

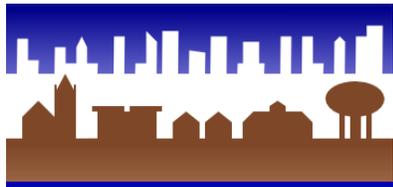


## Town of University Park



*Operations and Management Study*  
**Final Report**  
**April 2019**

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## Municipal & Financial Services Group

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April 26, 2019

Hon. Lenford Carey  
Town of University Park  
6724 Baltimore Avenue  
University Park, MD 20782

RE: University Park Operations and Management Study

Dear Mayor Carey,

The Municipal & Financial Service Group is pleased to submit to the Town of University Park this report summarizing our review of the operations and management of the Town. The study provides several recommendations that will enhance the efficiency and effectiveness of the Town.

It has been a distinct pleasure to work with the Town. The assistance provided by management and staff of the Town, current and former elected officials and residents was essential to the completion of the study. It is clear from the level of participation that the residents of University Park are very interested and involved in their community. The dedication of everyone who assisted in the study process should be acknowledged. Thank you for the opportunity to work with the Town on this important project.

Very truly yours,

A handwritten signature in blue ink that reads "Michael Maker".

Michael Maker  
Senior Manager  
Municipal & Financial Services Group

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## EXECUTIVE SUMMARY

### Objective and Scope

The objective and scope of services set forth between the Town of University Park (“the Town”) and the Municipal & Financial Services Group (“MFSG”) for an operations and management study of the Town consists of the following related tasks:

- Identify Town Services and Responsibilities
- Conduct Focus Groups
- Review with Town Council

The study has been completed based on these major study areas. It should be noted that the study summarized by this report represents an analysis of the operations and management of the Town and was not undertaken by the Town to solely determine whether a Town Manager should be hired. However, the topic of Town management and whether to hire a Town Manager was clearly one of the factors for having a study of operations and management undertaken. In this report, we have documented findings and made recommendations as appropriate to address identified concerns and improve the level of service provided by the Town.

### Fundamentals

We believe that it is important to have shared assumptions among the municipality, its stakeholders and the consultant before starting a study of the nature requested by the Town. At the onset of the study, the following fundamentals were established:

- The study is intended to be positive and constructive in outlook; it is not a “witch hunt” nor an arbitrary attempt to cut staffing, salaries or specific individuals.
- It is necessary to understand how the current organizational structure and staffing evolved as the basis for identifying new or “better” organizational structures and staffing mixes.
- Stakeholders must be involved in the process – management, staff, elected officials and residents of the Town.
- There is likely to be a range of recommendations that can serve to accomplish the Town’s goals and objectives, rather than only one “best” solution.
- Organizational changes in the public sector are generally more likely to be effective when the recommended changes are evolutionary in nature rather than revolutionary.
- The outcome of the study might suggest a need for additional resources rather than fewer resources and could suggest the use of technology rather than additional human resources.

### Approach

Our approach to evaluating the Town consisted of four phases addressing the programs and functional areas included in the scope of work:

- **Phase I – Preliminary Investigations** – The project team made initial contact and performed initial investigations to obtain a general understanding of how the organization is structured, how it operates and how well it performs as evidenced by documents and records.

- **Phase II – On-Site Investigations** – The project team performed on-site investigations of the management of the organization and of the daily operation and support functions associated with its operations.
- **Phase III – Functional Evaluations** – The project team performed an assessment and evaluation of each of the management, support and operational functions of the organization, identifying potential problem areas within the various functions.
- **Phase IV – Report Preparation** – The project team prepared this analysis report, summarizing the findings of the functional evaluation.

MFSG initiated work on the project on November 5, 2018. Members of the project team made several visits during the project for interviews, focus groups and progress meetings and had frequent interactions with Town stakeholders (management and staff, current and former elected officials and residents) via surveys, email and phone.

**The project team was greatly impressed by the attitudes and helpfulness of all Town stakeholders with whom we interacted. We are appreciative of their willingness to take time to communicate with MFSG during the project.**

## Findings and Recommendations

Our assessment generally provided us with the necessary information to document findings and make recommendations as appropriate to address identified concerns and improve the services provided by the Town. The following are high level findings and associated recommendations:

### Town-Wide: Governance

Currently, the Mayor position in University Park encompasses the responsibilities of a full-time job with the pay of a part-time job; few residents can afford to run due to financial and time constraints. The Mayor performs the tasks of what both a Mayor and Town Manager would in similar communities. The Mayor (and Council) have become increasingly involved with the development (and redevelopment) of surrounding municipalities. A week typically consists of evening meetings common to a Mayor and daytime meetings common to a Town Manager.

Most municipalities have a person other than the Mayor who "runs" the municipality. In the Council-Manager form of government, the head of operations is referred to as the Chief Administrative Officer (CAO). The CAO is responsible for implementing the Council's direction by encouraging the municipality's staff to focus on providing a high level of service to customers (external and internal), allowing the Mayor to predominantly work externally for the Town (on the local, state, national and, if needed, international levels). Of the 16 municipalities in Prince George's County and Montgomery County with populations greater than or equal to 1,000 and less than or equal to 5,000, 13 (81%) have a Chief Administrative Officer.

### Recommendation

- Hire a full-time Town Manager that initially reports to the Mayor on an interim basis until the position can be incorporated into the Town Charter. Over time, transition from a Strong-Mayor Council to a Council-Manager form of government in which the Town Manager operates the Town

(and is accountable to the entire Council) and the Mayor is the official representative of the Town externally.

Hiring a Town Manager will provide several benefits:

- Expansion of the Mayoral candidate pool: A Manager would alleviate the workload of the Mayor and allow those who are not retired or wealthy to run for Mayor.
- Management of risk: The Town has been relatively lucky in the past with Mayors that have been elected. The Town may not be so lucky in the future.
- Ability to react to demanding external factors: The surrounding areas continue to experience a great deal of development, which has put a strain on Town resources.
- More time for the Mayor to focus on governance, not operations: Incorporating a Town Manager would free up time for the Mayor to serve as the official representative of the Town and not head of operations.
- Continuity of leadership: A Manager who does not change when a new Mayor is elected would ensure there is no learning curve for the head of operations.
- Professionalization of Town management and operations: Incorporating an experienced Town Manager would allow the Town to run more efficiently and cost effectively.
- Accountability: A Manager would provide a single source who is accountable for implementing decisions made by the Mayor and Council.

### **Town-Wide: Operations**

Several stakeholders stressed that the Town Hall building is undersized for staff and meetings and does not comply with ADA regulations. It was also stated that there was not enough space to have several part-time personnel (Treasurer, Bookkeeper, Administrative Assistant) in the Town Hall at the same time and that office arrangements would have to be made to accommodate a Town Manager if hired. There is also insufficient space to allow Public Works employees to shower and change at the end of their shifts. A needs assessment is currently being performed to examine options for either expanding the current Town Hall or building a new one.

#### **Recommendation**

- Evaluate expansion of the current Town hall, or construction of a new one, to allow enough space for housing all employees and all vehicles and equipment and the ability to hold community meetings and events.

In November of 2016, the Mayor and Council participated in a strategic planning retreat and in March of 2018, a second retreat took place. We commend the Town of University Park for undergoing a strategic planning retreat and encourage the Mayor and Council to periodically update the plan as driving forces change. A strategic plan informs internal and external stakeholders of the direction the Town will take going forward.

#### **Recommendation**

- Continue to undertake a strategic planning process to guide future activities and to inform employees and Town leadership of the strategic direction of the Town.

One of the reasons strategic planning will be integral to the success of the Town is the number of employees who are or will be eligible for retirement over the next several years. Employees have

historically stayed with the Town for a long career. At some point in the near future, a great deal of knowledge about the Town will “walk out the door”. There does not appear to be any efforts to capture this knowledge (on paper, via interviews or stored electronically).

### **Recommendation**

- Undertake actions to institutionalize the knowledge held by key employees nearing retirement with updated and additional written standard operating procedures along with mentoring or “shadowing” programs.

Employee reviews appear to be provided sporadically by Department management with varying frequency, criteria and results. While some interviewees stated they had received performance reviews in the past, others mentioned that they had never had one conducted.

### **Recommendation**

- Create Town-wide procedures for semiannual performance reviews with customizations allowed for each specific department.

Some of the Town job descriptions provided to the project team are not consistently formatted across the three departments of the Town, do not list all current duties performed and/or are outdated. A job description needs to clearly define job responsibilities and should be an essential part of all employee performance assessments.

### **Recommendation**

- Review and update all job descriptions. Ensure there is a job description for all current positions.

### **Departmental: General Government**

While there are a variety of ways that information is disseminated to residents, several stakeholders (residents and employees) stated that there is a communications issue between when and how residents receive information. The Town relies upon the effort of staff to contribute to the newsletter and the Town Clerk to maintain and update content on the Town’s website and the Town’s Twitter account.

### **Recommendation**

- Consider utilizing other available communication tools, such as sending text alerts and notifications to residents who opt in or setting up a Facebook page or group for the Town, on which the Town Clerk and/or Administrative Assistant could post photos, videos, announcements, events, polls, questions and links to relevant information on the Town website; have content for the webpages for each department be provided by those within the department and sent to a single person for uploading.

The Town has been awarded several grants over the past couple years. With assistance from the Mayor, the Treasurer is in charge of grant research and management. The Treasurer often learns about grant opportunities through the other Towns in which he works or through research from other committees and state agencies. The Town also has a large number of educated and motivated residents who may be able to assist Town management and staff with identifying and applying for grants.

### **Recommendation**

- Continue to research grant opportunities for the Town. Have the Town Manager and the department heads (DPW Director and Police Chief) assist the Treasurer in applying for grants associated with their departments. Consider reaching out to residents to assist Town management and staff with identifying and applying for grants.

It was reported that the phone system in the Town Hall was a distraction sometimes, and the ability to direct calls to the appropriate department would be helpful for the General Government staff. It was reported that the Town's telephony system has the capability of setting up a phone tree with an automated voice system.

### **Recommendation**

- Set up an automated phone tree to direct calls to the appropriate department so that General Government staff does not have to be the operator for all Town departments and has more time to focus and concentrate on their primary tasks.

While the two bus programs are great services for those who take advantage of them, the programs combined are the highest individual program cost in the General Government budget (other than salaries). Stakeholders have reported some issues with the bus program including difficulty in filling driver positions, learning curve for driving routes, infrequent use of the door-to-door service and aging vehicles.

### **Recommendation**

- Determine what percentage of Town residents utilize both Town bus services and how frequently; Evaluate the cost effectiveness of using the County's ParaTransit programs, a cab company or ride sharing services on an as needed basis for shuttle service.

### **Departmental: Public Works**

DPW does not formally track and report customer complaints across functional areas so there is no historical baseline for customer service quality. Resident complaints and requests for service are received by the Department via phone, email or referral through the Mayor or Town Council.

### **Recommendation**

- Track and analyze calls for service to the Department to identify customer service trends for all core resident services routinely provided by DPW.

The Director of Public Works performs all of the department's administrative and management functions, including fiscal management, procurements, HR, record-keeping, compliance reporting and project management. There are no employees within the Department who are capable of performing any of Mr. Beall's current duties if he vacates his position.

### **Recommendation**

- Consider hiring a part-time administrative employee to perform basic departmental administrative functions (payroll, complaint handling, data collection, reporting, scheduling, timekeeping, etc.) to provide some managerial redundancy for critical Town operations. Alternatively, cross-training of existing Town staff or a future Town Manager in critical DPW operational and administrative functions could address this need.

While it was indicated that DPW employees have received a limited amount of training in defensive driving, CPR and equipment training, the Department currently has no formal safety and training program.

### **Recommendation**

- Implement a structured safety program with training elements appropriate for the functions being performed by DPW's maintenance personnel. Routine training in defensive driving, slip, trips and falls, lifting, maintenance of traffic and roadway safety should be undertaken.

Several towns have minimally staffed maintenance departments and rely almost exclusively on contractors or the County to provide basic municipal services. The majority of the Town's sanitation, park maintenance and right-of-way maintenance functions are performed with in-house staff, which makes University Park somewhat unique among similarly sized municipalities in Prince George's and Montgomery Counties.

### **Recommendation**

- Evaluate service contracts used by neighboring municipalities to determine if an equivalent level of service can be provided at lower cost through outsourcing, including an assessment of the customer service implications associated with using outside contractors.

The age of DPW's fleet is a significant concern because vehicle maintenance costs are a significant percentage of the Department's non-payroll budget and the reliability of work vehicles has a direct impact on customer service.

### **Recommendation**

- Budget for the replacement of at least two of the oldest, highest maintenance cost vehicles within the next two budget cycles, with the goal of reducing the average age of the fleet to less than eight years.

Although the Director of Public Works maintains a list of potential sidewalk, street and park projects, the projects do not appear to be based on a long-term capital plan or a comprehensive condition assessment. The development of a planning-level long term capital development plan, based on asset use and an evaluation of current condition, would help the Town better prioritize projects and assess funding gaps.

### **Recommendation**

- Develop a detailed condition assessment for street and sidewalks to prioritize the Town's long-term infrastructure maintenance needs.

### **Departmental: Police**

The Town has a part time Code Compliance Officer who handles code issues concerning exterior maintenance of structures, outdoor storage, overgrown vegetation, unregistered vehicles and rental licensing. The Town has moved building permitting issues from the Town Clerk to Code Compliance, given the complexity of some of permitting and code compliance issues.

#### **Recommendation**

- Continue the move of building permits and other permitting issues to Code Compliance under the Police Department. Have the Police Administrative Assistant help the Code Compliance Officer with permitting.

Historically, officers have been lateral transfers from other agencies or have retired from other agencies. The small number of officers prohibits hiring entry level personnel and sending them to six months of required training in an academy.

#### **Recommendation**

- Continue to target retired officers from other agencies as officers seeking a second career are ideally suited for UPPD due to less activity and less need for extensive training and expensive benefits.

The impact of the County removing the crossing guard for the school has resulted in sworn police officers being used and, as a result, not being available during a high traffic time to assure peace and good order.

#### **Recommendation**

- Establish a neighborhood watch program, which could lead to a volunteer reserve officer policing program capable of helping during special events, for traffic and crowd control or perhaps as school crossing guards.

While the Town has had traffic studies performed in the past and the Town owns a moveable speed sign that tracks data that can be placed on a street to measure if speeding is an issue, many residents believe traffic control on Town streets should be improved. Several respondents indicated a desire to see more speed bumps and traffic calming measures be put into place. The Town has been exploring a reduction of the posted speed limit in the Town (currently 25 miles per hour).

#### **Recommendations**

- Consider performing targeted traffic studies to identify potential traffic management options such as traffic calming, signage changes, speed cameras, red-light camera's or enhanced enforcement.
- Continue the exploration of reducing the posted speed-limit throughout the Town.

Further details on these and other findings and recommendations are outlined in the remainder of this report.

## 1. BASIS FOR THE STUDY

### 1.1 Objective and Scope

The objective and scope of services set forth between the Town of University Park (“the Town”) and the Municipal & Financial Services Group (“MFSG”) for an operations and management study of the Town consists of the following related tasks:

- Identify Town Services and Responsibilities
  - Review of duties and responsibilities of staff
  - Review of duties and responsibilities of the Mayor
- Conduct Focus Groups
  - Support staff and Town Attorney
  - Town residents
  - Recent Councilmembers and Mayors
  - Others as needed
- Review with Town Council
  - Kick-off
  - Preliminary findings
  - End of project review

The study has been completed based on these major study areas. It should be noted that the study summarized by this report represents an analysis of the operations and management of the Town and was not undertaken by the Town to solely determine whether a Town Manager should be hired. However, the topic of Town management and whether to hire a Town Manager was clearly one of the factors for having a study of operations and management undertaken. The issue of whether or not to hire a Town Manager appears to arise every 10 years or so as this study is a result of the third time such a discussion has taken place (with the first being 20 years ago and the second being 10 years ago). A special session of the Town Council took place on March 27, 2018 to discuss the possibility of hiring a Town Manager. The Mayor and Town Manager from Berwyn Heights and Riverdale Park were invited and spoke about their experiences with Town Managers. As a result of the meeting, the decision to hire a Town Manager was postponed until the findings and recommendations of this study were provided. In this report, we have documented findings and made recommendations as appropriate to address identified concerns and improve the level of service provided by the Town.

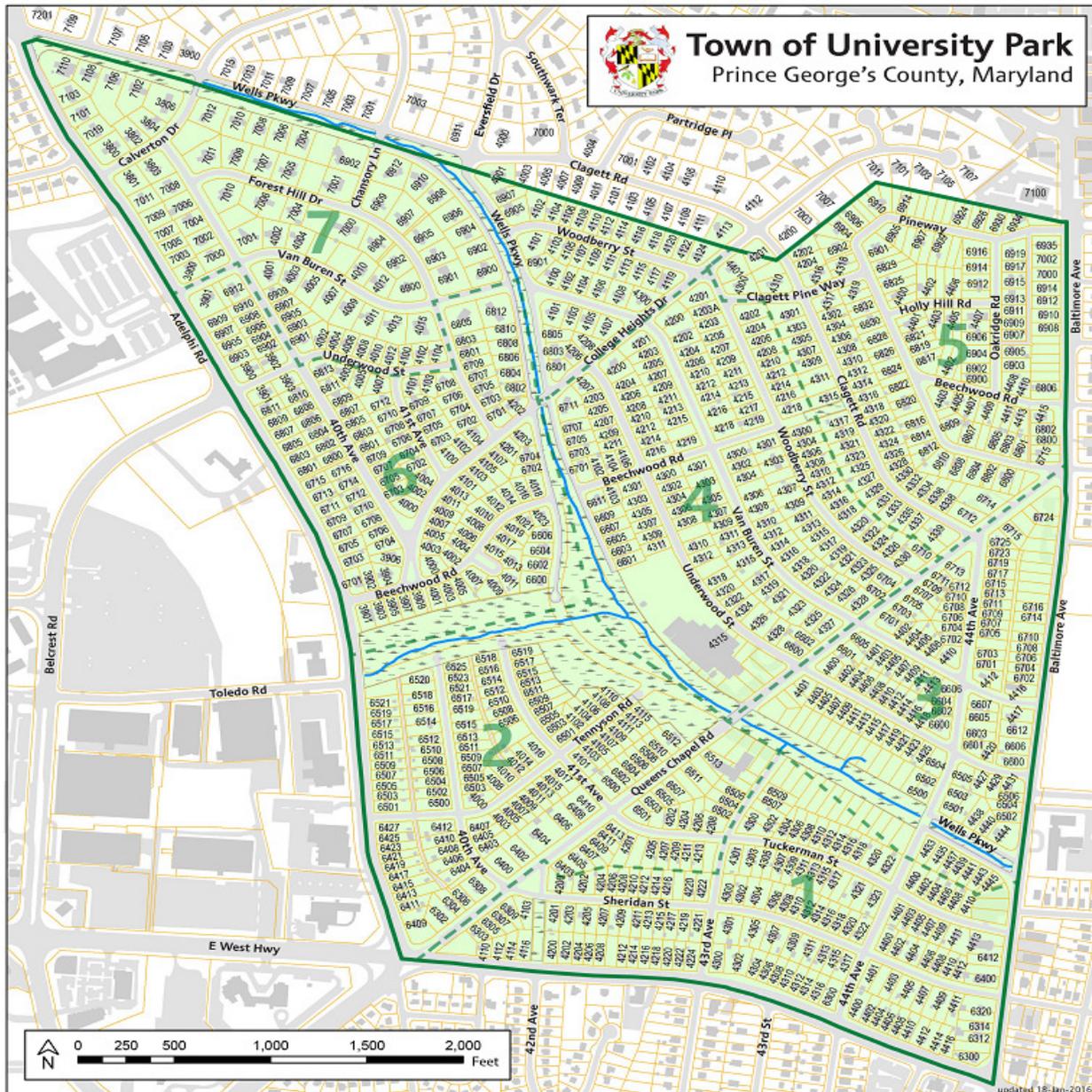
### 1.2 Background

Incorporated in 1936, the Town of University Park encompasses 0.50 square miles in the northwestern part of Prince George’s County. The Town is bordered on the northeast by the City of College Park, on the southeast by the Town of Riverdale Park, on the west and south by the Town of Hyattsville and on the north by Adelphi, an unincorporated area of Prince George’s County.

The Town has a population of approximately 2,600. With the exception of an elementary school (owned and operated by Prince George’s County) and two churches, the Town is entirely residential; there are no commercial properties. The Town also has a playing field, tennis courts, playgrounds and walking and bike trails.

The legislative branch of the Town is the Common Council consisting of seven Councilmembers (each representing one of the seven wards of the Town) and a Mayor (who votes only when there is a tie). The Mayor and Councilmembers serve two-year terms. Elections are held on a staggered basis, with the Mayor and three Councilmembers elected in one year and the other four Councilmembers elected the following year. In May of 2018, Mayor Carey was reelected, and three new Councilmembers were elected. There is a four term limit for the Mayor (the current Mayor, Lenford Carey, is in the first year of his third term) and a three term limit for Councilmembers.

**Exhibit 1.2.1 Town of University Park Ward Map**



There are several committees and commissions within the Town, some composed entirely of Councilmembers and some with residents as members:

- Development Overview Committee - Reviews and makes recommendations to the Council regarding all matters involving planning, zoning and development of areas within one mile of the Town
- Ethics Commission - Appointed by the Mayor with Consent of Council, per Section 12-102 of the Town Ordinances
- Helping Hands UP Committee - helps residents remain in their homes as they age, through volunteer services, educational programs and social activities
- Police, Traffic & Public Safety Committee - Studies and makes recommendations to the Council regarding police, traffic and public safety matters in the Town (including traffic signage and safety issues, police policies and procedures and maintenance of public safety)
- Policy, Rules & Municipal Structure Committee - Studies and makes recommendations to the Council regarding the policies, rules and municipal structure of the Town. This covers a broad array of concerns, including permitting, code compliance and general town policies.
- Public Facilities & Services Committee - Studies and makes recommendations to the Council regarding the Town's public services and facilities, including all Public Works matters (including trash, recycling, composting program and care and use of the Town park)
- Sustainability Committee - Makes recommendations to the Council regarding matters that encourage sustainable practices by the Town and its residents
- Trees, Parks & Environment Committee - Reviews all matters concerning public trees in Town and sponsors educational activities to increase public appreciation of trees

### 1.3 Acronyms and Abbreviations

The following list includes the acronyms and abbreviations (in alphabetical order) that are used throughout this report.

ADA	Americans with Disabilities Act
CAD	Computer Aided Dispatch
CAO	Chief Administrative Officer
CDL	Commercial Driver's License
CDP	Census-Designated Place
DHCD	Maryland Department of Housing and Community Development
DNR	Maryland Department of Natural Resources
DPW	Department of Public Works
FOIA	Freedom of Information Act
FY	Fiscal Year (July 1 – June 30)
ICMA	International City/County Management Association
MDT	Mobile Data Terminals
MFSG	Municipal & Financial Services Group
MML	Maryland Municipal League
M-NCPPC	Maryland-National Capital Park and Planning Commission
NNO	National Night Out
OCR	Optical Character Recognition
PGPD	Prince George's County Police Department
SOP or SP	Standard Operating Procedure or Standard Procedure

SWOT	Strengths, Weaknesses, Opportunities and Threats
UCR	Uniform Crime Reporting program
UPES	University Park Elementary School
UPPD	University Park Police Department
WSSC	Washington Suburban Sanitary Commission

## 2. OVERVIEW OF EVALUATION

The following section of the report outlines an overview of our evaluation of the Town of University Park.

