



Town of Upper Marlboro

REGULAR TOWN MEETING

14211 School Lane, Upper Marlboro, Maryland, 20772

Tuesday, September 22, 2026 at 7:00 PM

AGENDA

This meeting will be conducted via Zoom Video Teleconference.

<https://uppermarlbormd-gov.zoom.us/j/88605465733>

REGULAR TOWN MEETING AGENDA: 7:00 PM

1. **Call to Order**
2. **Roll Call**
3. **Pledge of Allegiance**
4. **Review of Agenda**
5. **Business**
Public comment will be taken prior to Business line items (3 minutes per item)
 - A. Pedal Retail Strategic Planning Agreement Approval Resolution (Vote)
 - B. Landings Publication Cost and Distribution (Discussion)
 - C. Hiring Update (Staff Discussion)
 - D. MOU for Snow Emergency Prince Georges County (Discussion)
6. **Reports**
 - A. Public Safety Department Report
 - B. Public Works Department Report
 - C. Financial Report
 - D. General Government Department Report
 - E. Commissioner Reports
7. **Public Comment**
For items not necessarily on the immediate agenda (3 minutes per item)
8. **Preliminary Approval of Next Meeting Agenda**
9. **Adjournment**

PUBLIC COMMENT PROCEDURES

Your Town government appreciates citizen input. To maximize effective resolutions on resident's issues, we encourage Town residents and businesses to contact us at Town Hall weekdays: 9 a.m.–5 p.m., or by written correspondence (or email to info@uppermarlbormd.gov). You are always welcome to schedule an appointment with the President or a Commissioner to discuss municipal problems and quality-of-life issues one-on-one and work together towards a satisfactory solution.

Agendas for meetings are posted on our website and notices of legislative items are also posted on the Town's social media accounts (Facebook, Twitter & Instagram).

Our meetings are open to the public, and we ask that residents who want to comment to please follow the rules that have been established by **"RESOLUTION 2022-05: A RESOLUTION FOR THE ADOPTION OF NEW RULES OF ORDER AND REGULATIONS FOR PUBLIC MEETINGS OF THE BOARD OF COMMISSIONERS FOR THE TOWN OF UPPER MARLBORO."**

Citizen Input:

- Members of the public may speak for three (3) minutes, during Public Comment Time, at Regular Town meetings of the Board of Commissioners according to procedures established by the Board.
- A sign-up sheet will be placed on the side table in the room for people to sign-in if they wish to speak. They will be called to speak at the podium in the order in which they were signed-in. If the meeting is held virtually, the public will be able to "raise their hand" or chat with the Town Clerk to sign up to speak.
- Each speaker is limited to one presentation per agenda item allowing for public comment per meeting and a maximum timed limit of three (3) minutes unless another limit is established.
- If the subject matter does not pertain to Town business the Mayor shall advise the individual and/or make recommendations as to how they may get the issue addressed.
- Citizens speaking on agenda items shall restrict their comments to the subject matter listed.
- Citizens speaking on non-agenda items shall only speak on matters pertaining to Town business or issues which the Board would have the authority to act upon if brought forth as an agenda item.
- The Board may not act upon or discuss any issue brought forth as a non-agenda item; except to: Make a statement of specific factual information given in response to the inquiry, or a recitation of existing policy in response to the inquiry.
- Proper respect, decorum, and conduct shall prevail at all times. Impertinent, slanderous, misleading, or personal attacks are strictly prohibited. Violators may be removed from the Commission chambers.
- No placards, banners or signs may be displayed in the Board chambers or Town Hall. Exhibits relating to a presentation are acceptable.
- Arguing, intimidation or other disruptive behavior is prohibited. Discussion and/or debate are acceptable only on items specifically listed on the agenda, or that are municipal issues and must be complete within the three-minute comment period allotted to the speaker.

Each individual speaker must stand, state their name and home of record (street name only) and approach the Board to a designated position in order to be recognized by the Chair of the Board, and to be heard by the recording Clerk, as well as others in attendance.

When the meeting is held on a virtual platform, please sign-in with your First and last name and raise your hand to comment on an item.

All meetings are subject to closure in accordance with the State Open Meetings Act—House Bill 17.

UPPER MARLBORO STRATEGIC PLAN PROJECT SERVICE AGREEMENT

THIS TOWN OF UPPER MARLBORO STRATEGIC PLAN PROJECT SERVICE AGREEMENT (this “Agreement”) is made this ____ day of September 2026 by and between Pedal Retail Advisors, Inc., a Delaware Corporation, d/b/a Pedal Retail Advisors (hereinafter referred to as “Consultant”) and Town of Upper Marlboro, a municipal corporation of the State of Maryland (hereinafter referred to as “Town”).

WHEREAS, Town desires to hire a consultant to assist it in developing and implementing a strategic plan for the Town of Upper Marlboro ; and

WHEREAS, Consultant has experience in commercial real estate brokerage and consulting for the retail industry, economic development, as well as expertise in related subjects for brick-and-mortar retailers and

WHEREAS, Town desires to hire Consultant and Consultant desires to be retained by Town to provide strategic planning services upon the terms and conditions set forth herein.

NOW, THEREFORE, for good and valuable consideration the receipt of which is hereby acknowledged, it is hereby mutually agreed by and between the parties hereto as follows:

1. Engagement.

1.1 Subject to the terms and conditions contained herein, Town hereby engages Consultant as a retail real estate and economic development consultant to assist the Town in strategic planning and Consultant hereby accepts such consulting engagement with Town Consultant Town shall direct Consultant’s activities through a single point of contact (“Town Designee”), which may be changed at any time in writing by Town. Town designates Clayton Anderson, Town Manager of the Town of Upper Marlboro, as the initial Town Designee.

2. Term.

2.1 The Initial Term of this Agreement shall be from the effective date of this contract until 11:59 p.m. on the ____ day of September 2027 (the “Initial Term”). The Town may, at its sole option, renew the Agreement on the same terms and conditions as set forth herein, for an additional one-year period upon thirty (30) days’ advance written notice to consultant.

3. Duties and Obligations of Consultant.

3.1 Consultant shall perform those services set forth in Appendix I hereof (the “Services”), as directed by the Town Designee and subject always to applicable law and the written policies established by the Town, or as otherwise agreed between the parties in writing.

3.2 The Town engages the Consultant to perform the Services based upon Consultant’s stated experience in performing similar services. Accordingly, the Consultant is expected to be familiar with all applicable laws, codes and industry standards and to perform the Services in strict compliance therewith. The Consultant shall provide the Services in accordance with the standards to which an experienced and competent consultant uses the degree of care and skill ordinarily exercised by a reputable consultant performing such services in Maryland customarily adheres. When approval by the Town is required, such approval is understood to be general approval only and does not relieve the Consultant of responsibility for complying with all applicable laws, codes

and best practices. The Consultant shall diligently and competently render all Services necessary or advisable for the project.

3.3 During the Term, Consultant shall diligently devote their time, skill, labor and attention to the Services set forth in this Agreement as well as such other duties as would reasonably be expected to be performed with those Services.

Consultant shall not enter into a contract on behalf of Town, for any service, equipment or item.

3.4 It is understood and agreed that Consultant shall be located in Washington, DC, but will be available to travel on business for the Town in or outside the U.S. as is reasonably required to fulfill the responsibilities set forth in this Agreement, or as otherwise agreed in writing between the parties. Any travel shall be preapproved in writing by the Town to be compensable.

3.5 Consultant may retain the services of licensed attorneys and accountants as Consultant deems necessary in completing its Services but does not claim to give legal or financial advice itself. The cost of hiring an attorney or accountant to advise Consultant shall not be passed onto the Town. The Town Designee may, however, consult with the Town Attorney or the Town accountant on behalf of the Consultant.

3.6 Consultant shall respond to any request of the Town within two business days.

4. Duties and Obligations of Town.

4.1 Town shall provide, in a timely manner, all tools, information, and documentation requested by consultant in connection with its Services.

4.2 Town shall respond within 7 business days to communications from Consultant regarding work performed under this Agreement.

4.3 Town assumes responsibility for marketing any technical assistance portion of the engagement to the businesses in its community, in a manner deemed appropriate by the Town in its sole discretion

4.5 Town shall recognize Consultant by name in its public-facing marketing and PR efforts connected with the program and its outcomes and will make commercially reasonable efforts to coordinate marketing with Consultant's internal team in advance.

4.6 Town agrees that Consultant is its exclusive consultant in connection with the Services outlined in this agreement. Town shall not hire another outside consultant to perform any of the Services as they pertain to brick-and-mortar retail real estate, including without limitation brokers, and business plan consultants.

5. Compensation.

5.1 As compensation for Consultant's services hereunder, Consultant shall receive the following sums as set forth below and based on the timeline referenced in Appendix 2:

- (a) \$20,625 due at the kickoff project of Retail & Restaurant Analysis & Recruitment, estimated to be 10/01/26;
- (b) \$33,750 due at the start of the Downtown/Main Street Task, estimated to be 3/15/27;

- (c) \$21,375 due at the start Small Business Support Task, estimated to be 12/15/27

Invoices are due within thirty (30) days' of receipt. All invoices unpaid after 30 days of receipt will be deemed as late. Consultant reserves the right to pause work in the event of late or non-payment.

6. Travel and Expenses.

6.1 It is not anticipated that Consultant will incur any travel or other business expenses beyond Compensation (outlined above), but in the event Consultant incurs extraordinary travel costs or other expenses as a result of this Engagement, Consultant shall obtain prior written approval from Town.

7. Confidentiality; Nondisclosure of Trade Secrets

7.1 Confidentiality. Consultant acknowledges and agrees that all information related to the Town and Town business operations including, without limitation, prospective businesses of Town and their respective operations and financial condition are considered to be the confidential information of the Town and any such information obtained from Town by Consultant will be accepted in confidence and maintained strictly confidential and shall not, without the prior written consent of Town, be disclosed to others, copied, photographed, reproduced or transcribed in any manner whatsoever, in whole or in part. The terms of this Section shall survive the expiration or termination of this Agreement.

7.2 Limitations. It is understood by the parties that the Confidential Information disclosed by Town to Consultant shall not be subject to this Agreement if such information is:

- a. in the public domain other than as a result of a breach of this Agreement, or
- b. known to consultant prior to disclosure by Town, and Consultant can establish such prior knowledge by competent documentation, or
- c. disclosed to consultant by a third party subsequent to disclosure by Town, and such disclosure by the third party is not in violation of any confidentiality agreement or obligation to Town; or
- d. Is independently developed by consultant without use of the Confidential Information.

8. Intellectual Property

8.1 During the course of the work under this Agreement, Consultant may provide Town with both deliverables ("Deliverables") as well as online materials and templates ("Templates"), to be used in connection with advising small business owners on Town's behalf. All Deliverables provided by Consultant under this Agreement and actually used by Town for its business shall be the intellectual property of Town, so long as Town pays all fees due under this Agreement. However, Consultant retains the right to use or display such Deliverables in its portfolio of work, future educational publications, and in the marketing, advertising, or promotion of Consultant's services. If for any reason Town does want their

work included in the Consultant's portfolio of work, it is the duty of the Town to notify Consultant.

Consultant may include in the work produced for Town under this Agreement pre-existing work or materials owned by or licensed to consultant. If such work is used in the work produced for Town, such use shall constitute a license to use and distribute such materials.

8.2 All Templates provided to Town by Consultant are and shall remain the intellectual property of consultant. Town shall not duplicate or distribute them for any purpose. All Deliverables provided to, but not used by the Town, shall remain the intellectual property of Consultant and cannot be used by Town for any purpose.

Consultant is responsible for any loss, personal injury, death and any other damage (including incidental and consequential) arising out of, incident to, or caused by reason of Consultant's negligence, malfeasance or failure to perform any contractual obligations. Consultant must indemnify and hold the Town harmless from any loss, cost, damage, and other expenses, including attorney's fees and litigation expenses, arising out of, incident to, or caused by Consultant's negligence, malfeasance or failure to perform any of its contractual obligations. If requested by the Town, Consultant must defend the Town in any action or suit brought against the Town arising out of Consultant's negligence, errors, acts or omissions under this Agreement. The negligence or malfeasance of any agent, subcontractor or employee of Consultant is deemed to be the negligence or malfeasance of consultant. For the purposes of this Subsection, Town includes its agents, officials, and employees.

8.3 Town's Right to Terminate:

- A. This Agreement may be terminated by the Town for the convenience of the Town by written notice to the Contractor specifying the termination date of the Agreement.
- B. In the event of termination that is not the fault of the Contractor, the Town shall pay to the Contractor the compensation properly due on work performed for Services properly performed prior to the effective date of the termination.
- C. In the event the Contractor breaches or defaults upon its obligations hereunder, or through any cause fails to perform any of the terms, covenants, or provisions of this Contract, or for any cause fails to make progress in work hereunder in a reasonable manner, or if the conduct of the Contractor impairs or prejudices the interests of the Town, or if the Contractor violates any of the terms, covenants, or provisions of this Contract, the Town shall have the right to terminate this Contract by giving notice in writing of the termination and date of such termination to the Contractor. The Town shall have the sole discretion to permit the Contractor to remedy the cause of the contemplated termination without waiving the Town's right to terminate the Contract. The Town may take over work to be done under this Agreement and prosecute the work to completion by Contract or otherwise, and the Contractor shall be liable to the Town for all costs in excess of the total amount the Town would have paid the Contractor had there been no breach or default.
- D. The Services may be terminated whenever adequate funds have not been appropriated by the Town Council in the annual budget for the purpose set forth herein. The Contractor is advised that the Town does not guarantee the appropriation of funds for any subsequent fiscal year (beginning July 1). The Contractor shall not perform services in any fiscal year following the current fiscal year without verification from the Director of Public Works that adequate funds have been appropriated for that purpose in the budget for the relevant fiscal year. Upon such termination, the Town shall be liable to the Contractor only for payment for services actually provided prior to the effective date of the termination.
- E. Upon the conclusion of the Contract or the termination of this Agreement for any reason all drawings, specifications, and other documents relating to the design, prosecution, or supervision of work shall be surrendered forthwith by the Contractor to the Town.

