resources/1.31.2012_Organizing_Your_Community.pdf)

### CR-2. Develop a green jobs and economic resilience strategy.

**EcoDistricts** - a new model of urban development to empower just, sustainable, and resilient neighborhoods. The Protocol and EcoDistricts Certified guide city makers to

take a collaborative, holistic, neighborhood-scale approach to community design to achieve rigorous, meaningful performance outcomes that matter to people and planet.

<https://ecodistricts.org/>

**A Roadmap For Economic Resilience: the bay area regional economic strategy** - report offers concrete actions for growing regional prosperity and a flexible framework for developing actions.

guidance/  
case study

[http://documents.bayareacouncil.org/RoadmapforEconomicResilience\\_BACEI.pdf](http://documents.bayareacouncil.org/RoadmapforEconomicResilience_BACEI.pdf)

**Economic Resilience Planning Evaluation Tool** - tool summarizes lessons learned from disaster recovery experience and addresses aspects of economic mitigation, preparedness, or recovery that could find expression in an economic development plan.

guidance/tool

<https://files.hudexchange.info/resources/documents/Economic-Resilience-Planning-Evaluation-Tool.pdf>

**Strategies to Bolster Economic Resilience County Leadership in Action** - This publication highlights eight counties that are applying innovative approaches to economic development to bolster economic growth and improve community quality of life.

guidance/  
case study

<https://www.naco.org/sites/default/files/documents/Strategies%20to%20Bolster%20Economic%20Resilience.pdf>

CR-3. Enhance community connectivity between both sides of route 113.

**Assessing Health Vulnerabilities and Adaptation to Climate Change: A Review of International Progress** - examines the evolution of climate change and health vulnerability and adaptation assessments, including guidance developed for such projects, the number of assessments that have been conducted globally and implementation of the findings to support health adaptation action.

guidance

<https://www.mdpi.com/1660-4601/15/12/2626>

**Methods of assessing human health vulnerability and public health adaptation to climate change** - this report describes the objectives and the steps for assessing vulnerability and adaptation.

guidance

[http://www.euro.who.int/\\_data/assets/pdf\\_file/0009/91098/E81923.pdf](http://www.euro.who.int/_data/assets/pdf_file/0009/91098/E81923.pdf)

**USDN Equity Foundations** - an independent study professional development program for sustainability directors and their staff to master best practices for adding a racial equity lens to sustainability.

training

<https://www.usdn.org/public/page/55/Equity-Foundations-Training>

**Connected Multimodal Networks** - resources, examples, and webinars to help shift toward developing complete and connected multimodal transportation networks.

guidance/  
training

<http://www.pedbikeinfo.org/topics/multimodalnetworks.cfm>

**Pedestrian Bridge** - example of pedestrian bridges that link a pedestrian or bike path over or around a major roadway, railway, or waterway.

implementation/  
example

<https://bridgebrothers.com/pedestrian-bridges/>

CR-4. Explore developing resilience hubs and cooling centers.

**The Use of Cooling Centers to Prevent Heat-Related Illness: Summary of Evidence and Strategies for Implementation** - this document gives a summary of the effectiveness of cooling centers, with a focus on highly relevant peer-reviewed literature. It also provides an overview of steps for the implementation of cooling centers.

guidance

<https://www.cdc.gov/climateandhealth/docs/UseOfCoolingCenters.pdf>

**Resilience Hubs** – this webpage helps to establish definitions and capture ideas to help community organizations, local governments, and other interested parties implement and support community Resilience Hubs. It provides guidance on how to support residents and coordinate resource distribution and services before, during, or after a natural hazard event.

guidance/  
technical  
assistance

<http://resilience-hub.org/>

**Maryland Energy Administration. Quick Reference: Resiliency Hub Grant Program** - provides funding to partially recompense solar/microgrid developers for costs incurred in the development and construction of Resiliency Hubs within high density, Low and Moderate Income (LMI) neighborhoods in Maryland.

funding

<https://energy.maryland.gov/Pages/Resiliency-Hub.aspx>

## RESILIENT GOVERNANCE STRATEGIES

### Research and Planning

RP-1. Conduct a hazard risk vulnerability assessment.