### 2.1 Description of the MFSG Project Team

The Municipal & Financial Services Group (MFSG) is a specialized management consulting practice that was established in 1976 and was for many years part of the management consulting department of national or regional CPA or engineering firms. MFSG focuses on the financial and management needs of the public sector and in the efficient delivery of public sector services. The firm is skilled in performing a diverse array of consulting services including operational reviews and management audits, comparative and benchmarking analyses and organizational and management studies. MFSG has served clients along the East Coast and across the nation.

In selecting its project team, MFSG included a complementary blend of functional skills in the areas of management, organizational and operational analysis. The team brought to this project has broad industry experience in local government finance, accounting and municipal and utility management and operations.

### 2.2 Fundamentals

We believe an organizational evaluation should be focused on *future* performance rather than solely critiquing *historical* performance. Of course, it is necessary to understand the historical background and operations of the organization as a precursor to developing realistic plans for the future of the organization. We believe that it is important to have shared assumptions among the municipality, its stakeholders and the consultant before starting a study of the nature requested by the Town. At the onset of the study, the following fundamentals were established:

- The study is intended to be positive and constructive in outlook; it is not a “witch hunt” nor an arbitrary attempt to cut staffing, salaries or specific individuals. Rather, it is a systematic process to match the Town’s goals and objectives with the “best” mix of resources to accomplish those goals and objectives, taking into account the environment in which the Town’s services must function.
- It is necessary to understand how the current organizational structure and staffing evolved as the basis for identifying new or “better” organizational structures and staffing mixes.
- Stakeholders must be involved in the process: management, staff, elected officials and residents of the Town.
- There is likely to be a range of recommendations that can serve to accomplish the Town’s goals and objectives, rather than only one “best” solution.
- Organizational changes are generally more likely to be effective when the recommended changes are evolutionary in nature rather than revolutionary.
- The outcome of the study might suggest a need for additional resources rather than fewer resources and could suggest the use of technology rather than additional human resources.

## 2.3 Approach

Our approach to evaluating the Town consisted of four phases addressing the programs and functional areas included in the scope of work. While there are issues and concerns that are unique to each department and program that may be examined as part of an operational review, our approach to this study employed a standard methodology which was adapted to address the particular issues relevant to the Town. MFSG initially divided the project into four phases as follows:

- **Phase I – Preliminary Investigations** – The project team made initial contact and performed initial investigations to obtain a general understanding of how the organization is structured, how it operates and how well it performs as evidenced by documents and records.
- **Phase II – On-Site Investigations** – The project team performed on-site investigations of the management of the organization and of the daily operation and support functions associated with its operations.
- **Phase III – Functional Evaluations** – The project team performed an assessment and evaluation of each of the management, support and operational functions of the organization, identifying potential problem areas within the various functions.
- **Phase IV – Report Preparation** – The project team prepared this analysis report, summarizing the findings of the functional evaluation.

MFSG initiated work on the project on November 5, 2018. Members of the project team made several visits during the project for interviews, focus groups and progress meetings and had frequent interactions with Town stakeholders (management and staff, current and former elected officials and residents) via surveys, email and phone.

**The project team was greatly impressed by the attitudes and helpfulness of all Town stakeholders with whom we interacted. We are appreciative of their willingness to take time to communicate with MFSG during the project.**

## 2.4 Documents and Records Review

The project team invested significant time in reviewing various documents and records to ensure a complete understanding of the functioning of the Town. Documents reviewed included the following:

- Annual budgets
- Annual reports
- Amortization schedules
- Town-wide maps
- Strategic planning retreat report
- Department missions, goals and objectives
- Classification plans
- Personnel manual
- List of computer software
- Fixed assets
- Organizational charts
- Job descriptions
- Employee directory

- Workforce profile
- Title, grade and salary ranges
- Town charter
- Town code
- Town newsletters
- Town internet webpages

The extensive review of documents and records provided the project team with the necessary information to understand the organizational structure, departmental mission and objectives, staffing, budgets, services provided and basic statistical data. The Town was able to provide information via e-mail, in person and an online shared project data site. The documents and records review phase of our evaluation provided the project team with sufficient background information to gather feedback from stakeholders (surveys/questionnaires, interviews and focus groups).

## 2.5 Stakeholder Interactions Timeline

The following is a timeline of stakeholder interactions that took place over the course of the study.

### Council Meetings

- Kickoff: November 5, 2018
- Preliminary findings: March 18, 2019
- End of project review: May 6, 2019

### Community Feedback

- Developed Town resident survey (included as Appendix A)
  - Received 150+ complete responses over the period from late November to early February (results summary included as Appendix B)
- Conducted two focus groups with Town residents
  - Focus Group 1: January 22, 2019
  - Focus Group 2: January 29, 2019

### Employee and Elected Official Feedback

- Developed employee questionnaire (included as Appendix C)
  - Received 15 complete responses (of 27 employees)
- Conducted Employee Interviews
  - Public Works Director: January 9, 2019
  - Mayor: January 30, 2019
  - Police Chief, Lieutenant and two Officers: February 7, 2019
  - Town Attorney: February 7, 2019
  - Town Clerk and Treasurer: February 11, 2019
- Conducted two focus groups with elected officials (current Council Members and former Council Members and Mayors)
  - Focus Group 1: February 28, 2019
  - Focus Group 2: March 5, 2019

## 2.6 Community Survey Summary

With assistance from the Town, a community survey was developed. The survey was broken down into several categories including “Satisfaction of Town Services”, “Responsiveness and Communication” and “Quality of Life”. Each household was encouraged to complete the survey as a notice to residents on the survey was included in the Town’s monthly newsletter. The survey was made available to be completed via online entry (or downloaded) from the homepage of the Town’s website. Copies of the survey were also obtainable at Town Hall in case any residents were not able to fill out the online version.

Over 150 complete survey responses were received. With roughly 1,000 homes in the Town, that is a 15% response rate which is satisfactory for a public survey.

Below is a summary of findings from the survey:

### Demographics

- Many survey participants are long-term residents (36% indicated they have lived in University Park for more than 20 years).
- The vast majority of participants own their homes (97%).
- Of the seven wards, Ward 3 had the fewest number of participants (7% of total participants) while Ward 4 had the greatest number of participants (26% of total participants); 7% also did not know in which ward they lived.

### Overall Satisfaction

- Overall, residents are satisfied with their experience living in University Park (over 95% indicated they were “satisfied” or “very satisfied”) and with how the Town is managed (over 82% chose “satisfied” or “very satisfied”).

### Satisfaction of Town Services

- When asked about the overall level of satisfaction with various Town services:
  - The vast majority of residents were satisfied.
  - Only two services were ranked somewhat dissatisfactory:
    - “management of traffic on town streets” (19% of respondents were dissatisfied and 7% were very dissatisfied)
    - “maintenance of streets and sidewalks” (13% were dissatisfied and 5% were very dissatisfied).
  - Two services also received a large number of “no opinion” responses:
    - “town bus” (25% of respondents had no opinion)
    - “compost program” (31% had no opinion – a voluntary program).

### Use of Town Services/Programs

- When asked if the respondent had taken advantage of various services/programs in the past 12 months:
  - The following received many “Yes” responses: “visited a Town park, field or playground” (94% of respondents had done so in the past 12 months); “visited the Town’s website” (89%); “read the Town’s newsletter” (98%).
  - Conversely, the following received many “No” responses: “used bike share” (95% of respondents had not done so in the past 12 months); “contacted Code Compliance” (85%

- however, this is the type of service one would only take advantage of if one had a code compliance issue/question).
- For several services/programs, responses were relatively split between “Yes” and “No”: “used the Town bus” (52% of respondents had done so in the past 12 months); “contacted the Town Clerk’s office” (60%); “contacted the Police” (43%); “contacted Public Works” (51%); “visited Town hall” (60%). Again, many of these services may not be taken advantage of unless a need had arisen to do so (e.g., contacting the Police Department or Public Works Department).

### **Responsiveness**

- All Town offices and departments were ranked highly when it came to responsiveness. Two departments/services received a large number of “no opinion” responses: “code compliance” (66% of respondents had no opinion – again, most likely due to no interaction with the department if not needed) and “Town bus” (58% had no opinion – most likely due to the fact that only half of respondents have used the service in the past 12 months).

### **Quality of Life**

- When asked about the level of satisfaction with various aspects that affect quality of life in the Town, the responses were overwhelmingly positive, with the only aspects receiving negative feedback being “availability of community space” (11% were “somewhat dissatisfied” and 5% were “very dissatisfied”) and “overall value you receive for Town taxes and fees” (9% were “somewhat dissatisfied” and 5% were “very dissatisfied”).

The community survey is included as Appendix A and the results summary report (on which these findings are based) is included as Appendix B.

## **2.7 Focus Group Summary**

At the end of the community survey, there was a statement that specified a cross-section of residents would be invited to participate in a focus group pertaining to the study. For those interested there was an option to fill out contact information. Of the 150+ completed surveys, 60 residents showed interest in participating in a focus group by filling out their contact information. Of these, 22 residents were contacted to see if they were interested in attending one of two focus groups. While the 22 participants were selected randomly, it was ensured that there was an equal representation from each of the seven wards and based on the number of years each had lived in Town. Seven residents participated in the first focus group and eight in the second.

In order to ensure the project team heard from former and current leadership of University Park, two focus groups were also held with elected officials (current Council members and former Council members and Mayors). It was ensured that no more than three current Council members attended either group in order to avoid a quorum and allow them to speak candidly. Six former/current elected officials participated in the first focus group and seven in the second.

At the beginning of each focus group, the project team prompted the groups with a couple of broad questions about what the challenges/issues facing the Town were and whether the current government structure was dealing with issues effectively. The focus groups were very engaged and readily began a wide-ranging discussion among themselves.

Regardless of whether the groups were composed of residents or elected officials (who are also residents), the topics discussed and opinions expressed were similar in all groups. The following are some of the comments provided by focus group participants on various topics:

### **Services Provided and Cost of Government**

- Big city services and small-town government - need to choose one
- Residents expect a lot because they pay a lot in taxes
- Value received from services is fantastic
- Police and DPW are very responsive
- Traffic and surrounding development are major challenges

### **Alternative Structures**

- There is little to no interest in combining with another municipality such as Hyattsville or College Park
- There is little no interest in “unincorporating” (all services and governance being reverted to Prince George’s County and University Park forming a homeowners’ association)
- The Town has been approached by College Heights Estates in the past about being annexed but College Heights Estates does not appear to be interested in paying higher taxes for a higher level of service

### **Arguments for Hiring a Town Manager**

- Requirements of the position of mayor seem to have evolved over the years
- What we’re doing now is becoming unsustainable
- It is a huge problem that only a retired person can run for mayor currently
- The Town is one bad mayor away from a big issue
- Zoning is changing outside of the Town and it will have an enormous effect
- Hiring and firing and other government activities should not be left to novices
- We need a professional, not a volunteer
- Have someone else run operations and let the Mayor do more of his mayoral duties
- If we don’t maintain the amenities, the value of our homes goes down
- Communication plan would be key

### **Arguments Against Hiring a Town Manager**

- Risk of losing the town’s identity
- Town hasn’t changed much over the past 50 years – if didn’t need one then, why now
- Tax burden is a factor - want to make sure increase in taxes is worth it
- A town manager separates the community from the staff because there’s no political linkage
- When an elected official walks into a room, people listen
- Mayors cut themselves out when they have a town manager because it tends to be a lazier job as a result
- If going to hire a professional for town manager, make the Mayor a volunteer again
- If going to hire a professional for town manager, may want to do something on a temporary basis
- We don’t take advantage of the smart people in town – set up a committee

While an equal number of arguments for and against hiring a Town Manager have been presented above, more focus group participants were in favor of hiring a Town Manager than were against. Overall, the general consensus towards hiring a Town Manager was as follows:

- The current Mayoral structure makes it difficult for anyone who isn't retired to seek the job; the current position of Mayor is a full-time job with part-time pay.
- Focus is needed on the future of the Town: strategy development and implementation, planning, project management, grant work, external engagement (particularly on development in areas surrounding and abutting the Town).
- Education is essential: effort will be required to communicate the need for a Manager to Town residents, perhaps through a committee of volunteers.

## 2.8 Interviews

In addition to the four focus groups, an employee questionnaire was developed. The project team requested that each employee fill one out. Of 27 employees, 15 completed a questionnaire. Members of the project team followed up on the questionnaires by interviewing the following Town stakeholders:

- Mayor
- Public Works Director
- Police Chief, Lieutenant and two Officers
- Town Attorney
- Town Clerk
- Treasurer

At the start of each interview, the study purpose and nature of the interview was explained. The project team found the interviewees to be helpful and candid. In general, we find that involving employees and giving them an opportunity to provide input makes them feel part of the study and will help ensure their eventual support of the study's conclusions.

The employee questionnaire is included as Appendix C

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As a result of the information and data gathered from the documents and records review and key input and insight gained from stakeholder feedback, we present findings and recommendations organized into the following two sections: Town-Wide Evaluation and Departmental Evaluations.

## 3. TOWN-WIDE EVALUATION

This section provides findings and recommendations that represent the Town as a whole and cannot be attributed to any individual department. Individual departmental evaluations, findings and recommendations for the Town's three major departments (General Government, Public Works and Police) are provided in Section 4.

### 3.1 Forms of Municipal Structure

Several municipal structures were discussed with various stakeholders. Below is a summary of some of the options discussed:

- “Unincorporate” the Town, have all services and governance revert to Prince George’s County and create a Home Owners Association (HOA) - This would be a similar structure to that of College Heights Estates (an unincorporated area of 200 homes). As an unincorporated part of the County, property owners would pay only County taxes, resulting in lower tax bills. However, this would affect the level of service received by residents. Many residents via surveys and focus groups stressed that they liked the level of service currently provided by the Town and did not want to lose services or have them altered. Many residents believe that the types and quality of services received in the Town surpass those provided by the County.
- Merge with a surrounding municipality such as the Town of Hyattsville or City of College Park – While there may be some economies of scale from spreading costs over an expanded customer base, residents worry there would be a loss of service and possibly higher taxes.
- Annex surrounding unincorporated areas – It was stated that annexing College Heights Estates (a part of the County that has an HOA, is entirely residential and had the same founders as University Park) had been discussed in the past; however, residents of College Heights Estates have indicated that they are not interested in possibly paying higher taxes for an increased level of service.

### 3.2 Form of Governance Structure

The Maryland Municipal League (MML) provides information on four governance structures common to all municipal governments in the United States:

- Strong Mayor-Council – This form of government consists of an elected Mayor who serves as executive officer (with “strong” executive authority and legal power) and an elected Council that serves as the legislative body. The Mayor prepares and administers the budget, oversees departments and appoints departmental heads (with approval from the Council). This is the current form of government in the Town of University Park.
- Weak Mayor-Council – This form of government consists of an elected Mayor who serves as executive officer (with “weak” executive authority and legal power) and an elected Council that serves as the legislative body. The Mayor and Council work together to balance and pass a budget, draft and enforce legislation and oversee departments and appoint departmental heads.
- Council-Manager – This form of government consists of an elected Council that serves as the primary legislative body and appoints a chief executive officer (typically called a City or Town

Manager) to oversee day-to-day municipal operations, to draft a budget and to implement and enforce the Council's policy and legislative initiatives. Most Council-Manager governments include a Mayor (who is typically elected at-large and officially represents the municipality on the local, state, national and, sometimes, international levels). However, the Mayor is typically a regular voting member of Council with little authority that may distinguish the position from others on the Council.

- Commission – This form of government consists of individually elected officials who serve on a governing board (called a “commission”) that exercises both legislative and executive powers to govern the municipality. In addition to serving as legislators, each commissioner is administratively responsible for a department(s), such as police, public works, finance, etc. The Town of University Park used to have this form of government many years ago.

While certainly not the case in University Park, abuses in the Strong-Mayor form of government (such as the elected mayor being given almost total administrative authority and a clear, wide range of political independence with the power to appoint and dismiss department heads without council approval and little or no public input) led to the development of the Council–Manager form of local government and its adoption throughout the United States.

Most major and large cities use the Strong-Mayor-Council form of government (with a full-time paid Mayor, and usually several senior administrative staff), while middle-sized and small American cities and towns tend to use the Council–Manager form. Some municipalities take a hybrid approach and pick and choose aspects from two or more of these four forms of government. For example, a Town may have a Strong Mayor-Council structure with a Town Manager reporting to the Mayor and not the Council. Furthermore, the Town Council would still serve as the primary legislative body and the Mayor would serve as the chief executive; however, the Mayor could appoint a Town Manager to oversee the day-to-day operations and implement Town policies.

A description of the structure, appointment powers, management authority, budget process and authority and ordinance powers of each form of government as sourced from MML is provided as Appendix D.

### **3.3 Current Form of Government and Mayoral Powers**

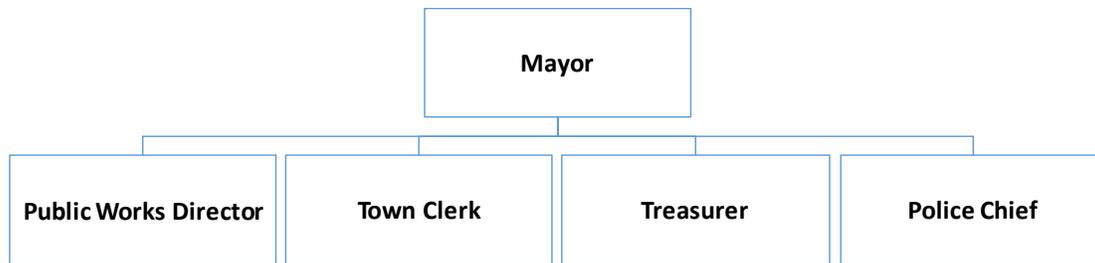
The Town of University Park is currently organized as a strong Mayor–Council form of government. The Mayor currently serves as the chief executive of the Town. Per Article IV Section 401(a) of the Town Charter, “The Mayor shall see that the ordinances of the Town are faithfully executed and shall be the chief executive officer and the head of the administrative branch of the Town government”. Other powers of the Mayor as granted by the Town Charter include:

- With approval of the Council, the Mayor “shall appoint the head of all offices, departments and agencies of the Town government” [Section 401(b)]
- “All office, department and agency heads shall serve at the pleasure of the Mayor” (with the exception of the Police Chief, which serves at the pleasure of the Mayor and Council) [Section 401(b)]
- The Mayor may vote when there is a tie amongst Councilmembers on issues or matters [Section 401(c)]
- The Mayor has veto power on ordinances, resolutions, rules, regulations and orders passed by the Council [Sections 311(c) and 401(d)]
- “The Mayor shall prepare and submit a budget to the Council” [Section 602]

- “All contracts involving professional services such as accounting, architecture, auditing, engineering, law, planning and surveying shall be negotiated by the Mayor” [Section 618]
- With approved of the Council, the following positions are appointed by the Mayor: Town Clerk (Section 701), Town Attorney (Section 702), Town Engineer (Section 703) and Town Treasurer (Section 709)

The Mayor has four direct report (Public Works Director, Town Clerk, Treasurer and Police Chief) as shown in Exhibit 3.3.1.

**Exhibit 3.3.1 Direct Reports to Mayor**



Including the four direct reports to the Mayor, the Town of University Park currently has 27 employees (20 full-time and seven part-time). The Town also contracts out for the Town Attorney, Engineer, IT, Auditing and the Council Meeting Minute Recording Secretary.

### 3.4 Mayoral Responsibilities

Currently, the Mayor position in University Park encompasses the responsibilities of a full-time job with the pay of a part-time job. The Mayor currently receives a stipend of \$20,000 per year (which was only recently increased from \$15,000) – several years ago, the Council passed legislation against providing councilmembers a stipend. The Mayor functions as both the chief executive officer and chief operating officer, with a week consisting of evening meetings typical of a Mayor and daytime meetings common to a Town Manager. According to stakeholder interviews, a busy week may involve 60 hours of work in both jobs combined while a light week is at least 35 hours.

Several stakeholders stated that there is a lack of knowledge amongst Town residents as to what the Mayor’s responsibilities and duties are. Below is a list of the Town of University Park responsibilities and duties currently performed by the Mayor, broken down by those typically performed by a Mayor/Council and those performed by a Town Manager in a Council-Manager form of government.

#### Responsibilities of University Park Mayor Typical of Mayor/Council

- Attending ceremonial events: Dr. Seuss Breakfast at University Park Elementary; Azalea Classic; Arbor Day; Independence Day; Veterans Day
- Presiding at Council meetings
- Drafting Council agendas/packets/minutes
- Developing communications: web site; Mayor’s list; newsletter (Mayor’s Column and PDF review); Council/ committees
- Partaking in intergovernmental relations: other municipalities, County, State
- Representing the Town: Planning Board, County Council, County Executive’s Office, other municipalities

- Participating in municipal associations: Maryland Municipal League; Prince George’s County Municipal League
- Acting as Planning Director
- Responding to/answering questions from Town staff, residents and individuals from outside of University Park
- Overseeing emergency response

### **Responsibilities of University Park Mayor Typical of a Town Manager**

- Overseeing staff directors/direct reports: Chief of Police, Director of Public Works, Treasurer, Town Clerk, Administrative Assistant
- Performing fiscal/financial duties: budgeting, tax rates, cost analysis
- Developing personnel/human resources policies: personnel manual; employee benefits; retirement; standards/discipline
- Ensuring enforcement of code compliance standards
- Managing information technology/information systems
- Contracting for various services: engineering services; paving; concrete/sidewalks; playground; Information technology services; arborist; newsletter editing; printer/ mailing; architectural services; website design; auditor
- Interacting with the Town Attorney with respect to litigation, contract breaches and code compliance
- Monitoring compliance with State mandates related to public information (Maryland’s Public Information Act), open meetings (Maryland’s Open Meetings Act), records retention, etc.