8.3 Consultant shall be free to provide consulting services to others or to seek other consulting opportunities during the Term hereof. Except as may be specifically agreed upon by the parties in writing, the Contractor shall be entitled to no fees, bonuses, contingent payments, or any other amount in connection with the services to be rendered or materials provided hereunder. The parties hereto further agree that the Town shall have no obligation to reimburse, pay directly or otherwise satisfy any expenses of the Contractor in connection with the performance of its obligations under this Agreement, including, but not limited to, the cost of any insurance or license fees, overhead, mileage, copying, faxes, telephone calls, and other routine office expenses.

8.4 The fees payable hereunder shall be paid in gross amount, without reduction for any Federal or State withholding or other payroll taxes, or any other governmental taxes or charges. The Contractor is an independent contractor of the Town and is therefore responsible for directly assuming and remitting any applicable Federal or State withholding taxes, estimated tax payments, or any other fees, taxes or expenses whatsoever. In the event that the Contractor is deemed not to be an independent contractor by any local, state or federal government agency, the Contractor agrees to indemnify and hold harmless the Town for all fees, costs and expenses, including but not limited to, attorneys' fees, incurred thereby.

8.5 Consultant agrees that for the Term and thereafter, to reasonably cooperate with the Town, at the Town's sole cost and expense, in the defense of any claim or investigation, civil or governmental, brought against the Town or any of its current, former or future directors or officers and Town agrees it will reimburse Consultant's reasonable out-of-pocket expenses in providing such assistance. Consultant may have additional consulting work as part of this contract's Scope of Work to be completed following the expiration of the term, which shall be mutually agreed by Consultant and Town prior to the expiration of the term, which it shall complete without additional compensation. In addition, for ninety (90) days after the expiration or termination of this Agreement, Consultant agrees to reasonably provide specific information to the Town as requested in a reasonable, timely manner to allow the Town to continue and/or complete the "hand off" of job tasks, activities, assignments, or responsibilities, or to continue effective relationships with business partners or prospective businesses by responding to reasonable inquiries by such partners or businesses, as needed by telephone at no additional cost to the Town up to a limit of two (2) hours, after which if Consultant should be required to provide any further services as contemplated by this paragraph 8.8, the Town shall pay to Consultant hourly compensation for all such hours at a rate of \$375 per hour.

9. Miscellaneous Provisions.

9.1 No Agency; no Ownership. This Agreement does not make Consultant an employee, agent, or partner of Town and no continuing interest or ownership in any of Town's projects or Town's prospective businesses is intended or implied, and Consultant explicitly hereby waives any such interest on behalf of himself, his successors and assigns, and any entity owned or controlled by consultant.

9.2 If any provision of this Agreement shall be held void, voidable, invalid or inoperative, no other provision of this Agreement shall be affected as a result thereof, and accordingly, the remaining provisions of this Agreement shall remain in full force and effect as though such void, voidable, invalid or inoperative provisions had not been contained herein. In such event, the parties agree to negotiate in good faith substitute provisions that shall most nearly effect the parties' original intent in entering into this Agreement.

9.3 Facsimile/Electronic Transmission. The parties agree that a facsimile or electronic transmission of the signed Agreement constitutes an original and binding document.

9.4 Counterparts. This Agreement may be executed in any number of counterparts, each of which when so executed shall be deemed to be an original, but such counterparts together shall constitute but one and the same instrument.

9.5 Governing Law. This Agreement shall be interpreted, construed and enforced in accordance with the laws of the State of Maryland applicable to agreements made and to be performed in such state.

9.6 This Agreement is supplemented, amended and modified by that certain Addendum to Consulting Services Agreement attached hereto and by this reference made a part hereof.

9.7 The parties herein establish that they have the authority to enter into this Agreement on behalf of their respective parties.

9.8 The Contractor warrants and represents that it has paid all taxes, fees and charges owed by it to any governmental entity. In addition, it warrants and represents that any business entity with which it is affiliated or has been affiliated has paid all taxes, fees and charges owed by it to any governmental agency accrued during any period during which the Contractor was affiliated with the entity. The Contractor warrants and represents that it (1) is either (a) incorporated in Maryland or (b) registered or qualified by the Maryland State Department of Assessments and Taxation (SDAT) as required by the Maryland Annotated Code, Corps. & Assocs. Article, to do business in Maryland and (2) is in good standing with SDAT.

9.9 Any suit to enforce the terms hereof or for damages or other remedy for breach or anticipated breach hereof shall be brought exclusively in the courts of the State of Maryland for Prince George's County and the parties expressly acknowledge that venue is proper therein and consent to the jurisdiction thereof and waive any right that they may otherwise have to bring such action in or transfer or remove such suit to the courts of any other jurisdiction. B. The parties irrevocably waive their rights, if any, to a trial by jury in any action, proceeding or counterclaim (whether based upon contract, tort or otherwise) arising out or relating to this Agreement or the actions of the parties in the negotiations, administration, performance or enforcement thereof.

9.10 Conflict of Interest: The person executing this Agreement on behalf of the Contractor certifies that he or she understands the provisions of the Upper Marlboro Town Charter and Code dealing with conflicts of interest and the prohibition of the solicitation or acceptance of gifts.

9.11 Set-Off: In the event that the Contractor shall owe an obligation of any type whatsoever to the Town at any time during the term hereof, or after the termination of the relationship created hereunder, the Town shall have the right to offset any amount so owed the Contractor against any compensation due to the Contractor for the provision of the Services. Severability: If any term or provision of this Agreement shall be held invalid or unenforceable to any extent, the remainder of this Agreement shall not be affected thereby, and each term and provision of this Agreement shall be enforced to the fullest extent permitted by law.

9.12 Record Retention, Audits and Inspections: The Contractor shall:
A. Retain all financial and project-related records for a period of three (3) years from the date of issuance of final payment hereunder.
B. Permit the Town to have access to all records, including all subcontracts covered by this

Agreement for the purpose of making audits, examinations, reproductions, excerpts, and transcripts. Access shall be available at any time during normal business hours and as often as deemed necessary by the Town.

9.13 Consent to Use of Electronically-Stored Signatures and Documents: The Contractor agrees that: (i) inserting an electronically stored copy of a signature and submitting any document(s) to the Town electronically legally binds Contractor in the same manner as if Contractor had signed in a non-electronic form or had submitted an original document to the Town for execution, and (ii) any document that is electronically stored or contains an electronically-stored image of a signature of the Contractor shall be considered to be a true, accurate and complete record, legally enforceable in any proceeding to the same extent as if such documents were originally generated and maintained in printed form. The Contractor agrees not to contest the admissibility or enforceability of an electronically-stored copy of this Agreement and any other documents.

[Signature Page Follows]

Signature Page to Consulting Services Agreement

DATE: _____

Pedal Retail Advisors

DATE: _____

Town of Upper Marlboro

APPENDIX I

SCOPE OF WORK

1. retail & restaurant analysis & recruitment

The project team will conduct a rigorous market analysis and implement a proactive outreach strategy to engage retailers and restaurateurs not currently operating in Upper Marlboro. Our approach is grounded in real operator behavior and knowledge of the local market and real estate criteria — not just data. As active brokers working daily with tenants, landlords, and brokers across the DC metro area, we bring firsthand knowledge of who is expanding, what they need, and how to get Upper Marlboro on their radar.

Task A — Research and Market Analysis

The project team will conduct a detailed analysis of Upper Marlboro's retail and restaurant market to develop a data-driven framework for targeted outreach efforts. We will identify the Town's trade area using drive times, political boundaries, and custom geographies, and analyze consumer spending, retail leakage, and demographic and psychographic trends using Placer.ai, CoStar, ESRI Business Analyst, and local datasets. We will benchmark Upper Marlboro's performance against peer communities and competitive submarkets in Prince George's County and the broader DC region.

Key Deliverables

- Defined trade area map and competitive submarket analysis
- Detailed demographic, psychographic, and consumer spending analysis
- Identification of existing retail and restaurant inventory at the town and corridor level
- Identification of at least 10 retail and restaurant operators for outreach efforts
- Regional benchmarking analysis against peer communities

Task B — Business Recruitment

Building on the market analysis, the project team will identify priority commercial properties for development, redevelopment, and highest and best use opportunities. We will define priority business categories based on demand, growth trends, and alignment with Upper Marlboro's positioning.

As active brokers, we will leverage our daily relationships with operators and tenant representatives to put Upper Marlboro on their radar — not just as a name on a list, but as a place with a real value proposition and a team ready to attract new and growing retailers. This includes direct outreach to brokers and property owners, development of professionally designed recruitment materials, and the drafting of form Letters of Intent to support early-stage deal structures.

Key Deliverables

- Catalog of priority commercial properties with development and highest-use assessment
- Target recruitment analysis by business category
- Active outreach and engagement with local brokers, property owners, and target operators
- Professionally designed marketing and outreach materials for retail recruitment
- Form Letters of Intent to support early-stage deal structures

2. downtown / main street

The project team will deliver customized, implementable recommendations to enhance Upper Marlboro's downtown business environment. This workstream will be supported by Nancy Miyahira of Third Space Creative, who will serve as a supporting specialist on tourism and placemaking.

Task C — Downtown Workshop and Assessment

The project team will facilitate a one-day workshop combining focus groups, stakeholder interviews, and on-site assessments to develop a comprehensive picture of Upper Marlboro's conditions, assets, and constraints. The team brings extensive experience leading community engagement and charrettes with a wide variety of stakeholders to this process. From the workshop, the team will produce a report with implementable recommendations across five assessment areas. The recommendations developed for Upper Marlboro will be grounded in market realities and executable by Town staff.

Economic Vitality

Assessment of the downtown economy with recommendations addressing entrepreneurship, maker spaces, incentive tools and special revenue generators, and brand and messaging strategy.

Tourism

Nancy Miyahira will lead the tourism assessment and will look at hotel and lodging; parking, wayfinding and the arrival experience for visitors; and placemaking and beautification opportunities.

Design and Physical Environment

Our team will assess connectivity, walkability, pedestrian and bike accessibility, and streetscape and historic preservation considerations. We will provide strategic recommendations for physical improvements grounded in what operators need to support needed foot traffic.

Organization

The team will lead an assessment of organizational capacity for implementing the plan's recommendations.

Implementation Jumpstart

The project team will support the launch of a Local Action Team to build community ownership of the plan. This includes a Project Mapping Workshop (facilitated virtually), an Action Planning Workbook, and a strategy for sustaining momentum.

Key Deliverables

- One day workshop to gather key insights from local stakeholders
- Downtown assessment report with implementable recommendations across all focus areas
- Action Planning Workbook and Local Action Team launch

A note on design standards: formal architectural design standards fall outside our core practice. We can assess physical conditions, identify design priorities, and provide strategic direction for investment based on retail and economic development best practices. Should the Town require formal urban design analysis as part of this scope, we are prepared to identify and partner with a qualified firm to deliver that component at the appropriate level of expertise.

3. small business support

Small business support is where Pedal is most differentiated from traditional consulting firms. We are the only retail real estate firm that specializes in advising small businesses on their operations as they relate to their real estate strategy. We do not offer a generic training program — we bring hands-on practitioner knowledge to every interaction.

Phase 1 — Onboarding & Enrollment

The project team will establish a structured onboarding process to set expectations, build trust, and ensure businesses are prepared to engage. This includes a kick-off call, an engagement toolkit tailored to Upper Marlboro's business community, a small business Zoom meeting to introduce the program, and an ongoing check-in and reporting cadence throughout the engagement.

Phase 2 — Technical Assistance & Training

The project team will deliver a virtual, on-demand training platform for Upper Marlboro's small business community. The platform is built from Pedal's hands-on work advising independent retailers on the real decisions they face — lease terms, buildout costs, margins, staffing, and day-to-day operations. Content can cover, but is not limited to:

- **Retail Strategies** — Practical guidance on evaluating whether brick-and-mortar is right for a business, developing a real estate strategy grounded in a business plan, and navigating the commercial leasing process from site search through lease execution.
- **Restaurant Resilience** — Targeted content for food and beverage operators covering the unique financial, operational, and real estate considerations restaurants face, including buildout costs, lease structure, and the ramp-up period from signing to opening.
- **Business Modernization** — Guidance for established businesses on how to evaluate their current lease terms, operational model, and real estate strategy to position themselves for long-term sustainability, including how to approach lease renewals and expansion.
- **Property Owner Training** — Content designed to help landlords evaluate and support small business tenants, structure leases that lead to stronger and more sustainable tenancies, and understand what retailers need from a space to open and operate successfully.

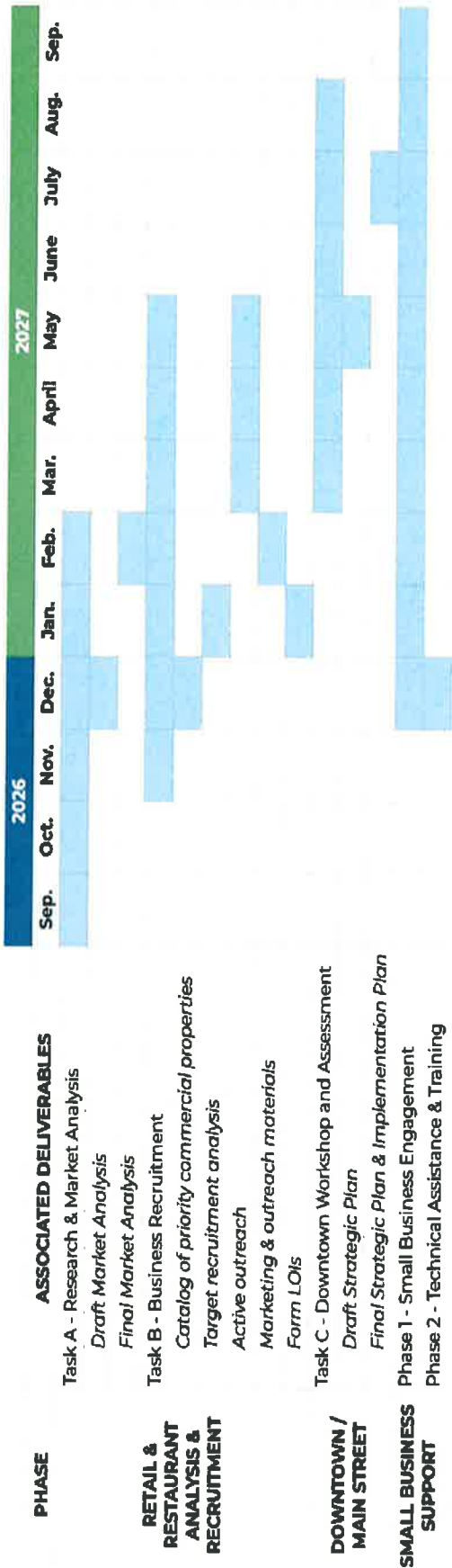
This series, as well as the direct one-on-one technical assistance to aspiring and existing business owners, will leverage Pedal's hands-on work advising retailers on the real decisions they face: lease terms, buildout costs, margins, staffing, and day-to-day operations.