**U.S. Climate Resilience Toolkit** - information and tools to help you understand and address your climate risks including regional data, case studies, and planning strategies.

guidance/tool

<https://toolkit.climate.gov/>

**NOAA Digital Coast** - a website focused on helping communities address coastal issues and has become one of the most -used resources in the coastal management community. Has different mapping tools on website.

guidance/  
mapping

<https://coast.noaa.gov/digitalcoast>

**Surging Seas Risk Finder** - Berlin, Maryland fact sheet on sea-level rise vulnerability.

guidance/  
mapping

[https://riskfinder.climatecentral.org/place/berlin.md.us?comparisonType=place&forecastType=NOAA2017\\_int\\_p50&level=5&unit=ft](https://riskfinder.climatecentral.org/place/berlin.md.us?comparisonType=place&forecastType=NOAA2017_int_p50&level=5&unit=ft)

**American Planning Association Hazard Planning Information Exchange** - there are different webinars such as Planning Integration for Resilience webinars and different publications on the website.

guidance/training

<https://www.planning.org/nationalcenters/hazards/planninginformationexchange/pastwebinars.htm>

**Planning for an Emergency: Strategies for Identifying and Engaging At-Risk Groups.**

guidance

**A guidance document for Emergency Managers** - This document introduces the concept of at-risk groups, gives examples of approaches and tools that can be used to identify social vulnerabilities, and plan for, and assist the at-risk groups or socially vulnerable populations within your community.

[https://svi.cdc.gov/Documents/Publications/SVI\\_Community\\_Materials/atriskguidance.pdf](https://svi.cdc.gov/Documents/Publications/SVI_Community_Materials/atriskguidance.pdf)

**Maryland's Coastal Resiliency Assessment** -a landscape-level spatial analysis and modeling effort that identifies where natural habitats provide the greatest potential risk reduction for coastal communities. The Resiliency Assessment produced multiple data products that can be used in resiliency and adaptation planning.

guidance/  
technical  
assistance

<https://dnr.maryland.gov/ccs/coastalatlasc/Pages/CoastalResiliencyAssessment.aspx>

**CoastSmart** - a program dedicated to assisting Maryland's coastal communities address short- and long-term coastal hazards, such as coastal flooding, storm surge, and sea level rise. CoastSmart connects local government staff and partners to essential information, tools, people, and trainings.

guidance/tool

<http://dnr.maryland.gov/ccs/coastsmart/Pages/default.aspx>

**Maryland Department of Natural Resources Coastal Atlas** - an online mapping and planning tool that allows state and local decision-makers to visually analyze and explore data for coastal and ocean planning activities.

mapping

<https://data.imap.maryland.gov/datasets/25d20760402947659487bc7520cbc00e>

**Maryland Commission on Climate Change (MCCC)** - most up to date information on Climate Change in Maryland.

guidance

<https://mde.state.md.us/programs/Air/ClimateChange/MCCC/Pages/index.aspx>

**Sea Level Rise and Coastal Flood Web Tools Comparison Matrix** - expandable chart designed to compare the functions and methods of publicly available sea level rise and coastal flood web tools.

guidance/tool

<http://sealevel.climatecentral.org/matrix/>

<https://sealevel.climatecentral.org/matrix/MD.html?v=1>

**Adaptation Clearinghouse** - Georgetown Climate Center's searchable resource for climate change resources. Filter by state, impacts, keywords, etc.

guidance

[http://www.adaptationclearinghouse.org/search/?type\\_a=t&type%5B%5D=&i\\_a=t&i%5B%5D=10636&j\\_f\\_a=&ri\\_a=&rc\\_a=&s\\_a=&sid\\_a=t&sid%5B%5D=280&keyword\\_a=f&q=&map\\_a=](http://www.adaptationclearinghouse.org/search/?type_a=t&type%5B%5D=&i_a=t&i%5B%5D=10636&j_f_a=&ri_a=&rc_a=&s_a=&sid_a=t&sid%5B%5D=280&keyword_a=f&q=&map_a=)

**Preparing for Climate Change in Maryland** - provides an overview of the steps Maryland is taking to prepare for the impacts of climate change. Includes resources on state agency action, local support, state laws and policies, and local and regional plans.

guidance

<http://www.georgetownclimate.org/adaptation/state-information/overview-of-marylands-climate-change-preparations/overview.html>

**Climate Adaptation Knowledge Exchange (CAKEX)** - case studies, virtual library, directory, tools, and community forums for the discussion of current issues in climate adaptation. Searchable by adaptation phase, topic, or region.

guidance/tool

<https://www.cakex.org/>

**Maryland's Green Infrastructure Assessment: GreenPrint** - The GreenPrint map displays Targeted Ecological Areas (TEAs), lands and watersheds of high ecological

mapping

value that have been identified as conservation priorities by the Maryland Department of Natural Resources (DNR).

<http://www.greenprint.maryland.gov/>

<https://geodata.md.gov/greenprint/>

**Maryland's Environmental Resources and Land Information Network (MERLIN) -**

mapping

compilation of Maryland data that allows users to create custom map of any location in Maryland. This can be used to develop maps of floodplain, sea-level rise, green infrastructure, etc.

<https://dnr.maryland.gov/pages/Merlin.aspx>

**A Comprehensive Strategy for Reducing Maryland's Vulnerability to Climate Change -**

guidance

report lays out the specific priority policy recommendations to address short-and long-term adaptation and response measures, planning and policy integration, education and outreach, performance measurement, and, where necessary, new legislation and/or modifications to existing laws.

