



BERLIN MAYOR AND COUNCIL
Work Session
Meeting Agenda

Berlin Town Hall
10 William Street
Monday, May 22, 2023

NEW AGENDA FORMAT: Please note that times indicated below are approximate. Also note additional timing protocols that may be indicated for specific agenda items.

6:00 PM Work Session – Council Chambers

- 1. 6:00 PM** Opening Statement – Mayor Zack Tyndall
- 2. 6:05 PM** Discussion: Paypoint HR Wage & Compensation Study - Human Resources
Director Kelsey Jensen and Town Administrator Mary Bohlen
- 3. 6:30 PM** Discussion: Berlin Fire Company and EMS Contract Proposed Revisions – Mayor Zack Tyndall
- 4. 6:55 PM** Adjournment

To access the Meeting via Facebook, please click the blue Facebook icon at the top of any page on www.berlinmd.gov, or type @townofberlinmd in the Facebook search bar. QR code links to online packet.

Anyone having questions about the meetings mentioned above or needing special accommodations should contact Town Administrator Mary Bohlen at (410) 641-2770. 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/outside Maryland dial 1-800-735-2258.





Wage Compensation and Classification Study Town of Berlin, Maryland

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Executive Summary

External Competitiveness Takeaway

Overall, job titles at the Town of Berlin are compensated 8.5% below market. Compensation is lagging the market across most departments, as shown below.

Department	Market Position
Administration	4.6% below market
Economic Development	22.1% below market
Electric Utility	0.1% above market
Finance	7.9% below market
Planning & Zoning	17.2% below market
Police	5.7% below market
Public Works	8.6% below market
Water Resources	8.9% below market
Overall	8.5% below market

Recommendations for holistic compensation adjustments for all job titles at the Town is delineated in the report. No wage reductions are recommended.

Process

Paypoint HR is pleased to present this comprehensive Wage Compensation and Classification Study to the Town of Berlin, Maryland. The study began with initial kick-off meeting with the Human Resources Director and the Town Administrator on November 29, 2022. The Final Report was completed for presentation to the Town in Spring 2023.

The point of the Executive Summary is to give an overview of the most important issues and opportunities identified by the consulting team during the study. The reader is highly encouraged to read the document in its entirety in order to gain an understanding of the recommendations within the report. The study takes into consideration both short and long-term concerns. The intent of the study was to provide the leadership team and Human Resources with a process for ascertaining equitable value of positions on a competitive salary scale. The study compared existing pay to compensation scales of organizations identified to be valid comparators to the Town. This report provides a review and update of the classification and compensation plan for the Town's employees. Paypoint HR has identified opportunities, but it is up to the Town's leadership to determine which are most appropriate and the timing of implementation.

In considering the options for implementation, it is critical to understand the costs and benefits related to each option. By utilizing market data and analysis it is possible to make informed decisions with regard to possible changes. However, in addition to the quantitative economic cost and benefit, it is important to consider the social/cultural impact of implementation and management. The Town of Berlin will need to consider all components in making final decisions.

The study was divided into two parts: a classification phase and a compensation phase. The classification phase included identification, review, and analysis of specific work being performed in various positions. That data was then used to simplify positions and match them to the external market in an "apples to apples" comparison. The compensation phase consisted of an initial baseline analysis and an external market survey of local public organizations to determine what the local labor market pays for specific jobs.

The study included approximately 78 employees within roughly 60 distinct classifications. The study recommendations indicate what actions should be taken, to avoid loss of qualified staff and address difficulties in recruiting new employees for the Town. In addition, it was expected that the study would recommend adjustments to the Town's salary placement procedures, policies, and salary structure, to allow appropriate ongoing compensation administration.

Comprehensive surveys like this establish a credible pay structure that is fair for the work completed and strategically positions the Town of Berlin competitively in the labor market. The desired result is the improved ability to attract and retain quality staff that perform at high levels to meet the growing demands of the community.

Major Milestones for the Project

An initial kick-off meeting with the Human Resources Director and the Town Administrator on November 29, 2022. A Kickoff Meeting for department heads was held on December 14, 2022.

Employee Briefing Sessions were held at the Town on January 4th with groups of employees from all departments to discuss the project, their roles, and to review the job analysis questionnaire.

Paypoint HR conducted a job evaluation for an internal review of job family classifications based on the responses to the PVPs.

An analysis of the existing pay scale was completed.

External Market Comparators were vetted using economic and demographic data to determine which comparators were most like the Town to ensure validity.

Internal positions were reviewed, and benchmark positions were selected for inclusion in the external survey.

The external market survey was sent out to a total of 43 comparator organizations and responses from 21 participants were collected. Typical surveys of this type yield a 5-10% response rate. Berlin's study response rate is considered excellent at 49%.

Survey Respondents

Caroline County, MD	Centreville, MD	Delmar, MD	Dorchester County, MD
City of Dover Electric Department, DE	Federalsburg, MD	Fruitland, MD	Hagerstown Light Department, MD
Kent County, DE	Laurel, DE	Milford, DE	Millsboro, DE
Milton, DE	Ocean City, MD	Queen Anne's County, MD	Salisbury, MD
Seaford, DE	Selbyville, DE	Somerset County, MD	Sussex County, DE
Thurmont Electric Department, MD			

Comparators

Purpose

To determine economically comparable organizations for inclusion in the external market study by comparing economic metrics of Berlin to those of similar communities.

Methodology

The goal was to understand how each of the thirty-seven (37) identified communities compared with Berlin. The six (6) metrics that were chosen for evaluation were population, unemployment rate, labor force participation rate, median household income, cost of living adjustment, and median housing price. Each metric was assumed to be equally important and were examined individually and in combination.

A statistic was produced for each metric by first taking the absolute value of the difference between the metric for a similar community and the same metric for Berlin, for example, the difference between the population of Berlin and Ocean City. The difference was then divided by the standard deviation to understand how the difference varied for each similar community in relation to the sample population of the thirty-seven (37) communities as a whole.

If any of the metrics had a value in excess of three standard deviations, then the community was considered to not be a good comparator for Berlin – highlighted in **red** below. Comparators highlighted in **green** were perceived by the client as a valid comparator.

From a statistical perspective, Chebyshev's Inequality Theorem indicates that 88.8% of all data values would be within three (3) standard deviations of the mean for a generic distribution. If a normal distribution exists, then values less than three (3) standard deviations account for 99.73% of the population. The choice of comparison is therefore statistically sound and appropriate.

A summary table of these calculations is presented in the following tables. (Sample calculations are also presented.)