Key Deliverables

- Virtual, on-demand training portal covering retail strategies, restaurant resilience, business modernization, and property owner training
- Direct one-on-one technical assistance for aspiring and existing business owners
- Unlimited access for small businesses in the Upper Marlboro community

APPENDIX 2

PROPOSED TIMELINE



TOWN OF UPPER MARLBORO

Section 5, Item B.

14211 School Lane • Upper Marlboro, Maryland 20772
Phone: (301) 627-6905 • www.uppermarlbormd.gov

TOWN COUNCIL

Mayor Charles J. Colbert • Vice Mayor Derrick F. Brooks • Councilmember Sarah A. Franklin • Councilmember Karen H. Lott
• Councilmember Joseph Hourcle

OFFICE OF THE TOWN MANAGER

TO: Town Council
FROM: Clayton Anderson, Town Manager
DATE: September 22, 2026
RE: Landings Cost Discussion

Purpose

This report asks the Council to discuss the content direction, public survey approach, distribution method, and cost of The Landings, the Town's quarterly newsletter, and to consider whether advertising revenue should be pursued to help offset production costs.

Background

The Landings has a long history as a Town communications vehicle:

- 2006–2018: Published as a monthly or bi-monthly print newsletter.
- 2018: Transitioned to an electronic (e-newsletter) format.
- 2019–Present: Re-established as a quarterly print mailer, a format that has continued through 2026.

The newsletter is currently distributed three ways:

- Print mailer sent via U.S. Mail to Town households and businesses.
- PDF/digital version posted on the Town website.
- Excerpts and highlights shared on the Town's social media platforms.

Cost Analysis

Staff currently print 400 copies of The Landings per quarter. The table below summarizes the current per-issue cost.

Cost Component	Rate	Quantity	Quarterly Cost
Printing (400 copies)	—	400	\$1,828.76
Postage	\$1.36/copy	400	\$544.00
Staff Labor (Level 1)	\$25.52/hr	6 hrs	\$153.12
Staff Labor (Level 2)	\$29.86/hr	6 hrs	\$179.16
Total Quarterly Cost			\$2,705.04
Estimated Annual Cost (x4 issues)			\$10,820.16
Cost Per Copy (all-in)			\$6.76

At the current pace of four issues per year, staff estimates the Town spends about \$10,820.16 annually and distribute The Landings, excluding indirect overhead (equipment, software, or supervisory time not captured in the hours above).

Discussion Item 1: Newsletter Content

Staff requests Council direction on what is considered "newsworthy" for inclusion in The Landings going forward. Possible content categories for discussion include:

- Council actions, votes, and policy changes
- Public safety updates and crime-prevention tips
- Capital projects and infrastructure updates (e.g., the pocket park, annexation)
- Economic development and business spotlights
- Community events, recreation, and senior programs
- Budget and tax information
- Town services, deadlines, and permitting reminders

Discussion Item 2: Public Survey Questions

To ensure content matches resident interest, staff proposes fielding a short public survey (mailed insert, website, and social media). Draft questions for Council consideration:

- How do you currently read The Landings — print, website, or social media?
- How would you prefer to receive The Landings in the future?
- Which topics are most valuable to you? (Council news, public safety, events, development, budget, other)
- How often would you like to receive The Landings? (Monthly, bi-monthly, quarterly)
- Would you support a smaller print run with a stronger digital/email option?
- Do you have suggestions for content you'd like to see included?

Discussion Item 3: Distribution Recommendations

Staff offers the following distribution options for Council discussion:

- Maintain the current model: full U.S. Mail distribution to all households/businesses, plus website and social media.
- Hybrid model: reduce print run to opt-in households/businesses that request mailed copies, paired with an email/e-newsletter sign-up to reduce printing and postage costs.
- Digital-first model: return to a primarily e-newsletter format (as in 2018) with a limited print run for residents without internet access, distributed at Town Hall and community locations.
- Expanded digital promotion: increase paid or boosted social media reach in place of some print costs.

Discussion Item 4 Advertising Revenue Opportunities

To help offset the annual cost of approximately \$10,820.16, the Council may wish to discuss whether The Landings should accept paid advertising from local businesses. Considerations include:

- Establishing a rate structure (e.g., business card size, quarter-page, half-page) with rates set to recover a defined share of print/postage cost.
- Adopting an advertising policy addressing content standards, size limits, non-endorsement disclaimers, and equal access for local businesses.
- Prioritizing space for local, Town-based businesses, potentially tied to the Facade Improvement Program and other economic development outreach.
- Setting a modest initial revenue target (e.g., offsetting postage costs) before scaling the program.

Requested Action

Staff requests a Council discussion and direction on the following:

- Confirm content priorities for future issues of The Landings.
- Authorize staff to conduct a public survey on newsletter content and distribution preferences.
- Provide directions on the preferred distribution model.
- Determine whether staff should develop an advertising policy and rate structure for Council consideration at a future meeting.

TOWN OF UPPER MARLBORO

Section 5, Item C.

14211 School Lane • Upper Marlboro, Maryland 20772
Phone: (301) 627-6905 • www.uppermarlbormd.gov

TOWN COUNCIL

Mayor Charles J. Colbert • Vice Mayor Derrick F. Brooks • Councilmember Sarah A. Franklin • Councilmember Karen H. Lott
• Councilmember Joseph Hourcle'

OFFICE OF THE TOWN MANAGER

TO: Town Council
FROM: Clayton Anderson, Town Manager
DATE: September 22, 2026
RE: Hiring Update

Summary

Staff continues to make progress filling vacant positions across General Government, the Police Department, and Public Works. Details on each position are provided below.

Vacancy Status

Department / Position	Status
General Government Code Enforcement Officer (Part-Time)	Position filled. New hire starts September 23, 2026. Will be sworn in with the Parking Enforcement Officer before beginning field duties.
General Government Deputy Town Manager / Town Clerk	Candidate selected. Background investigation and drug screening are in progress. Anticipated start: October 2026. The incoming Deputy Town Manager will hire the part-time Records Management position once onboarded.
Police Department Parking Enforcement Officer	Position filled. Awaiting swearing-in, to be conducted jointly with the Code Enforcement Officer, before beginning field duties. Anticipated start: late September – early October 2026.
Public Works Crewmember	Interviews conducted on Monday, September 14, 2026. Selection decision pending.

Staff will continue to provide updates to the Council as these recruitments are finalized.

MEMORANDUM OF UNDERSTANDING (MOU)

Between

Prince George's County, Maryland, a body corporate and politic,

On behalf of

Prince George's County Department of Public Works and Transportation,

and

[Insert Maryland Municipality]

Regarding Snow and Ice Operations Collaboration

1. PURPOSE

The purpose of this Memorandum of Understanding ("MOU") is to establish a cooperative framework between Prince George's County, Maryland, a body corporate and politic (the "County"), on behalf of the Prince George's County Department of Public Works and Transportation ("DPW&T"), and participating incorporated municipalities located within the County. Under this MOU, the Municipality of _____ (the "Municipality") may perform snow and ice control operations on specified County Roadways located within its municipal boundaries and defined hereinafter. The County and the Municipality shall be collectively referred to hereinafter as "the Parties", and singularly as "Party". The Parties may share personnel, equipment, salt, and deicing materials to improve winter roadway service delivery throughout the County.

The Parties recognize that the Municipality possesses local roadway knowledge, trained personnel, equipment, and operational capabilities that can significantly enhance the effectiveness and timeliness of winter maintenance activities. By integrating the Municipality's resources into the County's snow operations, the Parties seek to improve public safety, maintain roadway mobility, strengthen emergency response, and provide a seamless level of service across jurisdictional boundaries.

The Parties further acknowledge that snow and ice operations are most effective when conducted as a unified and concurrent effort. Accordingly, during active winter weather events, Municipality personnel and equipment may perform snow and ice removal operations on specifically designated County-maintained roadways within their municipal boundaries, defined hereinafter, as part of their normal municipal snow operations. County and Municipality routes shall be coordinated to maximize operational efficiency, reduce response times, and ensure continuity of service throughout the transportation network, while allowing the Municipality to maintain its public safety responsibilities and operational priorities.

This MOU further establishes a framework for the coordinated use of personnel, equipment, maintenance resources, road salt, material storage facilities, and operational support during winter weather events to improve overall service delivery, implement salt management practices that support operational effectiveness and environmental sustainability, and promote efficient stewardship of public resources in Prince George's County.

Participation in this MOU provides the Municipality with the ability to purchase County-produced Treated Salt at the County’s applicable cost, subject to availability and the terms of Section 9 herein. Municipalities that do not execute this MOU for the 2026–2027 Snow Season are not eligible to purchase or receive Treated Salt (when available) at the County’s cost and will instead be charged the County’s established selling rate.

The MOU commences upon execution and remains in effect through the conclusion of the 2026–2027 winter season; because the exact end date depends on the duration of winter weather activity, the MOU terminates upon the County’s determination that seasonal operations have concluded, unless extended or renewed, in writing, by both parties.

DEFINITIONS

1. “Active Event” means the period beginning when DPW&T declares an operational activation level under the County Snow Plan and ending when DPW&T declares demobilization.
2. “Assigned County Roadways” means the County-maintained roadway segments within the Municipality’s corporate limits listed on Attachment A, as updated annually under Section 6.2.
3. “County Snow Command” means the Operations Manager and/or DPW&T representatives authorized to issue operational assignments under this MOU.
4. “County Snow Plan” means the DPW&T Snow and Ice Control Plan in effect for the applicable winter season, including its activation levels and application-rate guidance, as amended.
5. “Directed County Operations” means snow and ice control work performed by Municipality personnel or equipment at the specific direction of County Snow Command, including work on County roadways outside the Municipality’s corporate limits and work on Assigned County Roadways performed after Substantial Completion of Municipal Operations.
6. “Full Operation” means the DPW&T activation level so designated in the County Snow Plan.
7. “Lane Mile” means one mile of a single travel lane, measured consistent with the DPW&T roadway inventory used to prepare Attachment A.
8. “Municipal Operational Lead” and “Operational Leads” mean the primary and alternate representatives designated by each Party on Attachment C.
9. “Substantial Completion of Municipal Operations” means the point at which the Municipality’s designated priority municipal routes have been cleared to the level of service established in the Municipality’s own snow plan, as reported by the Municipal Operational Lead to County Snow Command.
10. “Treated Salt” means sodium chloride pre-treated with a liquid enhancement product produced or procured by DPW&T.

2. OPERATIONAL PRIORITIES

Operational priorities shall be as follows:

- (a) Municipal snow & ice emergency operations, to include County roadways, where applicable;
- (b) Municipal priority roadway network, to include County roadways, where applicable;
- (c) Specified County roadways located within municipal boundaries; and
- (d) County roadway support outside municipal boundaries, when requested by the County.

3. OBJECTIVES

The Parties intend to:

- (a) Reduce response and clearance times on County-maintained roadways located within municipal boundaries;
- (b) Leverage personnel who possess local roadway knowledge and snow removal skills;
- (c) Reduce non-productive travel (“deadhead”) mileage and shorten material reload cycles;
- (d) Improve interagency coordination and situational awareness during Active Events;
- (e) Improve public safety through unified, seamless operations across jurisdictional boundaries.

4. NO GUARANTEE OF LEVEL OF SERVICE

This MOU establishes an operational framework only. Nothing in this MOU:

- (a) creates or expands any duty of care owed by either Party to any third party;
- (b) constitutes a warranty or guarantee regarding any level of service, response time, or roadway condition; or
- (c) transfers any statutory or common-law responsibility from one Party to the other.

Nothing herein is intended to create any additional legal duty, obligation, or liability to any individual or member of the public.

5. TERM

This MOU shall become effective upon execution by both Parties and shall remain in effect until April 30, 2030, unless extended or terminated by mutual written agreement of both Parties.

Either Party may terminate this MOU upon five (5) business days’ prior written notice, subject to completion of any active Full Operation category or higher commitments already underway.

6. MUNICIPAL SNOW OPERATIONS

6.1 Grant of Authorization

DPW&T shall request and authorize the Municipality to perform snow and ice control operations on the Assigned County Roadways during Active Events, subject to the terms of this MOU.

6.2 Annual Route Attachment

On or before October 1 of each year, the Parties’ Operational Leads shall meet and mutually agree upon an Attachment A, that shall be attached hereto and incorporated herein, (titled “Assigned County Roadways”), which shall identify each roadway segment by street name, boundary limits, Lane Miles, and service level. Attachment A shall be incorporated into the County Snow Plan for that season. If the Parties do not execute an updated Attachment A by October 1, it is presumed that the prior season’s Attachment shall remain in effect until superseded. A revised Attachment A shall be incorporated into each subsequent County Snow Plan upon execution of each winter season’s MOU.

6.3 Standards

The Municipality shall perform work on Assigned County Roadways in substantial alignment with the County Snow Plan’s level-of-service tiers and reporting protocols, using reasonable efforts considering prevailing conditions, staffing, and equipment availability. Where a DPW&T standard and a Municipality standard conflict as to work on Assigned County Roadways, the DPW&T standard governs.

6.4 Retained County Authority

DPW&T retains overall operational authority for County snow and ice operations Countywide, including the authority to supplement or resume direct County operations on any Assigned County Roadway at any time. DPW&T shall notify the Municipal Operational Lead of any such change as soon as practicable.