## **3.5 Development Involvement**

While the Town of University Park has no commercial developments within its municipal boundaries, the Mayor and Council have become increasingly involved with the development (and redevelopment) of surrounding municipalities. Planning, zoning, and other aspects of surrounding development have a major impact on the growth, planning and quality of life in University Park. The Mayor must represent the Town’s interests when interacting with developers, Prince George’s County Planning Board and staff and surrounding municipality councils and boards. Since 2000, University Park’s Mayor and Council have been greatly involved in the following developments:

- Route 1 Sector Plan: guiding zoning and development for the Route 1 area north of East West Highway
- Belcrest Road development: a proposed “iconic” 32-story office building at Belcrest and Toledo Roads
- Proposed addition of a Chick-Fil-A drive-through adjacent to the Prince George’s Plaza Metro Station in Hyattsville
- Proposed addition of a car wash at a gas station on East West Highway in Hyattsville, which would have drained into Wells Run
- Landy Property 1: high-rise apartments off Belcrest Road near Northwestern High School
- Riverdale Park Station (formerly the “Cafritz site”): 37.4 acres of mixed-use town center development across Baltimore Avenue from University Park; involvement by University Park was instrumental in plans to build “the crossing” bridge across the CSX tracks as a “complete street”
- Proposed drive-thru and car wash at a gas station near Belcrest Road and East West Highway
- Landmark Center: development housing a Target and student housing at College Avenue and Baltimore Avenue in Riverdale Park
- Toll Brothers development near Guilford Drive, Hartwick Drive and Knox Road in College Park

- The Domain near Campus Drive and Mowatt Lane in College Park
- Editors Park in Hyattsville near a Home Depot and the Prince George's Plaza Metro Station
- The Hotel at the University of Maryland near Campus Drive and Baltimore Avenue in College Park
- A 7-Eleven in Riverdale Park at Sheridan Avenue and Baltimore Avenue across from University Park
- Prince George's Plaza Transit District Development Plan: involving the University Town Center, Mall at Prince George's and areas near the Prince George's Plaza Metro Station all closely adjacent to University Park
- Regional stormwater facility at the old Nine Pond site in Hyattsville to address stormwater management and flooding issues in University Park, spearheaded by University Park Mayors
- Construction of the Washington Metro Purple Line, which University Park Mayors have strongly supported
- Prince George's County rewrite of zoning and subdivision regulations, governing the rules and procedures for zoning and development in the County
- Bozzuto Development north of University Park, replacing old Platos and Quality Inn sites in College Park
- Development of the Safeway at University Town Center in Hyattsville to include full storm water mitigation
- Conversion of an office building behind the Safeway in Hyattsville to residential housing
- Landy Property 2: involving clearing of forest and replacing it with 331 townhomes off Belcrest Road near Northwestern High School
- North County Transportation Study
- Disposition of WMATA land on Baltimore Avenue across from Town Hall

### 3.6 Chief Administrative Officer

Most municipalities have a person other than the Mayor who "runs" the municipality. In the Mayor–Council form of government, this work is generally the Mayor's responsibility. In the Council-Manager form of government, the head of operations is referred to as the Chief Administrative Officer (CAO). The CAO is responsible for implementing the Council's direction by encouraging the municipality's staff to focus on providing a high level of service to customers (external and internal), allowing the Mayor to predominantly work externally for the Town (on the local, state, national and, if needed, international levels).

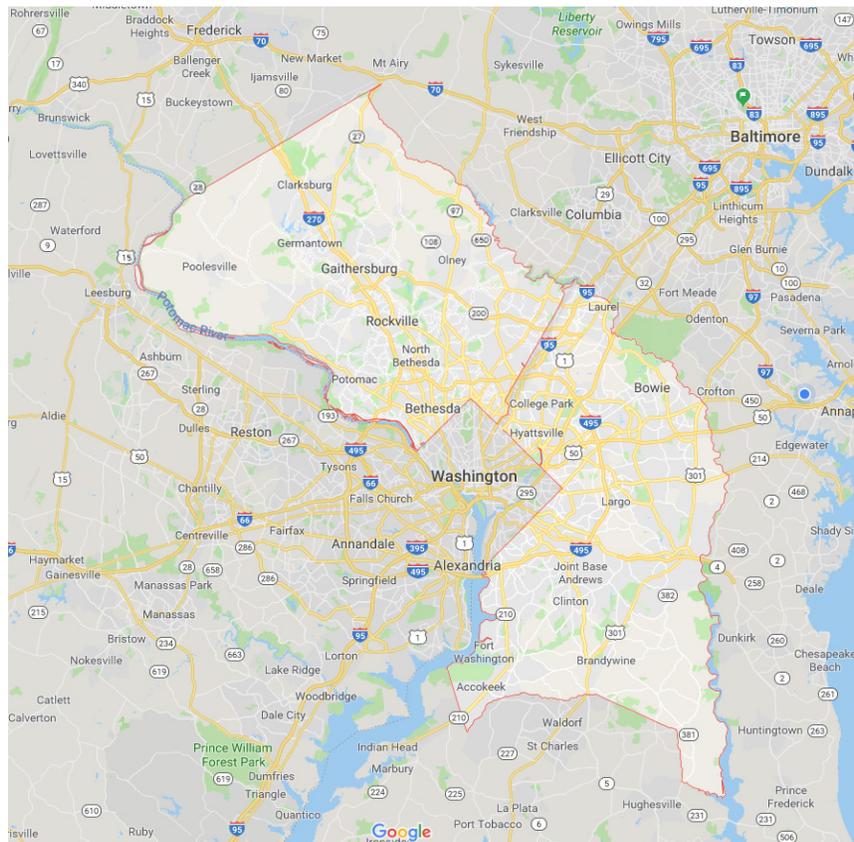
A municipality's CAO may be referred to as a Municipal (or City or Town) Manager or Municipal (or City or Town) Administrator. The major difference between a Manager and an Administrator typically depends on the powers and authorities yielded to the position. A manager usually has more authority and responsibility than an administrator in a Council-Manager form of government. Also, the Manager position is often created by charter (which gives the position more stability), whereas the Administrator position is often created by ordinance. However, it should be noted that several Administrators in Maryland actually receive their authority from the charter and have authorities/powers equal to that of Managers in other Maryland municipalities.

Recently, the Town applied for a grant through the Maryland Department of Housing and Community Development (DHCD) to have a shared Town Manager with the Town of Colmar Manor; however, this was denied by the Department due to the Town's revenues being too high. It was reported that a shared Town Manager might not be best option as Town Managers that have been contacted say it is difficult to be a part-time Manager due to how much time and dedication is required.

### 3.7 Municipal Governance Comparison

A comparison of the municipalities within Prince George’s County and Montgomery County was developed based on Maryland Municipal League’s (MML) Directory of Maryland Municipal Officials (published 2/6/2019). Information was analyzed for 47 municipalities (28 towns, 13 cities, four villages and two census-designated places [CDP]) within the two counties (a map showing the two counties is provided as Exhibit 3.7.1). This information included population, operating budget, full time and part time paid employees and elected and other officials and it was supplemented with U.S. Census data on population (2017 estimates), housing units (2010) and total area (2010) and with data from each municipality’s charter (for those with populations between 1,000 to 5,000, like University Park).

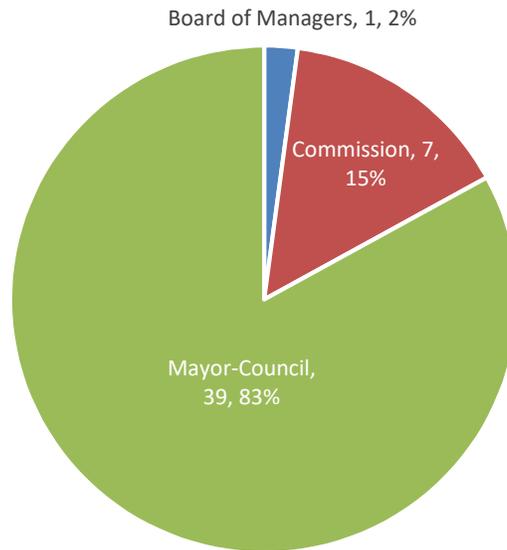
**Exhibit 3.7.1 Map of Prince George’s County and Montgomery County**



Some findings from the 47 municipalities are as follows:

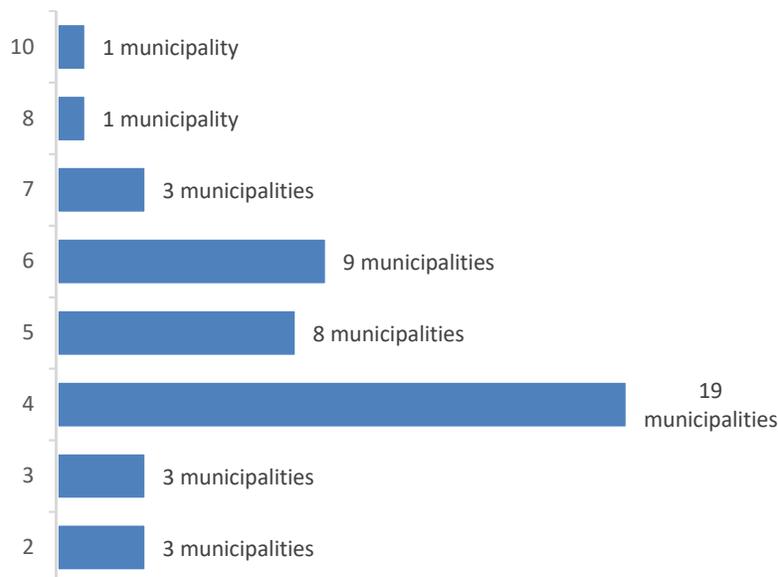
- 2017 estimated populations range from over 67,000 (City of Gaithersburg) to just 41 (Town of Eagle Harbor); University Park’s population of 2,645 is 23<sup>rd</sup> largest.
- 2017 estimated number of housing units range from over 29,000 (City of Rockville) to just 40 (Town of Eagle Harbor); University Park’s 971 housing units is 23<sup>rd</sup> largest.
- 39 (83%) municipalities have a Council as the governing body (with either a Mayor or Chairman as the head elected official), seven (15%) have a Commission (with either a President, Chairman or Mayor as the head elected official) and one (2%) has a Board of Managers (with a Chairman).

**Exhibit 3.7.2 Governing Body Comparison**



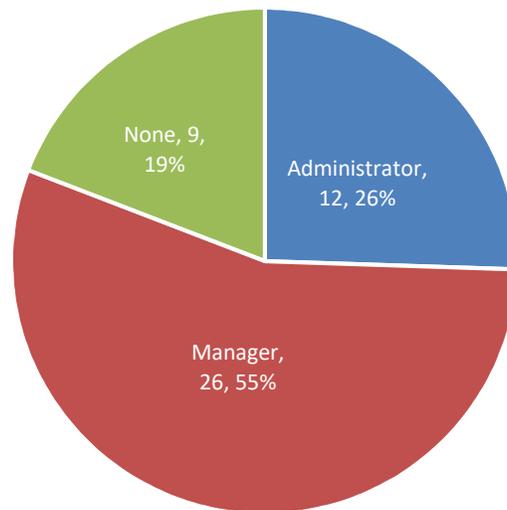
- 19 municipalities (40%) have exactly four members on the Council (or Commission), six have two or three members, 17 have five or six members, and five have seven to 10 members (like University Park).

**Exhibit 3.7.3 Number of Governing Members Comparison**



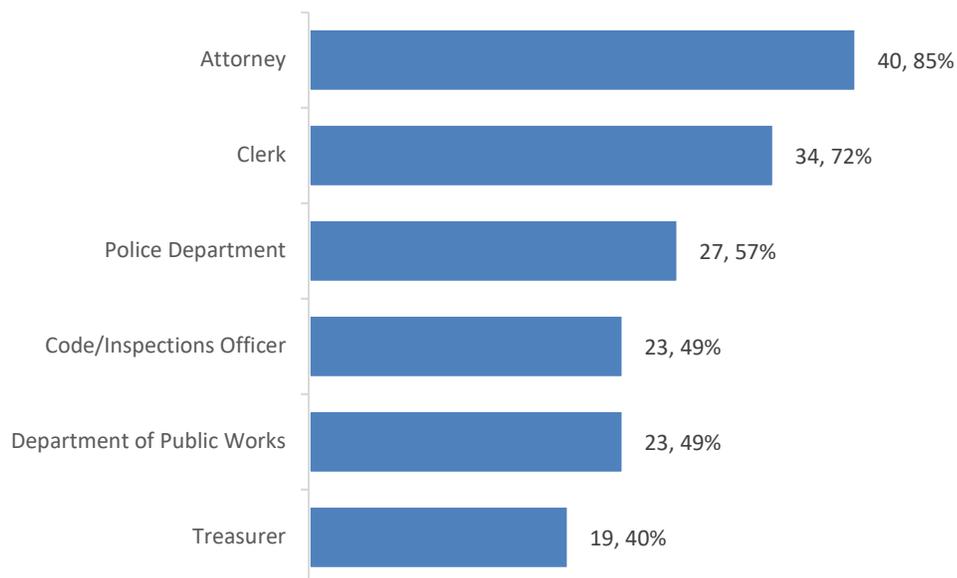
- 38 municipalities (81%) have a Chief Administrative Officer (CAO); of these, 26 have a Manager as CAO and 12 have an Administrator as CAO.

**Exhibit 3.7.4 Chief Administrative Officer Comparison**



- 23 municipalities (49%) have a Department of Public Works, with “Director of Public Works” being the head position. 27 (57%) have a Police Department, with “Police Chief” being the head position. 40 municipalities (85%) have an Attorney, 34 (72%) have a Clerk and 19 (40%) have a Treasurer and 23 (49%) have a Code/Inspections/Permitting Officer or similar title. Other officials include administrative assistants, finance directors, assistant CAOs, community service/economic development directors, human resource directors, parks and recreation directors and several other miscellaneous titles.

**Exhibit 3.7.5 Number of Officials/Departments Comparison**



- Of those with populations of 1,000 to 5,000 (16 municipalities), 14 have a Council as the governing body (with a Mayor as the head elected official); 13 (81%) have a Chief Administrative Officer (CAO); eight (50%) have a Department of Public Works; and 13 (81%) have a Police Department.

- For each of the 14 municipalities with a population of 1,000 to 5,000 and a Council as the governing body (like University Park), a further analysis was developed by examining the charters of each municipality. The following are findings for the 14 municipalities:
  - Vote of Mayor: In six municipalities (including University Park), the Mayor only votes on Council matters if there is a tie amongst Councilmembers (typical of a Mayor-Council form of government) and in seven municipalities, the Mayor votes as a member of the Council (typical of a Council-Manager form of government).
  - Mayoral Veto Power: In four municipalities (including University Park), it is explicitly stated in the charter that the Mayor has veto power over Council votes (typical of a Strong Mayor-Council form of government).
  - Compensation of Elected Officials: In 12 municipalities, the charter states that the Mayor and/or Council are to be compensated for serving as elected officials; of these, six municipalities have a charter that states the exact amount to be paid (either monthly or annually, ranging from \$360 to \$20,000 per year); and six municipalities have a charter that states that compensation shall be set by ordinance.
  - Appointment of CAO: In five municipalities, the charter states that the Mayor and Council appoint the CAO, in one the charter states that the Mayor appoints the CAO and in five the charter does not explicitly mention the appointment of a CAO.

The complete comparison of all 47 municipalities is included as Appendix E. It should be noted that, other than the U.S. Census data on population (2017 estimates), housing units (2010) and total area (2010) and the data from each municipality's charter, all information in Appendix E was retrieved from the MML Directory. The MML Directory (which can be downloaded from MML's website) also includes other information such as a list of other officials for each municipality.

### 3.8 Municipal Case Studies

Based on demographic information provided in the MML Directory and other research conducted as part of this study, three case studies were developed on towns similar in land, population and housing units size, location and residential/commercial make-up. It should be noted that the information provided on each municipality was gathered using publicly available documents and/or included on each Town's website.

#### Town of Somerset

The Town of Somerset is a residential community located just north of the District of Columbia line in Montgomery County. It spans an area of 0.27 square miles and had an estimated 2017 population of 1,113 living in 412 housing units. The Town is governed by a Mayor and five-member Council (none of whom receive a salary or compensation), serving two-year terms.

The Town lists the following staff on its website (the MML Directory lists eight full-time employees):

- Manager and Clerk-Treasurer
- Administrative assistant
- Foreman
- Two maintenance workers
- Arborist
- Code enforcement officer
- Engineering consultant
- Four Montgomery County police officers

According to the Town's charter, the Mayor can only vote if there is a tie but does have veto power. The Mayor does not receive a salary. The Mayor, with approval from the Council, is in charge of appointing all nonelective officers, and all officers serve at the pleasure of the Mayor (except the Town Manager and Town Attorney). All other employees are appointed and removed by the Mayor. The Mayor prepares the budget to be approved by the Council.

Currently, the Town Manager and Clerk-Treasurer positions are combined and performed by one person. According to the Town's charter, under supervision of the Mayor, the Town Manager serves as the chief financial officer and makes all purchases and contracts for the Town. The Town Manager also serves as clerk to the Council. Under supervision of the Mayor, the Clerk-Treasurer performs various activities such as preparing the annual budget, paying expenses, collecting taxes and overseeing other fiscal duties. The Town Manager (and Town Attorney) may be removed at any time by the Mayor, with the approval of the Council.

The Town has a Town Hall that it rents out for events. There is an elementary school within the Town owned and operated by Montgomery County. Development in the surrounding communities has an impact on the Town, with concerns being an increase in traffic and overcrowding of schools. Recreational facilities include a swimming pool, basketball court, batting cage and three tennis courts.

While the Town has three Public Works employees (a Foreman and two maintenance workers), trash, recycling, yard waste and compost collection services are performed by contractors. Leaf collection and snow removal services are also provided by contractors.

The main source of police protection in Somerset comes from Montgomery County's Second District police force. The Town also employs part-time off-duty Montgomery County police officers as a secondary source of police protection. The officers work non-structured schedules on various days and times throughout the year.

The Town has an FY 2019 proposed operating budget of \$1.60 million. The largest FY 2019 expenses include \$513,000 for personnel, \$213,000 for recreation expenses, \$211,000 for professional services, \$196,000 for sanitation, \$116,000 for debt service and \$106,000 for streets and sidewalks. There is also \$532,000 in capital expenses for FY 2019 consisting of \$337,000 for town hall/garage, \$75,000 for trees, \$50,000 for streets, \$50,000 for budget contingency and \$20,000 for recreation.

### **Town of Berwyn Heights**

The Town of Berwyn Heights is a predominantly residential community (there are some commercial properties along Greenbelt Road) located in Prince George's County. It spans an area of 0.69 square miles and had an estimated 2017 population of 3,250 living in 1,010 housing units. The Town is governed by a five-member Council (including a Mayor and Mayor Pro Tempore), each of whom is paid \$250 per month and serves a two-year term.

The Town lists the following departments and staff members on its website (the MML Directory lists 27 full-time employees):

- Administration (Town Manager, Town Clerk, Town Treasurer, Administrative Coordinator)
- Code Compliance (Code Supervisor, Code Officer, Code Clerk)
- Parks & Recreation (Administrative Coordinator)
- Police (Police Chief, Police Clerk, Officer)

- Public Works (Director, Administrative Assistant)
- Volunteer Fire

The Administration Department handles the overall administration of the Town as well as finance and human resource functions. Code Compliance monitors residential and commercial properties to ensure compliance with property standards, zoning rules and rental housing regulations. Parks & Recreation promotes recreational and educational programs and advocates for the improvement of the Town's parks and playgrounds. The Police Department provides 24/7 police protection. The Public Works Department performs weekly refuse, recycling and yard waste collections. The Berwyn Heights Volunteer Fire & Rescue Squad partners with the University of Maryland's Fire & Rescue Institute to train first responders.

According to the Town's charter, the Mayor is recognized as the head of the Town government but appears to have limited powers; in most respects, the Mayor is an equal member of the Council. The Council appoints the Town Manager and Town Attorney, who serve at the pleasure of the Council. The Council may also appoint a Code Enforcement Officer, Town Engineer and Police Officers.

Under the supervision of the Council, the Town Manager serves as the financial and administrative officer of the Town. All duties and responsibilities of the Administrator are specified by Ordinance and are typically dependent on the consent of the Council. In 2018, per Ordinance No. 121, the Town changed the title of "Town Administrator" to "Town Manager" to "more accurately reflect the role and responsibilities of the position". The ordinance continues, "the change in title supports the goal to move the Town towards a more unified organizational structure in which the Town Council...focus on setting policy and overall oversight of Town operations while the Town Manager supervises daily operations and ensures that the Town Council's goals, priorities and policies are executed." The Town Manager serves the roles of Chief Administrative Officer (CAO) and Chief Financial Officer.

There is an elementary school within the Town owned and operated by Prince George's County. Recreational facilities include a sports park (featuring a combination soccer/baseball field, a field hockey rink and a concession stand) community center (featuring an indoor basketball court and gym), both of which are maintained by Maryland-National Capital Park and Planning Commission (M-NCPPC). Other facilities include a T-ball field, two playgrounds, elementary school fields and a town center (which features a senior center, conference room and rental space for parties).

The Town has an FY 2019 approved operating budget of \$3.13 million. The FY 2019 expenses are broken down as follows: \$770,000 for Public Works (streets, sanitation, recycling and street lighting and public works building), \$756,000 for Public Safety (police and miscellaneous public safety), \$477,000 for Non-Departmental (benefits, insurance and shared street sweeper program), \$446,000 for General Government (Town administration, Mayor and Council, Town center and municipal building), \$146,000 for Code Compliance (code compliance program and van program), \$38,000 for Parks and Recreation and \$30,000 for Cable. There is also \$469,000 in capital expenses included in the operating budget total for FY 2018, consisting of \$160,000 for Greenbelt Station reserve fund, \$116,000 for debt service on road improvements, \$113,000 for infrastructure reserve fund road tax and \$80,000 for vehicle replacement. There are additional capital projects to be funded out of the fund balance and reserve totaling \$1.41 million, with the majority consisting of \$1.24 million for road repairs. The Town also has a Public Safety Taxing District that encompasses the commercial and industrial properties along Greenbelt Road and other adjoining streets that is budgeted to collect \$85,000 for FY 2019.

## Town of Forest Heights

The Town of Forest Heights is a predominantly residential community (there are some commercial properties along the northern edge of the Town) located in Prince George's County. It spans an area of 0.47 square miles and had an estimated 2017 population of 2,554 living in 849 housing units. The Town is governed by a Mayor (paid a salary of \$12,000 per year) and six-member Council (each of whom is paid \$2,500 per year), serving two-year terms.

The Town lists the following departments and staff members on its website (the MML Directory lists 20 full-time employees):

- Administration (Town Administrator, Administrative Assistant)
- Clerk's Office (Town Clerk)
- Treasurer's Office (Town Treasurer)
- Attorney's Office (Town Attorney)
- Police Department (Chief of Police)
- Public Works (Public Works Director)

The Town Administrator is the operational manager of the Town, serving as the advisor to the Mayor and Council and the highest appointed employee in the Town. As the chief administrative officer of the Town, the Administrator is accountable directly to the Mayor and Town Council. The Town Clerk, Public Works Supervisor, Treasurer and Chief of Police all serve as the Town Administrator's primary staff. The Town Administrator is responsible for maintaining the day-to-day operations of the Town and is responsible for directing the governance of policies and procedures, carrying out the instructions of the Mayor, supervising the Town's Departments by providing oversight, resources and guidance to department heads and maintaining the budget.

According to the Town's charter, the Mayor serves as Chairman of the Council and may take part in all discussions and vote on any question before the Council. The Mayor also serves as the Chief Executive Officer and head of the administrative branch of the Town government and ensures ordinances are executed. The Mayor, with the approval of the Council, is in charge of appointing the heads of all offices, departments and agencies, and all office, department and agency heads serve at the pleasure of the Mayor and Council. The Mayor is in charge of supervising the financial administration of the Town government and prepares and submits an annual budget to the Council. The Mayor, with the approval of the Council, also appoints the Treasurer, Clerk and Town Attorney.