Table 1 – Potential Comparators – Maryland

Cambridge	Caroline County	Centreville	Crisfield
Delmar	Denton	Dorchester County	Easton
Federalsburg	Fruitland	Greensboro	Hurlock
Ocean City	Pocomoke City	Princess Anne	Queen Anne's County
Snow Hill	Somerset County	Talbot County	Wicomico County
Worcester County			

Table 2 – Potential Comparators – Delaware

Bridgeville	Camden	Clayton	Delmar
Georgetown	Harrington	Kent County	Laurel
Milford	Millsboro	Milton	Ocean View
Seaford	Selbyville	Smyrna	Sussex County

For reference:

Population

Berlin - 4,740	
Maryland - 6,037,624	Delaware - 967,679
United States - 332,639,000	

Median Housing Price (MHP)

Berlin - \$248,600	
Maryland - \$325,400	Delaware - \$258,300
United States - \$229,800	

Median Household Income (MHI)

Berlin - \$60,301	
Maryland - \$87,063	Delaware - \$69,110
United States - \$64,994	

Cost of Living Adjustment (COLA)

Berlin - 102	
Maryland - 117	Delaware - 105
United States - 100	

Annualized Unemployment Rate (U Rate)

Berlin - 3.1%	
Maryland - 3.5%	Delaware - 3.6%
United States - 3.4%	

Annualized Labor Force Participation Rate (LFP Rate)

Berlin - 66.3%	
Maryland - 67.6%	Delaware - 62.2%
United States - 63.4%	

Table 3 - Economic Data of the Berlin and Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Berlin	4,740	\$248,600	\$60,301	102	3.1%	66.3%
Maryland						
Cambridge	12,300	\$173,800	\$39,063	96	96	60.3%
Caroline County	-	\$213,400	\$59,042	100	100	64.2%
Centreville	4,829	\$338,100	\$98,942	112	112	60.7%
Crisfield	2,572	\$107,500	\$34,444	89	89	57.1%
Delmar	3,321	\$156,800	\$59,659	98	98	70.6%
Denton	4,488	\$197,300	\$50,808	99	99	62.7%
Dorchester County	-	\$187,300	\$52,799	97	97	60.8%
Easton	16,589	\$276,000	\$61,639	105	105	61.7%
Federalsburg	2,668	\$118,400	\$31,915	92	92	54.4%
Fruitland	5,281	\$165,300	\$52,392	99	99	66.2%
Greensboro	2,873	\$146,500	\$39,821	96	96	60.1%
Hurlock	2,390	\$137,600	\$58,750	91	91	63.8%
Ocean City	6,957	\$292,100	\$55,954	108	108	60.2%
Pocomoke City	4,072	\$135,400	\$38,402	92	92	61.2%
Princess Anne	3,525	\$137,000	\$34,397	95	95	77.4%
Queen Anne's County	-	\$363,300	\$96,467	118	118	65.4%
Snow Hill	2,206	\$129,100	\$46,750	93	93	62.4%
Somerset County	-	\$131,500	\$44,980	94	94	47.5%
Talbot County	-	\$334,000	\$73,102	113	113	57.4%
Wicomico County	-	\$185,000	\$60,366	99	99	64.8%
Worcester County	12,300	\$267,400	\$65,396	105	105	58.6%

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Berlin	4,740	\$248,600	\$60,301	102	3.1%	66.3%
Delaware						
Bridgeville	3,508	\$312,000	\$47,830	107	1.6%	42.5%
Camden	3,529	\$218,300	\$70,061	104	1.6%	62.1%
Clayton	3,393	\$256,300	\$87,118	106	1.8%	69.5%
Delmar	2,153	\$171,100	\$48,393	95	1.5%	52.4%
Georgetown	7,436	\$222,300	\$41,943	102	3.8%	55.0%
Harrington	3,658	\$187,400	\$56,528	98	3.4%	72.0%
Kent County		\$226,600	\$60,117	102	3.7%	61.6%
Laurel	4,311	\$155,600	\$40,313	92	2.0%	65.0%
Milford	11,463	\$199,600	\$45,948	99	3.5%	58.2%
Millsboro	4,448	\$212,200	\$50,931	102	0.7%	57.1%
Milton	2,993	\$301,800	\$59,924	107	1.0%	49.9%
Ocean View	2,637	\$367,800	\$75,852	119	0.3%	44.0%
Seaford	7,897	\$167,700	\$52,840	95	5.8%	61.4%
Selbyville	2,520	\$322,400	\$72,813	110	0.3%	65.1%
Smyrna	11,694	\$210,300	\$59,830	101	3.2%	71.5%
Sussex County	3,508	\$269,700	\$64,905	106	2.7%	55.3%

Table 4 – Statistics of Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Maryland						
Cambridge	2.10	1.02	1.34	0.82	1.27	0.82
Caroline County		0.48	0.08	0.27	0.00	0.29
Centreville	0.02	1.22	2.44	1.37	1.06	0.76
Crisfield	0.60	1.93	1.64	1.78	2.28	1.25
Delmar	0.39	1.25	0.04	0.55	0.85	0.59
Denton	0.07	0.70	0.60	0.41	0.48	0.49
Dorchester County		0.84	0.47	0.68	0.69	0.75
Easton	3.30	0.37	0.08	0.41	0.85	0.63
Federalsburg	0.58	1.78	1.80	1.37	0.58	1.62
Fruitland	0.15	1.14	0.50	0.41	2.33	0.01
Greensboro	0.52	1.40	1.30	0.82	0.79	0.85
Hurlock	0.65	1.52	0.10	1.50	1.96	0.34
Ocean City	0.62	0.59	0.27	0.82	0.21	0.83
Pocomoke City	0.19	1.55	1.39	1.37	0.16	0.70
Princess Anne	0.34	1.53	1.64	0.96	0.37	1.51
Queen Anne's County		1.57	2.29	2.18	0.58	0.12
Snow Hill	0.71	1.63	0.86	1.23	1.32	0.53
Somerset County		1.60	0.97	1.09	0.69	2.56
Talbot County		1.17	0.81	1.50	0.74	1.21
Wicomico County		0.87	0.00	0.41	1.06	0.20
Worcester County		0.26	0.32	0.41	0.16	1.05

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Delaware						
Bridgeville	0.34	0.87	0.79	0.68	0.79	3.25
Camden	0.34	0.41	0.62	0.27	0.79	0.57
Clayton	0.37	0.11	1.70	0.55	0.69	0.44
Delmar	0.72	1.06	0.75	0.96	0.85	1.90
Georgetown	0.75	0.36	1.16	0.00	0.37	1.54
Harrington	0.30	0.84	0.24	0.55	0.16	0.78
Kent County		0.30	0.01	0.00	0.32	0.64
Laurel	0.12	1.27	1.26	1.37	0.58	0.18
Milford	1.87	0.67	0.91	0.41	0.21	1.10
Millsboro	0.08	0.50	0.59	0.00	1.27	1.25
Milton	0.49	0.73	0.02	0.68	1.11	2.24
Ocean View	0.59	1.63	0.98	2.32	1.48	3.04
Seaford	0.88	1.11	0.47	0.96	1.43	0.67
Selbyville	0.62	1.01	0.79	1.09	1.48	0.16
Smyrna	1.94	0.52	0.03	0.14	0.05	0.71
Sussex County		0.29	0.29	0.55	0.21	1.50

Additional Comparators

The following list of additional comparators were added by the project team to ensure that the electric department staff, among others, are fairly represented in the study.

- A&N Electric Cooperative
- Choptank Electric Cooperative
- Delaware Electric Cooperative Inc
- Delmarva Power Company
- City of Dover Electric Department, DE
- Easton Utilities, MD
- City of Hagerstown Light Department, MD
- Town of Thurmont Electric Department, MD
- Town of Williamsport Utilities Department, MD

Sample Calculation

Sample Calculation for Ocean City

Population Statistic

Maximum Population = 16,589 (Easton)

Minimum Population = 2,153 (Delmar, DE)

Berlin Population = 4,740

Ocean City Population = 6,957

Sample Average = 5,188

Sample Standard Deviation = 3,593

$$Statistic = \frac{|Berlin - Ocean City|}{s}$$

$$Statistic = \frac{|4,740 - 6,957|}{3,593}$$

$$Statistic = 0.62$$

Benchmark Positions

Benchmark positions are normally chosen to reflect a broad spectrum of class levels. The positions that are selected normally include classes that are most likely to be found in other similar agencies and will therefore provide a sufficient and valid sample for analysis.