<http://mde.maryland.gov/programs/Air/ClimateChange/Documents/www.mde.state.md.us/assets/document/Air/ClimateChange/Chapter5.pdf>

**Sea Level Rise: Technical Guidance for Dorchester County** - guidance document to support planning for sea-level rise in Dorchester County with a focus on necessary changes at the local level. Allows readers to understand how sea level rise may affect him or her in their daily lives, and to provide educators, planners, engineers, and elected officials a clear picture of the challenges facing them.

guidance/  
case study

[https://dnr.maryland.gov/ccs/Publication/SeaLevel\\_Dorchester.pdf](https://dnr.maryland.gov/ccs/Publication/SeaLevel_Dorchester.pdf)

**Somerset County, Maryland: Rising Sea Level Guidance** - recommendations for modifications to the County's planning and regulatory mechanism, including the Floodplain Management Ordinance/Building Code, Zoning Ordinance, Subdivision Regulations, Comprehensive Plan, and Hazard Mitigation Plan.

guidance/  
case study

[https://dnr.maryland.gov/ccs/Publication/SeaLevel\\_Somerset.pdf](https://dnr.maryland.gov/ccs/Publication/SeaLevel_Somerset.pdf)

**NOAA Office for Coastal Management: Digital Coast** - this page provides technical assistance and highlights federally approved state programs that provide day-to-day implementation. Website also provides tools, training, and information needed to make data truly useful. Data sets range from economic data to satellite imagery. The site contains visualization tools, predictive tools, and tools that make data easier to find and use. Training courses are available online or can be brought to the user's location. Information is also organized by focus area or topic.

technical  
assistance/tool/  
mapping

<https://coast.noaa.gov/digitalcoast/>

<https://coast.noaa.gov/states/maryland.html#>

RP-2. Integrate resilience into Berlin's other municipal plans.

**Planning for Flood Recovery and Long-Term Resilience in Vermont: Smart Growth**

guidance/  
case study

**Approaches for Disaster-Resilient Communities** – lessons learned from an assessment of local and state policies in Vermont to enhance flood resilience. Guidance on land use policies, regulations, and strategies to enhance community flood resilience.

<https://www.epa.gov/sites/production/files/2014-07/documents/vermont-sgia-final-report.pdf>

**Regional Resilience Toolkit 5 Steps to Build Large Scale Resilience to Natural**

guidance/tool

**Disasters** – Toolkit to help cities, regions, and other partners integrate various planning processes – including for hazard mitigation, climate adaptation, sustainability, and equity – into a single process to create a common action plan.

[https://www.epa.gov/sites/production/files/2019-07/documents/regional\\_resilience\\_toolkit.pdf](https://www.epa.gov/sites/production/files/2019-07/documents/regional_resilience_toolkit.pdf)

**Local Comprehensive Plan Evaluation for Sustainable Stormwater Management and Flood Mitigation** - outlines steps for integrating sustainable stormwater

guidance/tool

management principles into the local comprehensive planning and plan quality evaluation.

<https://oaktrust.library.tamu.edu/bitstream/handle/1969.1/156476/KIM-DISSERTATION-2015.pdf?sequence=1&isAllowed=y>

**Storm Smart Cities: Integrating Green Infrastructure Into Local Hazard Mitigation Plans** - EPA provides an overview of Local Hazard Mitigation Planning; captures an approach used to establish a planning team; identifies lessons learned and important considerations for other communities interested in pursuing this approach; and provides a crosswalk between the steps in Local Hazard Mitigation Planning, considerations for integrating green infrastructure, and examples from the Huntington, West Virginia Case Study.

guidance/  
case study

[https://www.epa.gov/sites/production/files/2018-04/documents/storm\\_smart\\_cities\\_508\\_final\\_document\\_3\\_26\\_18.pdf](https://www.epa.gov/sites/production/files/2018-04/documents/storm_smart_cities_508_final_document_3_26_18.pdf)

**EPA's Adaptation Resource Center (ARC-X)** – an interactive resource to help local governments to find information about: the risks posed by climate change to the issues of concern; relevant adaptation strategies; case studies illustrating how other communities have successfully adapted to those risks and tools to replicate their successes; and EPA funding opportunities.

guidance/  
funding/tool

<https://www.epa.gov/arc-x>

**The Community Recovery Management Toolkit (CRMT)** – a compilation of guidance, case studies, tools, and training to assist local communities as they are in the midst of managing recovery post-disaster. Pre-disaster planning and preparedness resources for recovery are available soon.

guidance/  
tool/case study

<https://www.fema.gov/community-recovery-management-toolkit>

**FEMA - Silver Jackets Team (FEMA)** - interagency team to address hazard mitigation and natural resource planning

technical  
assistance

<http://silverjackets.nfrmp.us/About-the-Silver-Jackets-Program.cfm>

**Carbon -Free City Handbook** - Reveals 22 actions-and associated resources-for cities globally to move toward climate -neutrality and see results within a year.

