



CITY OF DISTRICT HEIGHTS

TUESDAY, SEPTEMBER 26, 2023

AGENDA

Work Session

Commission Chamber, E. Michael Roll Municipal Building,
2000 Marbury Drive District Heights, Maryland 20747
7:00PM

CALL TO ORDER:

APPROVAL OF AGENDA:

- Work Session Meeting Agenda Tuesday, September 26, 2023

PUBLIC PARTICIPATION:

INFORMATION ITEMS:

1. Sustainability Committee

MEETING DOCUMENTS CAN BE VIEWED BY:

1. Go to city website www.districtheights.org
2. Click on the link for tonight's meeting under the 'News' tab
3. Scroll down to the Attached Documents
4. Click/open 9.26.23 Work Session Meeting Packet

ACTION ITEMS:

1. Economic Development Update -D. Street
2. Pay Parity Update -D. Street

MAYOR & COMMISSION ANNOUNCEMENTS/COMMENTS:

ADJOURNMENT

- Items on the Consent Agenda are denoted with an asterisk (*) and are presented for approval through a single motion. A Commissioner may remove an item from the Consent Agenda for placement as an Action Item for separate comment and action.
- City Meetings are streamed live on The City of District Heights' YouTube channel: [Link to join Webinar](https://www.youtube.com/channel/UCOaouHM_FeKwKIYOGjKL-w)
https://www.youtube.com/channel/UCOaouHM_FeKwKIYOGjKL-w
- This agenda is subject to change. For the most current information, please contact the City Clerk at 301-336-1402