Benchmark positions are selected to encompass the entire range of positions from the beginning of the pay ranges to the end and equally interspersed among the pay scale.

In Table 5 through Table 13, the benchmark positions used in the external survey are presented. From this list of benchmark positions, all job titles considered in this audit were examined.

Table 5 – Benchmark Positions – Administration

Job Title	Job Title
Administrative Assistant	Human Resources Director
Assistant to the Mayor / Public Information Officer	Town Administrator
Deputy Town Administrator	Town Clerk

Table 6 – Benchmark Positions – Economic Development

Job Title	Job Title
Administrative Assistant - Economic Development	Director of Economic Development

Table 7 – Benchmark Positions – Elected

Job Title	Job Title
Council Member	Mayor

Table 8 – Benchmark Positions – Electric Utility

Job Title	Job Title
Assistant Power Plant Superintendent	Electric Utility Director
Chief Lineman	Line Crew Superintendent
Electric Line Worker 1st Class	Meter Technician
Electric Line Worker 2nd Class	Power Plant Operator
Electric Line Worker 3rd Class	Power Plant Superintendent
Electric Line Worker Apprentice	Substation Lineman

Table 9 – Benchmark Positions – Finance

Job Title	Job Title
Customer Service Representative	Fiscal Specialist
Customer Service Supervisor	Senior Accountant
Finance Director	Utility Billing Supervisor

Table 10 – Benchmark Positions – Planning & Zoning

Job Title	Job Title
Permits Coordinator	Planning & Zoning Director

Table 11 – Benchmark Positions – Police

Job Title	Job Title
Police Chief	Police Officer First Class
Police Communications Officer	Police Officer Trainee
Police Corporal	Police Records Clerk
Police Detective	Police Senior Officer
Police Lieutenant	Police Sergeant
Police Officer	

Table 12 – Benchmark Positions – Public Works

Job Title	Job Title
Equipment Operator I	Public Works Superintendent
Equipment Operator II	Sanitation Crew Leader
Maintenance Mechanic	Sanitation Laborer
Public Works Director	

Table 13 – Benchmark Positions – Water Resources

Job Title	Job Title
Distribution/Collection Technician	Water Operator 2
Distribution/Collection Technician Lead	Water Superintendent
Spraysite Operator	WWTP Assistant Superintendent
Spraysite Supervisor	WWTP Operator
Stormwater Laborer	WWTP Senior Laboratory Manager
Water & Wastewater Director	WWTP Superintendent
Water Operator	

Compensable Factor Score from Position Vantage Point

To assist in determining the internal hierarchy of positions at the Town, employees and department heads participated in the Position Vantage Point Job Survey. Questions asked in the PVP are divided into four areas: Background, Authority, Skill, and Environment. In these four areas, the following compensable factors were examined:

Education	Complexity
Certifications	Independence
Work Duties	Impact
Work Experience	Physical
Financial Authority	Working Conditions
Supervision	Interaction

Job descriptions were consulted to update both the minimum education level and minimum experience level required for each position. The responses were then evaluated, producing the Compensable Factor Score (CFS) as shown below. For positions, where there was insufficient data from the employee/manager survey, job descriptions were consulted to fill out the survey.

Table 14 – Compensable Factor Score

Position Classification	CFS Score
Town Administrator	797.6
Electric Utility Director	374.5
Finance Director	323.8
Deputy Town Administrator	308.0
Public Works Director	304.1
Police Chief	293.3
Human Resources Director	291.6
Water & Wastewater Director	287.4
Director of Economic Development	269.6
Planning & Zoning Director	269.1
Line Crew Superintendent	198.5

Position Classification	CFS Score
Power Plant Superintendent	198.5
Police Lieutenant	164.4
Assistant Power Plant Superintendent	143.9
WWTP Superintendent	100.6
Water Superintendent	98.4
Public Works Superintendent	96.1
Chief Lineman	89.4
Police Sergeant	65.5
Substation Lineman	58.7
WWTP Assistant Superintendent	51.0
Town Clerk	50.6
Police Corporal	49.8
Electric Line Worker 1st Class	44.4
Police Senior Officer	38.8
Assistant to the Mayor/Public Information Officer	30.6
WWTP Senior Laboratory Manager	30.3
Meter Technician	28.3
Electric Line Worker 2nd Class	25.5
Utility Billing Supervisor	24.1
Police Detective	23.6
Power Plant Operator	23.2
Maintenance Mechanic	21.0
Police Officer First Class	19.3
Senior Accountant	17.0
Sanitation Crew Leader	14.4
Electric Line Worker 3rd Class	14.3

Position Classification	CFS Score
Police Officer	14.1
Distribution/Collection Technician Lead	13.8
Fiscal Specialist	13.7
Permits Coordinator	13.5
Spraysite Supervisor	13.4
Water Operator 2	13.1
Water Operator	10.9
Equipment Operator II	10.8
WWTP Operator	10.7
Distribution/Collection Technician	10.3
Police Records Clerk	10.2
Police Officer Trainee	9.8
Police Communications Officer	8.9
Equipment Operator I	8.7
Electric Line Worker Apprentice	8.7
Spraysite Operator	8.6
Customer Service Supervisor	8.6
Administrative Assistant - Economic Development	8.2
Stormwater Laborer	7.6
Sanitation Laborer	7.4
Customer Service Representative	7.4
Administrative Assistant	6.8

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 15 through Table 19. In Table 20 through Table 28, the external market findings for all position classifications is presented, sorted alphabetically. The minimum, midpoint, and maximum hourly salary for each position classification is presented first. The market average (mean) and the various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the 50th percentile from the external market, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented.

Table 15 – Full-Time Positions Substantially Below Market (Compa-Ratio % Diff < -10%)

Administrative Assistant - Economic Development	Police Sergeant
Director of Economic Development	Public Works Director
Distribution/Collection Technician	Public Works Superintendent
Distribution/Collection Technician Lead	Sanitation Crew Leader
Finance Director	Spraysite Supervisor
Human Resources Director	Stormwater Laborer
Permits Coordinator	Utility Billing Supervisor
Planning & Zoning Director	WWTP Assistant Superintendent
Police Officer First Class	WWTP Operator
Police Senior Officer	WWTP Superintendent

Table 16 – Full-Time Positions Below Market (-10% < Compa-Ratio % Diff < -5%)

Administrative Assistant	Police Records Clerk
Customer Service Supervisor	Senior Accountant
Meter Technician	Town Administrator
Police Communications Officer	Water Superintendent
Police Corporal	

Table 17 – Full-Time Positions Near Market (-5% < Compa-Ratio % Diff < +5%)

Chief Lineman	Police Chief
Customer Service Representative	Police Lieutenant
Electric Line Worker 1st Class	Power Plant Operator
Electric Line Worker Apprentice	Sanitation Laborer
Electric Utility Director	Spraysite Operator
Equipment Operator I	Substation Lineman
Equipment Operator II	Water & Wastewater Director
Fiscal Specialist	WWTP Senior Laboratory Manager