guidance

<https://rmi.org/carbonfreecities/>

**The Climate Registry** - assists organizations in measuring and reporting their greenhouse gas emissions. Tools and resources for local governments to create a greenhouse gas inventory.

guidance/tool

<https://www.theclimateregistry.org/who-we-are/about-us/>

### RP-3. Develop a strategic growth plan.

**Smart Growth Fixes for Climate Adaptation and Resilience** – guidance and best management practices to address some of the expenses and political challenges of preparing for and adapting to climate change. Chapters include quick tips; examples of communities implementing the policies; resources; and metrics.

guidance

[https://www.epa.gov/sites/production/files/2017-01/documents/smart\\_growth\\_fixes\\_climate\\_adaptation\\_resilience.pdf](https://www.epa.gov/sites/production/files/2017-01/documents/smart_growth_fixes_climate_adaptation_resilience.pdf)

**EPA Smart Growth Resource Site** - an in-depth look at Smart Growth, including strategies communities can use to promote Smart Growth, key tools and resources to help communities implement more sustainable practices, and links to grants and potential funding for Smart Growth initiatives.

guidance/  
funding/tool

<http://www.epa.gov/smartgrowth/smartlocationdatabase.htm>

<https://www.epa.gov/smartgrowth/tools-and-resources-sustainable-communities>

<b>EPA Mapping Tools for Communities</b> - Tools for communities to use to identify assets and hazards in local areas. Links provided for a number of great resources. <a href="https://www.epa.gov/sites/production/files/2015-02/documents/team-ej-mapping-tools.pdf">https://www.epa.gov/sites/production/files/2015-02/documents/team-ej-mapping-tools.pdf</a>	mapping
<b>Sustainable Jersey Natural Resource Inventory</b> - guidance on how to develop a natural resource inventory, example inventories, and resources. <a href="http://www.sustainablejersey.com/actions-certification/actions/?type=1336777436&amp;tx_sjcert_action%5BactionObject%5D=60&amp;tx_sjcert_action%5Baction%5D=getPDF&amp;tx_sjcert_action%5Bcontroller%5D=Action&amp;cHash=59c21b7c2e09718013d5861c4b73c790">http://www.sustainablejersey.com/actions-certification/actions/?type=1336777436&amp;tx_sjcert_action%5BactionObject%5D=60&amp;tx_sjcert_action%5Baction%5D=getPDF&amp;tx_sjcert_action%5Bcontroller%5D=Action&amp;cHash=59c21b7c2e09718013d5861c4b73c790</a>	guidance
<b>Creating a Natural Resources Inventory A Guide for Communities in the Hudson River Estuary Watershed</b> - this report explains what a natural resource inventory is, why they are important, what is included in the inventory, and steps you can take to develop one. <a href="http://www.dec.ny.gov/docs/remediation_hudson_pdf/nriall.pdf">http://www.dec.ny.gov/docs/remediation_hudson_pdf/nriall.pdf</a>	guidance/ case study
<b>Affordable Housing and Anti-Displacement Policies</b> - policies to aid municipalities in strategies that provide and preserve affordable housing and mitigate the displacement impacts that are often generated from gentrification. <a href="https://www.scag.ca.gov/Documents/ComprehensiveGuideToLocalAffordableHousingPolicy.pdf">https://www.scag.ca.gov/Documents/ComprehensiveGuideToLocalAffordableHousingPolicy.pdf</a>	guidance
<b>Preserving, Protecting, and Expanding Affordable Housing: A Policy Toolkit for Public Health</b> - a library of local housing policies and strategies that communities can use to ensure the availability of affordable housing options, with a particular focus on rental affordability. <a href="https://kresge.org/sites/default/files/Preserving-affordable-housing-policy-tools-April-2015.pdf">https://kresge.org/sites/default/files/Preserving-affordable-housing-policy-tools-April-2015.pdf</a>	guidance
<b>RP-4. Adopt more stringent codes and ordinances.</b>	
<b>Maryland Climate Change and Coast Smart Construction Infrastructure Siting and Design Guidelines</b> – state guidance for development in vulnerable areas, include planning principles, a policy framework, and siting and design guidelines for structures and infrastructure such as roads and bridges. <a href="https://www.adaptationclearinghouse.org/resources/maryland-climate-change-and-coast-smart-construction-infrastructure-siting-and-design-guidelines.html">https://www.adaptationclearinghouse.org/resources/maryland-climate-change-and-coast-smart-construction-infrastructure-siting-and-design-guidelines.html</a> <a href="https://climatechange.maryland.gov/wp-content/uploads/sites/16/2014/12/climate_change_and_coast_smart_final_report1.pdf">https://climatechange.maryland.gov/wp-content/uploads/sites/16/2014/12/climate_change_and_coast_smart_final_report1.pdf</a>	guidance
<b>ACEE State and Local Policy Database</b> - state and local policy database with a summary of Maryland's policies, programs, and financial incentives for all things energy. <a href="https://database.aceee.org/state/maryland">https://database.aceee.org/state/maryland</a> <a href="https://aceee.org/topics/building-codes">https://aceee.org/topics/building-codes</a>	guidance/ funding/tool
<b>Updated Code and Ordinance Worksheet for Improving Local Development Regulations</b> - a tool to help communities evaluate their local development regulations to identify revisions that allow (or require) site developers to minimize impervious cover, conserve natural areas and use runoff reduction practices to manage stormwater runoff. <a href="https://www.cwp.org/updated-code-ordinance-worksheet-improving-local-development-regulations/">https://www.cwp.org/updated-code-ordinance-worksheet-improving-local-development-regulations/</a>	guidance/tool
<b>Finance and Budget</b>	
<b>FB-1. Integrate resilience into the Town's operational and capital budgets.</b>	
<b>Integrating Resilience into Local Capital Improvement Programs</b> - section in the Eastern Shore Land Conservancy (ESLC) Mainstreaming Sea Level Rise report that outlines best practices for embedding climate risk assessments into capital improvement planning processes at the municipal and county level, as a cost-	guidance

