1. City Council Meeting Agenda

Documents:

AGENDA 04 14 20 - AMENDED.PDF

1.I. City Council Meeting Agenda Packet

Documents:

COUNCIL PACKET 04 14 20.PDF

**AMENDED**
**AGENDA**

**CITY OF WESTMINSTER**
**Mayor and Common Council Meeting**
**Tuesday, April 14, 2020 at 7 pm**
**https://www.facebook.com/westminstermd/**

## 1. CALL TO ORDER

## 2. APPROVAL OF MINUTES

A) Mayor and Common Council Meeting of March 23, 2020

## 3. PRESENTATION

A) Mayoral Proclamation, Declaring April 12 – 18, 2020 as National Public Safety Telecommunicators Week

## 4. REPORT FROM THE MAYOR

## 5. COUNCIL UPDATES OF COVID-19 PANDEMIC

## 6. REPORTS FROM STANDING COMMITTEES

A) Arts Council

B) Economic and Community Development Committee

C) Finance Committee

D) Personnel Committee

E) Public Safety Committee

F) Public Works Committee

G) Recreation and Parks Committee

## 7. COUNCIL COMMENTS AND DISCUSSION

## 8. BIDS

A) Approval – Sole Source Procurement of MIOX Hypo-Chlorite Generator – Mr. Glass

B) Award of Contract for Executive Search Services –Ms. Matthews and Ms. Childs

**9. UNFINISHED BUSINESS**

**10. NEW BUSINESS**

A) Annual Review of Automated Enforcement Program – Year 10 – Chief Ledwell

B) Approval of Warner Construction Contract Change Order No. 2 – Ms. Matthews

**11. DEPARTMENTAL REPORTS**

**12. CITIZEN COMMENTS**

**13. ADJOURNMENT**

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# MINUTES

## CITY OF WESTMINSTER
## Mayor and Common Council Meeting
## Monday, March 23, 2020 at 7 pm
## https://www.facebook.com/westminstermd/

**CALL TO ORDER**
**Elected Officials Present:** Councilmember Chiavacci, Councilmember Dayhoff, Mayor Dominick, Councilmember Gilbert, President Pecoraro, and Councilmember Yingling.

**Staff Present:** Director of Human Resources Childs, Director of Community Planning & Development Depo, Director of Public Works Glass, Police Chief Ledwell, City Attorney Levan, City Administrator Matthews, Assistant Director of Recreation and Parks Mullendore, Director of Finance and Administrative Services Palmer, Director of Housing Services Valenzisi, and City Clerk Visocsky.

**APPROVAL OF MINUTES**
President Pecoraro requested a motion to approve the following:

- Mayor and Common Council Meeting of March 9, 2020
- Closed Meeting of March 9, 2020

Councilmember Chiavacci moved, seconded by Councilmember Dayhoff, to approve the minutes of March 9, 2020 as presented.

**VOTE**
AYES: President Pecoraro, Councilmember Chiavacci, Councilmember Dayhoff, Councilmember Gilbert, and Councilmember Yingling.
NAYS: None.

**CONSENT CALENDAR**
President Pecoraro requested a motion to approve the Consent Calendar that consisted of the February 2020 Departmental Operating Reports.

Councilmember Gilbert moved, seconded by Councilmember Chiavacci, to approve the Consent Calendar.

**VOTE**
AYES: President Pecoraro, Councilmember Chiavacci, Councilmember Dayhoff, Councilmember Gilbert, and Councilmember Yingling.
NAYS: None.

**REPORT FROM THE MAYOR**
Mayor Dominick commented on the COVID-19 pandemic, which created both a health crisis and an economic crisis for both the federal government and the State of Maryland. The City took initial action by canceling the Westminster Celtic Canter and Irish Festival Celebration, prior to Governor Hogan's Executive Order banning large gatherings. Mayor Dominick stated that the role of the City is to enforce Governor's Executive Orders, and to follow the guidance of the federal government. He then thanked the staff of the Westminster Police Department, Public Works Department, and the Technology Department for being out on the front line and for providing much needed services by continuing their respective operations. In an additional effort to keep staff healthy, Mayor Dominick noted that many

City staff members are working remotely from their homes. He also acknowledged the efforts of the Recreation and Parks Department, which had to cancel special events and temporarily shut down the Family Fitness Center.