Table 18 – Full-Time Positions Above Market (+5% < Compa-Ratio % Diff < +10%)

None	
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Table 19 – Full-Time Positions Substantially Above Market (Compa-Ratio % Diff > +10%)

Maintenance Mechanic	
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Table 20 – External Market Comparison – Administration

	Admin Assistant	Asst to Mayor / PIO	Deputy Town Admin	Human Resources Director	Town Admin
Market Percentiles					
20%	\$19.19	\$24.20	\$46.50	\$41.40	\$47.27
25%	\$19.23	\$24.98	\$48.32	\$41.40	\$48.08
30%	\$19.84	\$25.21	\$48.54	\$41.41	\$49.04
35%	\$20.00	\$25.82	\$48.77	\$42.98	\$50.53
40%	\$20.32	\$26.59	\$48.92	\$44.17	\$54.36
45%	\$21.75	\$30.06	\$49.01	\$45.46	\$55.29
50%	\$21.75	\$31.74	\$49.09	\$48.09	\$58.77
55%	\$22.23	\$31.75	\$51.22	\$48.09	\$58.92
60%	\$24.30	\$32.28	\$53.35	\$48.09	\$59.88
65%	\$25.76	\$32.53	\$55.00	\$48.32	\$65.34
70%	\$26.26	\$32.70	\$56.18	\$50.39	\$67.33
75%	\$28.27	\$37.03	\$57.35	\$51.88	\$71.80
80%	\$29.51	\$38.51	\$58.85	\$53.21	\$76.41
Mean	\$24.32	\$30.21	\$52.84	\$47.62	\$61.19
Compa-Ratio	-8.0%			-13.9%	-5.9%

	Town Clerk
Market Percentiles	
20%	\$26.60
25%	\$28.10
30%	\$29.28
35%	\$30.87
40%	\$32.14
45%	\$33.17
50%	\$35.53
55%	\$36.03
60%	\$36.54
65%	\$39.88
70%	\$41.66
75%	\$44.25
80%	\$46.57
Mean	\$36.92
Compa-Ratio	

Table 21 – External Market Comparison – Economic Development

	Admin Asst Economic Dev	Director Economic Dev
Market Percentiles		
20%	\$19.57	\$31.96
25%	\$19.57	\$32.77
30%	\$19.61	\$32.77
35%	\$19.76	\$37.18
40%	\$21.27	\$38.23
45%	\$22.48	\$40.28
50%	\$22.97	\$43.50
55%	\$23.49	\$43.50
60%	\$24.72	\$43.66
65%	\$26.43	\$47.49
70%	\$27.84	\$48.29
75%	\$28.27	\$48.29
80%	\$28.88	\$49.43
Mean	\$24.01	\$42.56
Compa- Ratio	-14.8%	-29.3%

Table 22 – External Market Comparison – Elected

	Council Member	Mayor
Market Percentiles		
20%	\$7,500	\$13,290
25%	\$7,500	\$15,000
30%	\$15,000	\$15,000
35%	\$15,000	\$15,000
40%	\$15,000	\$15,600
45%	\$16,000	\$16,000
50%	\$16,000	\$16,000
55%	\$16,000	\$16,000
60%	\$16,000	\$16,400
65%	\$16,000	\$17,000
70%	\$16,000	\$17,000
75%	\$20,000	\$17,000
80%	\$20,000	\$17,200
Mean	\$14,907	\$14,490

Table 23 – External Market Comparison – Electric Utility

	Asst Power Plant Supt	Chief Lineman	Electric Line Worker 1 st Class	Electric Line Worker 2 nd Class	Electric Line Worker 3 rd Class
Market Percentiles					
20%	\$36.28	\$40.39	\$31.07	\$25.94	\$22.48
25%	\$37.36	\$40.95	\$32.17	\$26.49	\$22.85
30%	\$38.21	\$41.08	\$33.19	\$27.02	\$23.28
35%	\$39.35	\$41.22	\$34.38	\$27.65	\$23.73
40%	\$40.47	\$41.49	\$34.55	\$28.41	\$24.38
45%	\$41.93	\$41.65	\$34.55	\$29.42	\$25.23
50%	\$43.38	\$41.65	\$34.55	\$30.39	\$26.04
55%	\$44.22	\$41.65	\$35.00	\$31.22	\$26.86
60%	\$45.32	\$42.43	\$35.40	\$32.03	\$27.58
65%	\$46.73	\$43.60	\$35.94	\$32.98	\$28.37
70%	\$48.51	\$43.63	\$37.47	\$34.38	\$29.64
75%	\$50.54	\$44.69	\$38.64	\$35.60	\$30.59
80%	\$52.35	\$46.16	\$39.77	\$36.73	\$31.50
Mean	\$44.53	\$43.10	\$35.20	\$31.36	\$26.96
Compa- Ratio		0.0%	0.0%		

	Electric Line Worker Apprentice	Electric Utility Director	Line Crew Supt	Meter Technician	Power Plant Operator
Market Percentiles					
20%	\$19.95	\$45.57	\$38.20	\$26.56	\$25.39
25%	\$20.67	\$48.39	\$39.38	\$27.14	\$25.91
30%	\$21.38	\$50.48	\$40.28	\$27.69	\$26.42
35%	\$22.09	\$50.48	\$41.53	\$28.35	\$27.02
40%	\$22.96	\$50.48	\$42.71	\$29.14	\$27.76
45%	\$23.89	\$51.01	\$44.25	\$30.16	\$28.74
50%	\$23.99	\$51.90	\$45.79	\$31.17	\$29.69
55%	\$24.03	\$52.50	\$46.64	\$32.00	\$30.52
60%	\$24.36	\$52.50	\$47.79	\$32.82	\$31.31
65%	\$24.69	\$52.50	\$49.29	\$33.80	\$32.24
70%	\$25.02	\$52.61	\$51.13	\$35.22	\$33.62
75%	\$25.37	\$54.03	\$53.32	\$36.49	\$34.79
80%	\$25.74	\$56.14	\$55.25	\$37.66	\$35.89
Mean	\$23.53	\$52.58	\$46.98	\$32.15	\$30.66
Compa- Ratio	+2.6%	+1.2%		-6.7%	0.0%

	Power Plant Supt	Substation Lineman
Market Percentiles		
20%	\$38.20	\$30.92
25%	\$39.38	\$31.72
30%	\$40.28	\$32.40
35%	\$41.53	\$33.28
40%	\$42.71	\$34.22
45%	\$44.25	\$35.44
50%	\$45.79	\$36.64
55%	\$46.64	\$37.48
60%	\$47.79	\$38.42
65%	\$49.29	\$39.60
70%	\$51.13	\$41.18
75%	\$53.32	\$42.79
80%	\$55.25	\$44.24
Mean	\$46.98	\$37.70
Compa- Ratio		+3.8%