effective means of building community resilience to climate-related threats. This process can also be applied to more general sustainability goals.

<https://www.eslc.org/wp-content/uploads/docs/coastal-resilience/regional-sea-level-rise-study-2019.pdf>

**“Dig Once” Strategy Development Workshop Report - Explore better ways to integrate green infrastructure (GI) into other infrastructure projects.**

guidance

[https://www.chesapeakebay.net/documents/GI\\_Integration\\_Final\\_Workshop\\_Report.pdf](https://www.chesapeakebay.net/documents/GI_Integration_Final_Workshop_Report.pdf)

**MOST Dig Once: Integrating Capital Improvement Planning into Green**

training

**Infrastructure** - online training module outlines strategies for integrating green infrastructure into capital projects such as roads, utilities, parks, and schools.

[https://www.chesapeakebay.net/channel\\_files/19528/dig\\_once\\_one\\_pager.pdf](https://www.chesapeakebay.net/channel_files/19528/dig_once_one_pager.pdf)

<https://mostcenter.org/courses/integrating-green-infrastructure-capital-improvement-planning>

**Unlocking Private Capital to Finance Sustainable Infrastructure** - framework to mobilize private finance for sustainable infrastructure projects

guidance

[http://business.edf.org/files/2017/09/EDF\\_Unlocking-Private-Capital-to-Finance-Sustainable-Infrastructure\\_FINAL.pdf](http://business.edf.org/files/2017/09/EDF_Unlocking-Private-Capital-to-Finance-Sustainable-Infrastructure_FINAL.pdf)

**Environmental Finance Center** - University of Maryland based outreach and research center providing communities with the tools and information necessary to manage change for a healthy environment and an enhanced quality of life.

technical assistance

<https://efc.umd.edu/>

**EPA - Water Infrastructure Financial Leadership: Successful Financial Tools for Local**

guidance

**Decision Makers** - guidance for local officials on how to identify what is needed for financial planning, determine how to fund and finance a project, and consider which strategic approaches can be used to protect local investments. This document also compiles existing resources and descriptions of successful community examples as tools to help inform your water infrastructure investment decisions.

[https://www.epa.gov/sites/production/files/2017-09/documents/financial\\_leadership\\_practices\\_document\\_final\\_draft\\_9-25-17\\_0.pdf](https://www.epa.gov/sites/production/files/2017-09/documents/financial_leadership_practices_document_final_draft_9-25-17_0.pdf)

**Financing Integrated Green Stormwater Infrastructure to Improve Community Health, Resiliency - Getting the Best Deal for the Money!** - paper that describes the needs and effective financing solutions for building a comprehensive integrated green stormwater infrastructure program that combines the strengths of green and grey solutions to provide multiple community benefits, including mitigation and rehabilitation of critical infrastructure damaged by extreme wet weather events.

guidance

[https://www.epa.gov/sites/production/files/2016-10/documents/bloomberg\\_bna\\_financing\\_gi\\_greeninfoc2016.pdf](https://www.epa.gov/sites/production/files/2016-10/documents/bloomberg_bna_financing_gi_greeninfoc2016.pdf)

**Local Government Stormwater Financing Manual: A Process for Program Reform** -

guidance

provide a foundation for local officials to move forward by focusing on leadership and the ability to move communities towards effective action. This guidance document addresses Reducing costs through the use of performance-based financing; Establishing effective stormwater rebate and credit programs; Using markets and offsets in an urban environment; and, Maximizing stormwater benefits through the use of green infrastructure practices.