6.5 Municipal Discretion Preserved

Notwithstanding any other provision, the Municipality retains sole discretion to redeploy its personnel and equipment at any time to address a municipal emergency, a threat to public safety, or an essential municipal service obligation. The Municipality shall notify County Snow Command as soon as reasonably possible when it makes this decision. Exercise of this discretion shall not constitute a breach of this MOU.

7. PERSONNEL**7.1 Qualified Personnel**

The Municipality shall assign only personnel who hold the licenses, certifications, and training required for the equipment and duties assigned, including a valid Commercial Driver’s License, with applicable endorsements, where required by 49 C.F.R. Part 383 and Maryland law.

7.2 Scope of Duties

Municipality personnel may perform duties including:

- (a) Operating snowplows, spreaders, and other snow and ice control equipment;
- (b) Applying salt, Treated Salt, brine, and other approved deicing materials;
- (c) Plowing and treating Assigned County Roadways;
- (d) Operating loaders, backhoes, skid steers, and other heavy equipment in support of snow and ice removal;
- (e) Providing equipment transport, logistical support, and operational assistance; and

- (f) Supporting emergency snow response as requested by County Snow Command.

7.3 Concurrent Operations

During an Active Event, the Municipality shall incorporate the Assigned County Roadways into its ongoing snow and ice operations and perform treatment concurrently with its municipal routes. Operations on the Assigned County Roadways shall be coordinated as part of the Municipality’s normal deployment and shall continue for the duration of the Active Event or until a complete pavement standard, consistent with the agreed-upon operational plan, while preserving sufficient personnel, equipment, and resources to maintain public safety, emergency response capabilities, and essential municipal services.

7.4 Post-Completion Support

Upon Substantial Completion of Municipal Operations and with the Municipality’s approval for each event, municipal personnel may continue supporting DPW&T by operating Municipality-owned equipment during Directed County Operations. Such operations may include plowing, salting, roadway widening, snow relocation, intersection cleanup, cul-de-sac clearing, shoulder widening, and parking lane clearing. All work performed under this Section shall be compensated at the hourly rates established in Attachment C.

7.5 Employment Relationship

At all times under this MOU, Municipality personnel remain solely the employees of the Municipality, and County personnel remain solely the employees of the County. Each Party retains exclusive authority over the hiring, discipline, evaluation, compensation, scheduling, benefits, and workers’ compensation coverage of its own employees.

Operational direction issued by County Snow Command is limited to what work is to be performed, where, when, and to what standard, and does not extend to the manner of employment, supervision for disciplinary purposes, or control of the employment relationship. No provision of this MOU shall be construed to create an employer-employee relationship, joint employment, borrowed-servant relationship, or agency between a Party and the employees of the other Party. Participation under this MOU shall not alter any employee’s job classification, seniority, benefits, bargaining unit status, or rights under any collective bargaining agreement, and shall not entitle any employee to any right or claim against the non-employing Party.

7.6 Municipal Supervision on Site

The Municipality shall designate an on-duty supervisor responsible for the direct supervision of Municipality personnel performing work under this MOU. Supervisor compensation rates are established in Attachment C.

8. EQUIPMENT DEPLOYMENT AND LOANED EQUIPMENT

8.1 Coordination

The Parties shall coordinate equipment deployment through their Operational Leads to maximize efficiency and continuity of service across County and municipal transportation networks. Equipment categories eligible for use under this MOU are listed in Attachment B.

8.2 Condition and Operation

All equipment used under this MOU shall be maintained in safe operating condition by its owner and shall be operated only by personnel trained and authorized for that equipment class.

8.3 Municipality-Owned Equipment Used for County Work

The Municipality may make its equipment and operators available for Directed County Operations when the equipment is not required for municipal operational needs. Such equipment remains the property of the Municipality, insured and maintained by the Municipality, and is reimbursed at the rates in Attachment C.

9. DEICING MATERIALS, SALT STORAGE, AND THE TREATED SALT PROGRAM**9.1 Purpose and Municipal Benefit**

The Parties enter into this Section with a shared understanding of what participation is intended to deliver to the Municipality.

The Municipality that partners with DPW&T under this MOU does more than assume responsibility for additional roadways. It gains access to the County’s deicing material supply chain, including its salt storage network and treated salt production capabilities, under terms the Municipality could not economically replicate on its own. Specifically, the Municipality is intended to receive:

- (a) Replenishment of material used on County roadways. The Municipality is made whole, in material for every ton of salt it applies to Assigned County Roadways. Treating County roads within municipal limits should not draw down the Municipality’s own inventory.
- (b) Access to County-produced Treated Salt and Untreated Salt. Subject to availability, and MDE (Maryland Department of Environment) approval. The Municipality may draw Treated Salt from the County for use on its own municipal routes as well as on Assigned County Roadways — a material most municipalities cannot produce at their own scale, because pre-treatment requires liquid blending equipment, storage tanks, and a supply contract that is cost-effective only at volume.
- (c) Lower total material consumption and cost. Treated Salt performs at lower application rates and at lower pavement temperatures than untreated rock salt. Fewer tons applied per lane mile means lower material spend, fewer reload cycles, less overtime, and reduced chloride discharge, while maintaining or improving the level of service delivered to residents.
- (d) Nature of this subsection. This Section 9.1 states the Parties’ shared objectives and expected operational benefits. It is not a guarantee, warranty, or representation by DPW&T as to any quantity of material, cost savings, application rate, or level of performance. The binding obligations of the Parties regarding materials are those set forth in Sections 9.2 through 9.8.

9.2 Performance Characteristics of Treated Salt

So that the Municipality’s operational and budget staff may evaluate the value of participation, the Parties acknowledge the generally recognized performance characteristics of Treated Salt as compared with untreated rock salt:

Characteristic	Operational and Financial Effect
Adheres to the pavement on contact	Less material bounces into gutters, shoulders, and storm drains — more of every ton purchased works
Reduces bounce and scatter	Lower waste per pass; measurable reduction in tons required to cover the same lane miles
Begins working immediately on application	Shorter time to first melt; reduced need for repeat passes
Remains effective at lower pavement temperatures	Continued effectiveness in conditions where untreated rock salt performs poorly or not at all
Permits lower application rates	Direct reduction in tons consumed, material spend, and reload trips
Extends residual effect on the pavement	Longer interval between passes; fewer truck cycles per event

Reduced tonnage produces a compounding benefit: lower material cost, fewer reload cycles, fewer labor hours per lane mile treated, reduced equipment wear, and reduced chloride loading to local waterways and the Chesapeake Bay watershed.

The Parties further recognize that the County’s centralized production and distribution of Treated Salt provides cost and operational advantages that may not be available to individual municipalities. Distributing this material regionally through this MOU supports greater cost savings and improved performance across Prince George’s County than any single jurisdiction could achieve independently.

9.3 Shared Access to Salt Storage Facilities

(a) Mutual access

The Parties recognize that strategically located material storage is essential to reducing travel time, sustaining truck cycle times, and maintaining continuous operations during extended events. Accordingly, DPW&T and the Municipality may load deicing materials from one another’s salt storage facilities — including salt domes, stockpiles, and material loading areas — when operationally advantageous and mutually agreed by the Operational Leads.

(b) Intended results

Shared facility access is intended to reduce travel time associated with reloading; improve truck cycle times and overall productivity; increase the volume of deicing material available within municipal boundaries; sustain roadway service levels during prolonged events; and provide operational flexibility through strategic placement of material across the County.

(c) Facility schedule

Attachment D shall list each facility available for shared use, with its address, hours or after-hours access procedure, point of contact, credential requirements, loading equipment available, and site-specific safety restrictions. Attachment D shall be updated annually with Attachment A.

(d) Conditions of use

The loading Party shall comply with the host Party’s site safety rules; shall record each load on the host’s loading log or approved electronic equivalent, capturing date, time, unit number, operator, material type, and tons loaded; and shall leave the site in the condition received.

(e) Nature of access

Access granted under this Section is a revocable license for the limited purpose of snow and ice control under this MOU. It conveys no property interest, easement, or right of continued access.

9.4 County Use of Municipal Material

When DPW&T personnel or equipment load deicing material from a Municipality facility for County operations, the Parties shall jointly document the tonnage at the time of loading. DPW&T shall then, within five (5) days after the conclusion of the Active Event:

- (a) replenish the Municipality’s inventory on a ton-for-ton basis with material of the same type and of equal or better specification; or
- (b) at the Municipality’s election, reimburse the Municipality at its documented unit cost per ton.

Where the material consumed was Treated Salt, replenishment shall be in Treated Salt, subject to Section 9.8.

9.5 Municipal Material Used on Assigned County Roadways

(a) Use of municipal inventory

During concurrent operations, the Municipality shall treat Assigned County Roadways using its own material inventory. The Municipality shall not be required to hold, segregate, or source separate material for County roadways.

(b) County replenishment obligation

DPW&T shall replenish the Municipality for all material applied to Assigned County Roadways. The intent of this subsection is that participation in this MOU shall not reduce the Municipality’s material inventory or increase its material budget.

(c) Why a formula is used

The Parties acknowledge that segregating and measuring material applied to individual County roadway segments is not operationally practical during an Active Event, when a single truck may treat Municipal and County lane miles on the same pass. Replenishment is therefore calculated by formula rather than by direct measurement.

(d) Election of form

DPW&T shall fulfill its obligation by delivering replacement material or, at the Municipality’s option, reimbursing the Municipality at its then-current contract unit price per ton. Replacement material may consist of Treated Salt when available or Untreated Salt when Treated Salt is unavailable, subject to Section 9.8.

(e) Timing

Replenishment shall occur within five (5) days, or payment shall be made within thirty (30) days, following DPW&T’s approval of the applicable invoice under Section 10.

9.6 Replenishment Formula

For each Active Event, the quantity of material owed to the Municipality shall be calculated as:

$$\text{Tons Owed} = (\text{Assigned County Lane Miles Treated}) \times (\text{Number of Passes}) \times (\text{Applicable Application Rate, in pounds per Lane Mile}) \div 2,000$$

Where:

- (a) Assigned County Lane Miles Treated is drawn from the Lane Mile inventory in Attachment A for the segments actually serviced;
- (b) Number of Passes is the number of treatment passes made over those segments during the Active Event, as recorded on the Daily Snow Activity Report and, where available, corroborated by GPS or automatic vehicle location data (if available); and
- (c) Applicable Application Rate is the rate in Attachment C corresponding to the material type used and the storm classification assigned by County Snow Command for that event.

The Parties may review and adjust Attachment C annually to reflect changes in industry best practices, weather conditions, material performance, or operational experience. Adjustments apply prospectively only.

9.7 Measurement Basis

All calculations under this Section shall use Lane Miles. Where the County Snow Plan states application rates on a centerline-mile basis, those rates shall be converted to a Lane Mile basis using the Attachment A inventory before use in the formula in Section 9.6.

9.8 Treated Salt Program

(a) Eligibility

Through participation in this MOU, the Municipality may receive County-produced Treated Salt for use on Assigned County Roadways and municipal routes. Because Treated Salt contains magnesium chloride and may contribute to chloride levels affecting local waterways and the Chesapeake Bay, each Municipality shall consult with MDE (Maryland Department of Environment) or its applicable regulatory authority and obtain any required approvals, permits, or authorizations before use. Participation in this MOU does not constitute regulatory approval of the product or its application.

(b) Availability

DPW&T shall make Treated Salt available based on available inventory, operational need, backfill requirements, and DPW&T’s approved allocation schedule. DPW&T shall not unreasonably withhold allocation among participating municipalities and shall administer allocation on a consistent, non-preferential basis.

(c) Treated or untreated

Where Treated Salt is not available at the time of a request or replenishment, DPW&T shall furnish untreated rock salt. The Municipality shall receive Treated Salt or untreated rock salt, whichever is available, and in no event shall unavailability of Treated Salt relieve DPW&T of its replenishment obligations under Sections 9.4 and 9.5.

(d) Municipal Salt Treatment Program.

A Municipality participating in this MOU may request that DPW&T convert its existing Untreated Salt stockpile to Treated Salt, subject to prior approval by the Maryland Department of the Environment and any other applicable regulatory authority. The Municipality shall be solely responsible for obtaining and providing all required approvals, permits, and supporting documentation before treatment begins.

The Municipality shall provide the Untreated Salt and manage all transportation and logistics associated with delivering it to the County’s designated treatment facility and returning the Treated Salt to the Municipality. The Municipality shall reimburse DPW&T for the treatment solution and operator labor required to perform the service. This service shall be available only to municipalities that have executed this MOU.

(e) Seasonal request

The Municipality shall submit its anticipated seasonal Treated Salt requirement to DPW&T by October 1 each year to support County production planning and allocation. Requests submitted after that date will be filled subject to availability.

9.9 Treated Salt Pricing for Participating and Nonparticipating Municipalities

(a) Participating municipalities

- (a) The Municipality that executes and remains in compliance with this MOU during the 2026–2027 Snow Season shall be eligible to obtain County-produced Treated Salt at the County’s applicable cost, subject to availability, County production capacity, operational requirements, and approved allocation procedures. The applicable cost may include the actual cost of untreated rock salt, treatment solution, production labor, equipment operation, loading, and other direct costs incurred by DPW&T in producing the Treated Salt.

(b) Nonparticipating municipalities

A municipality that does not execute this MOU during the 2026–2027 Snow Season shall not be eligible to obtain County-produced Treated Salt at the County’s applicable cost. Any Treated Salt made available to a nonparticipating municipality shall be provided at the County’s established selling rate in effect at the time the material is requested.

(c) Established selling rate

The County’s established selling rate shall be determined by DPW&T and may include the County’s material, treatment, production, labor, equipment, storage, loading, administrative, and overhead costs, together with any additional markup approved by the County. DPW&T may review and revise the selling rate periodically to reflect changes in production costs, market conditions, or County policy.

(d) Continued participation

Eligibility to receive Treated Salt at the County’s applicable cost is contingent upon the Municipality’s continued compliance with this MOU, including its operational, reporting, material-replenishment, and payment obligations. DPW&T may suspend cost-based pricing for an uncured material breach of this MOU after providing written notice to the Municipality and a reasonable opportunity to cure.

(e) Payment and pickup.