Table 24 – External Market Comparison – Finance

	Customer Service Rep	Customer Service Supervisor	Finance Director	Fiscal Specialist	Senior Accountant
Market Percentiles					
20%	\$17.19	\$18.75	\$40.28	\$23.01	\$25.45
25%	\$18.19	\$20.05	\$42.40	\$23.37	\$25.45
30%	\$18.50	\$20.64	\$43.70	\$24.12	\$25.69
35%	\$18.55	\$20.64	\$45.69	\$25.07	\$25.85
40%	\$19.62	\$20.64	\$45.93	\$25.07	\$26.38
45%	\$19.95	\$20.64	\$50.14	\$25.29	\$27.04
50%	\$19.95	\$22.26	\$52.40	\$25.91	\$27.88
55%	\$20.29	\$24.17	\$52.52	\$27.64	\$27.88
60%	\$20.92	\$27.48	\$54.53	\$28.10	\$27.98
65%	\$22.57	\$30.67	\$54.60	\$28.10	\$28.95
70%	\$23.33	\$33.57	\$55.76	\$29.07	\$32.03
75%	\$23.71	\$35.34	\$61.91	\$29.66	\$33.20
80%	\$24.88	\$35.74	\$65.63	\$30.40	\$34.43
Mean	\$21.58	\$28.48	\$52.92	\$26.59	\$29.24
Compa-Ratio	0.0%	-7.3%	-12.4%	-3.2%	-8.7%

	Utility Billing Supervisor
Market Percentiles	
20%	\$23.35
25%	\$23.51
30%	\$23.51
35%	\$23.51
40%	\$23.79
45%	\$25.14
50%	\$27.88
55%	\$28.34
60%	\$28.63
65%	\$28.90
70%	\$29.90
75%	\$30.19
80%	\$30.19
Mean	\$26.82
Compa- Ratio	-15.7%

Table 25 – External Market Comparison – Planning & Zoning

	Permits Coordinator	Planning & Zoning Director
Market Percentiles		
20%	\$20.99	\$38.17
25%	\$21.45	\$38.97
30%	\$21.45	\$38.97
35%	\$23.29	\$41.48
40%	\$24.34	\$42.57
45%	\$24.70	\$46.48
50%	\$25.60	\$46.65
55%	\$25.60	\$50.43
60%	\$26.46	\$57.23
65%	\$27.95	\$57.38
70%	\$28.71	\$57.62
75%	\$28.94	\$60.96
80%	\$30.49	\$61.65
Mean	\$25.89	\$50.89
Compa- Ratio	-16.2%	-18.2%

Table 26 – External Market Comparison – Police

	Police Chief	Police Comm Officer	Police Corporal	Police Detective	Police Lieutenant
Market Percentiles					
20%	\$46.43	\$18.45	\$31.58	\$25.46	\$35.98
25%	\$47.32	\$18.51	\$32.13	\$25.99	\$37.70
30%	\$48.29	\$18.51	\$32.38	\$26.51	\$38.76
35%	\$48.49	\$20.07	\$32.39	\$27.11	\$38.83
40%	\$49.90	\$20.64	\$32.42	\$27.86	\$41.51
45%	\$52.72	\$20.88	\$32.64	\$28.84	\$41.60
50%	\$53.01	\$21.19	\$33.97	\$29.79	\$43.03
55%	\$53.29	\$21.94	\$34.48	\$30.62	\$45.16
60%	\$54.08	\$22.71	\$36.21	\$31.41	\$45.23
65%	\$55.59	\$24.48	\$37.50	\$32.34	\$45.99
70%	\$65.36	\$26.10	\$38.24	\$33.72	\$47.72
75%	\$67.94	\$26.40	\$41.47	\$34.91	\$51.90
80%	\$70.30	\$27.44	\$42.87	\$36.01	\$54.22
Mean	\$56.71	\$23.28	\$35.70	\$30.76	\$43.51
Compa-Ratio	+0.5%	-5.4%	-6.0%		-3.5%

	Police Officer	Police Officer First Class	Police Officer Trainee	Police Records Clerk	Police Senior Officer
Market Percentiles					
20%	\$23.13	\$26.54	\$20.19	\$21.70	\$28.45
25%	\$23.72	\$26.75	\$20.45	\$21.76	\$29.13
30%	\$24.14	\$26.93	\$20.80	\$23.06	\$29.74
35%	\$24.43	\$28.07	\$21.14	\$23.06	\$30.49
40%	\$25.18	\$28.92	\$21.71	\$23.06	\$31.34
45%	\$25.29	\$29.51	\$22.46	\$24.42	\$32.45
50%	\$25.93	\$29.79	\$23.16	\$25.35	\$33.54
55%	\$26.01	\$30.02	\$23.99	\$25.35	\$34.37
60%	\$26.40	\$30.08	\$24.63	\$25.35	\$35.25
65%	\$26.45	\$31.39	\$25.33	\$25.49	\$36.32
70%	\$26.45	\$32.42	\$26.52	\$27.75	\$37.81
75%	\$26.45	\$36.54	\$27.28	\$27.75	\$39.22
80%	\$26.80	\$36.97	\$28.04	\$27.75	\$40.52
Mean	\$26.21	\$31.12	\$24.04	\$24.84	\$34.56
Compa-Ratio		-11.2%		-9.0%	-13.1%

	Police Sergeant
Market Percentiles	
20%	\$33.22
25%	\$33.96
30%	\$34.31
35%	\$35.11
40%	\$35.49
45%	\$36.34
50%	\$39.89
55%	\$41.75
60%	\$42.25
65%	\$42.44
70%	\$44.44
75%	\$44.44
80%	\$45.09
Mean	\$39.25
Compa- Ratio	-14.9%

Table 27 – External Market Comparison – Public Works

	Equipment Operator I	Equipment Operator II	Maint Mechanic	Public Works Director	Public Works Supt
Market Percentiles					
20%	\$17.00	\$18.61	\$20.96	\$36.86	\$30.85
25%	\$17.02	\$19.33	\$21.44	\$39.60	\$33.17
30%	\$17.29	\$19.99	\$22.52	\$42.80	\$34.08
35%	\$17.56	\$20.00	\$24.74	\$43.42	\$34.62
40%	\$18.11	\$20.09	\$26.39	\$43.79	\$35.74
45%	\$18.88	\$20.15	\$26.76	\$45.00	\$38.15
50%	\$19.06	\$20.89	\$27.49	\$45.00	\$40.29
55%	\$19.41	\$22.14	\$28.71	\$45.95	\$41.57
60%	\$19.43	\$22.70	\$29.88	\$46.45	\$44.64
65%	\$19.59	\$23.58	\$30.08	\$49.88	\$46.48
70%	\$20.76	\$24.00	\$30.11	\$53.28	\$47.23
75%	\$21.62	\$24.00	\$30.49	\$54.29	\$48.08
80%	\$22.24	\$24.46	\$32.41	\$55.43	\$50.58
Mean	\$19.42	\$21.68	\$27.45	\$47.14	\$42.15
Compa- Ratio	+1.9%	-3.5%	+9.4%	-18.1%	-24.8%

	Sanitation Crew Leader	Sanitation Laborer
Market Percentiles		
20%	\$22.51	\$18.79
25%	\$22.88	\$19.70
30%	\$23.31	\$20.11
35%	\$23.76	\$20.11
40%	\$24.41	\$20.11
45%	\$25.26	\$20.11
50%	\$26.08	\$21.12
55%	\$26.90	\$22.19
60%	\$27.61	\$22.94
65%	\$28.41	\$24.01
70%	\$29.68	\$25.95
75%	\$30.63	\$27.19
80%	\$31.54	\$27.62
Mean	\$26.99	\$23.18
Compa- Ratio	-20.2%	-4.8%