CITY OF DISTRICT HEIGHTS

City Commission Work Session

Tuesday, September 26, 2023

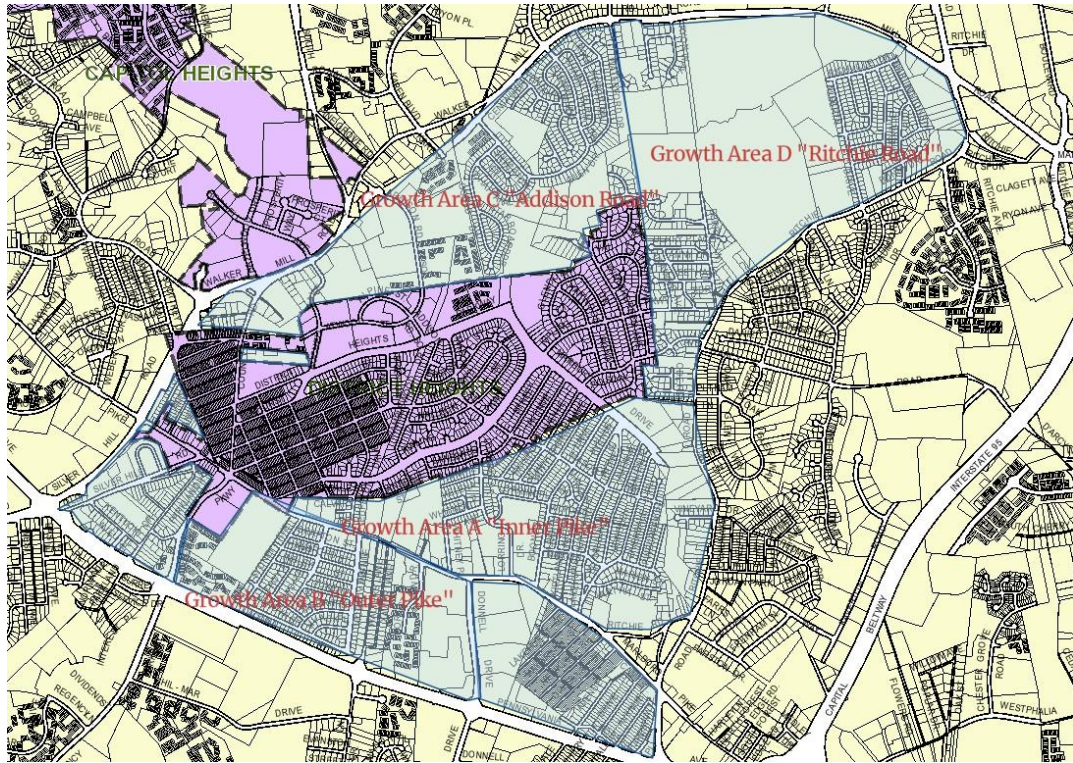
Action Item 1

Title: Economic Development Work Session: Municipal Growth Area
Staff Contact: David Street, City Manager
Purpose: The purpose of this item is to begin deliberation about the City’s potential municipal growth area. Defining the growth area is a critical component in the annexation process; it provides public notice of intention, allows the policy debate to occur in a public meeting, and allows staff to begin the process of identifying costs for providing municipal services to the identified area(s).

Summary: In July, staff prepared a draft growth area to facilitate the Commission’s initial conversations on annexation and economic development. The example growth area envisions the growth boundaries of District Heights to be Pennsylvania Avenue to the south, Walker Mill Road to the west and north, and Ritchie Road to the east. These boundaries are for discussion purposes only, however they do accomplish several economic goals of annexation. For example, the boundaries center the City around Marlboro Pike between Silver Hill/Walk Mill Road and Ritchie Road, creating a downtown corridor that the City can improve, promote, and establish as its commercial base. A secondary commercial corridor is established to the north towards the intersection of Walker Mill and Ritchie.

Figure 1 proposes four growth areas, “Inner Pike,” “Outer Pike,” “Addison Road,” and “Ritchie Road.” These phases could be prioritized for annexation in any order, although each meets the general criteria for annexation set forth by the State of Maryland. For reference, “Inner Pike” brings the southern boundary of the City to Marlboro Pike and includes Bishop McNamara School, the remainder of Marbury Drive, and the residential development in between. “Outer Pike” completes the Marlboro Pike corridor. “Addison Road” firmly establishes the boundary with Capitol Heights, and “Ritchie” completes the residential cluster along Kipling to Ritchie Road. Each section could be further subdivided. This item is designed to facilitate discussions about what Figure 1 describes as the “Inner Pike” area. The “Ritchie Road,” “Addison Road,” and “Outer Pike” areas will be discussed in future work session items.

Figure 1. Example Municipal Growth Plan



Discussion Area 1: "Delano and Belwood"

Figure 2. Delano and Belwood



Summary: Portions of Belwood and Delano are already partially within the city and the city already fronts Silver Hill to the north and south of the subject area. Incorporating this area creates a potential western

boundary for the city and provides an opportunity to create a gateway to the community at the intersection of Silver Hill and Marlboro Pike. Staff estimates that this annexation would increase the city's population by between 50-100 residents and between 2-4 businesses.

- Council District: 7
- Approximately 10 acres
- Approximately 38 single family homes
- 2-3 commercial uses
- 1,334 linear feet of roadway including Marlboro Pike, Belwood Street, and Delano Lane
- Zoning Districts: RSF-65 and CGO

Policy Discussion: Does the City Commission view Silver Hill Road as the western boundary of the city?

Discussion Area 2: "District Heights Enclave"