**AMENDMENT TO THE AGENDA**

President Pecoraro noted staff's request of earlier in the day to add an item under the New Business section of the agenda – approval of a draft Police Mutual Aid Agreement regarding the Carroll County COVID-19 Pandemic 2020 Force, in substantially the same form as attached to the amended agenda packet, and authorizing the Mayor's execution of the Agreement on behalf of the City of Westminster.

**REPORTS FROM STANDING COMMITTEES**

There was no report from the Public Works Committee.

Councilmember Dayhoff, on behalf of the Arts Council, reported that all Carroll Arts Center events scheduled through March 30, 2020 had been canceled. Anyone with tickets to these events should contact the Arts Center at info@carrollcountyartscouncil.org or 410-848-7272. Ticket holders could exchange their tickets for a future event, convert their tickets to a donation to support the Arts Council, or receive a full refund.

Councilmember Dayhoff then informed the audience that events were moving and changing rapidly as the Arts Council responds to the health emergency caused by COVID-19. He announced that the 13th annual PEEPshow, scheduled for April 3 through April 13, 2020, was postponed indefinitely; however, late in the afternoon on March 23, 2020, it was decided to offer an online only preview of the PEEPshow. Registration for the PEEPshow was re-opened, with online exhibits displayed April 17, 2020 to May 1, 2020. The online exhibit included voting for audience favorites. Councilmember Dayhoff stated that the Arts Council hopes to reschedule the in-person exhibit at a later date. He encouraged everyone to visit the Carroll Arts Center website (www.carrollcountyartscouncil.org) for more information.

Councilmember Yingling, on behalf of the Economic and Community Development Committee, stated that the COVID-19 pandemic was causing a great deal of uncertainty for many businesses after being forced to close to the public. He reported that there were many federal and state resources available, and encouraged businesses to reach out to him and his colleagues, as well as City staff, for assistance. Councilmember Yingling encouraged the business community to learn about the various programs available to assist businesses impacted by the COVID-19 pandemic by contacting the Small Business Development Center, the Maryland Department of Commerce, the Carroll County Chamber of Commerce, the Maryland Chamber of Commerce, and the Carroll County Technology Council.

Mayor Dominick expressed his appreciation to the following community members who have made an effort to help locally:

- Randy Goldstein, who created the carrolleats.com website that lists local restaurants providing delivery and carry out services; and,

- Candace Burger, who is sewing masks and donating them to the local medical facilities who need them. He noted that the masks are available for contactless pickup on her porch.

Mayor Dominick encouraged everyone to support all local businesses during this challenging time.

President Pecoraro, on behalf of the Finance Committee, reported that staff continues to work on the budget for FY 2021; a budget workshop was tentatively scheduled for April 14, 2020.

Councilmember Gilbert, on behalf of the Personnel Committee, expressed her appreciation to the staff of the Technology Department for their quick work to deploy the necessary equipment so that employees could work remotely during the COVID-19 pandemic.

Councilmember Chiavacci, on behalf of the Public Safety Committee, thanked the staff of the Westminster Police Department and the Westminster Volunteer Fire Department for continuing to be on the front lines during COVID-19 pandemic. He reported that call volume was down, and things were quiet at this time; Councilmember Chiavacci shared his hope that this would continue. He expressed his support for, and confidence, in the Police Department's recently implemented 12-hour patrol schedule and Chief Ledwell's leadership of the department.

Councilmember Dayhoff, on behalf of the Recreation and Parks Committee, reported the following event cancellations as a result of the COVID-19 pandemic:

- 10th annual Celtic Canter 5K and Downtown Irish Festival;
- Westminster Annual Easter Egg Hunt; and,
- Westminster Wine Stroll.

He stated that all future events would be evaluated as the City receives updates regarding COIVD-19. In addition, all special event permits were revoked through April 30, 2020; the status of permits for the month of May would be reviewed by April 15, 2020. Councilmember Dayhoff noted that park pavilion and Community Room rental were also revoked through April 30, 2020; reservations for the month of May would be reviewed by April 15, 2020.

Councilmember Dayhoff stated that the Westminster Family Fitness Center was closed on March 14, 2020 in response to the COVID-19 pandemic, and would remain so through at least March 29, 2020.

Councilmember Dayhoff noted that, although City parks remain physically open, visitors should abide by Governor Hogan's Executive Order prohibiting gatherings of more than 10 people.