The Council is required to appoint (by a majority vote) a Town Administrator and may suspend or remove him/her with or without cause (by a majority vote). The Town Administer position has a one-year probationary period with two evaluations during that period, performed by the Mayor and approved by the Council.

There is an elementary school within the Town owned and operated by Prince George's County. The municipal hall is available for approved public events. Two parks in the Town, which are managed by M-NCPPC, feature a basketball court, fields and tennis courts. There are also arts programs, camps and sports offered.

The Town has an FY 2019 operating budget of \$4.35 million. The largest FY 2019 expenses include \$785,000 for street improvements, \$777,000 for public safety, \$374,000 for capital improvements, \$367,000 for municipal buildings, \$343,000 for speed cameras, \$337,000 for public works and \$318,000 for administration.

### 3.9 Municipal and Governance Structure Recommendations

As the municipal governance comparisons and case studies show, there are several governance options the Town could implement:

- Maintain status quo but make Mayor paid full-time; however, this may not provide continuity/objectivity in the Town's operations as it does not remove politics.
- Maintain a Mayor-Council structure and hire a Manager that reports to the Mayor; however, this is less common and does not remove politics.
- Create a Council-Manager form of government; hire a Manager (a non-political position who is accountable to the entire Council) to operate the Town; make the Mayor the official representative of the Town externally and a member of the Council.
- Hire a Manager and take a hybrid approach to the powers and authorities of the Mayor and Council (either Mayor-Council or Council-Manager).

In none of the options above do we recommend making the Mayor part-time AND not hiring a Town Manager. We do not recommend an option in which the Mayor's role is limited AND the position's operational responsibilities are delegated to the department heads to work together without further managerial leadership. This is not a standard practice or a viable option for the Town as it could prove to be inefficient, reduce accountability and encourage infighting.

A Town Manager could be incorporated into several of these governance structures. There are several reasons to hire a Town Manager:

- Expansion of the Mayoral candidate pool: Currently, the Mayor's position is a full-time job and therefore only a few residents can afford to run due to financial and time constraints. This would allow those who are not retired or wealthy to run (expanding the candidate pool to the younger residents of the Town).
- Management of risk: The Town has been relatively lucky in the past with Mayors as they have been highly educated and able to dedicate a great deal of time to running the Town. Most have also been retired and able to work full-time. The Town may not be so lucky in the future.
- Ability to react to demanding external factors: The surrounding areas continue to experience a great deal of development, which has put a strain on Town resources.
- More time for the Mayor to focus on governance, not operations: Incorporating a Town Manager would free up time for the Mayor to perform typical Mayoral duties (like having an external presence and advocating for the Town) and not have to oversee operations.
- Continuity of leadership: Incorporating a Town Manager would ensure the Chief Administrative Officer of the Town is not subject to political motivations. A Manager who does not change when a new Mayor is elected would ensure there is no learning curve for the head of operations. It would also mitigate the learning curve (which can be steep) for the incoming Mayor as the Manager could educate the new Mayor.
- Professionalization of Town management and operations: Incorporating an experienced Town Manager would allow the Town to run more like a business, more efficiently and cost effectively.
- Accountability: Relying on volunteers and elected officials to oversee important issues is not an effective or professional way to operate. A Manager would provide a single source who is accountable for implementing decisions made by the Mayor and Council.

## Recommendations

- Maintain the Town’s incorporated municipal structure. While “unincorporating” or combining with a surrounding municipality may lower costs, it would also likely result in a lower level of service than the majority of Town residents have come to rely on.
- If the opportunity arises, revisit the idea of annexation of College Heights Estates or surrounding unincorporated areas to help spread the costs of service to additional taxpayers. If annexation is not possible or unlikely, consider providing some of the Town’s higher levels of service to College Heights Estates for a fee.
- Hire a full-time Town Manager that initially reports to the Mayor on an interim basis until the position can be incorporated into the Town Charter. Over time, transition from a Strong-Mayor Council to a Council-Manager form of government in which the Town Manager operates the Town (and is accountable to the entire Council) and the Mayor is the official representative of the Town externally. A gradual transition from one governance structure to another will ensure a smooth transition; however, this may limit the pool of candidates as some applicants may be reluctant to join an organization in transition.

Should the Town vote to hire a Town Manager, the Town will need to do the following (with assistance of the Town Attorney):

- Draft an employment agreement and compensation package.
- Evaluate whether the following should be provided: relocation benefits, car allowance, housing allowance, defined benefit retirement plan.
- Revise the Town Charter and Code so that language pertaining to the Manager’s powers and authorities is added; until the Manager is incorporated into the Charter, the Manager could be supervised by the Mayor. Consider hiring a Manager on a temporary basis or having a probationary period.
- Determine whether the Town Manager will have the ability to appoint or remove positions or have that power kept with the Mayor and/or Council. The Attorney typically cannot be fired by the Manager. Other positions could also be exempt from firing by the Manager, such as Town Clerk, Treasurer, Public Works Director and Police Chief.
- Determine if the Mayor’s position should still be paid the annual stipend of \$20,000 or if it should be lowered or eliminated (since the position would become part-time).

The International City/County Management Association (ICMA) has developed a handbook for recruiting a Chief Administrative Officer called *Recruitment Guidelines for Selecting a Local Government Administrator* that may be a helpful resource to the Town.

## 3.10 Physical Space Needs

Several stakeholders stressed that the Town Hall building (located at 6724 Baltimore Avenue) is undersized for staff and meetings and does not comply with ADA (Americans with Disabilities Act) regulations. While most committee meetings are able to be held in the second-floor conference room at Town Hall, semimonthly Council meetings are held at the University Park Elementary School (UPES), which is subject to availability and coordination with the County and the school system. It was also stated that there was not enough space to have several part-time personnel (Treasurer, Bookkeeper, Administrative Assistant) in the Town Hall at the same time and that office arrangements would have to be made to

accommodate a Town Manager if hired. There is also insufficient space to allow Public Works employees to shower and change at the end of their shifts.

The building's size also does not allow for a community meeting space. For this reason, the two churches in Town (Word of God Baptist and Church of the Brethren) are often used as community spaces.

A needs assessment is currently being performed to examine options for either expanding the current Town Hall or building a new one. It is estimated that expansion or construction could cost over \$2 million, which would have to be bond funded.

There is also a garage in Bladensburg that the Town leases. two trash trucks are kept there, and the Public Works mechanic works there.

### **Recommendation**

- Evaluate expansion of the current Town hall, or construction of a new one, to allow enough space for housing all employees and all vehicles and equipment and the ability to hold community meetings and events.

## **3.11 Strategic Planning**

In November of 2016, the Mayor and Council participated in a strategic planning retreat. The resulting report from the retreat listed the following as a vision statement for the Town:

University Park is inclusive and innovative, fostering a strong sense of community within a vibrant and growing urban area. The Town values community involvement, fiscal sustainability, and environmental stewardship. It is a safe, tree-lined, walkable residential community that provides excellent services to residents. University Park is well-connected to schools, local businesses, employment centers, cultural amenities, transportation facilities, the Nation's Capital, and the University of Maryland.

It was stated that the strategic plan needed to be updated. As a result, a second retreat took place in March of 2018.

We commend the Town of University Park for undergoing a strategic planning retreat and encourage the Mayor and Council to periodically update the plan as driving forces change. A strategic plan informs internal and external stakeholders of the direction the Town will take going forward. It helps guide the budgeting process and provides Town management and leadership with an early notification on future needs. A strategic plan also helps unify all employees around a specific set of priorities and goals for the future. A comprehensive strategic plan for the Town should include some or all of the following:

- Vision, mission statement and guiding principles and values
- Improvement analyses and strategies for the Town's core functions (General Government, Public Works and Police)
- Identification of the Town's strengths, weaknesses, opportunities and threats (SWOT analysis) for the near future (e.g., next five to 10 years)
- Goals to be accomplished for the near future and an action plan for accomplishing them
- Performance indicators to be measured and compared with established targets

## Recommendation

- Continue to undertake a strategic planning process to guide future activities and to inform employees and Town leadership of the strategic direction of the Town. Ensure there are opportunities for resident and employee involvement and participation so that all stakeholders understand the vision and goals of the Town.

### 3.12 Knowledge Capture and Succession Planning

One of the reasons strategic planning will be integral to the success of the Town is the number of employees who are or will be eligible for retirement over the next several years.

The Town has a number of older, experienced employees, many of whom are either already eligible for retirement or will be over the next several years. Based on data provided by the Town, the average age of Town employees is 47 years old (as of January 1, 2019). Employees have historically stayed with the Town for a long career. It appears that the Town has not adequately prepared for the recent retirements or the potential retirements which are likely to occur in the next four to five years. The Town needs to prepare now for the significant loss of experienced employees in the next few years by having experienced employees train and mentor new hires. At some point in the near future, a great deal of knowledge about the Town will “walk out the door”. We did not identify any current Town efforts to capture this knowledge (on paper, via interviews or stored electronically) to avoid future “brain drain”.

Documentation of standards are inconsistent. Some departments have procedures and others don't. While there are some checklists used for office work (answering phones, how to fill out forms, etc.), there is not a lot of knowledge transfer nor much writing down of procedures.

It was also reported that funds were available for training but that some employees do not take advantage of it because of not having enough time to attend training or having difficulty finding training. We believe that a systematic program should be launched to capture the knowledge of experienced employees before they leave the Town. We believe that capturing this knowledge and building it into standard operating procedures (SOPs) and training will greatly benefit the Town and its residents. While it may be impossible to document all the knowledge that seasoned employees have, a plan for capturing the most important knowledge should still be undertaken. Since resources (i.e., funding and staff time) for capturing knowledge can be scarce, it is important to prioritize what should be included in such a plan. The Town should determine what knowledge needs to be captured, what the risks and consequences of not capturing the knowledge are, how the knowledge will be captured and how that information will be disseminated to those who need it when they need it.

It was reported that the Mayor has completed classes as part of the Academy for Excellence in Local Governance developed by the University of Maryland and the Maryland Municipal League. However, there does not appear to be a formal or informal “orientation” process when a new Mayor or Council members are elected, who (unless they possess specialized knowledge when they join the Town) must learn “on the job” exactly how the Town operates and the roles, responsibilities and powers of elected officials in University Park.

## Recommendations

- Develop and implement a succession planning process for all key positions that will likely be filled within the next five years. As some positions will certainly be filled through internal promotion (while others may be filled from outside the organization), this process should identify the potential candidates to replace these positions, and training should be conducted to prepare these individuals.
- Undertake actions to institutionalize the knowledge held by key employees nearing retirement with updated and additional written standard operating procedures along with mentoring or “shadowing” programs.
- Have management sit down with those employees who plan to leave the Town within the next year and analyze what unique or critical knowledge each employee has. Based on this information, determine the importance, immediacy, feasibility and ability to capture and document the job-specific knowledge.
- Establish a formal orientation and training process for newly elected officials so that they have a thorough and current knowledge of their responsibilities and authorities and the operations of the Town (including an overview of municipal law, the responsibilities of each department head and a walkthrough of the offices, facilities, parks and fields, Public Works collection routes and Police patrol routes). Newly elected officials should also be encouraged to take classes as part of the Academy for Excellence in Local Governance developed by the University of Maryland and the Maryland Municipal League.

### 3.13 Performance Reviews and Metrics

Employee reviews appear to be provided sporadically by Department management with varying frequency, criteria and results. While some interviewees stated they had received performance reviews in the past, others mentioned that they had never had one conducted.

Performance indicators/metrics for each department do not appear to be clearly defined. If the Town is expected to continue to provide a high level of service with the current tax revenue, there will be a greater need for very clear targets to help align resources.

## Recommendations

- Create Town-wide procedures for semiannual performance reviews with customizations allowed for each specific department.
- Establish clear and measurable performance metrics for each department and function.

### 3.14 Records Management

The Town has a shared drive that can be accessed remotely. A greater effort has been made to scan contracts and other essential documents to have them put on the shared drive to safeguard them. Occasionally, the Town gets a Freedom of Information Act (FOIA) request which can take a good deal of time and effort to comply with. It was also reported that the records of the Town are not in great order and that the Town was working on cataloguing and scanning minutes and sending them to archives. It was

also reported that timesheets for several employees are handwritten and then entered into the computer by another employee.

#### **Recommendation**

- Continue efforts to scan documents using optical character recognition (OCR) technology and encourage electronic submittals of documents that are already electronic or not easily able to be scanned (e.g., plans from developers, blueprints, etc.).

### **3.15 Job Descriptions**

Some of the Town job descriptions provided to the project team are not consistently formatted across the three departments of the Town, do not list all current duties performed and/or are outdated. Our experience is that up-to-date, accurate and complete job descriptions are essential for both employees and the employer. A job description needs to clearly define job responsibilities and should be an essential part of all employee performance assessments. Job descriptions for the following positions do not exist or were not provided to the project team: Public Works Director; Police Administrative Assistant; Police Officer First Class/Corporal; Code Compliance Officer.

#### **Recommendation**

- Review and update all job descriptions. Ensure there is a job description for all current positions.

## 4. DEPARTMENTAL EVALUATIONS

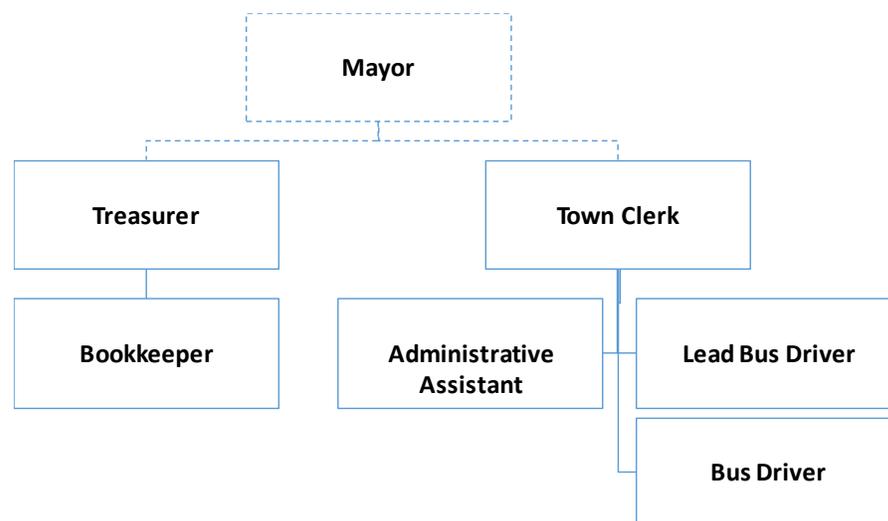
This section provides findings and recommendations for the three major departments (General Government, Public Works and Police) of the Town of University Park.

### 4.1 General Government

#### 4.1.1 Overview

For this study, General Government has been defined as any roles and responsibilities not specifically managed by the Department of Public Works or Police Department (which are discussed in the following sections of this report). Direct reports to the Mayor within General Government include a Town Clerk and Treasurer. There is also a Mayor's Assistant/Assistant Town Clerk position that is currently vacant. Reporting to the Town Clerk are an administrative assistant and two bus drivers. Reporting to the Treasurer is a bookkeeper. The General Government organizational chart is provided as Exhibit 4.1.1. The dotted line in the exhibit shows the reporting relationship to the Mayor.

**Exhibit 4.1.1 General Government Organizational Chart**



The current Town Attorney, Suellen Ferguson, has represented municipalities for over 30 years. She was a member of the Town Council before becoming Town Attorney. She currently serves as attorney for eight other municipalities in Montgomery and Prince George's Counties.

The current Town Treasurer, Dan Baden, has served as Treasurer for municipalities for almost 30 years. In addition to serving as University Park's Treasurer for 25 years, he also currently serves as Treasurer for the City of District Heights (in his 27th year) and the Clerk/Treasurer for the Town of Colmar Manor (in his 29th year). The Town Treasurer oversees a Bookkeeper who handles financial/HR duties such as payroll, paying of bills and issues with insurance coverage, state retirement and health benefits.

The current Town Clerk, Andrea Marcavitch, has been with the Town as Assistant Town Clerk for seven years and recently moved to the Clerk position. The Town Clerk oversees three positions: an Administrative Assistant and two bus drivers.

### 4.1.2 Budget

The Town’s fiscal year (which constitutes the tax year, budget year and accounting year) spans from July 1 to June 30. The FY 2019 proposed budget for General Government totals \$667,000, a 5% decrease from the FY 2018 adopted budget. FY 2019 General Government personnel costs (salaries and payroll taxes and benefits, Mayor’s salary and payroll taxes and benefits) total \$258,000 (39% of total), operating costs (with the largest expenses being transit, legal fees, government studies, insurance, newsletter, office supplies, travel, IT, building maintenance and telephone) total \$370,000 (55%), grants and donations total \$34,000 (5%) and capital (consisting of a foyer upgrade) is \$5,000 (1%). Exhibit 4.1.2 lists the 10 largest allocations within General Government’s FY 2019 budget (and the percent of the total budget).

**Exhibit 4.1.2 General Government - 10 Largest FY 2019 Budget Allocations**

Budget Code	Budget Item	\$	%
G1	Salaries	\$189,229	28.4%
G27	Transit	\$94,000	14.1%
G2	Payroll Taxes and Benefits	\$45,158	6.8%
G20	Legal Fees	\$45,000	6.7%
G15	Government Studies - Town Manager	\$35,000	5.2%
G17	Insurance	\$27,000	4.0%
G22	Newsletter	\$25,000	3.7%
G23	Office Supplies	\$21,000	3.1%
G1a	Mayor's Salary	\$20,000	3.0%
G26	Travel	\$20,000	3.0%

### 4.1.3 Communications

There are a variety of ways that information is disseminated to residents. Notices and announcements are listed on the Town’s website; the capabilities of the website were upgraded in the recent past, which has greatly increased the amount of information available on the site. Visitors to the website can also sign up for alerts on meetings, events and other announcements. A newsletter is mailed to every household on the first of the month 11 times per year (at an annual cost of \$10,000 for editing and \$12,000 for printing and mailing). The Mayor also has an email distribution list to which he sends out notifications and news.

However, several stakeholders (residents and employees) stated that there is a communications issue between when and how residents receive information. One of the subjects that most residents do not appear to have a good understanding of is the breadth of the Mayor’s workload and the roles and responsibilities of the position. Larger municipalities often have a dedicated Public Relations/Communications position to develop campaigns to disseminate information to the public, while the Town relies upon the effort of staff to contribute to the newsletter and the Town Clerk to maintain and update content on the Town’s website and the Town’s Twitter account. The Clerk indicated that additional help may be needed to increase the level of communication with residents. The Town contracts with CivicPlus for website maintenance (annual website maintenance and design was estimated to be \$8,800 in the FY 2019 projected budget). It was also noted that additional modules for the website could be added such as the ability to take payments electronically.

## Recommendations

- Consider utilizing other available communication tools, such as sending text alerts and notifications to residents who opt in or setting up a Facebook page or group for the Town, on which the Town Clerk and/or Administrative Assistant could post photos, videos, announcements, events, polls, questions and links to relevant information on the Town website.
- Have content for the webpages for each department be provided by those within the department and sent to a single person for uploading. Consider having those within the department update announcements and public notices relevant to that department.
- Evaluate the cost of adding the ability to take payments through the website.

### 4.1.4 Grant Management

The Town has been awarded several grants over the past couple years. The Town received a \$260,000 grant to build a new playground (of \$350,000) through the Maryland Department of Natural Resources' (DNR) Community Parks and Playgrounds Program. The Town also received a \$98,000 grant from the State for the bikeshare program (shared with College park and the University of Maryland) and is currently working on a grant for \$50,000 for a trail connector and a \$200,000 State bond bill to assist with expansion of the Town Hall.

With assistance from the Mayor, the Treasurer is in charge of grant research and management. Hiring of a Bookkeeper has helped free up some of the Treasurer's time to work on grants. The Treasurer often learns about grant opportunities through the other Towns in which he works or through research from other committees and state agencies. The Town also has a large number of educated and motivated residents who may be able to assist Town management and staff with identifying and applying for grants.

#### Recommendation

- Continue to research grant opportunities for the Town. Have the Town Manager and the department heads (DPW Director and Police Chief) assist the Treasurer in applying for grants associated with their departments. Consider reaching out to residents to assist Town management and staff with identifying and applying for grants.

### 4.1.5 Phone System

It was reported that the phone system in the Town Hall was a distraction sometimes, and the ability to direct calls to the appropriate department would be helpful for the General Government staff, who receive an average of 30 calls per day. For example, residents often call the General Government line when trying to reach the Town's Police Department. It was reported that the Town's telephony system has the capability of setting up a phone tree with an automated voice system (e.g., for public works press 1, for Police press 2, etc.).

#### Recommendation

- Set up an automated phone tree to direct calls to the appropriate department so that General Government staff does not have to be the operator for all Town departments and has more time to focus and concentrate on their primary tasks.

#### 4.1.6 Town Bus

The Town offers free bus service for residents from various spots around Town and to the Prince George's Plaza Metro stop in the morning and the reverse route in the evening. The bus runs Monday through Friday with pickups every half hour between 6:00 a.m. and 9:30 a.m. to the Metro stop and from 4:00 p.m. to 7:30 p.m. from the Metro stop.

Initially, the bus service was a Prince George's County ParaTransit program (providing transportation service to the elderly and handicapped) and the Town used to lease buses from the County. However, the Town was informed that it could no longer use a County bus for the Town service so the Town gave the buses back to the County and bought two used buses.

The Town also provides free lift-equipped, door-to-door, transportation to senior citizens (age 55 and older), individuals with disabilities and veterans for medical appointments, shopping, employment, education and social activities within a five-mile radius. Appointments are required and are scheduled Tuesday through Thursday between 10 a.m. and 11:30 a.m. There are two part-time bus drivers, one who works mornings and one who works evenings.

While the two bus programs are great services for those who take advantage of them, the programs combined are estimated to cost \$95,000 in the proposed FY 2019 budget, which is the highest individual program cost in the General Government budget (other than salaries).

Stakeholders have reported some issues with the bus program:

- Driver positions are difficult to fill and there are no backups for the two current drivers. Driving a bus requires a commercial driver's license (CDL).
- There is a learning curve for driving routes – drivers are supposed to follow the same route in both the morning and afternoon, but in reverse. When a new driver is hired, he/she has to learn the route quickly. The Town has thought about putting in GPS navigation for drivers.
- People from neighboring municipalities (such as College Heights Estates) may be using the bus system when they should not be.
- The door-to-door bus service is infrequently used. It was reported that only four to five people take advantage of the weekly shopping trips.
- The buses were purchased used, are aging and have been involved in minor accidents. This has led to clutch and other mechanic issues.

#### Recommendations

- Determine what percentage of Town residents utilize both Town bus services and how frequently.
- Consider issuing bus passes to residents and charging a fee to those who are not residents.
- Assess options for installing GPS navigation in the Town buses.
- Evaluate the cost effectiveness of using the County's ParaTransit programs, a cab company or ride sharing services on an as needed basis for shuttle service.

## 4.2 Public Works

This section provides findings and recommendations on the Department of Public Works of the Town of University Park.