Table 28 – External Market Comparison – Water Resources

	D/C Technician	D/C Technician Lead	Spraysite Operator	Spraysite Supervisor	Stormwater Laborer
Market Percentiles					
20%	\$20.50	\$22.26	\$19.48	\$22.10	\$18.69
25%	\$20.77	\$22.62	\$19.70	\$22.45	\$18.88
30%	\$21.13	\$23.04	\$20.03	\$22.86	\$19.19
35%	\$21.48	\$23.48	\$20.33	\$23.29	\$19.44
40%	\$22.06	\$24.12	\$20.87	\$23.93	\$19.96
45%	\$22.82	\$24.96	\$21.59	\$24.76	\$20.65
50%	\$23.55	\$25.76	\$22.27	\$25.56	\$21.28
55%	\$24.37	\$26.59	\$23.09	\$26.38	\$22.10
60%	\$25.03	\$27.29	\$23.71	\$27.08	\$22.71
65%	\$25.73	\$28.08	\$24.38	\$27.86	\$23.34
70%	\$26.93	\$29.34	\$25.54	\$29.12	\$24.47
75%	\$27.72	\$30.27	\$26.25	\$30.04	\$25.12
80%	\$28.50	\$31.17	\$26.96	\$30.92	\$25.78
Mean	\$24.43	\$26.67	\$23.13	\$26.47	\$22.13
Compa-Ratio	-14.6%	-18.5%	0.0%	-11.7%	-13.2%

	Water & Wastewater Director	Water Operator	Water Operator 2	Water Supt	WWTP Assistant Supt
					*though the market data came in at the following rates, due to internal position equity, the data for these positions will be swapped with WWTP Supt.
Market Percentiles					
20%	\$43.53	\$18.55	\$20.65	\$24.91	\$30.08
25%	\$43.65	\$19.28	\$21.63	\$24.91	\$30.84
30%	\$45.17	\$19.73	\$21.95	\$26.23	\$31.50
35%	\$47.87	\$19.94	\$22.26	\$30.29	\$32.33
40%	\$48.60	\$20.00	\$22.73	\$30.29	\$33.24
45%	\$48.60	\$20.00	\$23.35	\$30.34	\$34.42
50%	\$48.60	\$20.00	\$23.97	\$32.52	\$35.59
55%	\$48.73	\$20.05	\$25.17	\$35.06	\$36.42
60%	\$50.11	\$20.60	\$26.36	\$36.61	\$37.35
65%	\$51.48	\$21.26	\$27.32	\$36.94	\$38.48
70%	\$52.84	\$22.19	\$28.04	\$37.05	\$40.03
75%	\$54.12	\$22.86	\$28.76	\$39.22	\$41.58
80%	\$55.32	\$23.20	\$30.38	\$42.76	\$42.98
Mean	\$50.36	\$20.31	\$26.13	\$35.82	\$36.63
Compa-Ratio	0.0%			-6.9%	-22.2%

	WWTP Operator	WWTP Senior Lab Manager	WWTP Supt
			*though the market data came in at the following rates, due to internal position equity, the data for these positions will be swapped with WWTP Asst. Supt.
Market Percentiles			
20%	\$18.14	\$25.50	\$29.17
25%	\$18.45	\$26.76	\$30.44
30%	\$18.75	\$27.31	\$30.44
35%	\$19.70	\$27.89	\$30.60
40%	\$20.00	\$29.36	\$32.78
45%	\$20.24	\$31.00	\$34.40
50%	\$20.83	\$31.68	\$35.93
55%	\$22.70	\$31.68	\$37.39
60%	\$22.93	\$31.72	\$37.39
65%	\$24.23	\$32.00	\$37.71
70%	\$27.13	\$34.09	\$37.75
75%	\$27.52	\$38.47	\$37.90
80%	\$28.63	\$40.39	\$38.94
Mean	\$23.67	\$32.20	\$35.14
Compa-Ratio	-13.6%	0.0%	-15.3%

Proposed Salary Schedules

A regression analysis of the CFS Score and the salary survey results indicate that market median salary for all positions is predicted very well by the CFS Score. The coefficient of determination is 95%, in other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate very well with the external markets' valuation of the job positions at the Town of Berlin. As a result, a recommended salary scale for all employees is presented in Table 29.

The spread between the minimum and maximum salary for employees was set to 60%. The Ladders, i.e., the distance between grades, was set to be 7.5%.

It is recommended that in subsequent years after the adoption of the recommended pay plan, the Town should adjust the entire salary scale by the CPI annually as budget permits.

Table 29 – Proposed Salary Schedule

Grade	Min	Mid	Max	Step
B01	\$15.00	\$19.50	\$24.00	\$0.45
B02	\$16.13	\$20.96	\$25.80	\$0.48
B03	\$17.33	\$22.53	\$27.74	\$0.52
B04	\$18.63	\$24.22	\$29.82	\$0.56
B05	\$20.03	\$26.04	\$32.05	\$0.60
B06	\$21.53	\$27.99	\$34.46	\$0.65
B07	\$23.15	\$30.09	\$37.04	\$0.69
B08	\$24.89	\$32.35	\$39.82	\$0.75
B09	\$26.75	\$34.78	\$42.80	\$0.80
B10	\$28.76	\$37.39	\$46.01	\$0.86
B11	\$30.92	\$40.19	\$49.46	\$0.93
B12	\$33.23	\$43.20	\$53.17	\$1.00
B13	\$35.73	\$46.44	\$57.16	\$1.07
B14	\$38.41	\$49.93	\$61.45	\$1.15
B15	\$41.29	\$53.67	\$66.06	\$1.24
B16	\$44.38	\$57.70	\$71.01	\$1.33

Proposed Internal Equity

In Table 30 through Table 38, the resulting proposed internal equity for the Town is presented.

Table 30 – Proposed Internal Equity

Grade	Title
B16	Town Administrator
B15	-
B14	Deputy Town Administrator Electric Utility Director Finance Director Human Resources Director Police Chief Public Works Director Water & Wastewater Director
B13	Director of Economic Development Planning & Zoning Director Line Crew Superintendent Power Plant Superintendent
B12	Assistant Power Plant Superintendent Police Lieutenant
B11	Chief Lineman Public Works Superintendent Water Superintendent WWTP Superintendent
B10	Police Sergeant Substation Lineman
B09	Electric Line Worker 1st Class Police Corporal Town Clerk WWTP Assistant Superintendent
B08	Assistant to the Mayor/Public Information Officer Police Senior Officer WWTP Senior Laboratory Manager
B07	Electric Line Worker 2nd Class Meter Technician Police Detective Power Plant Operator Utility Billing Supervisor

Grade	Title
B06	Maintenance Mechanic Police Officer First Class Senior Accountant
B05	Distribution/Collection Technician Lead Electric Line Worker 3rd Class Fiscal Specialist Permits Coordinator Police Officer Sanitation Crew Leader Spraysite Supervisor Water Operator 2
B04	Distribution/Collection Technician Equipment Operator II Police Records Clerk Water Operator WWTP Operator
B03	Administrative Assistant - Economic Development Customer Service Supervisor Electric Line Worker Apprentice Equipment Operator I Police Communications Officer Police Officer Trainee Spraysite Operator
B02	Administrative Assistant Customer Service Representative Sanitation Laborer Stormwater Laborer
B01	-