[https://efc.umd.edu/assets/stormwater\\_projects/2efc\\_stormwater\\_financing\\_manual\\_final\\_\(1\).pdf](https://efc.umd.edu/assets/stormwater_projects/2efc_stormwater_financing_manual_final_(1).pdf)

**Clean Water State Revolving Fund (CWSRF)** - EPA webpage provides information and resources on the CWSRF program, a federal-state partnership that provides

funding

communities a permanent, independent source of low-cost financing for a wide range of water quality infrastructure projects.

<https://www.epa.gov/cwsrf>

**How to Issue a Green Muni Bond, The Green Muni Bonds Playbook** - U.S. green bond primer describes what is a green bond, the current market, and best practices to implementation.

guidance

[https://www.mayorsinnovation.org/images/uploads/pdf/6 - How to Issue a Green Muni Bond.pdf](https://www.mayorsinnovation.org/images/uploads/pdf/6-How-to-Issue-a-Green-Muni-Bond.pdf)

**Mitigation Planning Program Resource List** - FEMA resources including financial assistance, for State, local, and tribal governments to engage in mitigation planning to identify risks associated with natural disasters and to develop long-term strategies for protecting people and property from future hazard events.

funding

<https://www.fema.gov/media-library/assets/documents/131310>

**FEMA's Hazard Mitigation Grant Program (HMGP)** - this page provides general information on hazard mitigation and the Hazard Mitigation Assistance (HMA) grant programs.

funding

<https://www.fema.gov/hazard-mitigation-assistance>

**EPA Section 319 Nonpoint Source (NPS) Pollution Grant Program for States and Territories** - states, territories and tribes receive grant money that supports a wide variety of activities including technical assistance, financial assistance, education, training, technology transfer, demonstration projects and monitoring to assess the success of specific nonpoint source implementation projects.

funding

<https://www.epa.gov/nps/319-grant-program-states-and-territories>

**EPA's Urban Waters Small Grants Programs** - to help local residents and their organizations, particularly those in underserved communities, restore their urban waters in ways that also benefit community and economic revitalization. Awarded every two years with individual award amounts up to \$60,000.

funding

<https://www.epa.gov/urbanwaters/urban-waters-small-grants>

**NOAA's Coastal and Marine Habitat Restoration Grants** - the Community-based Restoration Program supports restoration projects that use a habitat-based approach to rebuild productive and sustainable fisheries, contribute to the recovery and conservation of protected resources, promote healthy ecosystems, and yield community and economic benefits.

funding

<https://www.fisheries.noaa.gov/grant/coastal-and-marine-habitat-restoration-grants>

**The Department of Housing and Urban Development (HUD) Community Development Block Grants (CDBGs)** - provides communities with resources to address a wide range of unique community development needs. The CDBG program provides annual grants on a formula basis to 1209 general units of local government and States to ensure decent affordable housing, to provide services to the most vulnerable in our communities, and to create jobs through the expansion and retention of businesses.

funding

[https://www.hud.gov/program\\_offices/comm\\_planning/communitydevelopment/programs](https://www.hud.gov/program_offices/comm_planning/communitydevelopment/programs)

**U.S. Department of the Interior Bureau of Reclamation WaterSMART grants** - provides 50/50 cost share funding to irrigation and water districts, tribes, states and other entities with water or power delivery authority. Projects conserve and use water more efficiently; increase the production of hydropower; mitigate conflict risk in areas at a high risk of future water conflict; and accomplish other benefits that contribute to water supply reliability in the western United States. Projects are selected through a competitive process and the focus is on projects that can be completed within two or three years.

funding

<https://www.usbr.gov/watersmart/weeg/>

**EPA Water Finance Clearing House** – a web-based portal to help locate information and resources that will assist communities in making informed decisions for their drinking water, wastewater, and stormwater infrastructure needs. Contains searchable databases for available funding sources and resources, such as reports, web links, webinars etc. on financing mechanisms and approaches that can help communities access capital to meet their water infrastructure needs.

guidance/  
funding/tool

<https://www.epa.gov/waterdata/water-finance-clearinghouse>

**EPA Water Infrastructure and Resiliency Finance Center** - an information and assistance center, helping communities make informed decisions for drinking water, wastewater, and stormwater infrastructure to protect human health and the environment.

guidance

<https://www.epa.gov/waterfinancecenter>

**Climate Resilience Funding Guide** - Funding sources for climate adaptation Model Forest Policy Program. This resources provides guidance to assist communities in identifying potential funding sources for climate adaptation projects and highlights a collection of funding sources that have evolved to provide funding for climate adaptation activities.

funding

<http://www.mfpp.org/wp-content/uploads/2017/07/Climate-Resilience-Funding-Guide.pdf>

**From Projects to Portfolios, Mainstreaming Large-Scale Investment in Integrated Infrastructure** - A blueprint for increased investment in green infrastructure, actionable steps that must be taken to grow our urban portfolios of green infrastructure assets to scale.