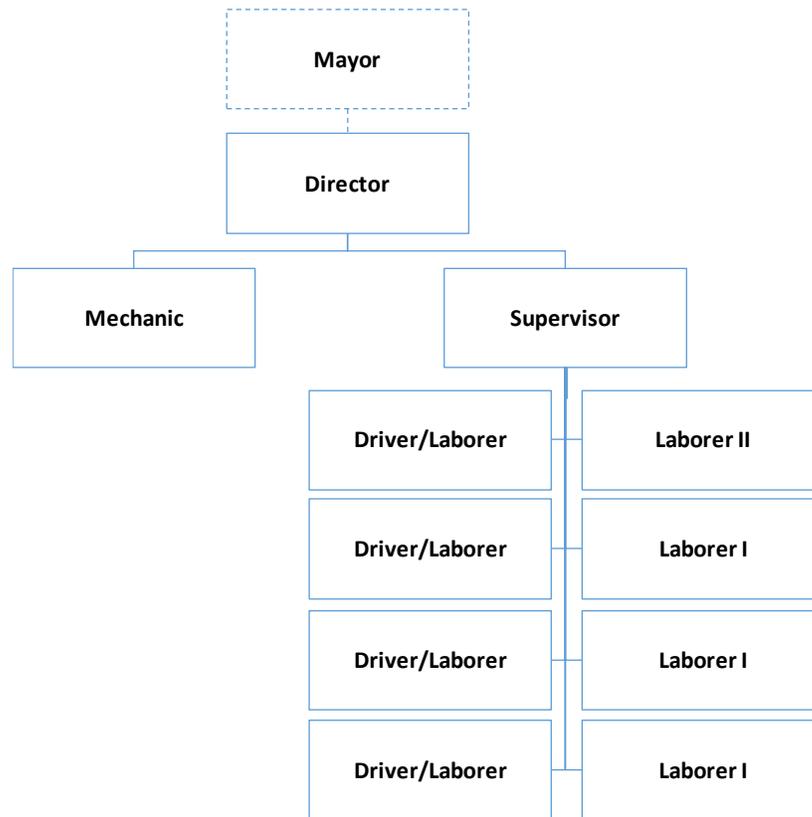
### 4.2.1 Overview

The Department of Public Works (DPW) is University Park's largest operational unit, accounting for 42% of the Town's total operating budget. DPW provides the Town's residents with once per week trash collection (for which the Town provides a can but will also pick up similarly sized cans purchased by residents), single-stream recycling collection (for which the Town provides a can), yard waste collection, bulk trash collection and seasonal leaf collection (which residents must put in paper bags if outside of leaf vacuuming season) services.

DPW also manages various programs related to the maintenance of the Town's infrastructure and public facilities. These programs include roadway and street repairs, plowing and salting of streets within the limits of the Town, sidewalk repair, maintenance of trees within the public way, the park, playground and signs. These programs consist of in-house maintenance efforts as well as contracted maintenance and construction activities. An example of this latter category is the Park Bridge Replacement & Walkway Repair project. In addition to these core municipal services, DPW also manages a number of special programs and services for the Town of University Park. These programs include the Town's Shade Tree Reimbursement Program and the Food Waste Composting Program (for which the Town provides a 5-gallon bucket).

DPW's current organizational chart is shown in Exhibit 4.2.1. The dotted line in the exhibit shows the reporting relationship to the Mayor.

**Exhibit 4.2.1 Public Works Organizational Chart**



DPW has 11 full-time staff spread over six discrete personnel classifications ranging from Laborer I (grade 2) through Director (grade 17). The Department is managed by a full-time director that is appointed by the Mayor with the approval of the Town Council (Section §2-111 of the Town Code). The current Director of Public Works, Michael Beall, was appointed to his position in 2008.

The Department’s other staff include a supervisor, mechanic, four driver/laborers and four laborers. All of the administrative functions of the department are performed by Mr. Beall. The department’s sole mechanic maintains DPW’s inventory of vehicles and equipment out of a leased remote maintenance/vehicle storage facility located in Bladensburg.

DPW’s remaining staff perform the majority of labor that is required to deliver essential resident services related to refuse collection, park maintenance, tree trimming, debris removal and snow removal. A small number of functions, such as large tree removal, street repairs, street sweeping, landscaping and sidewalk repairs are contracted out or performed under an agreement with third-parties.

#### **4.2.2 Budget**

The FY 2019 proposed budget for Public Works totals \$1.35 million, a 17% decrease from the FY 2018 adopted budget. The decrease was due to elimination of the park playground appropriation that was budgeted in fiscal years 2017 and 2018.

Aside from payroll expenses (which represent almost 65% of DPW’s total budget), tipping fees, the purchase/lease agreements for two load packers, project costs associated with the reconstruction of the pedestrian bridges and the lease for University Park’s vehicle maintenance/storage facility account for

almost half of the Department’s non-payroll budget for FY 2019. Other major expenses include street light maintenance (\$30,000), fuel costs (\$30,000), street tree maintenance (\$25,000) and vehicle maintenance (\$25,000). Exhibit 4.2.2 lists the 10 largest allocations within DPW’s FY 2019 budget (and the percent of the total budget).

**Exhibit 4.2.2 Public Works - 10 Largest FY 2019 Budget Allocations**

Budget Code	Budget Item	\$	%
A1	Salaries	\$582,581	43.0%
A2	Payroll Taxes and Benefits	\$296,400	21.9%
W2	Landfill	\$68,000	5.0%
W14	Packer Lease Payment	\$58,200	4.3%
W10	Vehicle Work/Storage	\$50,000	3.7%
W16	Park Bridge Replacement & Walkway	\$50,000	3.7%
S1	Street Lights	\$30,000	2.2%
W1	Fuel	\$30,000	2.2%
S3	Street Tree Maintenance	\$25,000	1.8%
W9	Vehicle Maintenance	\$25,000	1.8%

DPW does not allocate payroll or vehicle maintenance expenses by function, so it was not possible to develop a cost of service analysis for each of the department’s core services.

A review of DPW’s budget history over the past 10 years revealed a significant variance in the department’s non-capital operating budget. This variance was attributed to several project-related activities, including the Town-Wide Street Repair Project (FY 2012, FY 2013) and the Park Bridge Replacement & Walkway Repair Project (FY 2012, FY 2013).

**4.2.3 Customer Service**

DPW does not formally track and report customer complaints across functional areas so there is no historical baseline for customer service quality. Resident complaints and requests for service are received by the Department via phone, email or referral through the Mayor or Town Council.

As part of the community survey conducted as part of this study, residents were asked to rate their satisfaction with various DPW services, such as trash and recycling collection, leaf and yard waste collection, composting and street and sidewalk maintenance functions. Residents were also asked to rate the responsiveness of the Town’s offices and departments and provide detailed feedback on their interactions with the Town government. Approximately 100-150 residents responded to specific questions related to their overall satisfaction with DPW-related services. The results of the survey demonstrate that residents are generally very satisfied with services related to DPW’s maintenance of the Town’s park and playground, trash and recycling services, leaf and yard waste services and composting program. Town residents are also very satisfied with the responsiveness of DPW’s Director and staff.

The Department received slightly lower marks for its maintenance of streets and sidewalks, with 17% of the respondents expressing some level of dissatisfaction in this service area. A review of survey comments from these respondents indicates that most of this negative sentiment is due to a desire to see more sidewalks along streets that do not have them and concerns about traffic.

- There are no sidewalks on certain streets. This is a Town responsibility and not a County responsibility. If the Washington Suburban Sanitary Commission (WSSC) performs pipe replacement work, the Commission will pay the Town to repave streets. This may be an

opportunity to put in sidewalks. Some streets need repaving and sidewalks repaired. Concrete work is also needed for drainage and curbs.

### **Recommendations**

- Track and analyze calls for service to the Department to identify customer service trends for all core resident services routinely provided by DPW.
- Provide more public information on the Town's assessment of the need for sidewalk improvements.

#### **4.2.4 Staffing**

Our overall assessment of the Department of Public Work is that the organization is well-managed, appropriately resourced and focused on the priorities of the Town's elected officials and residents. This assessment is based on an extensive interview with the Public Works Director and a review of available operational data and resident survey results. The Department has no current vacancies and is experiencing relatively low turnover within its workforce. One experienced driver/laborer with over 40 years of service is eligible to retire within the next 12 -18 months, but the majority of the Department's workforce will not be retirement eligible for many years.

Only three employees completed an employee questionnaire, so no general representations could be made about morale or workforce management issues. Among those who did respond, there were shared concerns about equipment age and the need for better training. There was also a general agreement that the residents were very appreciative of the work they perform.

One notable shortcoming with the Department's organizational structure is a lack of management depth. Mr. Beall performs all of DPW's administrative and management functions, including fiscal management, procurements, HR, record-keeping, compliance reporting and project management. Although the Public Works Supervisor occupies a supervisory role within the Department, this role is limited (according to Mr. Beall) to providing operational oversight for DPW's field operations. As a result, there are no employees within the Department who are capable of performing any of Mr. Beall's current duties if he vacates his position. While Mr. Beall typically handles the management of all capital projects, the Town also contracts with a consulting engineer to supplement some responsibilities; for example, the consulting engineer is managing the bridge project.

Multiple pay grade levels within each classification assist with ensuring employee retention and an opportunity for continuous advancement.

The Department currently has no formal safety training program, although Mr. Beall has indicated that DPW employees have received a limited amount of training in defensive driving, CPR and equipment training. At the time of this report, the Department reports that two employees had been injured on the job recently, including one employee who has not returned to full duty as a result of an accident in November of 2018.

### **Recommendations**

- Consider hiring a part-time administrative employee to perform basic departmental administrative functions (payroll, complaint handling, data collection, reporting, scheduling,

timekeeping, etc.) to provide some managerial redundancy for critical Town operations. Alternatively, cross-training of existing Town staff or a future Town Manager in critical DPW operational and administrative functions could address this need.

- Implement a structured safety program with training elements appropriate for the functions being performed by DPW's maintenance personnel. Routine training in defensive driving, slip, trips and falls, lifting, maintenance of traffic and roadway safety should be undertaken.
- Incorporate training and safety, including compliance monitoring, into the job performance criteria for DPW's Supervisor position.
- Develop an employee recognition program to highlight excellence within the workforce.

#### **4.2.5 Services and Staffing Comparison**

To establish a basis of comparison for Town's public works operations, a summary of DPW budgets and service offerings for nine other nearby municipalities was developed using information available from each Town's websites and budget documents. This comparison is shown in Exhibit 1.1.1.

**Exhibit 4.2.3 Public Works Comparison**

Town	County	Est. Pop.	Budget (\$mil.)	DPW Staff	Trash Collect.	Recycling	Yard Waste	Bulk Trash	Snow Removal	Street Maint.	Tree Maint.	Leaf Collect.	Compost.
Capitol Heights	Prince George's	4,519	\$0.87	n/a	C/2	C/1	C/1	C/1			✓		
Brentwood	Prince George's	3,478	\$0.45	4/1	C/1	C/1	C/1	C/1	✓	✓	✓		
Berwyn Heights	Prince George's	3,250	\$0.73	8/2	I/2	I/1	I/1	I/R	✓	✓	✓	✓	
<b>University Park</b>	<b>Prince George's</b>	<b>2,645</b>	<b>\$1.24</b>	<b>11</b>	<b>I/1</b>	<b>I/1</b>	<b>I/1</b>	<b>I/1</b>	<b>✓</b>	<b>✓</b>	<b>✓</b>	<b>✓</b>	<b>✓</b>
Forest Heights	Prince George's	2,554	\$0.50	3/1	C/1	C/1	C/1	C/1	✓	✓	✓		
Kensington	Montgomery	2,171	\$0.87	n/a	C/2	C/1	C/1	I/1	✓	✓	✓	✓	
Chevy Chase Village	Montgomery	1,984	\$1.01	6	C/2	C/1	I/1	I/1	✓	✓		✓	✓
Landover Hills	Prince George's	1,679	n/a	n/a	C/2	C/1	C/1	C/1	✓				
Morningside	Prince George's	1,352	\$0.29	n/a	C/2	C/1	C/1	C/1	✓				
Somerset	Montgomery	1,113	n/a	3	C/1	C/1	C/1	N	✓	✓	✓	✓	✓

**Legend**

- n/a: Data was not available
- C/1: Performed by contractor/once per week
- C/2: Performed by contractor/twice per week
- I/1: Performed by in-house staff/once per week
- I/2: Performed by in-house staff/twice per week
- C/R: Performed by contractor on request
- I/R: Performed by in-house staff on request

This comparative analysis indicates that there are many differences in the services that each town provides and how they provide these services. Several towns have minimally staffed maintenance departments and rely almost exclusively on contractors or the County to provide basic municipal services. The Town of Berwyn Heights is one of the few neighboring small municipalities that has a public works operation that relies on in-house staff to provide sanitation and street maintenance services. By contrast, the Town of Capitol Heights provides all municipal services through contractors.

Many town budgets did not provide sufficient detail to provide a comprehensive “apples to apples” comparison of University Park’s municipal operations. We also did not examine the current tax differentials for each of these jurisdictions, so it was not possible to provide a completely accurate comparison of functional costs. However, it is apparent that University Park is on the higher end of the cost spectrum for basic sanitation and street maintenance services. Berwyn Heights is an example of a comparably sized municipality that provides a level of service similar to that of University Park for significantly lower cost. Berwyn Heights provides its residents twice per week trash collection, single stream recycling, yard waste pickup, bulk trash services, leaf collection and street maintenance services for approximately 60% of the cost of University Park’s DPW budget. Personnel costs account for most of this cost differential: \$0.89 million in University Park vs. \$0.40 million in Berwyn Height (FY 2018). Berwyn Heights DPW has eight full-time and two part-time employees compared with 11 full-time employees in University Park’s DPW. Data on personnel classifications and salaries was not available for Berwyn Heights so it was not possible to determine how much of the differential was due to individual salaries and benefits. It should be noted that Berwyn Heights DPW, unlike University Park DPW, has no park maintenance responsibilities (as much of it is provided by M-NCPPC).

The majority of the Town’s sanitation, park maintenance and right-of-way maintenance functions are performed with in-house staff, which makes University Park somewhat unique among similarly sized municipalities in Prince George’s and Montgomery Counties. Most of these similarly sized jurisdictions contract out trash and recycling collection functions, and several utilize contractors for the majority of their other maintenance functions.

The Department’s staff fall within a small number of position classifications and, with the exception of the sole Mechanic, are cross-trained to perform a wide range of job functions. Mr. Beall and the Public Works Supervisor have expressed concerns about having enough CDL (commercial driver’s license) certified drivers to support snow removal operations, but this problem should be addressed with additional cross-training and potential changes in the make-up of the Town’s fleet. These changes are discussed later in this report.

The Town of University Park recently reduced trash collection from two days per week to one day per week. According to Mr. Beall, this change was implemented as a cost saving’s measure in November of 2018. Although no staff or equipment reductions associated with this change were incorporated into the FY 2019 budget, DPW expects a \$25,000 reduction in overtime and additional savings in contract labor costs since the change in schedule will allow fall through winter leaf collection activities and other maintenance functions to be performed within normal working hours. Until it is known what other functions staff will be allocated to during the spring and summer months, it will be difficult to tell if DPW’s workforce is being efficiently utilized. The change to once-per-week trash collection has created additional flexibility within the Department’s weekly work schedule to address other priorities, but it remains to be seen how this flexibility will be used to improve customer services or reduce costs.

## Recommendations

- Analyze timekeeping records and vehicle maintenance records to establish a discrete cost of service for each DPW function. This will allow the Town to more accurately assess the impact of future staffing changes on service levels in the event that additional staff reductions are suggested.
- Evaluate service contracts used by neighboring municipalities to determine if an equivalent level of service can be provided at lower cost through outsourcing. This evaluation should include an assessment of the customer service implications associated with using outside contractors so the benefits of using Town staff can be accurately measured.

### 4.2.6 Fleet Management

The age of DPW's fleet is a significant concern because vehicle maintenance costs are a significant percentage of the Department's non-payroll budget and the reliability of work vehicles has a direct impact on customer service.

Exhibit 4.2.4 provides an inventory of DPW vehicles and their associated maintenance costs from 2015 to 2019. Although the Town has made a significant effort to replace older vehicles with high maintenance costs, DPW still has eight vehicles that are more than 10 years old and seven that are more than 15 years old. Over the past five fiscal years, the eight oldest vehicles in DPW fleet have collectively generated over \$69,000 in repair expenses. It is notable that one of the newest vehicles (a 2016 Kenworth Garbage Truck) has generated over \$12,000 in repair costs in less than three years.

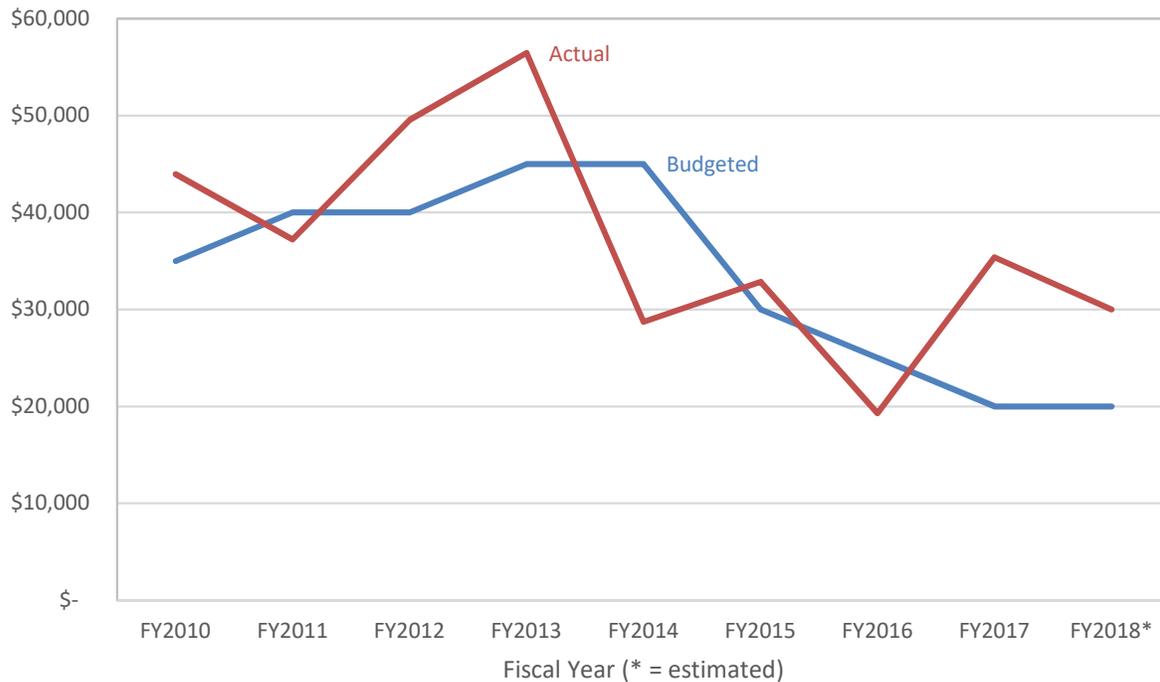
**Exhibit 4.2.4 DPW Vehicle Inventory**

ID	Vehicle	Age (years)	2015-2019 Maintenance
6	1997 Chevy Dump Truck	22	\$15,117
18	2006 Ford Garbage Truck	13	\$14,802
16	2016 Kenworth Garbage Truck	3	\$12,684
5	1996 Mitsubishi Box Truck	23	\$8,763
15	2002 Ford Pick Up	17	\$8,069
10	2003 ODB Leaf Vac 1	16	\$7,580
11	2003 ODB Leaf Vac 2	16	\$7,325
17	2016 Kenworth Garbage Truck	3	\$6,693
4	2001 Isuzu Box Truck	18	\$5,212
9	2011 Ford Pickup	8	\$3,124
14	1993 Chevy Pick Up	26	\$2,251
22	2017 Grasshopper Mower	2	\$801
21	2017 Kubota Skid Steer	2	\$355
20	2017 Scag Mower	2	\$331
23	2018 Texas Bragg Trailer	1	\$232
19	2017 Ford SUV	2	\$183

Actual and budgeted fleet maintenance costs since FY 2010 are shown in Exhibit 4.2.5. Although the overall trend has been toward reduced costs, DPW expenses for vehicle repairs over the past two fiscal years have exceeded budget expenses. The overall reduction in maintenance costs, however, is a direct consequence of the Department's replacement strategy.

According to Mr. Beall, the Department is considering replacing three of its oldest, high maintenance cost vehicles (the 1997 Chevy Dump Truck, 1996 Mitsubishi Box Truck and 2001 Isuzu Box Truck) with two heavy duty trucks that can be adapted to perform a variety of maintenance tasks. Since these trucks will not require a CDL license to operate and can be adapted for snow removal operations, they would provide greater operational flexibility and reduce the need to hire CDL-certified employees in the future.

**Exhibit 4.2.5 DPW Vehicle Maintenance Expense Performance**



The Department is maintaining and storing its fleet at a remote facility located approximately two miles away in Bladensburg. This small facility is being leased for approximately \$45,000 per year. The facility is undersized and does not completely meet the needs of the Department since it cannot accommodate all of the Town’s vehicles and lacks the space for salt and material storage.

DPW’s lone mechanic performs all of the preventative maintenance for all Town vehicles and most repairs to the Department’s inventory of vehicles and small equipment. Specialized repairs, including collision repairs, are outsourced to outside companies.

**Recommendations**

- Budget for the replacement of at least two of the oldest, highest maintenance cost vehicles within the next two budget cycles, with the goal of reducing the average age of the fleet to less than eight years.
- Assess the impact of retiring the 2006 Ford Garbage truck in light of the move to once-per-week trash collection.
- Consider a replacement strategy that reduces the need for CDL-certified drivers. One option that is under consideration by the Department is moving to heavy-duty pickup trucks that can be modified to provide multiple uses – such as snow plowing, leaf collection, debris removal – but

do not require a CDL-certified driver. This option would allow the town to reduce the overall size of its fleet and the number of specialized, single purpose vehicles.

- Assess using a third-party (contractor or neighboring jurisdiction) for leaf collection activities in lieu of replacing the two 16-year old leaf vacs.
- Implement a vehicle abuse prevention program to reduce the incidence of preventable damage.

#### 4.2.7 Capital Project Management

In addition to its day-to-day operational duties, DPW is also responsible for executing capital projects related to park property, streets, sidewalks and drainage. Although the Town has a limited capital budget and executes only a small number of projects annually, capital improvements that require planning, design, construction and permitting can be extremely time-consuming to manage effectively.

Director Beall maintains a list of potential sidewalk, street and park projects (summarized in Exhibit 4.2.6) totaling \$2,156,785 in infrastructure needs for the next two years. Although this list is reportedly used to inform decisions on capital development within the Town, the projects do not appear to be based on a long-term capital development plan or a comprehensive condition assessment. The development of a planning-level long term capital development plan, based on asset use and an evaluation of current condition, would help the Town better prioritize projects and assess funding gaps.