Figure 3. District Heights Enclave



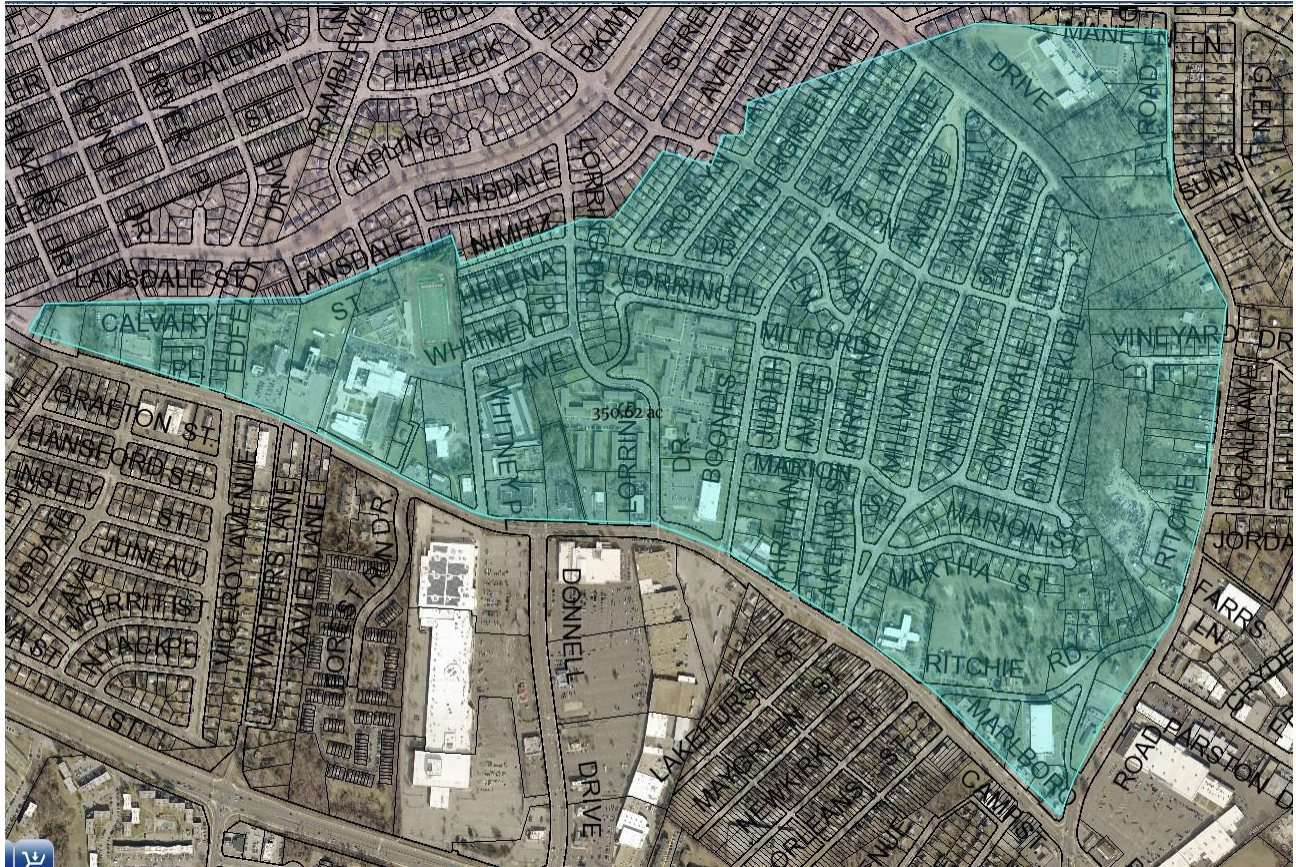
Summary: An enclave is a parcel or parcels wholly surrounded by an incorporated municipality but not a part of that municipality. Enclaves are expressly forbidden. This area is located just north of District Heights Elementary School and fronts County Road.

- Council District: 7
- Approximately 5.5 acres
- Approximately 2 single family homes.
- 3 vacant parcels.
- Zoning District: RSF-A

Policy Discussion: There is no policy discussion for this area - the city must take action to remove the enclave and provide municipal services. Staff is currently working on this issue.

Discussion Area 3: “Inner Pike”

Figure 3. Inner Pike



Summary: The northern portion of “Inner Pike” completes a number of neighborhoods that are partially within the City including Rosslyn Avenue and Wintergreen Avenue while completing the City’s incorporation of North Forestville Elementary School and Marbury Drive. To the south and southwest, “Inner Pike” completes incorporation of the northern edge of Marlboro Pike – the City would likely move to annex Marlboro Pike’s ROW once the Commission sets its eastern and western boundaries.

- Council District: 6
- Approximately 350 acres
- Consists of the northern portion of the Marlboro Pike corridor between Silver Hill Road and Ritchie Road. Major commercial and civic anchors in this area include North Forestville Elementary School and North Forestville Community Center, Bishop McNamara High School, Mount Calvary Catholic Church, and Lidl.
- Zoning in the area predominantly consists of CGO, RMF-20, CS, RSF-65 with some elements of RSF-95 and ROS. These districts are consistent with existing zoning and development pattern in the incorporated city.
- The area consists of approximately 41,716 linear feet (just under 8 miles) of roadway, a some of which is subject to state maintenance. This calculation also assumes that the City annexes and maintains Ritchie Road between Marlboro Pike and Mane Lane.