Table 31 – Proposed Internal Equity – Administration

Grade	Title
B16	Town Administrator
B14	Deputy Town Administrator Human Resources Director
B09	Town Clerk
B08	Assistant to the Mayor/Public Information Officer
B02	Administrative Assistant

Table 32 – Proposed Internal Equity – Economic Development

Grade	Title
B13	Director of Economic Development
B03	Administrative Assistant - Economic Development

Table 33 – Proposed Internal Equity – Electric Utility

Grade	Title
B14	Electric Utility Director
B13	Line Crew Superintendent Power Plant Superintendent
B12	Assistant Power Plant Superintendent
B11	Chief Lineman
B10	Substation Lineman
B09	Electric Line Worker 1st Class
B07	Electric Line Worker 2nd Class Meter Technician Power Plant Operator
B05	Electric Line Worker 3rd Class
B03	Electric Line Worker Apprentice

Table 34 – Proposed Internal Equity – Finance

Grade	Title
B14	Finance Director
B07	Utility Billing Supervisor
B06	Senior Accountant
B05	Fiscal Specialist
B03	Customer Service Supervisor
B02	Customer Service Representative

Table 35 – Proposed Internal Equity – Planning & Zoning

Grade	Title
B13	Planning & Zoning Director
B05	Permits Coordinator

Table 36 – Proposed Internal Equity – Police

Grade	Title
B14	Police Chief
B12	Police Lieutenant
B10	Police Sergeant
B09	Police Corporal
B08	Police Senior Officer
B07	Police Detective
B06	Police Officer First Class
B05	Police Officer
B04	Police Records Clerk
B03	Police Communications Officer Police Officer Trainee

Table 37 – Proposed Internal Equity – Public Works

Grade	Title
B14	Public Works Director
B11	Public Works Superintendent
B06	Maintenance Mechanic
B05	Sanitation Crew Leader
B04	Equipment Operator II
B03	Equipment Operator I
B02	Sanitation Laborer

Table 38 – Proposed Internal Equity – Water Resources

Grade	Title
B14	Water & Wastewater Director
B11	Water Superintendent WWTP Superintendent
B09	WWTP Assistant Superintendent
B08	WWTP Senior Laboratory Manager
B05	Distribution/Collection Technician Lead Spraysite Supervisor Water Operator 2
B04	Distribution/Collection Technician Water Operator WWTP Operator
B03	Spraysite Operator
B02	Stormwater Laborer

**AGREEMENT FOR FIRE AND RESCUE SERVICES
BETWEEN THE TOWN OF BERLIN, MARYLAND AND BERLIN FIRE COMPANY,
INC.**

THIS AGREEMENT is made this 12 day of JUNE 2023, by and between the Mayor and Council for the Town of Berlin, Maryland, a Maryland Municipal Corporation, and the Berlin Fire Company, Incorporated (BFC), a Maryland non-stock corporation with non-profit IRS 501(c)(3) status.

WHEREAS the BFC has provided fire suppression and rescue services to citizens and property located within the Town limits of the Town of Berlin since 1910; and

WHEREAS the Town of Berlin has provided taxpayer funding on a yearly basis to assist the BFC in the provision of those services and

WHEREAS the Mayor and Council of the Town of Berlin and Berlin Fire Company desire to formalize their contractual relationship with the BFC to provide Berlin taxpayer funding to BFC to provide their fire and rescue services within the corporate limits of the Town of Berlin.

NOW THEREFORE, the parties hereto agree as follows:

BFC shall provide fire and rescue services to all properties and citizens located within the Town limits of the Town of Berlin for the period of July 1, 2023 to June 30, 2024.

SECTION I ORGANIZATIONAL TERMS AND COMMITMENTS

1. BFC will continue to meet regularly with the Town of Berlin to assist the Town in adopting a funding formula for fire and rescue operations and capital apparatus replacement.
2. BFC shall adhere to a fiscal year from July 1 to June 30 and shall provide an accountant compiled financial report which will include a final compilation of financials to include final fiscal year end profit and loss statements and balance sheets to the Mayor and Council by September 30, 2023. ~~BFC shall submit said financial report to the Mayor and Council electronically via email to the Town Administrator.~~
3. The Town shall notify the fire company of all new building development activities prior to

Planning Commission or Council approval and BFC ~~shall~~ ~~may~~ provide an operational and financial impact report on said development activities.

4. BFC will provide a quarterly written report that will include a fire and rescue operational summary and financial highlight overview at the fourth Monday, Mayor and Council meetings in October 2023, January 2024, April 2024, and July 2024, and attend the FY25 general budget work sessions during the contract period. The Mayor and Council shall be provided a quarterly profit and loss statement and balance sheet printed from the financial software to serve as a quarterly “financial snapshot.”
5. BFC shall update the five (5) year financial plan to include capital expenditures and provide said plan to the Mayor and Council by December 31, 2023.
6. BFC officers and members shall ensure that it does not discriminate against any person on the basis of race, sex, religion, sexual orientation, national origin, age or color.
7. Berlin Fire Company will make every effort to respond to a minimum of 85% of initial fire and rescue calls within the town limits within six-minute county “response check” dispatch procedure.

~~8. BFC will continue to meet regularly with the Town of Berlin to assist the Town in adopting a funding formula for fire and rescue operations and capital apparatus replacement.~~

SECTION II DISBURSEMENT OF FUNDS - FINANCIAL TERMS

1. The Mayor and Council agrees to disburse the annual payment of ~~\$200,000~~ in full to BFC after July 1, 2023 ~~and prior to July 7, 2023.~~
2. In the event of a breach of the terms of this Agreement, the Mayor and Council reserves the right to request a proportionate refund of funding payment and BFC reserves the right to suspend fire and rescue services.

The Town shall indicate in their public budget records and financial systems the separation of funds allocated between the two corporations (BFC and BFCEMS) and designate these funds for fire and rescue services. The Town shall fund each service (fire/rescue and emergency medical services) independently and shall consider an annual increase in operational costs for each. ~~The actual allocation of the Town's funds is determined by BFC and BFCEMS. BFC and BFCEMS shall~~

~~determine the allocation of Town funds for each entity by May 3, 2023 and shall provide the allocation of Town funds to the Mayor and Council by that date. In the event that BFC and BFCEMS fail to provide the allocation of funds to the Mayor and Council by May 3, 2023, the Mayor and Council shall apportion Town funds to the BFC and BFCEMS at the same percentage as was given in the prior fiscal year.~~

3. American Rescue Plan Act (ARPA) funds have been designated and reserved for fire and rescue capital items in the amount of \$220,000.00 in fiscal year 2023 which will carry over to Fiscal Year 2023. Said funds will be released upon approval of qualifying projects submitted by BFC and approved by the Mayor and Council. ~~In the event those funds are available in fiscal year 2024, said funds will be released upon approval of qualifying projects submitted by BFC and approved by the Mayor and Council.~~

SECTION III GENERAL TERMS

1. The parties hereto acknowledge that the terms and conditions of this Agreement are necessary for transparency and accountability to the citizens and taxpayers of the Town of Berlin, and that the goal of this Agreement is to provide funding for fire and rescue services for the contract period July 1, 2023 to June 30, 2024.
2. The parties hereto agree that each shall make best efforts to communicate with the other to have a productive relationship.