DPW has no engineering or project management-capable staff in-house so Mr. Beall has taken on the responsibilities of what would normally be within the purview of a Town Engineer. Engaging or hiring an engineer to manage the Town’s capital projects (either permanently or on a project-by-project basis) would improve the Town’s ability to develop more accurate cost estimates and project schedules, ensure that projects are feasible and buildable and ensure that projects meet the Town’s goals and stay within budget.

**Exhibit 4.2.6 Current Capital Improvement Needs (DPW Project List)**

Project Type	Linear Feet	Construction			Engineering	Total Cost
		Cost	Contingency			
New Sidewalks	6,030	\$376,500	\$56,475	\$43,298	\$476,273	
Street Repairs	12,940	\$1,050,000	\$157,500	\$120,750	\$1,328,250	
Sidewalk Repairs	2,408	\$88,468	\$13,270	\$10,174	\$111,912	
Park Path Repairs	2,910	\$190,000	\$28,500	\$21,850	\$240,350	
<b>Total</b>		<b>\$1,704,968</b>	<b>\$255,745</b>	<b>\$196,071</b>	<b>\$2,156,785</b>	

Although the Town’s Charter provides for street and sidewalk project costs to be assessed to adjoining property owners if a certain percentage of owners agree (51% of adjoining owners for streets, 66% of owners for sidewalks), it does not appear that the Town is following this approach when it is contemplating repaving or sidewalk replacement work. Applying this Charter standard to the Town’s street and sidewalk capital development programs may help the Town better define project priorities.

#### Recommendations

- Identify one-time, capital project activity exclusively within the capital portion of the Department’s budget. This will improve stakeholders’ understanding of DPW’s budget and expenditures.

- Consider engaging a town engineer (either on a part-time or temporary basis) to manage large scale capital development projects to free up the Director’s time.
- Develop a detailed condition assessment for street and sidewalks to prioritize the Town’s long-term infrastructure maintenance needs.

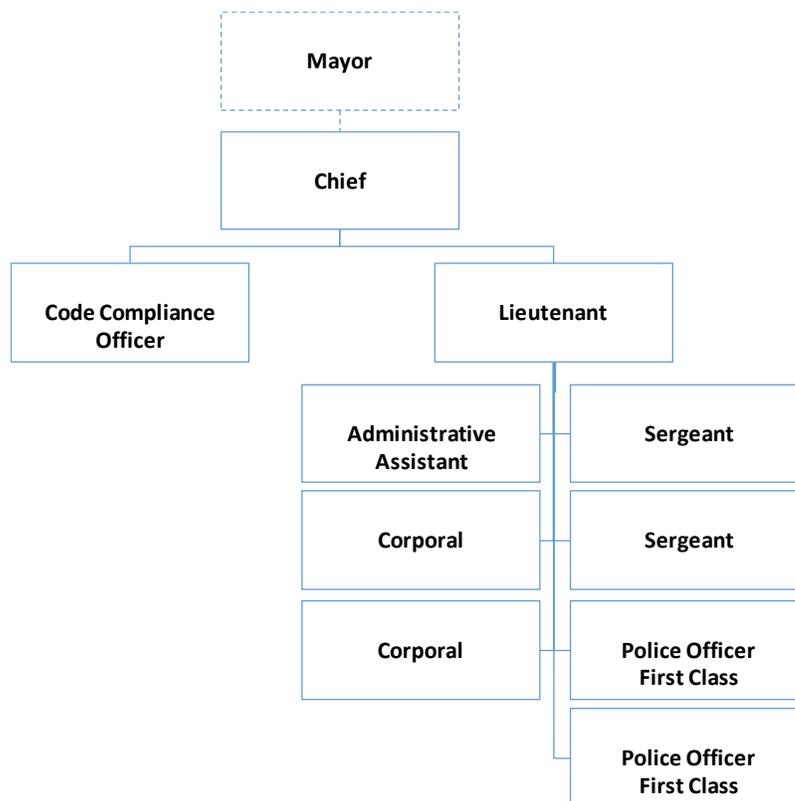
### 4.3 Police

This section provides findings and recommendations on Police Department of the Town of University Park.

#### 4.3.1 Overview

The University Park Police Department (UPPD) consists of eight sworn police officers (each with his/her own vehicle). The Chief of Police, Lieutenant (who is also the Deputy Chief) and six patrol officers provide policing of the Town 24 hours per day, seven days a week year-round. The UPPD also employs an Administrative Assistant and a part time Code Compliance Officer. The Police Department’s current organizational chart is shown in Exhibit 4.3.1. The dotted line in the exhibit shows the reporting relationship to the Mayor.

**Exhibit 4.3.1 Police Organizational Chart**



The UPPD operates within the University Park Town Hall. The Chief and Lieutenant work administrative hours weekdays. Patrol officers (Sergeants, Corporals and Police Officers First Class) work 12-hour shifts from 6 am to 6 pm. Patrol officers work two days, then have two days off, work three days and then have

two days off, which gives them every other weekend off. Sergeants work a 12-hour shift but start at approximately 10 am to provide coverage during shift change and backup coverage during busier times.

A new Chief of Police was hired in early 2019 as the former Chief of Police retired in December (after 16 years with the Town). The new Chief previously served almost two years as Chief of Police at the Washington Suburban Sanitary Commission (WSSC) and over 27 years before that as Captain-Director of Field Operations at the Maryland-National Capital Park and Planning Commission (M-NCPPC).

### 4.3.2 Budget

The FY 2019 proposed budget for Police & Public Safety totals \$1.07 million, a 2% increase over the FY 2018 adopted budget. FY 2019 Police personnel costs (salaries and payroll taxes and benefits) total \$916,000 (86% of total), operating costs (with the largest expenses being gasoline, equipment, uniforms, red light citations, body cameras, supplies and manuals, mobile data terminals and vehicle maintenance) total \$85,000 (8%), capital (consisting of a replacement police cruiser) is \$35,000 (3%) and code compliance costs (officer and operating costs) total \$29,000 (3%). Exhibit 4.3.2 lists the 10 largest allocations within Police’s FY 2019 budget (and the percent of the total budget).

**Exhibit 4.3.2 Police - 10 Largest FY 2019 Budget Allocations**

Budget Code	Budget Item	\$	%
P1	Salaries	\$654,463	61.4%
P2	Payroll Taxes and Benefits	\$262,020	24.6%
P21	Police Cruiser	\$35,000	3.3%
P3	Code Compliance Officer	\$26,300	2.5%
P12	Gasoline	\$22,000	2.1%
P11	Equipment	\$9,400	0.9%
P19	Uniforms	\$7,300	0.7%
P9	Citations - Red Light	\$7,000	0.7%
P7	Body Worn Cameras	\$6,840	0.6%
P16	Police Supplies & Manuals	\$6,740	0.6%

Prior year expenses have been largely within an acceptable range of budgeted amounts.

### 4.3.3 Staffing and Crime Comparison

A comparison of staffing and crime statistics was developed based on data submitted to the FBI’s Uniform Crime Reporting (UCR) program for 2017. Within Maryland, the UCR data provides both employment and crime statistics for 72 municipalities. Some findings are as follows:

- With eight sworn officers in the Town of University Park Police Department, there are 2.99 officers per 1,000 Town residents
  - Of 72 comparable municipalities, that is the 22nd highest ratio of officers per 1,000 residents
  - Of those with a population of 5,000 or less (40 comparable municipalities), that is the 18th highest ratio
- There were 41 crimes in Town in 2017 (eight robberies and 33 burglaries or thefts)
  - Of 72 comparable municipalities, that is the 20th lowest number of crimes

- Of those with a population of 5,000 or less (40 comparable municipalities), that is also the 20th lowest number of crimes

The complete comparison of all 72 Maryland municipalities is included as Appendix F.

#### **4.3.4 Code Compliance**

The Town has a part time Code Compliance Officer (a former handyman) who lives in Town and works from home.

The Town enforces rental and owner-occupied property maintenance standards, while the County enforces zoning standards. The most common code issues concern exterior maintenance of structures, outdoor storage, overgrown vegetation and unregistered vehicles.

The Town has moved building permitting issues from the Town Clerk to Code Compliance, given the complexity of some of permitting and code compliance issues.

#### **Recommendation**

- Continue the move of building permits and other permitting issues to Code Compliance under the Police Department. Have the Police Administrative Assistant help the Code Compliance Officer with permitting.

#### **4.3.5 Operations**

Historically, officers have been lateral transfers from other agencies or have retired from other agencies. The small number of officers prohibits hiring entry level personnel and sending them to six months of required training in an academy.

The Police headquarters suffer from several deficiencies. A lack of ventilation has resulted in minor mold in locker and storage areas. Life safety features such as smoke detectors and a fire sprinkler system are needed in Town Hall. Better security features are needed as well. While police and public works employees sharing locker room space may be acceptable, female employees should have separate facilities.

UPPD is mainly a patrol operation and when specialty units are needed, such as forensics or detectives for major incidents, the Prince George's County Police Department (PGPD) provides those services. In addition to PGPD, backup mutual aid is provided by the City of Hyattsville and the Town of Riverdale Park. The Town does not have its own dispatch for Police and relies on the County for calls. There is a non-emergency phone number that rings a cell phone carried by an officer on duty. Patrol vehicles are provided with mobile data terminals (MDT) used in computer aided dispatch (CAD) with Prince George's County.

The UPPD reports the relationship with the Traffic and Public Safety Committee is an asset and beneficial. They also expressed a need and desire for more training and better internal communications. All interviewees expressed a desire for body-worn cameras and in-car cameras.

The impact of the County removing the crossing guard at the Town's elementary school has resulted in sworn police officers being used as crossing guards and, as a result, not being available during a high traffic time to assure peace and good order.

As part of the community survey, the Town received slightly lower marks on its efforts to manage traffic on Town streets. Several respondents indicated a desire to see more speed bumps and traffic calming measures be put into place. The Town has had traffic studies performed in the past, and the Town owns a moveable speed sign that tracks data that can be placed on a street to measure if speeding is an issue. The speed limit throughout most of the Town is 25 mile per hour. The speed sign shows that most speeds driven through the Town are less than this. The Town has been exploring a reduction of the posted speed limit in the Town. There are also some permanent speed bumps and some temporary speed bumps in place throughout the Town. The Town does not have studies showing that speed bumps are effective. These studies may be undertaken in the future.

### **Recommendations**

- Retain the University Park Police Department. Several comments in resident surveys suggested dissolving the municipality as a cost-saving measure. If that were done, the community would be policed by the Prince George's Police Department. In all probability, routine patrol would be drastically reduced and as a consequence, crime rates would likely increase.
- Continue to target retired officers from other agencies. Officers seeking a second career are ideally suited for UPPD due to less activity and less need for extensive training and expensive benefits (many have retirement benefits from their previous employment). Retired officers are also experienced, certified and effective from day one.
- Consider renovating and/or expanding Town Hall. In addition to the improvements to working conditions and enhancement of operations for the Town government as a whole, there are several Police related benefits. Expansion to include a community room would allow community gatherings such as Coffee with the Chief. Expansion could provide for male and female locker rooms and a property storage room.
- Continue to take advantage of CAD data reports to aid in better patrol practices.
- Increase the use of bike patrol as this makes officers more approachable and enhances community policing.
- Establish a neighborhood watch program. Engaging more of the residents in the protection of their community will benefit the town on several levels. A successful neighborhood watch could lead to a volunteer reserve officer policing program capable of helping during special events, for traffic and crowd control or perhaps as school crossing guards.
- Continue to observe National Night Out (NNO) every year. NNO brings the community together and builds relationships to create an even safer neighborhood.
- Provide more public information on the Town's response to traffic complaints and its efforts to address chronic traffic issues.

- Consider performing targeted traffic studies to identify potential traffic management options such as traffic calming, signage changes, speed cameras, red-light camera's or enhanced enforcement.
- Continue the exploration of reducing the posted speed-limit throughout the Town.

## **Appendix A – Community Survey**

## Town of University Park Community Survey

This survey has been developed as part of the review of the organizational/management structure of the Town of University Park being performed by the Municipal & Financial Services Group. Your input is an important part of the Town's effort to identify ways to improve the quality of Town services.

Thank you in advance for your assistance.

### Overall Satisfaction

1. Overall, how dissatisfied/satisfied are you with your experience living in University Park?

very dissatisfied	dissatisfied	neither satisfied nor dissatisfied	satisfied	very satisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Overall, how dissatisfied/satisfied are you with how the Town is managed?

very dissatisfied	dissatisfied	neither satisfied nor dissatisfied	satisfied	very satisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Is there anything else you'd like to tell us about your overall level of satisfaction with your experience living in the Town or how the Town is managed?

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### Satisfaction of Town Services

1. Please rate your overall level of satisfaction with the following Town services:

	<b>very dissatisfied</b>	<b>somewhat dissatisfied</b>	<b>neither satisfied nor dissatisfied</b>	<b>somewhat satisfied</b>	<b>very satisfied</b>	<b>no opinion</b>
Enforcement of Town codes and ordinances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Police / public safety services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Parks and playgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Town bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Trash / recycling collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Leaf / yard waste collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Compost program	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<b>very dissatisfied</b>	<b>somewhat dissatisfied</b>	<b>neither satisfied nor dissatisfied</b>	<b>somewhat satisfied</b>	<b>very satisfied</b>	<b>no opinion</b>
Management of traffic on town streets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Maintenance of streets and sidewalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. In the past 12 months have you done the following?

	<b>yes</b>	<b>no</b>	<b>don't know</b>
Used Bike Share	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Used the Town bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visited a Town park, field or playground	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contacted the Town Clerk's office	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contacted Code Compliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contacted the Police	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contacted Public Works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visited Town Hall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Visited the Town's website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Read the Town's newsletter	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. Is there anything else you'd like to tell us about your overall level of satisfaction or interaction with specific Town services?

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4. Do you have any specific suggestions to improve the quality of Town services?

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**Town Responsiveness and Communication**

1. How often have you requested services, submitted a permit application or made an inquiry to Town Hall or a municipal department in the last 12 months?

none	once	twice	three times	four or more times
<input type="checkbox"/>				

What municipal services/permits/information have you requested in the last 12 months?

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2. How do you typically request services/permits/information from the Town?

call Town/ department	email Town/ department	visit Town/ department	contact Mayor or Council	other: _____ _____
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3. How often do you read the following sections of the Town newsletter?

	<b>never</b>	<b>rarely</b>	<b>occasionally</b>	<b>often</b>	<b>always</b>
Mayor's Column	<input type="checkbox"/>				
From the Chief & Crime Report	<input type="checkbox"/>				
Town News	<input type="checkbox"/>				
Town Council Meeting highlights	<input type="checkbox"/>				
Town Notices	<input type="checkbox"/>				

4. Please rate the responsiveness of the following Town offices/departments:

	<b>very unresponsive</b>	<b>somewhat unresponsive</b>	<b>neither responsive nor unresponsive</b>	<b>somewhat responsive</b>	<b>very responsive</b>	<b>no opinion</b>
Mayor and Council	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Code Compliance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Town Clerk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Police	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public Works	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Town Bus	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Is there anything else you'd like to tell us about the responsiveness of Town offices/departments?

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**Quality of Life**

1. Please rate your level of satisfaction with the following aspects that affect the quality of life in the Town:

	<b>very dissatisfied</b>	<b>somewhat dissatisfied</b>	<b>neither satisfied nor dissatisfied</b>	<b>somewhat satisfied</b>	<b>very satisfied</b>	<b>no opinion</b>
Overall quality of life in the Town	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall quality of life in your neighborhood	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall customer service provided by Town staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of community space	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Availability of shopping and restaurants nearby	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a place to raise and educate children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As a place to retire	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Feeling of safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall value you receive for Town taxes and fees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Are there any specific programs or services not currently provided by the Town that you would like to see Town resources invested in?

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3. Is there anything else you'd like to tell us about your level of satisfaction with any aspects that affect the quality of life in the Town?

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## Household Demographics

1. How many years have you lived in University Park?

less than 5 years	5 to 10 years	11 to 20 years	more than 20 years
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. Do you own or rent your home?

own	rent
<input type="checkbox"/>	<input type="checkbox"/>

3. In which Town ward do you live?

1	2	3	4	5	6	7	don't know
<input type="checkbox"/>							

4. A cross-section of residents will be invited to participate in a focus group pertaining to University Park's Operations and Management Study. If you are interested in participating in a focus group, please provide your contact info below:

First Name: \_\_\_\_\_ Last Name: \_\_\_\_\_

Email Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_

**Thank you again for taking the time to fill out this survey. Your input is very important to us.**

**Please either fax your completed survey to (410) 266-5545 or mail it to:**

**MFSG, 911-A Commerce Road, Annapolis, MD 21401**

## **Appendix B – Community Survey Results Summary**

# Report for University Park Community Survey

## Response Counts

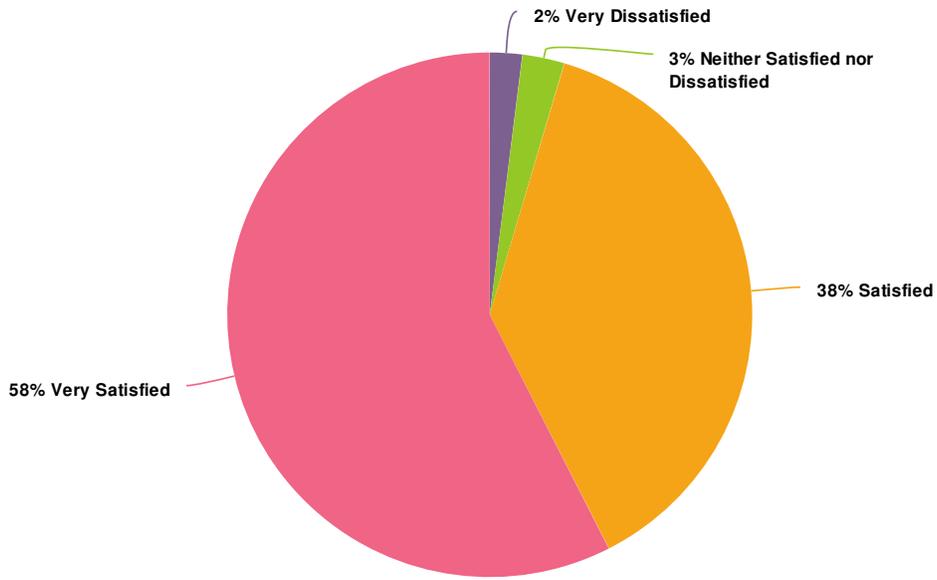


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Totals: 154

## Overall Satisfaction

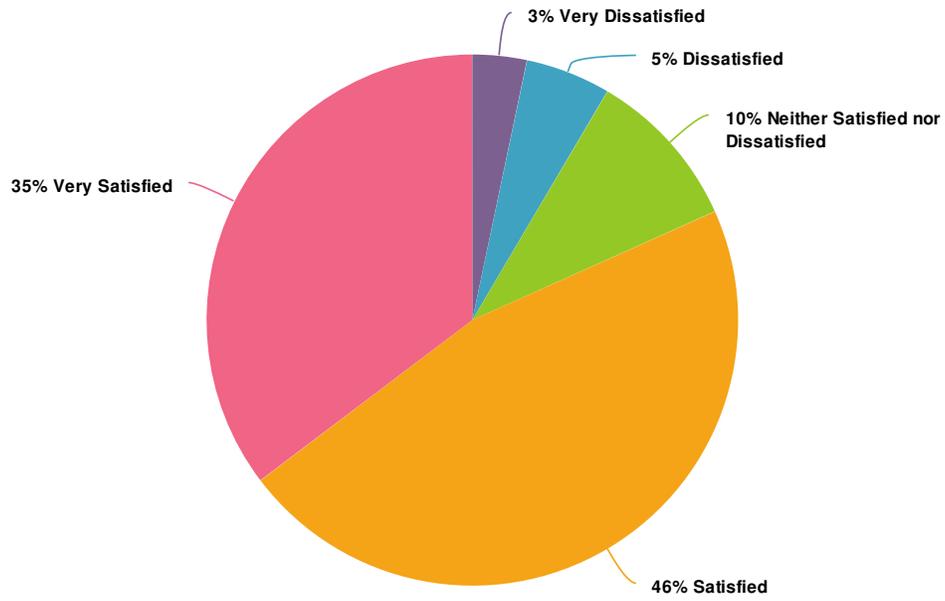
1. Overall, how dissatisfied/satisfied are you with your experience living in University Park?



Value		Percent	Responses
Very Dissatisfied		2.0%	3
Neither Satisfied nor Dissatisfied		2.6%	4
Satisfied		37.9%	58
Very Satisfied		57.5%	88

Totals: 153

2. Overall, how dissatisfied/satisfied are you with how the T own is managed?



Value	Percent	Responses
Very Dissatisfied	3.3%	5
Dissatisfied	5.2%	8
Neither Satisfied nor Dissatisfied	9.8%	15
Satisfied	46.4%	71
Very Satisfied	35.3%	54

Totals: 153

## Satisfaction of Town Services

1. Please rate your overall level of satisfaction with the following Town services:

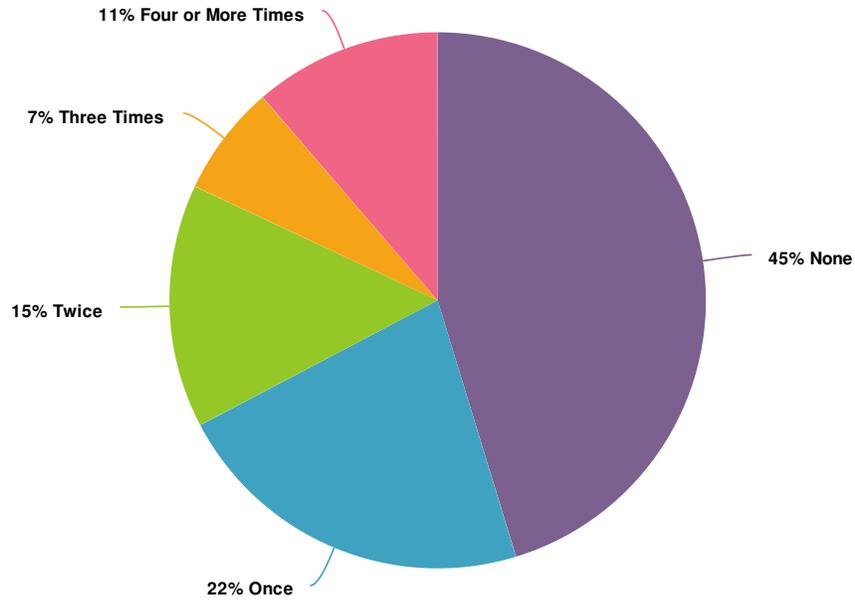
	Very Dissatisfied	Dissatisfied	Neither Satisfied nor Dissatisfied	Satisfied	Very Satisfied	No Opinion	Responses
Enforcement of Town codes and ordinances Count Row %	2 1.4%	12 8.2%	22 15.0%	67 45.6%	29 19.7%	15 10.2%	147
Police / public safety services Count Row %	1 0.7%	9 5.9%	12 7.9%	60 39.5%	67 44.1%	3 2.0%	152
Parks and playgrounds Count Row %	1 0.7%	5 3.3%	11 7.3%	51 33.8%	74 49.0%	9 6.0%	151
Town bus Count Row %	1 0.7%	3 2.0%	16 10.6%	35 23.2%	59 39.1%	37 24.5%	151
Trash / recycling collection Count Row %	3 2.0%	7 4.6%	2 1.3%	42 27.6%	96 63.2%	2 1.3%	152
Leaf / yard waste collection Count Row %	2 1.3%	8 5.3%	12 7.9%	48 31.6%	79 52.0%	3 2.0%	152
Compost program Count Row %	3 2.0%	3 2.0%	17 11.3%	22 14.7%	59 39.3%	46 30.7%	150
Management of traffic on town streets Count Row %	11 7.2%	29 19.1%	31 20.4%	49 32.2%	28 18.4%	4 2.6%	152
Maintenance of streets and sidewalks Count Row %	7 4.6%	19 12.6%	25 16.6%	58 38.4%	38 25.2%	4 2.6%	151
Totals Total Responses							152

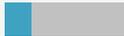
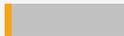
## 2. In the past 12 months, have you done the following?