- This area would increase the land-area of the city by approximately one half mile squared and an estimated 3,000 residents and 7,000 linear feet of frontage on Marlboro Pike.
- Given that the area has substantially similar development pattern to the incorporated city, was developed during the same time period, and has similar housing stock, it is reasonable to apply the city's population density (6,889/sq. mi.) to this area for planning purposes. The estimated population is 3,440 residents.

Policy Discussion: Does the City Commission view Ritchie Road as the eastern boundary of the City? Staff notes that some organizations, such as Bishop McNamara may not wish to incorporate into the City. Once the Commission adopts the boundaries of the "Inner Pike Growth Area," staff will develop a fiscal impact, service delivery model, and begin to work with the City's economic development consultants and lobbyist to develop a phasing plan for annexation in the area.

Fiscal Impact: The fiscal impact will be presented to the Commission once the municipal growth areas has been determined by the Commission.

Alternatives:

1. The City could adopt the municipal growth areas "Delano and Belwood" and "Inner Pike" as proposed.
2. The Commission could adopt amended or alternate municipal growth areas "Delano and Belwood" and "Inner Pike."
3. The Commission could elect not to adopt municipal growth areas for "Delano and Belwood" and/or "Inner Pike."

Draft Motions:

1. I, Commissioner _____ move that the City Commission establish the intersection of _____ and _____ as the western border of City of District Heights' municipal growth area.
I, Commissioner _____ second the motion.
2. I, Commissioner _____ move that the City Commission establish the intersection of _____ and _____ as the eastern boarder of City of District Heights' municipal growth area.
I, Commissioner _____ second the motion.
3. I, Commissioner _____ move that the City Commission approve the "Inner Pike" municipal growth area as shown in figure 3 in the September 26 action item and as amended during the September 26 Work Session.
I, Commissioner _____ second the motion.



CITY OF DISTRICT HEIGHTS

City Commission Work Session

Tuesday, September 26, 2023

Action Item 2

Title: Pay Study Report Part 1: Uniformed Staff Pay Scale and Selection of Pay System Structure

Staff Contact: David Street, City Manager
Nikeshia Pancho, Human Resources

Purpose: To present pay information to the City Commission for uniformed positions and determine 1) what market District Heights should use as a pay benchmark, 2) what percentage of that market District Heights should model its pay scale on, and 3) if District Heights should use a traditional, step/grade, or a broadband pay system.

Summary: Establishing an effective pay system is one of the most critical sets of decisions an organization can undertake. The City must compete with other local, state, and federal governments and agencies for talent across the Metro-DC region as well as in the wider marketplace to attract and retain talent. Clearly identifying the City's comparator market, strategically placing its pay plan in that market to attract and retain talent, and implementing a system that works for the organization is critically important for the future health of the organization.

Organizations commonly differentiate between uniformed and non-uniformed pay systems in recognition of the specific circumstances, job requirements, and training that surround public safety and other uniformed services. This item presents information and requests decisions specific to uniformed services.

Issue 1: Selection of Comparator Market: Selecting the market in which the City's pay structure is based off of defines in which recruiting pools the City wishes to compete. Staff has compiled two sets of market comparators for the Commission's consideration: the District/Maryland/Virginia (DMV) market and the Mid Atlantic market. Each market has its own characteristics and median rates of pay.

- **DMV:** This market is comprised of data from Virginia, Maryland, and Washington, DC. This market assumes that District Heights wishes to compete with jurisdictions like Montgomery County, MD, The City of Alexandria, VA, and Washington, DC in recruiting and hiring staff. Of the two options, this market has the highest annualized rates of pay.
- **Mid Atlantic:** This market is comprised of data from Delaware, the District, Maryland, New Jersey, Pennsylvania, Virginia, and West Virginia. On average, pay in this market is lower than that of the DMV market, likely due its expanded geography. Jurisdictions further away from the higher cost of living DC metropolitan area typically have lower annualized rates of pay.