Unless otherwise agreed in writing, the Municipality shall be responsible for retrieving its allocated Treated Salt from a County-designated storage facility. The Municipality shall pay all approved charges in accordance with the invoicing and payment requirements of this MOU.

10. REIMBURSEMENT AND FINANCIAL TERMS

10.1 General Rule

(a) Cooperative Operations

This MOU establishes a cooperative arrangement between the Parties. Except as provided below, each Party shall be responsible for its own costs incurred in performing work under this MOU, including labor, equipment, materials, and operations on its respective roadways and facilities. The Municipality shall not be reimbursed for work performed on Assigned County Roadways as part of its municipal snow and ice operations.

(b) Reimbursement for Dedicated County Support

After the Municipality has completed its municipal snow and ice operations, DPW&T may request the continued use of municipal personnel, assets, and equipment solely in support of DPW&T operations. With the Municipality’s approval, DPW&T shall reimburse the Municipality at cost for the documented labor, equipment, materials, and other eligible expenses incurred while providing such support. No reimbursement shall be provided unless the work is requested or authorized by DPW&T and performed solely for DPW&T operations.

10.2 Eligible Costs

Subject to the rates established in Attachment C, eligible costs are limited to actual straight-time and overtime wages for hours spent performing authorized reimbursable work, including applicable payroll taxes. Equipment costs shall be reimbursed at the hourly rates listed in Attachment C for actual operating hours only. Fuel shall be included in the equipment rate, as specified in Attachment C. Consumable materials shall be reimbursed at their actual documented cost. Deicing materials shall be provided and accounted for in accordance with Section 9.

10.3 Ineligible Costs

The following are not reimbursable: standby or on-call time during which no reimbursable work is performed; travel to and from the Municipality’s own yard at the start and end of a shift; administrative overhead; equipment idle time; damage or repair costs except as expressly provided in Section 8; costs for which the Municipality receives payment from any other source, including insurance or federal assistance; and any cost incurred without prior authorization where prior authorization is required.

10.4 Equipment Rates

Attachment C shall establish hourly rates by equipment class. Rates shall be based on the basis elected in Attachment C and shall include the equipment and its attachments but exclude operator labor, which is reimbursed separately. Attachment C shall be updated annually.

10.5 Invoicing

- (a) The Municipality shall submit invoices monthly, by the fifteenth (15th) day of the month following the month in which the work was performed.
- (b) All invoices for a given winter season shall be submitted no later than May 15 following that season. Invoices submitted after that date are waived and shall not be paid, absent written waiver by the DPW&T Director for good cause.
- (c) Each invoice shall include, at minimum: event dates and DPW&T activation level; employee name, classification, hours worked by day with start and stop times, and hourly rate; equipment unit number, class, and operating hours by day; roadway segments serviced by name and Lane Miles; material type and quantity applied; and the Daily Snow Activity Reports required by Section 10.6.
- (d) DPW&T shall review each invoice within twenty (20) business days and shall either approve it or notify the Municipality in writing of specific deficiencies. DPW&T shall pay approved amounts within thirty (30) days of approval. DPW&T shall not withhold payment of undisputed amounts on account of a dispute as to other line items.
- (e) DPW&T may offset against any payment due any amount owed to DPW&T by the Municipality under this MOU.

10.6 Documentation

The Municipality shall use the standard Daily Snow Activity Report (Attachment F) for all reimbursable work. Where GPS or automatic vehicle location data is available, it shall be submitted with the invoice and shall control in the event of a material discrepancy with manual records.

10.7 Federal Cost Recovery

Costs incurred under this MOU may be eligible for federal reimbursement following a major disaster or emergency declaration. Both Parties shall maintain documentation sufficient to satisfy applicable federal requirements, including 2 C.F.R. Part 200 and applicable FEMA Public Assistance policy. Where DPW&T receives federal reimbursement for costs it has paid the Municipality, no additional payment is owed. The Municipality shall not separately seek federal reimbursement for costs already reimbursed by DPW&T and shall promptly repay DPW&T any amount so received.

10.8 Compliance with Labor Agreements

If applicable, all compensation shall be governed by applicable collective bargaining agreements, the personnel policies of the employing Party, and applicable budget authorizations. Each Party is solely responsible for paying its own employees.

11. OPERATIONAL COORDINATION**11.1 Operational Leads**

Each Party shall designate a primary and alternate Operational Lead, with twenty-four-hour contact information, listed in Attachment G and updated as changes occur. The Operational Leads are authorized to make day-to-day operational decisions under this MOU. They are not authorized to amend this MOU or to obligate funds beyond the not-to-exceed amount.

11.2 Continuous Coordination

The Parties shall maintain continuous coordination through the Operational Leads during Active Events, using the primary and backup communication channels and the check-in frequency established in Attachment C.

11.3 Pre-Season Readiness

Annually, on or before the third Friday in October, the Parties shall hold a pre-season coordination meeting to review Attachment A through H, confirm equipment inventory and calibration, confirm salt storage access, review communications and dispatch protocols, and conduct or schedule required training.

11.4 After-Action Review

Within sixty (60) days after the end of each winter season, the Parties shall conduct a joint after-action review addressing response performance, route assignment effectiveness, material usage, invoicing and documentation issues, and recommended changes to the Attachment.

12. SAFETY, HOURS OF SERVICE, AND REGULATORY COMPLIANCE**12.1 General**

All personnel performing work under this MOU shall comply with applicable occupational safety standards, equipment operating requirements, personal protective equipment requirements, and the fatigue-management and shift-limitation policies of their employing Party.

12.2 Hours of Service

Each Party is responsible for compliance with applicable hours-of-service requirements for its own drivers, including 49 C.F.R. Part 395 and applicable Maryland intrastate rules and exemptions. The Parties acknowledge that time spent in employer-directed classroom or orientation training is generally on-duty time, though it is not driving time, and each Party shall account for such time accordingly.

12.3 Emergency Relief

Where a declaration of emergency triggers relief under 49 C.F.R. § 390.23 or an equivalent State order, each Party remains responsible for determining the applicability of that relief to its own operations.

12.4 Drug and Alcohol Testing

Each Party is solely responsible for maintaining a testing program compliant with 49 C.F.R. Part 382 for its own commercially licensed drivers, including pre-employment, random, post-accident, and reasonable-suspicion testing. Neither Party assumes any testing obligation for the other’s employees.

12.5 Accident Reporting

Any accident, injury, property damage, or citation occurring during work under this MOU shall be reported by the involved Party to the other Party’s designated representative immediately but not to exceed twenty-four (24) hours, followed by a written report within five (5) business days. Each Party shall preserve relevant records, telematics data, and physical evidence, and shall cooperate reasonably in any investigation, subject to applicable privilege and personnel-record protections.

13. LABOR AND COLLECTIVE BARGAINING**13.1 Compliance**

All activities under this MOU shall comply with applicable collective bargaining agreements, memoranda of agreement with labor organizations, personnel policies of the employing Party, and applicable federal, State, and local labor law.

13.2 Union Notification

Each Party shall provide notice to, and engage with, its own recognized labor organizations as required by its collective bargaining agreements prior to implementing this MOU and prior to any activation at the Full Operation level or higher.

13.3 No Displacement

Nothing in this MOU shall be used to displace, lay off, or reduce the hours of any bargaining-unit employee of either Party, or to substitute for work customarily performed by such employees in a manner contrary to an applicable collective bargaining agreement.

13.4 Grievances

Any grievance filed by an employee shall be processed exclusively through the grievance procedure of that employee’s own employer. The non-employing Party shall have no obligation or standing in such proceedings but shall reasonably cooperate in providing factual information.

14. RECORDS, AUDIT, AND PUBLIC INFORMATION**14.1 Records**

Each Party shall maintain complete and accurate records supporting all work performed, materials used, and costs invoiced under this MOU, in accordance with generally accepted accounting principles.

14.2 Retention

Records shall be retained for the longer of five (5) years after final payment for the applicable season, the period required by 2 C.F.R. § 200.334 where federal funds are involved, or the period required by the Maryland Records Retention Schedule. If any audit, claim, litigation, or federal closeout is pending at the end of the retention period, records shall be retained until final resolution.

14.3 Audit

DPW&T, the Prince George’s County Office of Audits and Investigations, the Office of the Inspector General, the State of Maryland, and their authorized representatives, and, where federal funds are involved, FEMA, the Department of Homeland Security Office of Inspector General, and the Comptroller General, shall have the right, upon reasonable notice during normal business hours, to examine and audit records relating to this MOU. The Municipality shall have reciprocal audit rights as to County records supporting material replenishment and equipment charges.

14.4 Recovery of Overpayment

Any amount determined by audit to have been improperly invoiced or paid shall be repaid within sixty (60) days of written demand, or may be offset against amounts otherwise due.

14.5 Public Information

The Parties acknowledge that records under this MOU may be subject to disclosure under the Maryland Public Information Act, Md. Code Ann., Gen. Prov. § 4-101 et seq. Each Party shall notify the other promptly upon receipt of a request seeking records originating with the other Party.

15. ENVIRONMENTAL STEWARDSHIP**15.1 Objective**

A primary objective of this partnership is to reduce total deicing chemical application while maintaining safe travel conditions, including reduction of chloride loading to the Chesapeake Bay watershed.

15.2 Best Management Practices

The Parties shall promote and, where practicable, implement:

- (a) Anti-icing and pretreatment;
- (b) Brine application;
- (c) Treated Salt utilization;
- (d) Route optimization to reduce passes and deadhead mileage;
- (e) Annual calibration of all spreading equipment prior to October 15, with calibration records available on request;
- (f) Operator training in application rate management; and
- (g) Covered storage and control of stormwater runoff at material storage sites.

15.3 Reporting

Each Party shall report seasonal total tonnage applied within its operations under this MOU as part of the after-action review under Section 11.4, to support Countywide chloride-reduction tracking and any applicable MS4 permit or TMDL reporting.

16. AUTHORITY AND APPROVALS**16.1 No Obligation Beyond Appropriations**

Nothing in this MOU obligates either Party to expend funds or provide resources beyond those authorized through approved budgets and executive approvals. In the event that sufficient funds

are not appropriated for the reimbursement of materials under this Agreement, the County may terminate this Agreement at the end of the last fiscal year or earlier date for which an appropriation is available. The County agrees to deliver written notice to the Municipality of such termination no later than ten (10) days after the County has knowledge that an appropriation will not be available. The failure to give notice will not extend this MOU beyond such fiscal year or affect termination of this MOU pursuant to this Section. Upon termination of this MOU for non-appropriation, the County will pay all outstanding reimbursements due under this MOU up to the date of termination. However, the Municipality shall not be reimbursed for any anticipatory costs that have not been earned up to the date of termination and shall not be entitled to any damages or costs associated with such termination. Upon the payment of such proceeds to the Municipality, all obligations of the County under this MOU requiring the expenditure of money will cease.

16.2 Conditions Precedent to Implementation

Implementation of this MOU is subject to completion of legal review, labor relations review, risk management review, and executive authorization by each Party.

16.3 Not a Procurement Contract

This MOU is an intergovernmental cooperative agreement and is not a contract for the procurement of goods or services. Nothing herein is intended to circumvent applicable procurement law.

17. GENERAL PROVISIONS

17.1 Governing Law and Venue

This MOU shall be construed in accordance with the laws of Prince George’s County and the State of Maryland, without regard to conflict-of-laws principles. The Parties hereby agree that any suit, action, or proceeding seeking to enforce any provision of, or based on any matter arising out of or in connection with, this MOU or the transactions contemplated hereby, shall be brought in the federal or state courts located in Prince George’s County. Each Party hereby irrevocable consents to the jurisdiction of such courts (and of the appropriate appellate courts therefrom) in any such suit, action, or proceeding, and irrevocably waives, to the fullest extent permitted by law, any objection that it may now or hereafter have to the laying of the venue of any such suit, action, or proceeding in any such court or that any such suit, action, or proceeding that is brought in any such court has been brought in an inconvenient forum.

17.2 Subcontracting

The Municipality shall not use contractors to perform reimbursable work without the Operations Manager, or DPW&T’s Incident Commander, prior written approval.

17.3 Amendments

This MOU may be amended only in writing and signed by authorized representatives of both Parties. The Attachment may be updated annually by written agreement of the Operational Leads.

17.4 No Agency or Joint Venture

The Parties are independent governmental entities. Neither Party shall act as agent for the other, and this MOU does not create a partnership, joint venture, or agency. Neither Party may make any representation or commitment binding on the other without prior written consent.

17.5 Entire Agreement

This MOU, including its Attachment, constitutes the entire agreement between the Parties on its subject matter and supersedes all prior negotiations, representations, and agreements, written or oral.

17.6 Order of Precedence

In the event of conflict: first, this MOU; second, the Attachment; third, the County Snow Plan.

17.7 Force Majeure

Neither Party is liable for failure to perform due to causes beyond its reasonable control, provided the affected Party gives prompt notice and resumes performance as soon as practicable. For the purposes of this Contract a “Force Majeure” shall mean (a) acts of God; (b) flood, fire, earthquake, or explosion; (c) war, invasion, hostilities (whether war is declared or not), terrorist threats or acts, riot or other civil unrest; (d) government order, law, or actions; (e) trade embargoes or blockades in effect after the date of this Contract an impacting upon materials necessary for the matter contemplated hereby; (f) national, state or regional emergency; (g) strikes, labor stoppages or slowdowns or other industrial disturbances; (h) shortage of adequate power or transportation facilities; (i) pandemics, epidemics, including, but not limited to, COVID-19 related stoppages and COVID-19 related stay at home orders; and (j) other similar events beyond the reasonable control of the impacted party. Financial inability is not force majeure.

PRINCE GEORGE’S COUNTY, MARYLAND

_____ By: _____

WITNESS

Kevin Stephen
Deputy County Administrator

Government Infrastructure,
Technology and Environment

DATE

(MUNICIPALITY)

_____ By: _____

WITNESS

[NAME]

[TITLE]

DATE

ATTACHMENT A

Assigned County Roadways

Agreement: Municipal Snow and Ice Operations Memorandum of Understanding

Season: 2026-2027 Snow and Ice Control Season

Municipality: [INSERT MUNICIPALITY]

Document date: ___, 2026

DATA STATUS: The Countywide baseline is confirmed. The Municipality and route-level GIS inventory were not present in the source materials and must be completed and approved by the Operational Leads before execution.