guidance

[https://static1.squarespace.com/static/561dcdc6e4b039470e9afc00/t/5c50ae954ae237e26d90a55c/1548791453440/ProjectsToPortfolios\\_EarthEconomics\\_012919-W.pdf](https://static1.squarespace.com/static/561dcdc6e4b039470e9afc00/t/5c50ae954ae237e26d90a55c/1548791453440/ProjectsToPortfolios_EarthEconomics_012919-W.pdf)

**EPA - Financing Alternatives Comparison Tool** - a financial analysis tool that helps municipalities, utilities, and environmental organizations identify the most cost-effective method to fund a wastewater or drinking water management project. FACT produces a comprehensive analysis that compares financing options for these projects by incorporating financing, regulatory, and other important costs.

guidance/  
funding/tool

<https://www.epa.gov/cwsrf/financing-alternatives-comparison-tool>

**Financing Climate Resilience, Funding and Financing Models for Building Green and Resilient Infrastructure in Florida** - identifies and evaluates twelve creative funding and financing models that can help accelerate investment in infrastructure projects that incorporate resilient design features.

guidance

[https://ash.harvard.edu/files/ash/files/financing\\_climate\\_resilience\\_final\\_report.pdf](https://ash.harvard.edu/files/ash/files/financing_climate_resilience_final_report.pdf)

**Playbook 1.0: How Cities Are Paying for Climate Resilience** - challenges and strategies for funding climate resilience in eight cities.

guidance

<https://static1.squarespace.com/static/5736713fb654f9749a4f13d8/t/5d275d9135b62f0001df44b5/1562860947122/Playbook+1.0+How+Cities+Are+Paying+for+Climate+Resilience+July+2019.pdf>

**EPA - Getting to Green: Paying for Green Infrastructure Financing Options and Resources for Local Decision-Makers** - identifies various funding sources that can be used to support stormwater management programs or finance individual projects.

guidance

[https://www.epa.gov/sites/production/files/2015-02/documents/gi\\_financing\\_options\\_12-2014\\_4.pdf](https://www.epa.gov/sites/production/files/2015-02/documents/gi_financing_options_12-2014_4.pdf)

**A Business Model Framework for Market-Based Private Financing of Green Infrastructure** - report identifies the barriers to private investment in green infrastructure and recommends how best to eliminate those barriers.

guidance

<https://stormwater.wef.org/wp-content/uploads/2015/01/Final-Report-on-A-Business-Model-Framework-for-MarketBased-Private-Financing-of-Green-Infrastructure.pdf>

FB-2. Adopt a community budgeting process.

<p><b>Participatory Budgeting Project</b> - organization that empowers people to decide together how to spend public money through a processes that deepens democracy, builds stronger communities, and makes public budgets equitable and effective.</p> <p><a href="https://www.participatorybudgeting.org/">https://www.participatorybudgeting.org/</a>  <a href="https://www.citizenlab.co/ebooks-en/the-beginners-guide-to-participatory-budgeting">https://www.citizenlab.co/ebooks-en/the-beginners-guide-to-participatory-budgeting</a></p>	guidance/ technical assistance
<p><b>ioby "in our backyards"</b> - online platform that gives local leaders the ability to crowdfund the resources they need to build real, lasting change from the ground up.</p> <p><a href="https://ioby.org/">https://ioby.org/</a></p>	guidance/ funding/tool
FB-3. Maintain resilience as a priority criteria for the procurement of the Town's goods and services.	
<p><b>Responsible Purchasing Network (RPN)</b> - promotes and practices responsible purchasing by identifying best practices, developing effective purchasing tools, educating the market, and using collective purchasing power to maximize environmental stewardship, protect human health, and support local and global sustainability.</p> <p><a href="http://www.responsiblepurchasing.org">http://www.responsiblepurchasing.org</a></p>	technical assistance
<p><b>Environmentally Preferable Purchasing (EPP) by the Northeast States</b> - 2015 report about environmentally preferable purchasing programs in the Northeast.</p> <p><a href="https://nerc.org/documents/green_purchasing/Environmentally%20Preferable%20Purchasing%20by%20the%20Northeast%20States.pdf">https://nerc.org/documents/green_purchasing/Environmentally%20Preferable%20Purchasing%20by%20the%20Northeast%20States.pdf</a></p>	guidance/ case study
<p><b>National Association of State Procurement Officials (NASPO) Green Purchasing Guide</b> - recommended steps and proven strategies to enable the implementation of a green purchasing program with links to other resources offering detailed information on elements of the process.</p> <p><a href="https://www.naspo.org">https://www.naspo.org</a>  <a href="http://www.naspo.org/green/index.html">http://www.naspo.org/green/index.html</a></p>	technical assistance
<p><b>U.S. General Services Administration (GSA) Green Purchasing page</b> - Federal resources to aid in green procurement and acquisitions.</p> <p><a href="https://www.gsa.gov/about-us/regions/welcome-to-the-rocky-mountain-region-8/sustainability-in-action/green-purchasing">https://www.gsa.gov/about-us/regions/welcome-to-the-rocky-mountain-region-8/sustainability-in-action/green-purchasing</a></p>	technical assistance
<p><b>Strength in Numbers: An Introduction to Cooperative Procurements</b> - an issue brief designed to provide public procurement officials, elected officials, government executives, government suppliers and citizens with an introduction to cooperative purchasing—particularly its definition, purpose, authority, value, and best practices.</p> <p><a href="https://www.naspo.org/dnn/portals/16/documents/Cooperative_Purchasing0410update.pdf">https://www.naspo.org/dnn/portals/16/documents/Cooperative_Purchasing0410update.pdf</a></p>	guidance
<p><b>The Cooperative Purchasing Network (TCPN)</b> -This brings up a pull-down menu with the cooperative purchasing laws for each of the 50 states.</p> <p><a href="http://www.tcpn.org/">http://www.tcpn.org/</a></p>	technical assistance
<p><b>CoProcure</b> - a central platform where local governments can find, compare, and use cooperative public contracts from the federal government, national and regional purchasing cooperatives, states, and local agencies. Our free technology platform helps public servants save time and taxpayer dollars and lowers the costs of selling into the government market for suppliers.</p> <p><a href="https://www.coprocure.us/">https://www.coprocure.us/</a></p>	technical assistance
FB-4. Coordinate with nonprofit and other local partners on resilience in the region.	
<p><b>Small Watershed Grants (SWG) NFWF</b> - SWG-I grants are awarded to projects within the Chesapeake Bay watershed that promote on-the-ground community-based efforts to protect and restore the diverse natural resources of the bay and its tributary rivers and streams. Projects result in improvements to local stream health and habitat, and/or the water quality of the Chesapeake Bay. SWG-PTA grants are awarded to projects that enhance local capacity to more efficiently and effectively</p>	funding