	Yes	No	Don't Know	Responses
<b>Used Bike Share</b>				
Count	8	145	0	153
Row %	5.2%	94.8%	0.0%	
<b>Used the Town bus</b>				
Count	79	74	0	153
Row %	51.6%	48.4%	0.0%	
<b>Visited a Town park, field or playground</b>				
Count	144	9	0	153
Row %	94.1%	5.9%	0.0%	
<b>Contacted the Town Clerk's office</b>				
Count	91	60	1	152
Row %	59.9%	39.5%	0.7%	
<b>Contacted Code Compliance</b>				
Count	23	126	3	152
Row %	15.1%	82.9%	2.0%	
<b>Contacted the Police</b>				
Count	65	86	1	152
Row %	42.8%	56.6%	0.7%	
<b>Contacted Public Works</b>				
Count	78	74	0	152
Row %	51.3%	48.7%	0.0%	
<b>Visited Town Hall</b>				
Count	92	61	0	153
Row %	60.1%	39.9%	0.0%	
<b>Visited the Town's website</b>				
Count	133	16	0	149
Row %	89.3%	10.7%	0.0%	
<b>Read the Town's newsletter</b>				
Count	148	3	0	151
Row %	98.0%	2.0%	0.0%	
<b>Totals</b>				
Total Responses				153

## Town Responsiveness and Communication

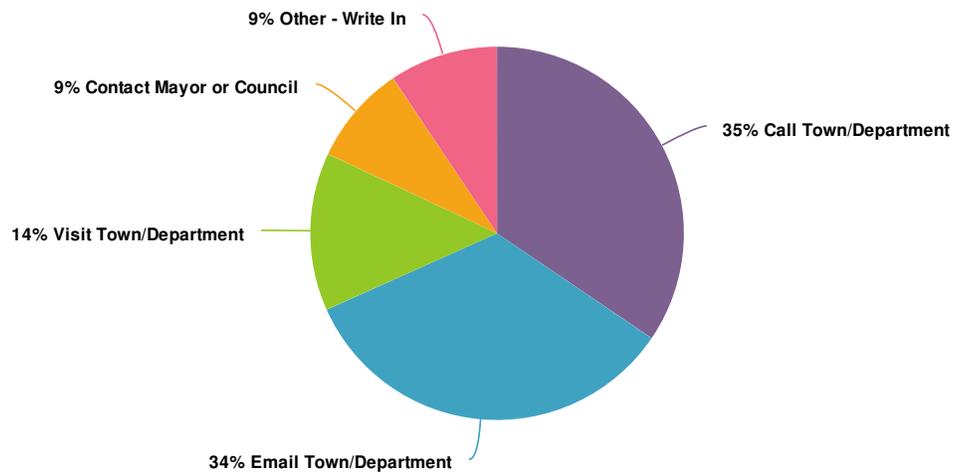
1. How often have you requested services, submitted a permit application or made an inquiry to Town Hall or a municipal department in the last 12 months?



Value		Percent	Responses
None		45.3%	68
Once		22.0%	33
Twice		14.7%	22
Three Times		6.7%	10
Four or More Times		11.3%	17

Totals: 150

## 2. How do you typically request services/permits/information from the Town?



Value	Percent	Responses
Call Town/Department	34.5%	48
Email Town/Department	33.8%	47
Visit Town/Department	13.7%	19
Contact Mayor or Council	8.6%	12
Other - Write In	9.4%	13

Totals: 139

### 3. How often do you read the following sections of the Town newsletter?

	Never	Rarely	Occasionally	Often	Always	Responses
<b>Mayor's Column</b>						
Count	2	3	20	39	89	153
Row %	1.3%	2.0%	13.1%	25.5%	58.2%	
<b>From the Chief &amp; Crime Report</b>						
Count	1	1	16	48	87	153
Row %	0.7%	0.7%	10.5%	31.4%	56.9%	
<b>Town News</b>						
Count	0	1	15	41	93	150
Row %	0.0%	0.7%	10.0%	27.3%	62.0%	
<b>Town Council Meeting Highlights</b>						
Count	1	8	35	41	67	152
Row %	0.7%	5.3%	23.0%	27.0%	44.1%	
<b>Town Notices</b>						
Count	0	1	22	47	79	149
Row %	0.0%	0.7%	14.8%	31.5%	53.0%	
<b>Totals</b>						
Total Responses						153

4. Please rate the responsiveness of the following Town offices/departments:

	Very Unresponsive	Somewhat Unresponsive	Neither Responsive nor Unresponsive	Somewhat Responsive	Very Responsive	No Opinion	Responses
Mayor and Council Count Row %	8 5.3%	5 3.3%	4 2.6%	23 15.1%	88 57.9%	24 15.8%	152
Code Compliance Count Row %	0 0.0%	5 3.4%	11 7.4%	10 6.8%	25 16.9%	97 65.5%	148
Town Clerk Count Row %	4 2.6%	1 0.7%	6 4.0%	9 6.0%	89 58.9%	42 27.8%	151
Police Count Row %	2 1.3%	5 3.3%	5 3.3%	21 13.9%	91 60.3%	27 17.9%	151
Public Works Count Row %	3 2.0%	1 0.7%	6 4.0%	9 6.0%	105 70.5%	25 16.8%	149
Town Bus Count Row %	0 0.0%	0 0.0%	10 6.7%	9 6.0%	44 29.3%	87 58.0%	150
Totals Total Responses							152

## Quality of Life

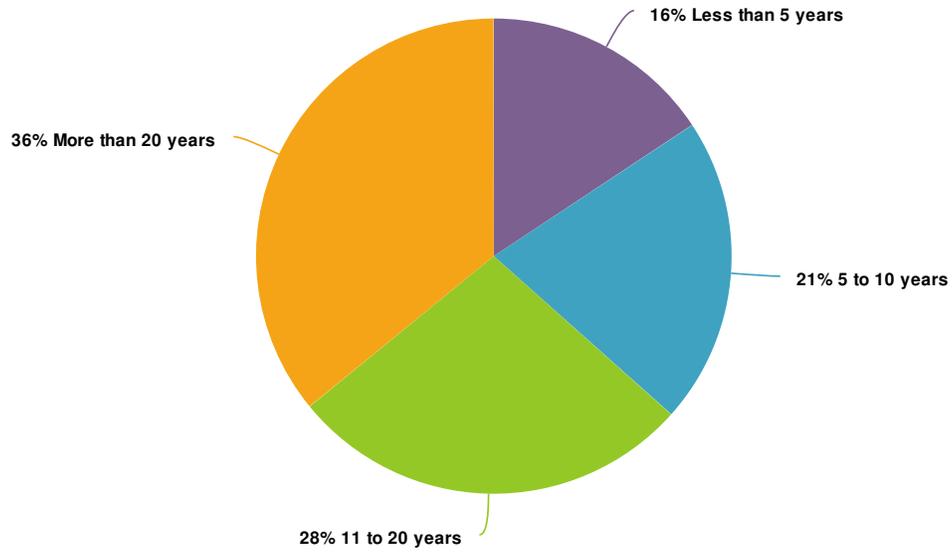
1. Please rate your level of satisfaction with the following aspects that affect the quality of life in the Town:

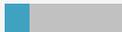
	Very Dissatisfied	Somewhat Dissatisfied	Neither Satisfied nor Dissatisfied	Somewhat Satisfied	Very Satisfied	No Opinion	Responses
Overall quality of life in the Town Count Row %	0 0.0%	0 0.0%	1 0.7%	23 15.1%	128 84.2%	0 0.0%	152
Overall quality of life in your neighborhood Count Row %	0 0.0%	1 0.7%	2 1.3%	27 18.0%	120 80.0%	0 0.0%	150
Overall customer service provided by Town staff Count Row %	0 0.0%	0 0.0%	5 3.3%	31 20.5%	105 69.5%	10 6.6%	151
Availability of community space Count Row %	7 4.6%	17 11.3%	13 8.6%	31 20.5%	63 41.7%	20 13.2%	151
Availability of shopping and restaurants nearby Count Row %	2 1.3%	4 2.6%	10 6.6%	65 42.8%	69 45.4%	2 1.3%	152
As a place to raise and educate children Count Row %	1 0.7%	5 3.3%	10 6.6%	36 23.8%	74 49.0%	25 16.6%	151
As a place to retire Count Row %	3 2.0%	12 7.9%	13 8.6%	35 23.2%	53 35.1%	35 23.2%	151
Feeling of safety Count Row %	0 0.0%	4 2.6%	8 5.3%	55 36.4%	84 55.6%	0 0.0%	151

	Very Dissatisfied	Somewhat Dissatisfied	Neither Satisfied nor Dissatisfied	Somewhat Satisfied	Very Satisfied	No Opinion	Responses
Overall value you receive for Town taxes and fees	7 4.6%	14 9.2%	9 5.9%	50 32.9%	72 47.4%	0 0.0%	152
Count							
Row %							
<b>Totals</b>							
Total Responses							152

## Household Demographics

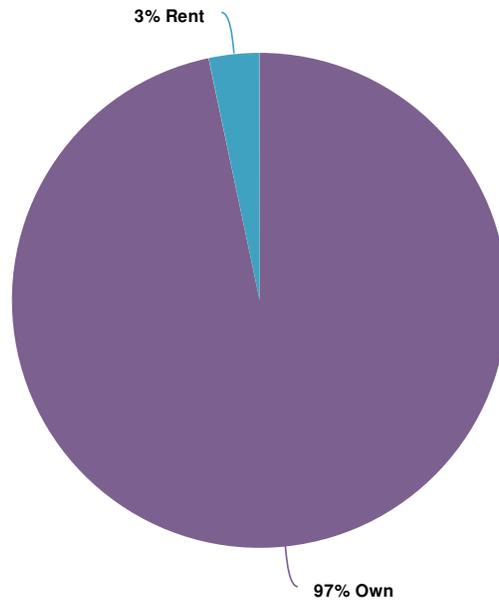
1. How many years have you lived in University Park?



Value		Percent	Responses
Less than 5 years		15.7%	24
5 to 10 years		20.9%	32
11 to 20 years		27.5%	42
More than 20 years		35.9%	55

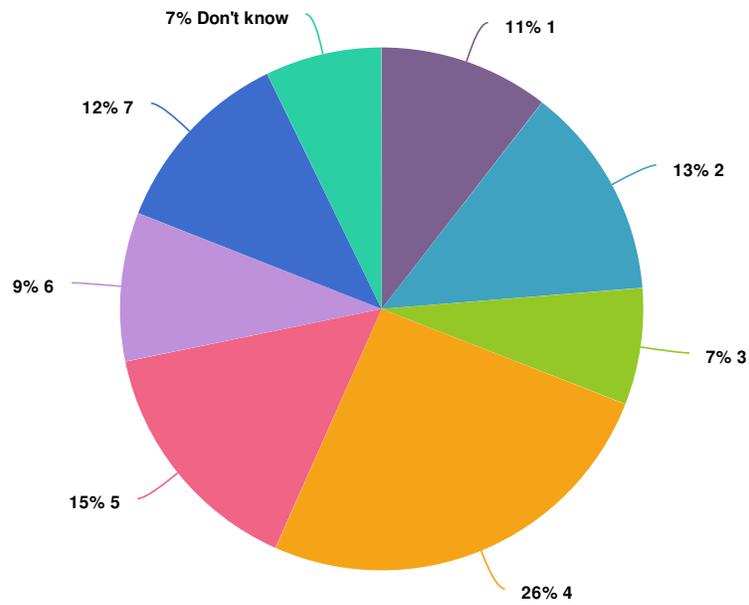
Totals: 153

## 2. Do you own or rent your home?



Value	Percent	Responses
Own	96.7%	147
Rent	3.3%	5
		<b>Totals: 152</b>

### 3. In which Town ward do you live?



Value	Percent	Responses
1	10.5%	16
2	13.2%	20
3	7.2%	11
4	25.7%	39
5	15.1%	23
6	9.2%	14
7	11.8%	18
Don't know	7.2%	11

Totals: 152

## **Appendix C – Employee Questionnaire**

## Town of University Park Operations and Management Study Employee Questionnaire

This questionnaire has been developed as part of the review of the organizational/management structure of the Town of University Park being performed by MFSG. We need your input to help guide the direction of the study. Our experience in similar studies has shown that some of the most valuable input comes from employees like you. If a question is not applicable, please ignore it.

**The information you provide will NOT be attributed to you in any discussion or reports to Town management so feel free to provide us with your honest thoughts and candid suggestions.**

Thank you in advance for your assistance.

### General

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

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

Position/Title: \_\_\_\_\_

Department/Division/Office: \_\_\_\_\_

Phone number: \_\_\_\_\_

Email: \_\_\_\_\_

Name and position of your supervisor/manager: \_\_\_\_\_

Number of employees you supervise: \_\_\_\_\_

Standard work hours/shift: \_\_\_\_\_

### Work Experience

Length of time in current position: \_\_\_\_\_

Length of time with the Town: \_\_\_\_\_

Total years of relevant experience (including outside of the Town): \_\_\_\_\_

Licenses/certifications/registrations or specialized training: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### Responsibilities and Work Relationships

1. How accurately does your job description describe your duties?

<input type="checkbox"/>				
not at all accurately	not very accurately	neutral/ unknown	somewhat accurately	very accurately

Please explain your selection (including an overview of your job duties): \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. Are up-to-date written procedures, policies or guidelines available to you to use in carrying out your job? If so, which are most and least helpful to you? Are there gaps in these documents? If so, where? \_\_\_\_\_

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3. What are your department's operational priorities?

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4. Do you have a role in your department's budgeting process? If so, please describe your role.

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5. How much direction do you receive from others in the Town?

- |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> |
| no                       | not much                 | neutral/                 | some                     | sufficient               |
| direction                | direction                | no opinion               | direction                | direction                |

From whom is direction received? Do you feel the amount of direction is adequate? Please explain: \_\_\_\_\_

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6. What information/data do you require from others to timely and effectively complete your work? \_\_\_\_\_

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7. How much direction do you provide to your subordinates?

- |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> |
| no                       | not much                 | neutral/                 | some                     | sufficient               |
| direction                | direction                | no opinion               | direction                | direction                |

Please explain: \_\_\_\_\_

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8. How often do you meet with your employees?

- |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> |
| daily                    | weekly                   | monthly                  | less than<br>monthly     | other: _____<br>_____    |

9. What external agencies/organizations/stakeholders does your department rely on to perform its mission? \_\_\_\_\_

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**Resources**

1. How adequately staffed is your department/division?

- |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> |
| not at all<br>adequately | not very<br>adequately   | neutral/<br>no opinion   | somewhat<br>adequately   | very<br>adequately       |

Please explain your selection: \_\_\_\_\_

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2. How much does your workload vary on a weekly basis? Monthly basis? Seasonal basis? Are there times when everyone is not fully engaged? Are there times when less staff is required? Please explain. \_\_\_\_\_

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3. How adequate is the Town's succession planning (e.g., retention of knowledge due to retirement, attrition, departures, etc.)?

- |                          |                          |                          |                          |                          |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> |
| not at all<br>adequate   | not very<br>adequate     | neutral/<br>no opinion   | somewhat<br>adequate     | very<br>adequate         |

Please explain your selection: \_\_\_\_\_

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4. How would you rate personnel management operations (hiring, firing, retention, HR policies)?

highly  
ineffective

somewhat  
ineffective

neutral/  
no opinion

somewhat  
effective

highly  
effective

Please explain your selection: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5. To what degree do you agree with this statement: "sufficient training has been provided to employees in my department to perform their job functions effectively"?

strongly  
disagree

somewhat  
disagree

neutral/  
no opinion

somewhat  
agree

strongly  
agree

Please explain your selection: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Is any specific training needed for you or others in your department? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

6. How adequate is available equipment that you need to perform your duties?

not at all  
adequate

not very  
adequate

neutral/  
no opinion

somewhat  
adequate

very  
adequate

Please explain your selection: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Please list the equipment you think is needed: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

7. How adequate are the information technology resources in your department to effectively perform its mission?

not at all  
adequate

not very  
adequate

neutral/  
no opinion

somewhat  
adequate

very  
adequate

Please explain your selection: \_\_\_\_\_

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### Resident Interaction and Performance

1. How often do you interact with residents?

daily

weekly

monthly

less than  
monthly

other: \_\_\_\_\_  
\_\_\_\_\_

Please explain the types of interaction: \_\_\_\_\_

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2. How well do you believe the Town meets resident needs?

not well  
at all

not very  
well

neutral/  
no opinion

somewhat  
well

very  
well

Please explain your selection and provide any suggested improvements: \_\_\_\_\_

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3. How does your department evaluate/measure resident satisfaction? Please explain: \_\_\_\_\_

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4. Are employees evaluated for performance on a regular basis? If so, please explain the frequency and nature of the evaluation process:

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5. How would you characterize the morale in your department? How about for the Town's workforce as a whole?

very  
bad

bad

neutral/  
no opinion

good

very  
good

Are there ways morale could be improved? \_\_\_\_\_

\_\_\_\_\_

6. How well does the Town identify poor performers and work with them to improve their performance?

not well  
at all

not very  
well

neutral/  
no opinion

somewhat  
well

very  
well

Please explain your selection: \_\_\_\_\_

\_\_\_\_\_

### Strategy and Improvements

1. Do you know if your department has a strategic plan and mission statement? How about the Town as a whole? Is the plan and/or statement communicated to employees? Please explain:

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

2. What future challenges do you foresee for your department or the Town as a whole?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. How do you think the efficiency and effectiveness of the Town functions can be improved over time? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

4. Of the range of improvements you may suggest to the project team, what one recommendation do you believe will make the greatest positive difference?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5. Is there anything else you would like to add or you would like the project team to know?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Thank you again for taking the time to fill out this questionnaire.  
Your input is very important to us.**

## **Appendix D – Forms of Municipal Government**

# Strong Mayor-Council

## Structure

- Mayor elected at large; Council elected by districts; possible partisan election (Mayor separate from Council)
- Council designated as legislative branch
- Mayor designated as chief executive of administrative branch
- Mayor has veto power; council override requires 2/3 or 3/4 majority; sometimes no override

## Appointment Powers

- Department heads generally subject to Council approval (i.e., simple majority vote)
- Department heads serve at Mayor's pleasure (i.e., Mayor has firing power)
- Few or no elected officers; either Mayor appoints with Council consent, or Mayor recommends and Council appoints
- Mayor appoints all non-civil service department heads and officers
- Mayor has full appointment powers

## Management Authority

- All administrative officials and employees are ultimately responsible to the Mayor (Mayor has administrative accountability)
- As chief executive, the Mayor is fully responsible for the administrative and intergovernmental affairs of the municipality
- Council has oversight function, which is used most during budget review
- Mayor is responsible for the general supervision of the administrative departments (i.e., Mayor has management authority)

## Budget Authority and Process

1. Preliminary budget preparation - Separate departments prepare and submit to the Mayor
2. Final budget preparation - Mayor submits proposed budget to Council
3. Budget review - Council's finance budget committee and full Council
4. Budget approval and adoption - Council
5. Mayor has veto power over Council changes; Council override requires 2/3 or 3/4 majority
6. Budget implementation - Mayor

## Ordinance Powers

- Council is the legislative body that establishes broad policy and local laws as ordinances and resolutions
- Mayor is responsible for the enforcement of ordinances
- Mayor may veto ordinances; council override requires 2/3 or 3/4 majority

## Weak Mayor-Council

### Structure

- Mayor elected at large; Council elected by districts; partisan election
- Mayor has no veto power
- Mayor serves as president/chairman and presides over Council
- Mayor votes as member of Council (in some cases only to break a tie)

### Appointment Powers

- Council (including Mayor) appoints all officers and department heads
- Mayor has little or no appointment powers (in some cases may make recommendations)
- Some officers may be elected at large (i.e., Treasurer, Tax Collector)

### Management Authority

- Entire Council and its committees may split administrative accountability
- Entire Council has management authority (i.e., administrative oversight, appointments, budget)
- Mayor has no independent management authority or supervisory authority over the municipality's administrative affairs

### Budget Authority and Process

1. Preliminary budget preparation - Separate departments prepare and submit to the council committees
2. Final budget preparation - Council committees
3. Budget review - Council and committees
4. Budget approval and adoption - Council
5. Budget implementation - Council

### Ordinance Powers

- Council essentially makes all decisions as a full body
- Council is the legislative body that establishes broad policy and local laws as ordinances and resolutions
- Council or committees are responsible for enforcement of ordinances

# Council-Manager

## Structure

- Five to nine Council members, including the Mayor (who is elected at large); non-partisan election; sometimes Council members select Mayor from among themselves
- Council hires professional manager to be chief executive officer
- Mayor serves as president or chairman in presiding over the Council and serves as ceremonial leader

## Appointment Powers

- City manager appoints department heads who serve at the pleasure of the City Manager
- Council appoints a City Manager who serves at its pleasure
- Council may appoint a City Clerk

## Management Authority

- City Manager as chief executive/administrative officer is responsible for the supervision of all departments and functional operations
- City Manager has administrative accountability
- Council has oversight function and general responsibility for municipal affairs through budgeting and setting policy

## Budget Authority and Process

1. Modified executive budget
2. Preliminary budget preparation - Departments prepare and submit to the City Manager
3. Final budget preparation - City Manager prepares final proposed budget and submits it to Council
4. Budget approval and adoption - Council
5. Budget implementation - City Manager

## Ordinance Powers

- City Manager is responsible for the enforcement of ordinances and the administration of policies set by the Council
- Council is the legislative body that establishes broad policy and local laws as ordinances and resolutions

# Commission

## Structure

- Three to seven Commissioners elected at large; non-partisan election
- Commissioners select a president or chairman from among themselves
- Commissioners have administrative functions

## Appointment Powers

- Commission appoints other officers (i.e., a Commissioner may serve as a Commission Treasurer)
- Commissioners serve as department heads according to interest and experience

## Management Authority

- Administrative accountability is completely decentralized
- Commissioners as department heads have management authority

## Budget Authority and Process

1. Preliminary budget preparation - Commissioners (for their respective departments)
2. Final budget compilation and adoption - Full Commission
3. Budget implementation - Commissioners (for their respective departments)