Purpose and Annual Control

Control	Requirement
Annual deadline	Operational Leads negotiate and approve this schedule no later than October 1 before each snow season.
Carry-forward	If a replacement schedule is not executed, the prior season's Attachment A remains in effect.
Operational use	This is the core route schedule incorporated into the County Snow Plan for the applicable season.
Financial use	The Lane Mile values control material replenishment under the MOU formula and the conversion of centerline miles to lane miles.

Countywide Reference Baseline - Not the Municipal Assignment

Classification	Confirmed Countywide Baseline	Operational Treatment
Priority 1	Included with P2 in 1,249 lane-miles; Countywide distribution P1 = 12%	Primary arterial and major collector. Maintain emergency and regional mobility; treat and plow continuously as conditions require.
Priority 2	Included with P1 in 1,249 lane-miles; Countywide distribution P2 = 28%	Secondary collector and primary residential. Stabilize after or concurrently with P1 based on risk and available resources.
Priority 3	2,842 residential lane-miles; Countywide distribution P3 = 60%	Residential. Begin systematic service after higher-priority routes are passable and resources can be sustained.
Priority 4	2,212 cul-de-sacs and specialized locations	Assign suitable equipment and verify completion at route or location level; County planning objective is completion within 48 hours after precipitation ends, subject to documented exceptions.
Total County network	Approximately 4,091 lane-miles	Annual planning baseline; reconcile against approved GIS roadway inventory and route books before final approval.

Assigned Roadway Segment Inventory

Completion instruction: Insert one row for each County-maintained roadway segment located within the Municipality. Do not combine segments that have different limits, lane counts, service levels, or operational restrictions.

ID	Street Name	From Limit	To Limit	Centerline Miles	Travel Lanes	Lane Miles	Service Level	County Route / District	Restrictions / Notes
A-001	[ENTER]	[ENTER]	[ENTER]	[0.000]	[0]	[0.000]	[P1/P2/P3/P4]	[ENTER]	[ENTER]
A-002	[ENTER]	[ENTER]	[ENTER]	[0.000]	[0]	[0.000]	[P1/P2/P3/P4]	[ENTER]	[ENTER]
A-003	[ENTER]	[ENTER]	[ENTER]	[0.000]	[0]	[0.000]	[P1/P2/P3/P4]	[ENTER]	[ENTER]
A-004	[ENTER]	[ENTER]	[ENTER]	[0.000]	[0]	[0.000]	[P1/P2/P3/P4]	[ENTER]	[ENTER]
A-005	[ENTER]	[ENTER]	[ENTER]	[0.000]	[0]	[0.000]	[P1/P2/P3/P4]	[ENTER]	[ENTER]
A-006	[ENTER]	[ENTER]	[ENTER]	[0.000]	[0]	[0.000]	[P1/P2/P3/P4]	[ENTER]	[ENTER]
A-007	[ENTER]	[ENTER]	[ENTER]	[0.000]	[0]	[0.000]	[P1/P2/P3/P4]	[ENTER]	[ENTER]
A-008	[ENTER]	[ENTER]	[ENTER]	[0.000]	[0]	[0.000]	[P1/P2/P3/P4]	[ENTER]	[ENTER]
A-009	[ENTER]	[ENTER]	[ENTER]	[0.000]	[0]	[0.000]	[P1/P2/P3/P4]	[ENTER]	[ENTER]
A-010	[ENTER]	[ENTER]	[ENTER]	[0.000]	[0]	[0.000]	[P1/P2/P3/P4]	[ENTER]	[ENTER]
A-011	[ENTER]	[ENTER]	[ENTER]	[0.000]	[0]	[0.000]	[P1/P2/P3/P4]	[ENTER]	[ENTER]
A-012	[ENTER]	[ENTER]	[ENTER]	[0.000]	[0]	[0.000]	[P1/P2/P3/P4]	[ENTER]	[ENTER]

Lane Mile Calculation and Verification

Item	Rule
Base calculation	Lane Miles = Centerline Segment Miles x number of through travel lanes serviced.
Directional or divided segments	Measure and list segments separately when lane count, direction, median treatment, limits, or service level differs.
Turn lanes / special lanes	Include only when the approved GIS/Snow Plan inventory treats them as serviceable lane mileage; document the method in the Notes column.
Verification	OHM/GIS and both Operational Leads verify ownership, limits, lane count, Lane Miles, service level, route assignment, and totals before approval.
Assigned total	Total Assigned County Lane Miles: _____ Prior-season total: _____ Net change: _____

Annual Approval

County	Municipality
DPW&T Operational Lead Name/Title: _____ Signature: _____ Date: _____	Municipal Operational Lead Name/Title: _____ Signature: _____ Date: _____

ATTACHMENT B

Eligible Equipment Categories

Agreement: Municipal Snow and Ice Operations Memorandum of Understanding

Season: 2026-2027 Snow and Ice Control Season

Municipality: [INSERT MUNICIPALITY]

Document date: __, 2026

DATA STATUS: The equipment classes below consolidate confirmed municipal MOU and Snow Plan categories. Final unit eligibility remains subject to annual listing, inspection, operator qualification, and written Operational Lead approval.

Authorized Equipment Class Schedule

Class	Equipment Category	Configuration	Typical Authorized Use	Required Equipment / Systems	Operator Qualification	Limits / Conditions
B-01	Light-duty 4x4 pickup	Plow; spreader only if separately listed	Spot treatment, cold spots, light residential, narrow access	Plow, warning lights, radio/phone; calibrated spreader when used	Valid license and documented equipment orientation	Do not assign beyond rated capacity.
B-02	One-ton dump / pickup	Plow and approved spreader	Residential plowing and material application	Plow, spreader controls, lighting, communications	License/CDL as legally required; snow training	Inspection and spreader calibration required.
B-03	Six-wheel dump truck	Plow and spreader	Primary/secondary roadway plowing and salting	Plow, spreader, calibrated controls, lighting, communications	Qualified CDL operator	Confirmed category from prior municipal MOU draft.
B-04	Ten-wheel / tandem or tri-axle dump	Plow and spreader	Heavy routes, wider roadways, sustained material application	Plow, spreader, calibrated controls, lighting, communications	Qualified CDL operator	Route geometry and bridge/weight limits must be verified.
B-05	Push-only plow unit	Plow; no material spreader	Residential production and accumulation removal	Plow, warning lights, communications, AVL/GPS or approved fallback	Qualified operator and route briefing	Coordinate with a plow-spreader resource when icing or refreeze risk exists.
B-06	Liquid / brine applicator	Tank, pump, spray bar/nozzles	Anti-icing or authorized liquid treatment	Calibrated liquid system, spill controls, compatible fittings	Trained liquid-system operator	Use only approved material and event-specific application direction.
B-07	Front-end loader	Bucket or approved snow attachment	Loading, pile management, widening, relocation	Lighting, backup alarm/camera as equipped, communications	Qualified heavy-equipment operator	Host-site and road deployment approval required.
B-08	Backhoe loader	Bucket and/or approved snow attachment	Loading, widening, obstruction response	Lighting, backup alarm, communications	Qualified heavy-equipment operator	Confirmed category from prior municipal MOU draft.
B-09	Skid-steer loader	Bucket, pusher, or approved snow attachment	Cul-de-sacs, facilities, constrained spaces	Lighting, backup alarm, communications	Qualified operator	Transport and staging must be authorized.
B-10	Other heavy/support equipment	As specifically listed and approved	Snow relocation, recovery, traffic protection, or special assignment	Assignment-specific safety and communications equipment	Qualification appropriate to unit and assignment	Not eligible unless added in writing by both Operational Leads.

General Authorization Conditions

Condition	Minimum Requirement
Annual listing	Each unit must be identified by owner, unit number, year/make/model, class, attachments, capacity, license/registration status, operator, and backup status.
Readiness	Plows, spreaders, liquid systems, lights, tires, controls, safety equipment, and communications must pass the applicable preseason or deployment inspection.

Condition	Minimum Requirement
Calibration	Spreader and liquid systems must be calibrated before the season and whenever equipment or control settings change; retain the record.
Tracking	Use AVL/GPS when available. Technology failure activates the approved radio, paper route sheet, checkpoint, and controlled data-entry fallback.
Fuel and attachments	For reimbursement under Attachment C, fuel and ordinary attachments are included in the elected equipment rate unless Attachment C expressly states otherwise; no double billing.
Direction	Equipment operates only under the MOU, the approved route/assignment, and County Snow Command or Operational Lead direction. Unsafe or unqualified units may be rejected.

Annual Approval

County	Municipality
DPW&T Operational Lead Name/Title: _____ Signature: _____ Date: _____	Municipal Operational Lead Name/Title: _____ Signature: _____ Date: _____

ATTACHMENT C

Rate Schedule

Agreement: Municipal Snow and Ice Operations Memorandum of Understanding

Season: 2026-2027 Snow and Ice Control Season

Municipality: [INSERT MUNICIPALITY]

Document date: __, 2026

DATA STATUS: The reimbursement rules are populated, but negotiated dollar rates were not contained in the available Snow Plan or MOU excerpts. The parties must elect a rate basis and complete every applicable dollar field before execution or annual renewal.

Equipment Hourly Rates

Attachm ent B Class	Equipment Description	Billing Unit	Active Operating Rate	Authorized Standby Rate	Effective Date
B-01	Light-duty 4x4 pickup with approved attachment(s)	Equipment-hour	\$ _____	\$ _____ or N/A	[DATE]
B-02	One-ton dump/pickup with plow and/or spreader	Equipment-hour	\$ _____	\$ _____ or N/A	[DATE]
B-03	Six-wheel dump truck with plow and spreader	Equipment-hour	\$ _____	\$ _____ or N/A	[DATE]
B-04	Ten-wheel/tandem/tri-axle dump with plow and spreader	Equipment-hour	\$ _____	\$ _____ or N/A	[DATE]
B-05	Push-only plow unit	Equipment-hour	\$ _____	\$ _____ or N/A	[DATE]
B-06	Liquid/brine applicator unit	Equipment-hour	\$ _____	\$ _____ or N/A	[DATE]
B-07	Front-end loader	Equipment-hour	\$ _____	\$ _____ or N/A	[DATE]
B-08	Backhoe loader	Equipment-hour	\$ _____	\$ _____ or N/A	[DATE]
B-09	Skid-steer loader	Equipment-hour	\$ _____	\$ _____ or N/A	[DATE]
B-10	Other approved heavy/support equipment - describe	Equipment-hour	\$ _____	\$ _____ or N/A	[DATE]

Labor and Supervisor Rates

Labor Category	Straight-Time Base	Overtime Base	Employer Payroll Taxes / Allowed Fringe	Total Reimbursable ST	Total Reimbursable OT	Basis / Notes
Equipment operator / driver	\$ _____/hr	\$ _____/hr	\$ _____/hr or _____%	\$ _____/hr	\$ _____/hr	Actual documented rate under employing jurisdiction policy/CBA.
Working supervisor / foreman	\$ _____/hr	\$ _____/hr	\$ _____/hr or _____%	\$ _____/hr	\$ _____/hr	Supervisor compensation rate required by MOU; identify productive/supervisory hours.
Mechanic / field support - only if County-requested and separately eligible	\$ _____/hr	\$ _____/hr	\$ _____/hr or _____%	\$ _____/hr	\$ _____/hr	Do not duplicate maintenance already included in equipment rate.
Other approved labor: _____	\$ _____/hr	\$ _____/hr	\$ _____/hr or _____%	\$ _____/hr	\$ _____/hr	Prior written approval required.

Reimbursement Rules

Rule	Contract Administration Standard
Municipal operations	The Municipality bears its own costs for municipal-road operations unless the MOU expressly provides otherwise.
County-requested work	After municipal obligations are addressed, DPW&T may request municipal personnel/equipment for County operations. Reimburse only documented, eligible, County-directed work.
Labor	Use actual straight-time and overtime wages plus eligible employer payroll taxes/allowed fringe. Apply the employing jurisdiction's approved policy/CBA and avoid unsupported markups.
Equipment	Bill the Attachment C rate only for verified operating hours unless County-authorized standby is expressly entered above. Operator labor is separate.
Fuel / attachments	Fuel and ordinary attachments are included in the equipment rate unless the elected basis expressly excludes them. Fuel may be billed in the rate or at documented actual cost, not both.
Consumables and materials	Reimburse approved consumables at documented actual cost. Deicing material is controlled under the MOU material provisions and Attachment A, E, F, and G.
Invoice support	Attach Attachment C, operator/equipment time, route and assignment, material/tickets, AVL/GPS or approved fallback, supervisor verification, receipts, and applicable approval records.

Annual Approval

County	Municipality
DPW&T Finance/Operational Lead Name/Title: _____ Signature: _____ Date: _____	Municipal Finance/Operational Lead Name/Title: _____ Signature: _____ Date: _____

ATTACHMENT D

Shared Salt Storage Facility Directory

Agreement: Municipal Snow and Ice Operations Memorandum of Understanding**Season:** 2026-2027 Snow and Ice Control Season**Municipality:** [INSERT MUNICIPALITY]**Document date:** ___, 2026

DATA STATUS: The source materials identify County operational/support locations and four confirmed addresses. Shared-use authorization, hours, contacts, credentials, loading equipment, and site-specific restrictions must be confirmed annually. Listing a site below does not itself grant access.