implement future on-the-ground conservation efforts through assessment, planning and design, and other technical assistance-oriented activities.

<https://www.nfwf.org/chesapeake/Pages/small-watershed-grants.aspx>

[https://www.georgetownclimate.org/files/report/GCC-Lessons-in-Regional-Resilience-Synthesis-Jan\\_2017.pdf](https://www.georgetownclimate.org/files/report/GCC-Lessons-in-Regional-Resilience-Synthesis-Jan_2017.pdf)

### Operationalization Integration

OI-1. Engage decision-makers and Town leadership in resilience initiatives.

OI-2. Develop core competencies for staff around climate change.

**Municipal Online Stormwater Training Center** - online platform to provide stormwater education and training that includes tools, resources, and brief educational videos for the purpose of increasing awareness and empowering its stakeholders to take action toward effective stormwater management. training

<https://mostcenter.org/>

**Antioch University Climate Change Resilience Series** - a series of online courses focused on the fundamentals of climate change resilience and sustainability. training

<https://www.antioch.edu/new-england/resources/centers-institutes/center-climate-preparedness-community-resilience/climate-change-resilience-series/>

**Naturally Resilient Communities** - a guide of nature-based solutions and included case studies of successful projects from across the country to help communities learn more and identify which nature-based solutions might work for them. guidance/  
case study

<http://nrcsolutions.org/>



ORDINANCE 2020-02

AN ORDINANCE OF THE MAYOR AND COUNCIL OF THE TOWN OF BERLIN,  
MARYLAND, A MARYLAND MUNICIPAL CORPORATION, SETTING THE REAL  
PROPERTY TAX RATE FOR FISCAL YEAR 2021

WHEREAS the Town Charter § C3-10 requires that the Mayor and Council pass an Ordinance setting the real property tax rate necessary to sustain the Town's budget; and

WHEREAS the Mayor and Council have determined what the real property tax rate shall be.

NOW THEREFORE, BE IT RESOLVED by the Mayor and Council of the Town of Berlin, Maryland that the tax rate for fiscal year 2020-2021 shall be \$.83 per \$100.00 of assessed value of real property located within the Town limits of Berlin, Maryland.

**THIS ORDINANCE** was introduced and read at a meeting of the Town Council held on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_, and thereafter a statement of the substance of the Ordinance was published as required by law.

A PUBLIC HEARING was held and this Ordinance was adopted this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_, by the Mayor and Council of the Town of Berlin, Maryland, by affirmative vote of \_\_\_\_\_ in favor to \_\_\_\_\_ opposed, with \_\_\_\_\_ abstaining, and \_\_\_\_\_ absent.

\_\_\_\_\_  
Elroy Brittingham, Vice President

This Ordinance was approved this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_\_ by the Mayor of the Town of Berlin and is effective at the start of the 2021 Fiscal Year on July 1, 2020.

\_\_\_\_\_  
Wm. G. Williams, III, Mayor

ATTEST:

\_\_\_\_\_  
Jeffrey Fleetwood, Town Administrator