Councilmember Dayhoff thanked the Recreation and Parks Department for its leadership in handling these matters. He also expressed his appreciation for the leadership of Governor Hogan, Mayor Dominick, and Council President Pecoraro in addressing the evolving COVID-19 situation. Councilmember Dayhoff encouraged community members to check the City's website for continued updates.

**COUNCIL COMMENTS AND DISCUSSION**

Councilmember Dayhoff informed his colleagues that Father Mark of St. John's Catholic Church had blessed Westminster's police and fire department crews. He also shared his appreciation for the City's ability to hold the Mayor and Common Council meeting via a live stream on Facebook.

Councilmember Gilbert echoed the prior remarks and addressed the commitment of the City in ensuring the health and safety of its citizens as it deals with the growing COVID-19 threat. Health monitoring, social distancing, and hand washing are the pillars that will support the overall effort to hold down the spread of the coronavirus. She added that this is also a time to be creative and lean on each other. Councilmember Gilbert encouraged everyone to use email, Facebook, and phones to check on their neighbors, as well as just to say hello; she also encouraged community members to take time to stop, wave, and engage in porch to porch conversations. Councilmember Gilbert reminded everyone to remember older adults who may need someone to check in on them or need groceries. She conclude her remarks by encouraging City residents to stay calm; everyone would get through the pandemic by working together, setting an example for future generations.

Councilmember Chiavacci thanked Mayor Dominick for his leadership and communication with his colleagues during the COVID-19 pandemic. He then commended the excellent decisions made by the

Mayor in response to the pandemic, some of which preceded the issuance of Governor Hogan's Executive Orders relative to the cancellation of large gatherings and the closure of fitness centers.

Councilmember Yingling echoed his colleagues' comments and thanked City staff for their efforts in response to the COVID-19 pandemic.

President Pecoraro thanked Mayor Dominick for keeping him apprised and involving him in operational decisions in response to the COVID-19 pandemic.

**UNFINISHED BUSINESS**
None.

**NEW BUSINESS**
**Parking Space License Agreement**
Ms. Matthews stated that, in the near future, the Carroll County Public Library would begin construction on the *Exploration Commons at 50 East Main Street*. The Library is renovating the 14,000 square-foot lower level of the Westminster Branch into an interactive community space that will offer a tech-focused Makerspace, a professional teaching kitchen, and multiple collaborative workspaces.

Ms. Matthews informed the Mayor and Common Council that the Westminster Planning and Zoning Commission considered the site plan for the Library expansion on August 8, 2019. She stated that the Commission approved the site plan, conditioned upon execution of a parking agreement with the City. Recognizing the value of having the Westminster Branch located in Downtown Westminster, as well as the Library's current insufficient onsite parking, the City offered to allow the Library to meet its parking requirements under the Zoning Ordinance via a license agreement for 77 spaces in the City-owned Longwell Parking Garage.

Ms. Matthews stated that the agreement would need to remain in effect until such time as the Library identifies an alternative way to meet its parking obligations under the Zoning Ordinance, or the Westminster Branch ceases to operate in Downtown Westminster. She then outlined the following provisions of the proposed parking agreement:

- The Initial Term would be 20 years; during this time period, the City would not charge the Library for use of the 77 parking spaces;

- Renewal of the agreement would be automatic; the duration of each renewal term would be three years; and,

- The agreement language reserves the City's right to terminate the agreement after the initial 20-year period, subject to certain conditions.

Ms. Matthews recommended that the Common Council approve the proposed Parking Space License Agreement between the City, Carroll County Government, and the Carroll County Public Library, and authorize the Mayor's execution of the Agreement.

President Pecoraro thanked Mayor Dominick for agreeing to provide 77 spaces to the Library at no charge. Councilmember Chiavacci thanked staff for their work in drafting the agreement, noting the multiple exchanges with the County during the negotiating process of the agreement's terms. He added that the interactive community space being created in the Library would be beneficial.

Councilmember Dayhoff commented that the City had a strong partnership with the Westminster Branch Library and was pleased with the final agreement. He complimented Mayor Dominick, Councilmember Gilbert, and staff for their work on the agreement, and that he looked forward to the project's completion.

Mayor Dominick shared his satisfaction with the agreement, noting that there was some confusion and concern regarding parking availability during the negotiations. He stated that the Library provides great services to the community, and will be able to increase its offerings upon completion of the *Exploration Commons* project. He thanked Mr. Depo, Ms. Levan, and Ms. Matthews for their work in negotiating the agreement.