Facility Directory

ID	Facility / Address	Host	Material / Availability Status	Hours / After-Hours Access	Point of Contact / Credentials	Loading Equipment / Safety
D-01	Ammendale Salt Dome 11900 Montgomery Road Beltsville, MD 20705	County	Bulk untreated salt origin and treated-salt return location are confirmed in the treated-salt plan. Shared MOU use: PENDING.	[ENTER HOURS] After-hours: [ENTER]	[NAME / 24-HOUR PHONE] Credentials: [ENTER]	[CONFIRM LOADER/SCALE] Follow host traffic, loading, spill, and PPE rules.
D-02	Brandywine Maintenance Facility 12911 Cherry Tree Crossing Road Brandywine, MD 20613	County	Snow support and treated-salt production/handling location confirmed. Shared MOU use: PENDING.	[ENTER HOURS] After-hours: [ENTER]	[NAME / 24-HOUR PHONE] Credentials: [ENTER]	[CONFIRM LOADER/SCALE] Observe treatment-area, tank, and spill controls.
D-03	D'Arcy Road Maintenance Facility 8400 D'Arcy Road Forestville, MD [ZIP]	County	Snow support and primary treated-solution delivery location confirmed. Bulk salt loading capability and shared use: PENDING.	[ENTER HOURS] After-hours: [ENTER]	[NAME / 24-HOUR PHONE] Credentials: [ENTER]	[CONFIRM MATERIAL / LOADER] Restricted-area and transfer authorization required.
D-04	Glenn Dale Maintenance Facility 7317 Northern Avenue Glenn Dale, MD [ZIP]	County	Snow support location and County delivery address confirmed. Material type, capacity, and shared use: PENDING.	[ENTER HOURS] After-hours: [ENTER]	[NAME / 24-HOUR PHONE] Credentials: [ENTER]	[CONFIRM MATERIAL / LOADER] Follow host circulation and stormwater controls.
D-05	Ritchie Complex [CONFIRM OFFICIAL ADDRESS]	County	Named in the Snow Plan as an operational support location. Salt-storage capability and shared use: NOT VERIFIED.	[ENTER HOURS] After-hours: [ENTER]	[NAME / 24-HOUR PHONE] Credentials: [ENTER]	[CONFIRM] [ENTER SITE RESTRICTIONS]
D-M01	Municipal Facility [NAME AND FULL ADDRESS]	Municipality	[MATERIAL TYPES, CAPACITY, AND MUTUAL-USE STATUS]	[ENTER HOURS] After-hours: [ENTER]	[NAME / 24-HOUR PHONE] Credentials: [ENTER]	[LOADER/SCALE] [ENTER SITE RESTRICTIONS]

Shared-Use Operating Protocol

Step	Required Action
1. Authorization	The Operational Leads mutually approve the facility, material, quantity, access window, and requesting unit before use. Access is a revocable operational license and conveys no property right.
2. Check-in	Operator reports to the host contact, presents required credentials, confirms material and loading point, and receives current site safety/traffic instructions.
3. Load record	Record date, time, unit number, operator, material type, tons loaded, source facility, destination/assignment, loader/operator, ticket number, and authorizing lead.
4. Safe loading	Comply with PPE, traffic flow, lighting, backing, loader, stockpile, scale, spill, drainage, washwater, and severe-weather restrictions. Stop and report unsafe conditions.
5. Site condition	Leave the site in the condition received; report any spill, damage, shortage, contamination, access issue, or equipment failure immediately.
6. Reconciliation	The host and receiving party reconcile loading logs, tickets, material type, and tonnage after each operational period and event. County use of municipal material is documented jointly.

Annual Approval

County	Municipality
DPW&T Logistics/Operational Lead Name/Title: _____ Signature: _____ Date: _____	Municipal Facility/Operational Lead Name/Title: _____ Signature: _____ Date: _____

ATTACHMENT E

Application Rate Table

Agreement: Municipal Snow and Ice Operations Memorandum of Understanding

Season: 2026-2027 Snow and Ice Control Season

Municipality: [INSERT MUNICIPALITY]

Document date: __, 2026

DATA STATUS: Two untreated rock-salt rates and the brine planning baseline are confirmed. All other solid-material rates, storm-class adjustments, and the treated/untreated equivalency factor remain policy decisions and must be approved before the replenishment formula can operate reliably.

County Operating Postures

Posture	Typical Condition	Primary Approach
Snowflake	Cold spots, bridges, hills, or isolated icing	Targeted patrol and salting of verified hazards.
DPW&T-Only	Generally less than 2 inches or a salting event	County-led treatment scaled to forecast and roadway condition.
Modified	Generally 2-4 inches	Plowing and salting with selected Departmental, contractor, and partner resources.
Full	Generally more than 4 inches or a prolonged event	Multi-shift countywide operation with full contractor and partner coordination.
Blizzard	Severe accumulation, drifting, closures, or heavy-equipment need	Extended emergency operation, mutual aid, phased restoration, and travel restrictions as authorized.

Command authority: Accumulation ranges are planning guides. County Snow Command may select or adjust posture and application direction based on precipitation type/rate, pavement temperature, traffic, residual material, bond, wind, visibility, route class, environmental limits, equipment, and observed performance.

Solid Material Rate Schedule - Pounds per Lane Mile per Pass

Material	Pavement Temperature	Base Rate	Applicable Posture / Adjustment	Approval Status
Untreated rock salt	At or above 30° F	63 lbs/lane-mile/pass	Apply only under County Snow Command direction; enter any posture-specific adjustment in the event Operational Guidelines.	CONFIRMED IN MOU DRAFT; VERIFY AGAINST FINAL SNOW PLAN
Untreated rock salt	20° F to 30° F	111 lbs/lane-mile/pass	Same as above.	CONFIRMED IN MOU DRAFT; VERIFY AGAINST FINAL SNOW PLAN
Untreated rock salt	Below 20° F	[ENTER RATE]	Untreated salt has limited effectiveness at very low pavement temperatures; specify alternative or prewetting direction.	REQUIRED BEFORE EXECUTION
Treated salt	Below 20° F	[ENTER RATE]	Set separate rate; do not default to untreated rate.	REQUIRED BEFORE EXECUTION

Liquid and Production Reference Rates

Use	Confirmed Planning Rate	Unit / Timing	Important Limitation
Brine pretreatment	Approximately 80 gal/pre mile	Gallons per lane-mile; generally 24-72 hours before an event when conditions support	This is a liquid roadway-planning rate, not pounds per lane mile. Do not insert it directly into the solid-material Tons Owed formula.

Replenishment Formula

Formula: Tons Owed = Assigned County Lane Miles Treated x Number of Passes x Applicable Application Rate (lbs/lane-mile/pass) / 2,000.

Illustration only: 10.0 assigned lane miles x 2 passes x 63 lbs/lane-mile/pass / 2,000 = 0.63 tons owed. Use actual Attachment A segments, Attachment C pass records, the approved event classification, and the applicable final Attachment C rate.

Decisions Required Before Execution

Gap	Required Resolution
Unit consistency	Use lane miles throughout. Confirm the final County application rates are stated on that same basis.
Storm-class linkage	The MOU formula references storm classification, while the recovered rate table is temperature-based. State whether posture changes the rate or only activates event-specific command direction.
Below-20° F untreated rate	Approve a rate or alternative-treatment instruction; do not repeat the 20°-30° F value without technical approval.
Treated-salt rates	Approve separate rates for all required temperature bands.
Equivalency factor	Approve the treated-to-untreated substitution factor or elect cash reimbursement at the approved treated-salt unit price.
Prospective changes	Operational Leads may revise Attachment C annually; changes apply prospectively only and must identify effective date and approving authority.

Annual Approval

County	Municipality
County Snow Command / Environmental Name/Title: _____ Signature: _____ Date: _____	Municipal Operational Lead Name/Title: _____ Signature: _____ Date: _____

ATTACHMENT F

Daily Snow Activity Report

Agreement: Municipal Snow and Ice Operations Memorandum of Understanding

Season: 2026-2027 Snow and Ice Control Season

Municipality: [INSERT MUNICIPALITY]

Document date: September 8, 2026

DATA STATUS: Operational form. Complete one report for each operational period/shift and attach it to every reimbursement or replenishment request. Continue roadway, material, labor, or equipment tables on additional signed sheets as needed.

1. Event and Report Identification

Field	Required Entry	Field	Required Entry
Municipality	[ENTER]	Report date	[MM/DD/YYYY]
Event name / number	[ENTER]	County operating posture	[SNOWFLAKE / DPW&T-ONLY / MODIFIED / FULL / BLIZZARD]
Operational period	Start: _____ End: _____	Shift	[YELLOW / ORANGE / OTHER]
Weather / precipitation	[ENTER]	Pavement temperature	[ENTER F / SOURCE]
Report preparer	[NAME / TITLE / PHONE]	Municipal supervisor	[NAME / PHONE]
County Operational Lead	[NAME / CONTACT]	County assignment / authorization	[REFERENCE / TIME]

2. Assigned County Roadway Activity

Entry standard: Use the exact Attachment A segment ID and limits. Record each distinct pass and method, or clearly identify a grouped entry whose pass count and lane miles can be independently verified.

Line	Attachment A ID / Street	From-To Limits	Method	Start / End	Passe s	Lane Miles Treated	Before / After Condition	AVL / Exception / Follow-up
1	[ENTER]	[ENTER]	[PLOW / SALT / BRINE / WIDEN / OTHER]	[TIME]	[0]	[0.000]	[ENTER]	[ENTER]
2	[ENTER]	[ENTER]	[PLOW / SALT / BRINE / WIDEN / OTHER]	[TIME]	[0]	[0.000]	[ENTER]	[ENTER]
3	[ENTER]	[ENTER]	[PLOW / SALT / BRINE / WIDEN / OTHER]	[TIME]	[0]	[0.000]	[ENTER]	[ENTER]
4	[ENTER]	[ENTER]	[PLOW / SALT / BRINE / WIDEN / OTHER]	[TIME]	[0]	[0.000]	[ENTER]	[ENTER]
5	[ENTER]	[ENTER]	[PLOW / SALT / BRINE / WIDEN / OTHER]	[TIME]	[0]	[0.000]	[ENTER]	[ENTER]
6	[ENTER]	[ENTER]	[PLOW / SALT / BRINE / WIDEN / OTHER]	[TIME]	[0]	[0.000]	[ENTER]	[ENTER]

Line	Attachment A ID / Street	From-To Limits	Method	Start / End	Passe s	Lane Miles Treated	Before / After Condition	AVL / Exception / Follow-up
7	[ENTER]	[ENTER]	[PLOW / SALT / BRINE / WIDEN / OTHER]	[TIME]	[0]	[0.000]	[ENTER]	[ENTER]

3. Material Use and Replenishment Support

Line	Material Type	Source / Ticket	Unit	Quantity Applied	Roadway / Pass Reference	Variance / Notes
1	[ROCK SALT / TREATED SALT / BRINE / OTHER]	[FACILITY / TICKET]	[TONS / GALLONS]	[QTY]	[ROUTE/PASS REF]	[ENTER]
2	[ROCK SALT / TREATED SALT / BRINE / OTHER]	[FACILITY / TICKET]	[TONS / GALLONS]	[QTY]	[ROUTE/PASS REF]	[ENTER]
3	[ROCK SALT / TREATED SALT / BRINE / OTHER]	[FACILITY / TICKET]	[TONS / GALLONS]	[QTY]	[ROUTE/PASS REF]	[ENTER]
4	[ROCK SALT / TREATED SALT / BRINE / OTHER]	[FACILITY / TICKET]	[TONS / GALLONS]	[QTY]	[ROUTE/PASS REF]	[ENTER]
5	[ROCK SALT / TREATED SALT / BRINE / OTHER]	[FACILITY / TICKET]	[TONS / GALLONS]	[QTY]	[ROUTE/PASS REF]	[ENTER]
6	[ROCK SALT / TREATED SALT / BRINE / OTHER]	[FACILITY / TICKET]	[TONS / GALLONS]	[QTY]	[ROUTE/PASS REF]	[ENTER]

4. Equipment and Labor

Line	Equipment Class / Unit	Operator	Equipment Start / End	Operating Hours	Labor ST	Labor OT	Supervisor / Hours	Rate Code	Assignment / Support
1	[B-__ / UNIT]	[OPERATOR]	[START / END]	[HOURS]	[ST HRS]	[OT HRS]	[SUPERVISOR / HRS]	[D-__]	[ASSIGNMENT / RECORD REF]
2	[B-__ / UNIT]	[OPERATOR]	[START / END]	[HOURS]	[ST HRS]	[OT HRS]	[SUPERVISOR / HRS]	[D-__]	[ASSIGNMENT / RECORD REF]
3	[B-__ / UNIT]	[OPERATOR]	[START / END]	[HOURS]	[ST HRS]	[OT HRS]	[SUPERVISOR / HRS]	[D-__]	[ASSIGNMENT / RECORD REF]
4	[B-__ / UNIT]	[OPERATOR]	[START / END]	[HOURS]	[ST HRS]	[OT HRS]	[SUPERVISOR / HRS]	[D-__]	[ASSIGNMENT / RECORD REF]
5	[B-__ / UNIT]	[OPERATOR]	[START / END]	[HOURS]	[ST HRS]	[OT HRS]	[SUPERVISOR / HRS]	[D-__]	[ASSIGNMENT / RECORD REF]
6	[B-__ / UNIT]	[OPERATOR]	[START / END]	[HOURS]	[ST HRS]	[OT HRS]	[SUPERVISOR / HRS]	[D-__]	[ASSIGNMENT / RECORD REF]

5. Exceptions, Incidents, and Completion

Field	Required Entry
Blocked / inaccessible segments	[LIST SEGMENT, TIME, CAUSE, ACTION, REATTEMPT OWNER/TIME]
Equipment or communications failure	[UNIT/SYSTEM, TIME, IMPACT, NOTIFICATION, REPLACEMENT/FALLBACK]
Safety incident / collision / spill / damage	[REFERENCE INCIDENT REPORT; DO NOT OMIT IMMEDIATE NOTIFICATION]
Material or application deviation	[APPROVING AUTHORITY, REASON, RATE/METHOD USED, ROADWAY/PASS]
Completion status	[COMPLETE / PARTIAL / FOLLOW-UP REQUIRED] Verified by: _____ Time: _____
Next action / handoff	[OWNER, REQUIRED ACTION, DUE TIME, COMMUNICATION MADE]

6. Replenishment Calculation

Material	Assigned Lane Miles Treated	Passes	Attachment C Rate	Calculation	Tons Owed
Untreated rock salt	_____	_____	_____ lbs/lm/pass	Lane miles x passes x rate / 2,000	_____ tons
Treated salt	_____	_____	_____ lbs/lm/pass	Lane miles x passes x rate / 2,000	_____ tons
Other approved solid	_____	_____	_____ lbs/lm/pass	Lane miles x passes x rate / 2,000	_____ tons
Liquid material	_____	_____	_____ gal/lm/pass	Report separately unless the MOU establishes a conversion	_____ gallons

7. Certification and Invoice Checklist

I certify that this report accurately states the County roadway segments serviced, treatment passes, lane miles, material, personnel, equipment, hours, exceptions, and completion status for the operational period. The entries are supported by route records, tickets, time records, AVL/GPS or approved fallback documentation, and supervisor verification.