Table 1 shows the market breakdown for each position that the District Heights Police Department has approved FTE for. Annualized rates of pay are stratified between the lower quarter, mid-point, and higher quarter for each category.

Issue 2: Selection of Percentage of Market for Target Pay: Selection of what percentage of market pay to set the City’s positions at determines how competitive the City can be when recruiting positions. The District Heights percentage of market information found in the bottom row of each sub-table approximate where in market, using the mid-point highlighted in yellow, District Heights is in terms of pay. The City Commission should, as a matter of policy, set what percentage of the market the City’s pay plan should be structured on. The second and third rows (“90%” and “110%”) are shown in each sub-table to provide the Commission with context in approximately where ‘under’ and ‘over’ market percentages would place pay scales.

Table 1. Uniformed Positions by Comparator Market and Market Percentage.

	Base 25th	Base 50th	Base 75th		Base 25th	Base 50th	Base 75th
Chief - Mid Atlantic				Chief - DMV			
Market Avg	\$119,400	\$126,471	\$134,129	Market Avg	\$121,867	\$129,100	\$136,867
90%	\$107,460	\$113,824	\$120,716	90%	\$109,680	\$116,190	\$123,180
110%	\$131,340	\$139,119	\$147,541	110%	\$134,053	\$142,010	\$150,553
District Heights - 85% of mid-market				District Heights - 83% of mid-market			
Lieutenant - Mid Atlantic				Lieutenant - DMV			
Market Avg	\$86,743	\$100,757	\$105,500	Market Avg	\$88,733	\$103,067	\$107,900
90%	\$78,069	\$90,681	\$94,950	90%	\$79,860	\$92,760	\$97,110
110%	\$95,417	\$110,833	\$116,050	110%	\$97,607	\$113,373	\$118,690
District Heights - NA				District Heights - NA			
Sergeant - Mid Atlantic				Sergeant - DMV			
Market Avg	\$65,557	\$81,300	\$90,743	Market Avg	\$67,033	\$83,167	\$92,833
90%	\$59,001	\$73,170	\$81,669	90%	\$60,330	\$74,850	\$83,550
110%	\$72,113	\$89,430	\$99,817	110%	\$73,737	\$91,483	\$102,117
District Heights - 81% of mid-market				District Heights - 79% of mid-market			
Corporal - Mid Atlantic				Corporal - DMV			
Market Avg	\$60,457	\$64,686	\$70,443	Market Avg	\$61,833	\$66,167	\$72,067
90%	\$54,411	\$58,217	\$63,399	90%	\$55,650	\$59,550	\$64,860
110%	\$66,503	\$71,154	\$77,487	110%	\$68,017	\$72,783	\$79,273
District Heights - 90% of mid-market				District Heights - 88% of mid-market			
Officer (Experienced) - Mid Atlantic				Officer (Experienced) - DMV			
Market Avg	\$60,314	\$64,557	\$70,300	Market Avg	\$61,700	\$66,033	\$71,900
90%	\$54,283	\$58,101	\$63,270	90%	\$55,530	\$59,430	\$64,710
110%	\$66,346	\$71,013	\$77,330	110%	\$67,870	\$72,637	\$79,090
District Heights - 94% of mid-market				District Heights - 92% of mid-market			
Officer - Mid Atlantic				Officer - DMV			
Market Avg	\$57,043	\$61,071	\$66,486	Market Avg	\$58,333	\$62,467	\$68,000
90%	\$51,339	\$54,964	\$59,837	90%	\$52,500	\$56,220	\$61,200
110%	\$62,747	\$67,179	\$73,134	110%	\$64,167	\$68,713	\$74,800
District Heights - NA				District Heights - NA			

Issue 3: Selection of Pay System

Traditional: A traditional pay structure divides jobs into multiple grades. Pay grades tend to be narrow in scope. This is the most similar to how the City’s pay is currently structured; each position is defined with responsibilities and a set salary range.