## Ordinance Powers

- Commission is responsible for the enforcement of ordinances
- Commission is the legislative body that establishes broad policy and local laws as ordinances and resolutions

## **Appendix E – Municipal Governance Comparison**

Appendix E – Municipal Governance Comparison

County	Municipality	Type	Census Data			Budget	Full Time Employees	Part Time Employees
			Total Area (sq. mi., 2010)	Population Est. (2017)	Housing Units Est. (2017)			
Prince George's County	University Park	Town	0.50	2,645	971	\$ 4,181,955	20	7
Montgomery County	Barnesville	Town	0.49	145	54	\$ 55,000		1
Montgomery County	Brookeville	Town	0.12	167	61	\$ 218,600	4	
Montgomery County	Chevy Chase	CDP	2.40	9,844	3,941	\$ 3,298,000	7	
Montgomery County	Chevy Chase View	Town	0.28	950	328	\$ 535,000	1	
Montgomery County	Chevy Chase Village	Town	0.42	1,984	715	\$ 4,662,226	28	
Montgomery County	Chevy Chase, Section 3	Village	0.12	699	264	\$ 417,970	1	
Montgomery County	Chevy Chase, Section 5	Village	0.10	621	210	\$ 232,000	1	
Montgomery County	Friendship Heights	CDP	0.06	5,051	3,185	\$ 2,210,313	5	5
Montgomery County	Gaithersburg	City	10.34	67,417	25,620	\$ 50,244,814	290	
Montgomery County	Garrett Park	Town	0.26	1,020	372	\$ 935,380	4	
Montgomery County	Glen Echo	Town	0.10	341	105	\$ 150,000	1	
Montgomery County	Kensington	Town	0.48	2,171	843	\$ 1,643,716	9	
Montgomery County	Laytonsville	Town	1.04	348	130	\$ 200,800		4
Montgomery County	Martin's Additions	Village	0.14	995	328	\$ 500,000	2	
Montgomery County	North Chevy Chase	Village	0.11	448	189	\$ 266,900	1	
Montgomery County	Poolesville	Town	3.95	5,163	1,600	\$ 2,706,235	14	
Montgomery County	Rockville	City	13.57	66,420	29,073	\$ 130,279,300	517	95
Montgomery County	Somerset	Town	0.27	1,113	412	\$ 1,483,849	8	
Montgomery County	Takoma Park	City	2.09	17,643	6,690	\$ 29,616,000	165	
Montgomery County	Washington Grove	Town	0.35	633	248	\$ 398,500	2	1
Prince George's County	Berwyn Heights	Town	0.69	3,250	1,010	\$ 2,440,000	27	
Prince George's County	Bladensburg	Town	1.01	9,374	3,575	\$ 4,576,079	40	
Prince George's County	Bowie	City	18.51	58,290	21,330	\$ 55,543,600	400	
Prince George's County	Brentwood	Town	0.38	3,478	1,023	\$ 1,135,909	10	
Prince George's County	Capitol Heights	Town	0.80	4,519	1,533	\$ 2,556,450	12	
Prince George's County	Cheverly	Town	1.35	6,453	2,514	\$ 4,835,560	40	
Prince George's County	College Park	City	5.67	32,186	8,012	\$ 14,707,087	110	
Prince George's County	Colmar Manor	Town	0.51	1,527	421	\$ 1,325,150	13	
Prince George's County	Cottage City	Town	0.25	1,255	481	\$ 1,606,794	12	
Prince George's County	District Heights	City	0.93	5,989	1,946	\$ 5,318,670	46	
Prince George's County	Eagle Harbor	Town	0.12	41	40	\$ 62,600	-	
Prince George's County	Edmonston	Town	0.40	1,580	516	\$ 1,357,644	13	
Prince George's County	Fairmount Heights	Town	0.27	1,778	567	\$ 848,716	8	
Prince George's County	Forest Heights	Town	0.48	2,554	849	\$ 3,825,176	20	
Prince George's County	Glenarden	City	1.22	6,128	2,401	\$ 2,449,680	25	
Prince George's County	Greenbelt	City	6.33	23,289	9,470	\$ 25,338,800	200	
Prince George's County	Hyattsville	City	2.69	18,225	6,920	\$ 15,799,415	103	
Prince George's County	Landover Hills	Town	0.30	1,679	482	\$ 1,246,521	8	
Prince George's County	Laurel	City	4.33	25,913	10,563	\$ 30,111,413	202	
Prince George's County	Morningside	Town	0.56	1,352	584	\$ 2,042,489	10	
Prince George's County	Mount Rainier	City	0.65	8,097	3,682	\$ 5,039,100	37	
Prince George's County	New Carrollton	City	1.53	12,932	4,529	\$ 8,600,000	78	
Prince George's County	North Brentwood	Town	0.10	562	195	\$ 358,690	8	
Prince George's County	Riverdale Park	Town	1.67	7,258	2,114	\$ 5,854,919	42	
Prince George's County	Seat Pleasant	City	0.73	4,871	1,810	\$ 12,908,161	52	
Prince George's County	Upper Marlboro	Town	0.43	650	323	\$ 1,838,950	12	4

County	Municipality	Head of Governing Body?	Head Title	Governing Body	# of Body Members	DPW?	Police?	CAO?	CAO Title
Prince George's County	University Park	Yes	Mayor	Council	7	Yes	Yes	No	None
Montgomery County	Barnesville	Yes	President	Commission	2	No	No	No	None
Montgomery County	Brookeville	Yes	President	Commission	2	No	No	No	None
Montgomery County	Chevy Chase	Yes	Mayor	Council	4	No	No	Yes	Manager
Montgomery County	Chevy Chase View	Yes	Chairman	Council	4	No	No	Yes	Manager
Montgomery County	Chevy Chase Village	Yes	Chairman	Board of Managers	6	Yes	Yes	Yes	Manager
Montgomery County	Chevy Chase, Section 3	Yes	Chairman	Council	4	No	No	Yes	Manager
Montgomery County	Chevy Chase, Section 5	Yes	Chairman	Council	4	No	No	Yes	Manager
Montgomery County	Friendship Heights	Yes	Mayor	Council	5	No	No	Yes	Manager
Montgomery County	Gaithersburg	Yes	Mayor	Council	5	Yes	Yes	Yes	Manager
Montgomery County	Garrett Park	Yes	Mayor	Council	5	No	No	Yes	Manager
Montgomery County	Glen Echo	Yes	Mayor	Council	4	No	No	No	None
Montgomery County	Kensington	Yes	Mayor	Council	4	No	No	Yes	Manager
Montgomery County	Laytonsville	Yes	Mayor	Council	4	No	No	No	None
Montgomery County	Martin's Additions	Yes	Chairman	Council	4	No	No	Yes	Manager
Montgomery County	North Chevy Chase	Yes	Chairman	Council	4	No	No	Yes	Manager
Montgomery County	Poolesville	Yes	President	Commission	4	No	No	Yes	Manager
Montgomery County	Rockville	Yes	Mayor	Council	4	Yes	Yes	Yes	Manager
Montgomery County	Somerset	Yes	Mayor	Council	5	No	No	Yes	Manager
Montgomery County	Takoma Park	Yes	Mayor	Council	6	Yes	Yes	Yes	Manager
Montgomery County	Washington Grove	Yes	Mayor	Council	6	No	No	No	None
Prince George's County	Berwyn Heights	Yes	Mayor	Council	3	Yes	Yes	Yes	Administrator
Prince George's County	Bladensburg	Yes	Mayor	Council	3	Yes	Yes	Yes	Administrator
Prince George's County	Bowie	Yes	Mayor	Council	6	Yes	Yes	Yes	Manager
Prince George's County	Brentwood	Yes	Mayor	Council	4	No	Yes	Yes	Administrator
Prince George's County	Capitol Heights	Yes	Mayor	Council	6	No	Yes	Yes	Administrator
Prince George's County	Cheverly	Yes	Mayor	Council	5	No	No	Yes	Administrator
Prince George's County	College Park	Yes	Mayor	Council	8	Yes	No	Yes	Manager
Prince George's County	Colmar Manor	Yes	Mayor	Council	4	No	Yes	No	None
Prince George's County	Cottage City	Yes	Chairman	Commission	4	No	Yes	Yes	Manager
Prince George's County	District Heights	Yes	Mayor	Commission	4	Yes	Yes	Yes	Manager
Prince George's County	Eagle Harbor	Yes	Chairman	Commission	4	No	No	No	None
Prince George's County	Edmonston	Yes	Mayor	Council	4	No	Yes	Yes	Administrator
Prince George's County	Fairmount Heights	Yes	Mayor	Council	6	Yes	Yes	Yes	Manager
Prince George's County	Forest Heights	Yes	Mayor	Council	6	Yes	Yes	Yes	Administrator
Prince George's County	Glenarden	Yes	Mayor	Council	7	Yes	Yes	Yes	Manager
Prince George's County	Greenbelt	Yes	Mayor	Council	6	Yes	Yes	Yes	Manager
Prince George's County	Hyattsville	Yes	Mayor	Council	10	Yes	Yes	Yes	Administrator
Prince George's County	Landover Hills	Yes	Mayor	Council	5	Yes	Yes	Yes	Manager
Prince George's County	Laurel	Yes	Mayor	Council	5	Yes	Yes	Yes	Administrator
Prince George's County	Morningside	Yes	Mayor	Council	4	Yes	Yes	No	None
Prince George's County	Mount Rainier	Yes	Mayor	Council	4	Yes	Yes	Yes	Manager
Prince George's County	New Carrollton	Yes	Mayor	Council	5	Yes	Yes	Yes	Administrator
Prince George's County	North Brentwood	Yes	Mayor	Council	3	No	No	Yes	Manager
Prince George's County	Riverdale Park	Yes	Mayor	Council	6	Yes	Yes	Yes	Manager
Prince George's County	Seat Pleasant	Yes	Mayor	Council	7	Yes	Yes	Yes	Administrator
Prince George's County	Upper Marlboro	Yes	President	Commission	2	Yes	Yes	Yes	Administrator

## Charter Info for Munis with Populations of 1,000 to 5,000 and Council as Governing Body

County	Municipality	Appointment of CAO	Mayor has a Vote?	Mayor has Veto Power?	Mayor/Council Compensation
Prince George's County	University Park	N/A	Tie only	Yes	\$20k Mayor; \$0 Council (per year)
Montgomery County	Barnesville				
Montgomery County	Brookeville				
Montgomery County	Chevy Chase				
Montgomery County	Chevy Chase View				
Montgomery County	Chevy Chase Village				
Montgomery County	Chevy Chase, Section 3				
Montgomery County	Chevy Chase, Section 5				
Montgomery County	Friendship Heights				
Montgomery County	Gaithersburg				
Montgomery County	Garrett Park	Not in Charter	Tie only	No	None
Montgomery County	Glen Echo				
Montgomery County	Kensington	Mayor	Tie only	No	Mayor and Council; by ordinance
Montgomery County	Laytonsville				
Montgomery County	Martin's Additions				
Montgomery County	North Chevy Chase				
Montgomery County	Poolesville				
Montgomery County	Rockville				
Montgomery County	Somerset	Mayor/Council	Tie only	Yes	None
Montgomery County	Takoma Park				
Montgomery County	Washington Grove				
Prince George's County	Berwyn Heights	Mayor/Council	As part of Council	No	\$250 per month
Prince George's County	Bladensburg				
Prince George's County	Bowie				
Prince George's County	Brentwood	Not in Charter	As part of Council	No	Mayor and Council; by ordinance
Prince George's County	Capitol Heights	Mayor/Council	As part of Council	No	\$6k Mayor; \$4.8k Council (per year)
Prince George's County	Cheverly				
Prince George's County	College Park				
Prince George's County	Colmar Manor	N/A	As part of Council	No	Mayor and Council
Prince George's County	Cottage City				
Prince George's County	District Heights				
Prince George's County	Eagle Harbor				
Prince George's County	Edmonston	Not in Charter	Tie only	No	\$300 Mayor; \$200 Council (per month)
Prince George's County	Fairmount Heights	Not in Charter	As part of Council	No	Mayor and Council; by ordinance
Prince George's County	Forest Heights	Not in Charter	As part of Council	No	\$12k Mayor; \$2.5k Council (per year)
Prince George's County	Glenarden				
Prince George's County	Greenbelt				
Prince George's County	Hyattsville				
Prince George's County	Landover Hills	Mayor/Council	As part of Council	Yes	Mayor and Council; by ordinance
Prince George's County	Laurel				
Prince George's County	Morningside	N/A	Tie only	No	\$50 Mayor; \$30 Council (per month)
Prince George's County	Mount Rainier				
Prince George's County	New Carrollton				
Prince George's County	North Brentwood				
Prince George's County	Riverdale Park				
Prince George's County	Seat Pleasant	Mayor/Council	N/A	Yes	Mayor and Council; by ordinance
Prince George's County	Upper Marlboro				

## **Appendix F – Police Staffing and Crime Comparison**

Appendix F – Police Staffing and Crime Comparison

Municipality	Prince George's or Montgomery County	Law Enforcement Employees			All Populations			Population (5,000 or less)			Violent Crimes				Property Crimes				Total Crime			
		Officers	Civilians	Total Employees	Population	Officers per 1,000 Residents	Rank (Officers per 1,000 Residents) [highest=1]	Population (5,000 or less)	Officers per 1,000 Residents	Rank (Officers per 1,000 Residents) [highest=1]	Murder and Nonnegligent Manslaughter	Rape	Robbery	Aggravated Assault	Total Violent Crime	Burglary	Larceny-Theft	Motor Vehicle Theft	Arson	Total Property Crime	Total Crime	Rank (Total Crime) [lowest=1]
University Park	Prince George's County	8	1	9	2,677	2.99	22	2,677	2.99	18	-	-	8	-	8	17	15	1	-	33	41	20
Chevy Chase Village	Montgomery County	11	6	17	2,080	5.29	4	2,080	5.29	3	-	-	-	-	-	5	28	2	-	35	35	16
Takoma Park	Montgomery County	39	17	56	17,933	2.17	45				-	3	31	21	55	55	361	33	-	449	504	58
Berwyn Heights	Prince George's County	7	-	7	3,300	2.12	46	3,300	2.12	26	-	-	3	3	6	20	27	4	-	51	57	26
Bladensburg	Prince George's County	20	5	25	9,683	2.07	50				1	3	30	42	76	38	211	66	-	315	391	56
Bowie	Prince George's County	61	24	85	58,891	1.04	70				4	3	35	39	81	76	606	77	-	759	840	60
Brentwood	Prince George's County	4	1	5	3,205	1.25	66	3,205	1.25	34	-	-	4	2	6	6	9	4	-	19	25	9
Capitol Heights	Prince George's County	9	1	10	4,582	1.96	51	4,582	1.96	27	-	-	8	4	12	12	25	6	-	43	55	24
Cheverly	Prince George's County	12	3	15	6,517	1.84	54				-	-	9	7	16	25	117	17	1	160	176	45
Colmar Manor	Prince George's County	2	1	3	1,474	1.36	63	1,474	1.36	32	-	-	6	5	11	2	20	6	1	29	40	19
Cottage City	Prince George's County	3	-	3	1,378	2.18	44	1,378	2.18	25	-	-	-	1	1	3	14	3	-	20	21	6
District Heights	Prince George's County	11	1	12	6,064	1.81	55				4	-	4	18	26	24	32	11	-	67	93	34
Edmonston	Prince George's County	5	2	7	1,528	3.27	15	1,528	3.27	11	-	-	1	3	4	6	31	7	-	44	48	23
Fairmont Heights	Prince George's County	1	-	1	1,579	0.63	71	1,579	0.63	38	-	-	2	2	4	2	16	3	-	21	25	10
Forest Heights	Prince George's County	4	2	6	2,597	1.54	61	2,597	1.54	30	-	-	1	3	4	23	12	4	-	39	43	22
Glenarden	Prince George's County	13	2	15	6,228	2.09	48				-	-	3	11	14	16	46	10	-	72	86	32
Greenbelt	Prince George's County	47	13	60	24,099	1.95	52				4	9	79	52	144	98	610	67	-	775	919	61
Hyattsville	Prince George's County	43	12	55	18,579	2.31	40				1	2	61	26	90	79	863	78	-	1,020	1,110	64
Landover Hills	Prince George's County	4	1	5	1,821	2.20	43	1,821	2.20	24	-	-	3	3	6	19	33	4	-	56	62	28
Laurel	Prince George's County	64	21	85	25,997	2.46	38				1	9	55	94	159	84	788	58	1	931	1,090	63
New Carrollton	Prince George's County	20	6	26	12,971	1.54	60				-	-	16	25	43	66	158	33	-	257	300	54
Riverdale Park	Prince George's County	20	8	28	7,358	2.72	27				1	1	5	32	39	26	101	26	-	153	192	47
Seat Pleasant	Prince George's County	17	3	20	4,806	3.54	13	4,806	3.54	10	2	-	15	25	42	38	62	20	2	122	164	43
Upper Marlboro	Prince George's County	3	-	3	672	4.46	7	672	4.46	6	-	-	-	1	1	1	2	1	-	4	5	3
Aberdeen		39	10	49	15,720	2.48	35				-	5	25	44	74	39	176	6	4	225	299	53
Annapolis		114	32	146	39,596	2.88	25				7	15	63	136	221	131	762	40	9	942	1,163	66
Baltimore		2,516	421	2,937	613,217	4.10	9				342	382	5,879	5,827	12,430	8,041	17,008	5,171	261	30,481	42,911	72
Bel Air		30	11	41	10,109	2.97	23				-	1	11	15	27	25	238	2	6	271	298	52
Berlin		14	5	19	4,628	3.03	18	4,628	3.03	14	-	-	2	-	2	5	80	-	-	85	87	33
Boonsboro		4	1	5	3,521	1.14	68	3,521	1.14	36	-	-	-	2	2	5	21	-	-	26	28	13
Brunswick		14	-	14	6,219	2.25	41				-	-	1	23	24	30	78	7	1	116	140	42
Cambridge		44	4	48	12,471	3.53	14				-	4	27	131	162	199	628	26	14	867	1,029	62
Centreville		12	-	12	4,753	2.52	30	4,753	2.52	21	-	-	-	9	9	8	56	2	2	68	77	30
Chestertown		14	1	15	5,056	2.77	26				-	3	5	7	15	29	48	3	2	82	97	36
Crisfield		11	3	14	2,616	4.20	8	2,616	4.20	7	-	1	2	1	2	4	13	-	2	19	21	7
Cumberland		50	3	53	19,842	2.52	31				1	7	41	101	150	248	976	16	7	1,247	1,397	69
Delmar		13	1	14	3,216	4.04	10	3,216	4.04	8	-	1	5	12	18	20	67	2	2	91	109	38
Denton		13	1	14	4,385	2.96	24	4,385	2.96	19	-	-	2	3	5	19	161	8	1	189	194	48
Easton		41	13	54	16,598	2.47	36				-	7	10	21	38	78	368	8	3	457	495	57
Elkton		39	5	44	15,794	2.47	37				1	7	46	130	184	187	741	49	20	997	1,181	67
Federalsburg		8	1	9	2,664	3.00	21	2,664	3.00	17	-	2	-	15	17	17	67	8	1	93	110	40
Frederick		148	41	189	70,860	2.09	47				1	28	87	352	468	148	1,107	43	-	1,298	1,766	70
Frostburg		16	4	20	8,622	1.86	53				-	-	2	8	10	50	120	4	-	174	184	46
Fruitland		19	2	21	5,298	3.59	12				-	-	3	12	15	10	247	2	-	259	274	51
Greensboro		1	-	1	1,876	0.53	72	1,876	0.53	39	-	-	1	2	3	9	21	-	3	33	36	18
Hagerstown		102	14	116	40,568	2.51	32				8	18	119	104	249	244	668	124	14	1,050	1,299	68
Hancock		4	1	5	1,552	2.58	29	1,552	2.58	20	-	-	-	3	3	3	16	-	1	20	23	8
Havre de Grace		36	9	45	13,610	2.65	28				2	7	4	27	40	33	156	3	3	195	235	50
Hurlock		10	1	11	2,019	4.95	4	2,019	4.95	4	-	-	-	4	4	17	89	12	1	119	123	41
La Plata		16	1	17	9,324	1.72	58				-	1	17	22	40	43	250	29	1	323	363	55
Lonaconing		2	3	5	1,125	1.78	56	1,125	1.78	28	-	-	-	-	-	-	-	-	2	2	2	2
Luke		1	-	1	63	15.87	1	63	15.87	1	-	-	-	-	-	-	-	-	-	-	-	1
Manchester		6	-	6	4,820	1.24	67	4,820	1.24	35	-	-	-	-	-	3	13	1	-	17	17	4
North East		11	1	12	3,661	3.00	20	3,661	3.00	16	-	-	2	2	4	7	71	4	7	89	93	35
Oakland		2	-	2	1,867	1.07	69	1,867	1.07	37	-	-	-	3	3	6	44	-	3	53	56	25
Ocean City		94	29	123	6,982	13.46	5				1	19	32	55	107	113	894	18	2	1,027	1,134	65
Ocean Pines		16	4	20	12,263	1.30	65				-	2	1	18	21	9	72	1	-	82	103	37
Oxford		3	-	3	612	4.90	6	612	4.90	5	-	-	-	-	-	-	1	25	-	26	26	11
Perryville		11	1	12	4,432	2.48	34	4,432	2.48	22	-	-	1	5	6	15	77	7	4	103	109	39
Pocomoke City		15	9	24	4,088	3.67	11	4,088	3.67	9	1	1	5	4	11	37	185	1	-	223	234	49
Princess Anne		11	1	12	3,639	3.02	19	3,639	3.02	15	-	5	9	19	33	42	93	1	2	138	171	44
Ridgely		5	-	5	1,622	3.08	17	1,622	3.08	13	-	-	-	1	1	9	24	1	-	34	35	17
Rising Sun		4	-	4	2,800	1.43	62	2,800	1.43	31	-	-	-	11	11	5	12	1	2	20	31	14
Rock Hall		4	-	4	1,297	3.08	12	1,297	3.08	12	-	-	-	4	4	4	10	-	-	14	18	5
Salisbury		84	28	112	33,558	2.50	33				7	21	94	204	326	273	1,443	68	16	1,800	2,126	71
Smithsburg		4	1	5	3,002	1.33	64	3,002	1.33	33	-	1	1	-	2	5	17	-	2	24	26	12
Snow Hill		5	-	5	2,065	2.42	39	2,065	2.42	23	-	-	-	6	6	3	30	2	-	35	41	21
St. Michaels		8	1	9	1,039	7.70	3	1,039	7.70	2	-	1	1	1	3	1	29	-	-	30	33	15
Sykesville		7	1	8	3,940	1.78	57	3,940	1.78	29	-	-	-	31	31	20	11	2	3	36	67	29
Taneytown		14	1	15	6,762	2.07	49				1	-	-	1	1	9	67	1	-	77	78	31
Thurmont		11	3	14	6,584	1.67	59				-	-	-	8	8	4	48	1	-	53	61	27
Westminster		42	13	55	18,682	2.25	42				-	-	9	112	121	77	470	15	12	574	695	59



Municipal & Financial Services Group

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