Councilmember Dayhoff moved, seconded by Councilmember Chiavacci, to approve the Parking Space License Agreement between the City, Carroll County Government, and the Carroll County Public Library, and authorize the Mayor's execution of the Agreement.

**VOTE**
AYES: President Pecoraro, Councilmember Chiavacci, Councilmember Dayhoff, Councilmember Gilbert, and Councilmember Yingling.
NAYS: None.

**Police Mutual Aid Agreement – Carroll County COVID-19 Pandemic 2020 Force**
Chief Ledwell informed the Mayor and Common Council that Carroll County Sheriff DeWees and the chiefs of the municipal police departments in the County held a conference call in the early stage of the COVID-19 pandemic. Discussion points included the continuity of operations in each agency, particularly if staffing fell below minimum requirements due to illness. It was agreed that the various law enforcement agencies would support one another by providing coverage in other jurisdictions as needed.

Chief Ledwell stated that Sheriff DeWees drafted the Police Mutual Aid Agreement regarding the Carroll County COVID-19 Pandemic 2020 Force. This agreement would permit law enforcement agencies to provide service outside their respective jurisdictional boundaries and seamlessly operate in the event of decreased staffing due to the spread of the virus.

Chief Ledwell recommended that the Common Council approve the Police Mutual Aid Agreement regarding the Carroll County COVID-19 Pandemic 2020 Force. He noted that the agreement was still in draft form; for that reason, staff requested that the Common Council's approval language authorize changes to be made to the document as warranted.

Mayor Dominick noted the need for minor edits to the agreement, but otherwise he found it satisfactory. He stated that the agreement was an appropriate step to be taken in response to the COVID-19 pandemic.

Councilmember Chiavacci stated that, although he was unable to review the draft agreement prior to the meeting, he trusted Chief Ledwell's recommendation and would support its approval. He asked Chief Ledwell to explain how this agreement differed from the City's existing Mutual Aid Agreement. Chief Ledwell replied that, under the current Mutual Aid Agreement, all officers were sworn in as a special deputy and that each agency's police enforcement powers were limited outside the boundaries of their own jurisdiction. Additionally, the current Mutual Aid Agreement allows Westminster's officers to take enforcement action relative to traffic violations and criminal violations that occur as an emergency, but it does not provide full police jurisdiction authority as the proposed agreement would. Chief Ledwell stated that the Police Mutual Aid Agreement regarding the Carroll County COVID-19 Pandemic 2020 Force would allow the Westminster Police Department (WPD) to act with another law enforcement agency as needed to respond to the COVID-19 situation.

Councilmember Chiavacci then inquired if the proposed agreement was limited to law enforcement activities within Carroll County. Chief Ledwell confirmed the same.

Councilmember Chiavacci asked Ms. Levan if she foresaw any issue in the event that WPD would need to provide enforcement outside of the City limits. Ms. Levan replied that the agreement relates only to

events caused by the COVID-19 pandemic, and it provides for distribution of liability, including provisions to the Local Government Proclaims Act that also governs liability. Therefore, WPD's liability cannot be expanded by virtue of activity that it undertakes pursuant to the agreement.

Councilmember Dayhoff asked Chief Ledwell when the agreement would be terminated. Chief Ledwell replied that the agreement provided for termination upon the request of the parties at the conclusion of the COVID-19 pandemic. Councilmember Dayhoff asked if the Mayor and Common Council would make the decision to terminate the agreement. Ms. Levan replied that termination would be made by vote of the Common Council.

Councilmember Dayhoff moved, seconded by Councilmember Yingling, to approve the Police Mutual Aid Agreement regarding the Carroll County COVID-19 Pandemic 2020 Force, and authorize the Mayor's execution of the Agreement, including any changes that Mayor Dominick and Chief Ledwell find appropriate.

**VOTE**
AYES: President Pecoraro, Councilmember Chiavacci, Councilmember Dayhoff, Councilmember Gilbert, and Councilmember Yingling.
NAYS: None.