Step/Grade Structure: This type of payment system is structured and does not involve significant salary negotiation within grades and lays out clearly defined job and pay progression based on experience, qualifications, and other requirements. Step/grade structures are most commonly used in law enforcement and government applications.

Broadband Structure: A broadband pay structure is a pay structure that consolidates a large number of narrower pay grades into fewer bands with wider salary ranges. Broadband structures tend to be simpler and create fewer, wider pay bands which multiple positions fit into. As an example, Administrative Assistants and Public Works Laborers may fall into the same general classification. Broadband structures may create divisions for administrative jobs, service jobs and managerial jobs.

Following a structure selection, staff will apply market data to each position, ensure that the current ranges are consistent between positions and departments, and return to the Commission with final recommendations.

Next Steps

Target Meeting/Date	Step
October 10 Work Session	Uniformed salary structure presented to Commission. Fiscal impact presented for uniformed pay plan.
October 24 Work Session	Non-uniformed market data presented to Commission.
November 7 Work Session	Non-uniformed salary structure presented to Commission. Fiscal impact presented for non-uniformed pay plan.
December 7 City Meeting	Full pay plan and implementation plan presented to City Commission for adoption. Full fiscal impact presented
January – February, 2024	New pay plan implemented; salary adjustments begin.

Fiscal Impact: The fiscal impact will be presented to the Commission once selections for the market, percentage, and pay system are made.

Alternatives: The City Commission has a wide variety of alternatives:

1. The Commission could select the Mid-Atlantic, DMV, or another market altogether entirely as the City’s benchmark market.
2. The Commission could set any range of targeted percentage of market.
3. The Commission could select a broadband or step and grade pay system.
4. The Commission could maintain the status quo.

Draft Motions:

1. I, Commissioner _____ move that the City Commission establish _____ as the City of District Heights' benchmark market for uniformed pay bands.
I, Commissioner _____ second the motion.

2. I, Commissioner _____ move that the City Commission set _____ as the target market percentage.
I, Commissioner _____ second the motion.

3. I, Commissioner _____ move that the City Commission direct staff to prepare a _____ style pay system for presentation to the City Commission at a future Commission Work Session.
I, Commissioner _____ second the motion.

Attachments:

1. Market Data – Law Enforcement

Attachment 1 Market Data
Law Enforcement

	Base 25th	Base 50th	Base 75th
Chief - Mid Atlantic			
Delaware	\$ 119,300	\$ 126,300	\$ 134,000
District of Columbia	\$ 128,900	\$ 136,600	\$ 144,800
Maryland	\$ 120,300	\$ 127,400	\$ 135,100
New Jersey	\$ 127,600	\$ 135,200	\$ 143,400
Pennsylvania	\$ 116,800	\$ 123,700	\$ 131,200
Virginia	\$ 116,400	\$ 123,300	\$ 130,700
West Virginia	\$ 106,500	\$ 112,800	\$ 119,700
Market Average	\$ 119,400	\$ 126,471	\$ 134,129
Chief - Washington, DC Metro			
District of Columbia	\$ 128,900	\$ 136,600	\$ 144,800
Maryland	\$ 120,300	\$ 127,400	\$ 135,100
Virginia	\$ 116,400	\$ 123,300	\$ 130,700
Market Average	\$ 121,867	\$ 129,100	\$ 136,867
Lieutenant - Mid Atlantic			
Delaware	\$ 86,600	\$ 100,600	\$ 105,400
District of Columbia	\$ 94,400	\$ 109,700	\$ 114,800
Maryland	\$ 87,500	\$ 101,600	\$ 106,400
New Jersey	\$ 93,400	\$ 108,500	\$ 113,600
Pennsylvania	\$ 84,600	\$ 98,300	\$ 102,900
Virginia	\$ 84,300	\$ 97,900	\$ 102,500
West Virginia	\$ 76,400	\$ 88,700	\$ 92,900
Market Average	\$ 86,743	\$ 100,757	\$ 105,500
Lieutenant - Washington, DC Metro			
District of Columbia	\$ 94,400	\$ 109,700	\$ 114,800
Maryland	\$ 87,500	\$ 101,600	\$ 106,400
Virginia	\$ 84,300	\$ 97,900	\$ 102,500
Market Average	\$ 88,733	\$ 103,067	\$ 107,900
Sergeant - Mid Atlantic			
Delaware	\$ 65,500	\$ 81,200	\$ 90,600
District of Columbia	\$ 71,300	\$ 88,500	\$ 98,800
Maryland	\$ 66,100	\$ 82,000	\$ 91,500
New Jersey	\$ 70,600	\$ 87,500	\$ 97,700
Pennsylvania	\$ 64,000	\$ 79,300	\$ 88,500
Virginia	\$ 63,700	\$ 79,000	\$ 88,200
West Virginia	\$ 57,700	\$ 71,600	\$ 79,900
Market Average	\$ 65,557	\$ 81,300	\$ 90,743
Sergeant - Washington, DC Metro			
District of Columbia	\$ 71,300	\$ 88,500	\$ 98,800
Maryland	\$ 66,100	\$ 82,000	\$ 91,500
Virginia	\$ 63,700	\$ 79,000	\$ 88,200
Market Average	\$ 67,033	\$ 83,167	\$ 92,833