Municipal Certification	County Verification
Prepared by: _____ Signature: _____ Date/Time: _____ Supervisor: _____	Reviewed by: _____ Signature: _____ Date/Time: _____ Status: ☐ Approved ☐ Correct and resubmit ☐ Disputed item

Attach / Reference	Check
Attachment A route/segment references, continuation sheets, and AVL/GPS or approved manual fallback route records	☐
Material loading tickets, facility logs, quantity support, and application-rate documentation	☐
Employee time, equipment logs, Attachment C rate codes, and County assignment/authorization	☐
Exception, incident, damage, spill, corrective-action, invoice/replenishment, and disputed-item records	☐

ATTACHMENT G

Operational Leads and Communications Protocol

Agreement: Municipal Snow and Ice Operations Memorandum of Understanding

Season: 2026-2027 Snow and Ice Control Season

Municipality: [INSERT MUNICIPALITY]

Document date: ___, 2026

DATA STATUS: The County primary lead is proposed from the current Snow Plan ownership context. All designations, 24-hour numbers, email addresses, radio talk groups, conference details, and acknowledgment times must be confirmed before execution and whenever they change.

Operational Lead Directory

Party / Role	Name and Title	24-Hour Phone	Email / Radio	Authority / Notes
County Primary Operational Lead	Wesley Thompson Associate Director, Office of Highway Maintenance [CONFIRM DESIGNATION]	[ENTER]	[ENTER EMAIL] Talk group: [ENTER]	Primary County operational coordination; acts within County command authority.
County Alternate Operational Lead	[NAME / TITLE]	[ENTER]	[ENTER EMAIL] Talk group: [ENTER]	Acts when primary is unavailable or delegates an operational period.
OHM Emergency Dispatch - 24/7 functional contact	[DISPATCH DESK / SUPERVISOR]	[ENTER]	[ENTER EMAIL / RADIO]	Continuous intake/coordination for emergency roadway conditions and after-hours reports.
Municipal Primary Operational Lead	[NAME / TITLE]	[ENTER]	[ENTER EMAIL] Talk group: [ENTER]	Primary municipal assignment, resource, facility, and reporting coordination.
Municipal Alternate Operational Lead	[NAME / TITLE]	[ENTER]	[ENTER EMAIL] Talk group: [ENTER]	Acts when primary is unavailable or delegates an operational period.

Approved Communication Channels

Priority	Channel	Use	Required Setup
Primary	Two-way radio / assigned interoperable talk group	Active-event field coordination, assignment changes, hazards, route progress, and immediate needs.	Talk group: _____ Radio IDs issued/tested: _____

Priority	Channel	Use	Required Setup
Backup	Direct 24-hour voice call and SMS/text	Use when radio is unavailable, for lead-to-lead confirmation, or urgent escalation.	County number: _____ Municipal number: _____
Operational data	Approved route platform, AVL/GPS, email, and controlled reports	Assignments, pass verification, maps, documents, four-hour situation reports, and event records.	Platform: _____ Access tested: _____
Technology fallback	Radio, paper route sheets, scheduled call-in checkpoints, and controlled later data entry	Maintains accountability when route platform, AVL, internet, or device access fails.	Fallback repository/checkpoint: _____
Emergency / Countywide	OHM Dispatch and EOC/public-safety liaison	Life safety, closures, serious incidents, major resource failure, or Countywide coordination.	Contact / procedure: _____

Required Check-In and Reporting Cadence

Control Point	Minimum Cadence	Required Content
Pre-event	Daily beginning approximately 72 hours before a credible event, or more often as directed	Forecast and pavement trend, likely posture, staffing/equipment/material status, route/facility conflicts, and decisions required.
Mobilization / shift start	At each activation and each 12-hour shift start	Objectives, assignments, weather, safety, staffing, equipment, material source, communication channels, reporting times, and unresolved issues.
During sustained operations	Situation report at least every 4 hours	Time-stamped route/lane-mile status, conditions, personnel/equipment, material, facilities, hazards, emergency assignments, exceptions, decisions, and next update.
Immediate exception	Immediately; do not wait for scheduled report	Life-safety threat, injury/collision/spill, major closure, missed communication, disabled critical unit, material shortage, unsafe condition, or other material resource failure.
Shift change	Each 12-hour relief/change	Documented transfer of command, assignments, route status, equipment, materials, facilities, incidents, contractors/partners, open requests, and priorities.
Operational change	At time of upgrade, downgrade, redirection, or priority change	Authorizing official, reason, effective time, affected assignments, communications made, and expected result.
Closeout	Before demobilization and after final records are reconciled	Completion verification, residual risk, exceptions/reattempts, material and equipment status, incident/cost records, and after-action items.

Message and Escalation Standard

Message Element	Minimum Information
Identification	Event/operational period, sender, party, role, date/time, callback channel.
Location	Exhibit A segment ID, street and limits, route/district, facility, or precise incident location.
Situation	Observed condition, service completed, passes/lane miles, material, equipment status, hazard, or exception.
Action / request	Action already taken, requested decision/resource, priority, required-by time, and assigned owner.

Message Element	Minimum Information
Confirmation	Receiving lead repeats/acknowledges material assignments or changes. Agreed acknowledgment time: _____ minutes.
Escalation	If the primary lead does not acknowledge within the agreed time, contact the alternate, then OHM Dispatch/County Command or the municipal emergency chain as applicable.
Record	Enter the communication, decision, assignment, and disposition in the approved event record or manual fallback log.

Annual Approval

County	Municipality
DPW&T Operational Lead Name/Title: _____ Signature: _____ Date: _____	Municipal Operational Lead Name/Title: _____ Signature: _____ Date: _____



Town of Upper Marlboro Police Department

6409 Crain Highway, Upper Marlboro, Maryland 20772 Tel: (240) 525-8130

David A. Burse
Chief of Police

For ALL Police Calls dial 911 or the Non-Emergency number at 301-352-1200

Police Reports can be obtained In-Person or By Mail for a fee of \$10.00 at the Prince George's County Police Records Division located at 6420 Allentown Road, Camp Springs, Maryland 20748. Phone: 301-985-3638

Monthly Town Police Department Report For the Month of August 2026

Incidents Reported in Town:

Unknown Trouble 1	Stolen Auto 1	Suspicious Person 1
Theft from Auto 2	Check Welfare 4	Vehicle Accident 4
Fraud Call 1	Fight Call 1	911 Disconnect 1
Loud Music 1	Vandalism Call 2	Commercial Alarm 2
Added Information Call 1	Family Dispute 1	Animal Complaint 1
Disorderly Call 2	Suicide Call 1	Miscellaneous Police Call 1
Trespassing Call 1		

Total calls responded by: Upper Marlboro Police 11 & Prince George's County Police 18

Sgt. Dawson, Cpl. Anderson, and Pfc. Castilla conducted high visibility patrols throughout the Town.

Chief Burse participated in the weekly Prince George's County Police Crime meeting.

Chief Burse participated in the Maryland Chief's Meeting.

Chief Burse attended the District 2 & CSA23 Coffee Club Meeting.

Chief Burse participated in the weekly Prince George's County Police Intelligence meeting.

Chief Burse, Sgt. Dawson, Cpl. Anderson, Pfc. Castilla, Admin Assistant Ware & Dines participated in the National Night Out in partnership with Prince the George's County Police & CSA 23.

Cpl. Anderson and Pfc. Castilla participated in the annual Town Community Day Festival at Town Hall.

Sgt. Dawson, Sgt. Butler Cpl. Anderson & Administrative Assistant Ware participated in the Maryland National Capitol Park Police Community Day at Watkins Park.

EVENTS:

National Night Out August 4, 2026, from 6:00pm to 8:30pm Marlboro Village Shopping Center (Amish Market parking lot).

Community Day August 8, 2026, from 11:00am to 2:00pm at Town Hall.

Maryland National Capitol Park Police Community Day August 12, 2026, from 5pm to 8pm at Watkins Park.

Blue Lights Nights in partnership with Prince George's County Police September 25 from 2pm to 10pm and September 26, 2026, from 5pm to 8pm at Largo Plaza 10774 Campus Way South.



Date: Wednesday, Sept 16, 2026

Subject: Public Works' Monthly Report

RE: August 2026

Public Works Related

- PWD uploaded and approved bills for PW assigned in Bill.com.
- Payroll processing and review.
- PWD attended MMLPWOA check-in.
- PWD provided a memo to the board on possible solutions for a PW facility.
- PWD and Crew provided event set-up and breakdown for the Community Day and NNO.
- PWD assisted with multiple interviews for Gen govt positions.
- PWD completed fleet payments and processing.
- PWD reviewed the first iteration of the County Snow assistance MOU.

Maintenance and Beautification

- Chief Burse and I placed orders for all terrain vehicle purchases for our respective departments.
- PW attended to a few small-scale downed trees and limbs in different areas around town.
- PWD completed a deep clean of the PW yard.
- PWD and crew patrolled the 5510 Old Crain Hwy property.
- PWD attended the permit review meeting for the splash pad review process.
- PWD had 2024 vehicles evaluated for steering column issues.
- PWC had vehicles inspected by the Health Dept for annual re-licensure.

Street and Sidewalk / Mead & Hunt Update

- PWD performed storm drain checks and clearing of leaves and debris after a severe thunderstorm that was worse than anticipated.
- PWD conducted routine litter patrols around Town.
- PWD ordered a replacement for the compact tractor.
- PWC completed herbicide treatments around town.
- PWD requested conduit addition to splash pad pumphouse for camera operation. Prices for this addition came in around \$4,500.
- PWD provided feedback for the PEPCO streetlight survey.



Refuse Accumulations

- There Were two dump body rentals for the month.
- Bulk day refuse totals for items to landfill were 3.29 tons.
- Yard waste totals for items to MES were tons.

Sincerely,

Darnell F. Bond / Director of Public Works



TOWN OF UPPER MARLBORO

General Government

14211 School Lane • Upper Marlboro, Maryland 20772

Tel: (301) 627-6905 • www.uppermarlobomd.gov

Mayor: Charles Colbert • Vice Mayor: Derrick Brooks • Councilmember Sarah Franklin • Councilmember Karen Lott • Councilmember Joseph Hourcle'

FINANCIAL REPORT

Introduction

This report presents a summary of the Town of Upper Marlboro's bank statement balances as of September 18, 2026. It provides the Town Council and relevant stakeholders with a current, accurate snapshot of the Town's cash position across all active accounts.

PRIMIS BANK

Operating Account Balance- \$ **185,000.00**

Payroll Account Balance- \$**10,692.05**

INSURED CASH SWEEP ACCOUNT

Balance- \$**948,700.72**

M&T BANK

Speed Camera Account Balance- \$**372,851.20**

Parking Enforcement Account Balance- \$**110,506.94**

MARYLAND LOCAL GOVERNMENT INVESTMENT POOL

Account Balance- \$**1,647,520.59**

TOTAL CASH AVIALABLE- \$ 3,275,271.50



Town of Upper Marlboro

Section 6, Item C.

Town Hall, 14211 School Lane Tel: (301) 627-6905 info@uppermarlbormd.gov
 Upper Marlboro, MD 20772 Fax: (301) 627-2080 www.uppermarlbormd.gov
 Mailing address: P.O. Box 280 • Upper Marlboro, MD 20773-0280

Town of Upper Marlboro Budget vs. Actuals: FY27 Budget July 2026 - August 2026

	Total		
	ACTUAL	ADOPTED BUDGET	OVER (UNDER) BUDGET
Income			
Revenue			
4000 Property Taxes	742,482	1,702,791	(960,309)
4200 Fines, Licenses, Permits	211,852	1,181,900	(970,048)
4300 Intergovernmental	359	79,000	(78,641)
4400 Miscellaneous Revenue	18,907	80,000	(61,093)
4500 Grants	37,257	1,062,961	(1,025,704)
Total Revenue	\$1,010,857	\$4,106,652	\$ (3,095,795)
Expenses			
5000 General Government	100,769	1,049,020	(948,251)
6000 Public Safety	173,735	1,450,113	(1,276,377)
7000 Public Works	236,552	1,522,352	(1,285,800)
8000 Grants & Awards	1,247	-	1,247
9000 Capital Outlays	-	64,250	(64,250)
6100 PGCO CIP Funding	-	-	-
Uncategorized Expense	10,813	-	10,813
Total Expenses	\$ 523,116	\$4,085,735	\$ (3,562,618)
NET INCOME	\$ 487,740	\$ 20,917	\$ 466,823



TOWN OF UPPER MARLBORO

GENERAL GOVERNMENT REPORT

August 21- September 18, 2026 Monthly Activities Summary

General Government Report

COMMUNITY OUTREACH

- Reached out to Darnells Chance to discuss a grant opportunity
- Worked with local church
- Fall Landings published

ECONOMIC DEVELOPMENT

- Assisted a business willing to relocate, worked to walk them through the process with DPIE.
- Met with M and T Bank Vice President to discuss economic development partnership.
- Processed Empower Upper Marlboro application.
- Attended the Economic Development Working Group meeting

ADMINISTRATIVE

- Interviewed for Deputy Town Manager/ Clerk
- Submitted Opioid Settlement Report
- Reviewed possible MOU between the Town and the County for emergency snow removal
- Participated in the DPW and T meeting regarding MOU for snow emergency
- Attended State's Attorney meeting
- Participated in AAMA Housing Webinar
- Participated in the CPS HR Consulting webinar Using AI
- Registered for the Federal Funding workshop in October
- Code Enforcement Officer hired
- **Staff handled 263 phone calls, 1602 emails, and 8 visitors to town hall as of September 18, 2026**

BUDGET & FINANCES

- The town's accounts are now fully reconciled for FY 2026
- Staff is processing utility payments
- Staff is processing PPT payments

Prepared by Town Manager's Office | Town of Upper Marlboro | September 2026