**DEPARTMENTAL REPORTS**
**City Administrator**
Ms. Matthews reported on the City's current operating status, in response to the novel coronavirus, COVID-19 pandemic. She shared the following information:

- City Administrative offices at 56 West Main Street were closed to the public; phone lines continue to be monitored by City staff during normal business hours, Monday through Friday: 8:30 am to 4:30 pm, and staff is available to answer 410-848-9000 and 410-848-3255. For other staff members, it is encouraged to leave a message for those who are working remotely so that they may return the call;

- The Westminster Police Department encourages those who wish to make a police report in a non-emergency case to do so by calling the department at 410-848-4646. There is limited access to the facility by the public, via a small vestibule just inside the door;

- The Westminster Family Center was closed to the public until further notice.

- City Parks remain open with restrictions as listed on the City's website;

- The Westminster Community Room located at the Pool Complex was closed, and reservations were canceled through April 30, 2020;

- Special event permits and pavilion rentals have been revoked through April 30, 2020. Status of approved permits and rentals for the month of May will be reviewed by April 15, 2020;

- While household trash collection will remain the same, the City's last bulk trash pickup will be the week of March 23, 2020, until further notice;

- Red light camera fines and water and sewer bills may be paid online, mailed to 56 West Main Street, Suite 1, or dropped off in the City's payment drop box located at 56 West Main Street;

- Any and all meetings with the Mayor and Common Council, as well as boards and commissions meetings, will be held virtually; and,

- Public Works and Police Department staff are working modified work schedules, including split crews in Public Works.

Ms. Matthews informed the Mayor and Common Council that, effective March 24, 2020, staff would be taking measures to close the Skate Park, and tennis and basketball courts. Access to City park pavilions and playground equipment will also be restricted. Ms. Matthews shared that staff would be posting signage at City parks reminding visitors to adhere to the 6-foot physical distancing guideline and Governor Hogan's Executive Order prohibiting gatherings of more than ten persons. Staff will communicate this information to the community via City communication channels, including the website and the Facebook page.

Following Ms. Matthews' report, the Mayor and Common Council discussed the suspension of the City's bulk item and yard waste pick up. Several members of the Common Council expressed concern regarding the same, since City residents would need to pay to take items to the Carroll County Landfill. Ms. Matthews noted that one alternative is the annual coupons provided by Carroll County to all County residents; the coupons provide two free dump services to the landfill per household.

Ms. Matthews shared her concerns about the ability of the Street Department to provide bulk item and yard waste pick up. For the sake of employee health and business continuity, Street Department staff was split into two crews, reducing staffing by 50% in any given week. Given this, Ms. Matthews stated that it would be challenging for the Street Department to provide bulk item and yard waste pick up services, and still accomplish its other responsibilities. The Common Council's discussion included reaching out to the County to ask if City residents would be able to utilize the landfill free of charge due to this being covered in their taxes.

Ms. Matthews concluded her report by thanking Technology Department Manager Dave Davidson, and his staff (Matt Holmes, Josh Carbaugh, Frank Middleton, and Jeremy Brown) for their efforts to quickly deploy equipment to allow many City staff members to telework. She also expressed her appreciation to the department directors and other City staff members for their work in response to the COVID-19 pandemic. Ms. Matthews commented that she was proud of how the City staff had come together as a team to support each other, and to continue to serve the Westminster community.

Ms. Matthews thanked Mayor Dominick and Council President Pecoraro for their availability and their quick response time when she had reached out regarding decisions that had to be made in response to the COVID-19 pandemic.

Mayor Dominick informed the audience that Ting Internet, Inc. established a public Wi-Fi hotspot in the Conaway Parking Lot, located along Route 27 where the Westminster Farmers Market takes place each year. People should stay in their vehicles while utilizing the hotspot.

**Human Resources Department**
Ms. Childs thanked the Technology Department for providing necessary equipment to her and her staff so that they could work remotely in the safety of their homes. She stated that she and her staff are continuing to serve City employees, and encouraged everyone to contact the Human Resources Department for any questions or concerns during the COVID-19 pandemic.

Ms. Childs reported that the Human Resources Department received information on the Families First Coronavirus Response Act, which would take effect on April 2, 2020. The Act will expand the Family Medical Leave Act. Human Resources plans to send an e-mail to City staff sharing this information, and asking employees to contact the Human Resources Department if the coronavirus affects their family.

Ms. Childs reported that all City staff would be receiving the new Drug Free Workplace and Alcohol policy going into effect on April 1, 2020. Prior to the pandemic, the Local Government Insurance Trust conducted two training sessions related to reasonable suspicion alcohol and drug testing; the sessions were attended by a total of 43 City supervisors. Training will be provided at a future date to those unable to attend one of the two sessions.