WHEREFORE, WITNESS THE HAND AND SEAL OF THE PARTIES HERETO:

WITNESS

_____(SEAL)
Zackery Tyndall, Mayor
Town of Berlin

H. Joe Sise
Board of Directors Chairperson

_____(SEAL)
David Fitzgerald, President
Berlin Fire Company
Emergency Medical Services, Incorporated

**AGREEMENT FOR EMERGENCY MEDICAL SERVICES
BETWEEN THE
TOWN OF BERLIN, MARYLAND
AND
BERLIN FIRE COMPANY EMERGENCY MEDICAL SERVICES, INC.**

THIS AGREEMENT is made this **12**_day of **June**, 2023, by and between the Mayor and Council for the Town of Berlin, Maryland, a Maryland Municipal Corporation, and the Berlin Fire Company Emergency Medical Services, Inc. (BFCEMS), a Maryland non-stock corporation with non-profit IRS 501(c)(3) status.

WHEREAS the Berlin Fire Company (BFC) has provided emergency medical services (EMS) to citizens and properties located within the Town limits of the Town of Berlin since approximately 1965; and

WHEREAS the Town of Berlin has provided taxpayer funding on a yearly basis to assist the BFC in the provision of those services; and

WHEREAS the Mayor and Council of the Town of Berlin and Berlin Fire Company Emergency Medical Services desires to formalize their contractual relationship to provide funding to BFCEMS to provide their EMS services within the corporate limits of the Town of Berlin;

NOW THEREFORE, the parties agree as follows:

BFCEMS shall provide emergency medical services to all properties and citizens located within the Town limits of the Town of Berlin for the period July 1, 2023 to June 30, 2024.

SECTION I ORGANIZATIONAL TERMS AND COMMITMENTS

1. BFCEMS will be utilized for all aspects of providing emergency medical services and fire, rescue, and other support as necessary to the Berlin Fire Company. This corporation shall be used for all EMS financial accounting including employees and ambulances.
2. **BFCEMS will continue to meet regularly with the Town of Berlin to assist the Town in adopting a funding formula for EMS operations and capital ambulance replacement to include funds to re-establish an EMS contingency fund.**
3. BFCEMS shall adhere to a fiscal year from July 1, to June 30 and shall provide an accountant compiled financial report which will include a final compilation of financials to include final fiscal year and profit and loss statements and balance sheets to the Mayor and Council by September 30, 2023. **~~BFCEMS shall submit said financial report to the Mayor~~**

~~and Council electronically via email to the Town Administrator.~~

4. The Town shall notify the emergency medical services corporation of all new building development activities prior to Planning Commission or Council approval and BFCEMS ~~shall~~ ~~may~~ provide an operational and financial impact report on said development activities.
- ~~5.~~ BFCEMS will provide a quarterly written report that will include an emergency medical services operational summary and financial highlight overview prior to the fourth Monday, Mayor and Council meetings in October 2023, January 2024, April 2024, and July 2024, and shall make an annual presentation at the FY25 general budget work sessions during the contract periods. The Mayor and Council shall be provided a quarterly profit and loss statement and balance sheet printed from the financial software to serve as a quarterly “financial snapshot.” A statement of the total number of emergency response calls to medical assisted living facilities within the Town limits ~~and the number of shifts and days where four personnel were not on duty shall also be provided quarterly. shall also be provided quarterly. The quarterly reports shall be submitted to the Mayor and Council electronically via email to the Town Administrator.~~
6. Career staffing will be two paramedics and two emergency medical technicians 24 hours per day as personnel ~~and funding~~ are available. ~~The Town has allocated funding of \$125,000 to hire two additional emergency medical technician positions to provide this scheduling coverage.~~ Employees will also be cross-trained in fire and rescue services. BFCEMS shall schedule and station one advanced life support capable career EMS crew, together with a minimum of one ambulance at BFC headquarters located at 214 North Main Street, Berlin, Maryland to ensure that adequate and prompt response personnel and equipment is available for an in-town emergency medical services call.
7. BFCEMS will make every effort to respond to a minimum of 90% of initial emergency medical services calls within the Town limits within 60 seconds based on the portion of the town funding provided for on-duty career staffing.
- ~~8. BFCEMS will continue to meet regularly with the Town of Berlin to assist the Town in adopting a funding formula for EMS operations and capital ambulance replacement to include funds to re-establish an EMS contingency fund.~~

SECTION II DISBURSEMENT OF FUNDING - FINANCIAL TERMS

1. The Mayor and Council agrees to disburse an annual payment of \$502,608.18 in full to the BFCEMS after July 1, 2023 and prior to July 7, 2023.
2. BFCEMS shall evaluate its EMS fee structure on an annual basis (January) and adjust the fees as allowed by insurance standards.

~~The Town designates an additional \$125,000.00 to provide four person coverage, 24 hours per day. BFCEMS shall provide monthly a copy of scheduling indicating four persons on duty 24 hours per day and expenses of payroll, benefits, and other expenses to cover two new EMT positions. Town shall reimburse BFCEMS from these allocated funds within fourteen days upon receipt of this documentation.~~
- ~~3. BFCEMS shall evaluate its EMS fee structure on an annual basis (January) and adjust the fees as allowed by insurance standards.~~
4. BFCEMS shall update the five (5) year financial plan to include capital expenditures and provide said plan to the Mayor and Council by December 31, 2023.
5. BFCEMS officers and members shall ensure that it does not discriminate against any person on the basis of race, sex, religion, sexual orientation, or national origin.
6. In the event of a breach of the terms of this Agreement, the Mayor and Council reserve the right to request a proportionate refund of funding payment and BFCEMS reserves the right to suspend EMS services within the Town limits.

The Town shall indicate in their public budget records and financial systems the separation of funds allocated between the two corporations (BFC and BFCEMS) and designate these funds for emergency medical services. The Town shall fund each service (fire/rescue and emergency medical services) independently and shall consider an annual increase in operational costs for each. ~~The actual allocation of the Town's funds is determined by BFC and BFCEMS. BFC and BFCEMS shall determine the allocation of Town funds for each entity by May 3, 2023 and shall provide the allocation of Town funds to the Mayor and Council by that date. In the event that BFC and BFCEMS fail to provide the allocation of funds to the Mayor and Council by May 3, 2023, the Mayor and Council shall apportion Town funds to the BFC and BFCEMS at the same percentage as was given in the prior fiscal year.~~

~~7. American Rescue Plan Act (ARPA) funds have been designated and reserved for EMS capital items in the amount of \$46,520.00 in fiscal year 2023. In the event those funds are available in fiscal year 2024, said funds will be released upon approval of qualifying~~

~~projects submitted by BFCEMS and approved by the Mayor and Council.~~

SECTION III GENERAL TERMS

1. The parties hereto acknowledge that the terms and conditions of this Agreement are necessary for transparency and accountability to the citizens and taxpayers of the Town of Berlin, and this agreement is to provide funding for emergency medical services within the Town of Berlin for the contract period July 1, 2022 to June 30, 2023.
2. The parties hereto agree that each shall make best efforts to communicate with the other in order to have a productive relationship.

WHEREFORE, WITNESS THE HAND AND SEAL OF THE PARTIES HERETO:

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_____(SEAL)
Zackery Tyndall, Mayor
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