Corporal - Mid Atlantic

Delaware	\$ 60,400	\$ 64,600	\$ 70,400
District of Columbia	\$ 65,800	\$ 70,400	\$ 76,700
Maryland	\$ 60,900	\$ 65,200	\$ 71,000
New Jersey	\$ 65,100	\$ 69,600	\$ 75,800
Pennsylvania	\$ 59,000	\$ 63,100	\$ 68,700
Virginia	\$ 58,800	\$ 62,900	\$ 68,500
West Virginia	\$ 53,200	\$ 57,000	\$ 62,000
Market Average	\$ 60,457	\$ 64,686	\$ 70,443

Corporal - Washington, DC Metro

District of Columbia	\$ 65,800	\$ 70,400	\$ 76,700
Maryland	\$ 60,900	\$ 65,200	\$ 71,000
Virginia	\$ 58,800	\$ 62,900	\$ 68,500
Market Average	\$ 61,833	\$ 66,167	\$ 72,067

Officer (Experienced) - Mid Atlantic

Delaware	\$ 60,200	\$ 64,500	\$ 70,200
District of Columbia	\$ 65,700	\$ 70,300	\$ 76,500
Maryland	\$ 60,800	\$ 65,100	\$ 70,900
New Jersey	\$ 64,900	\$ 69,500	\$ 75,700
Pennsylvania	\$ 58,900	\$ 63,000	\$ 68,600
Virginia	\$ 58,600	\$ 62,700	\$ 68,300
West Virginia	\$ 53,100	\$ 56,800	\$ 61,900
Market Average	\$ 60,314	\$ 64,557	\$ 70,300

Officer (Experienced) - Washington, DC Metro

District of Columbia	\$ 65,700	\$ 70,300	\$ 76,500
Maryland	\$ 60,800	\$ 65,100	\$ 70,900
Virginia	\$ 58,600	\$ 62,700	\$ 68,300
Market Average	\$ 61,700	\$ 66,033	\$ 71,900

Officer - Mid Atlantic

Delaware	\$ 57,000	\$ 61,000	\$ 66,400
District of Columbia	\$ 62,100	\$ 66,500	\$ 72,400
Maryland	\$ 57,500	\$ 61,600	\$ 67,000
New Jersey	\$ 61,400	\$ 65,700	\$ 71,600
Pennsylvania	\$ 55,700	\$ 59,600	\$ 64,900
Virginia	\$ 55,400	\$ 59,300	\$ 64,600
West Virginia	\$ 50,200	\$ 53,800	\$ 58,500
Market Average	\$ 57,043	\$ 61,071	\$ 66,486

Officer - Washington, DC Metro

District of Columbia	\$ 62,100	\$ 66,500	\$ 72,400
Maryland	\$ 57,500	\$ 61,600	\$ 67,000
Virginia	\$ 55,400	\$ 59,300	\$ 64,600
Market Average	\$ 58,333	\$ 62,467	\$ 68,000