**Community Planning and Development Department**
Mr. Depo thanked the Technology Department for their hard work in providing necessary equipment for his department's staff to work remotely from their homes during the COVID-19 pandemic.

Mr. Depo reported that the Historic District Commission and the Board of Zoning Appeals would not be meeting during the month of April. He then reported that the Planning and Zoning Commission would review the following on April 9, 2020:

- Site Development Plan and Utility Easement Plat for Westminster Mission BBQ;
- Heritage Honda Signage; and
- Party City Signage.

Mayor Dominick asked Mr. Depo how City boards and commissions would hold their meetings. Mr. Depo and Ms. Matthews replied that the meetings would be held through the Zoom video conference software and live streamed through Facebook, as was done for this Mayor and Common Council meeting.

**Public Works Department**
Mr. Glass updated the Mayor and Common Council on the annual roadway paving project, stating that there were currently two crews working in the Marhill Court area and on the west side of the City on Winters Street and Kemper Avenue. One of the crews previously completed paving on Union Street.

Mr. Glass then informed the Mayor and Common Council that Governor Hogan's Executive Order classified commercial and residential construction as essential work. Therefore, the ENR/Biosolids Upgrade Project and the 45 West Main Renovation Project were allowed to proceed.

**Westminster Police Department**
Chief Ledwell reported that the Carroll County Emergency Operations Center was at a partial activation level; two virtual conference calls were held each day to discuss the latest status of the COVID-19 crisis. The Westminster Police Department (WPD) has activated its emergency mobilization plan to alert status, requiring officers to be able to respond within an hour's notice. All discretionary employee leave requests had also been canceled.

Chief Ledwell stated that WPD participated in a State webinar to discuss recent Executive Orders issued by Governor Hogan, and how to capture data related to associated enforcement and compliance. The State provided guidance relative to the classification of essential and non-essential businesses; Chief Ledwell reported that WPD's dispatchers were fielding associated calls.

Chief Ledwell reported that local law enforcement agencies were tasked with enforcement of the Governor's Executive Orders. WPD addressed a local business that was not in compliance, as well as a group congregating in one of the parks. The State's Attorney's Office provided a cell phone number where someone could be reached 24/7 if officers had questions. The Maryland State Police is operating the joint operation center 24 hours a day, and was providing WPD with resources and the latest information surrounding the COVID-19 crisis.

Chief Ledwell reiterated Ms. Matthews' prior comments regarding WPD staff taking certain reports telephonically. While police officers are still responding to calls, they have made certain adjustments to minimize staff exposure and comply with social distancing guidelines. The command staff is split, allowing one-half to work on-site while the other half teleworks; this was done to minimize the likelihood of mass infection. A similar staffing arrangement was in place for the detective staff.

Chief Ledwell informed the Mayor and Common Council that WPD staff is helping with security and traffic control for Carroll Food Sunday's food distribution at West Middle School. The four new recruits, whose training was interrupted by the academy's closure, are working within the department at this time. Newly hired lateral officer James O'Brian was doing great in his field training, and would soon be released to patrol on his own.

Chief Ledwell concluded his report by stating that WPD continues to move forward with caution, providing its staff with the necessary protective equipment so they can continue to serve the community safely.

**Recreation and Parks Department**
Ms. Mullendore followed up on the reports of Councilmember Dayhoff and Ms. Matthews regarding the cancellation of the City's special events. She noted that all events, special event permits, and facility rentals were cancelled through the end of April. Ms. Mullendore informed the audience that the Recreation and Parks Department could be reached at 410-751-5501, Monday through Friday from 8 am to 4 pm. Ms. Mullendore encouraged everyone to check the City's website for updates on the status of the City's upcoming scheduled events.

**Finance and Administrative Services**
Ms. Palmer praised the Technology Department staff for everything they did to assist and prepare City staff to work remotely due to the COVID-19 pandemic. The department continues to support remote users as they adjust to teleworking, noting that this is a new experience for many staff members. She added that most of the Technology Department is currently working offsite; Technology Manager Dave Davidson is responding to on-site calls as needed.

Ms. Palmer then informed the Mayor and Common Council that she and Accounting Specialist Shirley Hampt are reporting to 56 West Main Street to handle phone calls and perform other daily operations; the remaining Finance Department staff is working remotely. Some departmental operations require staff to cycle in and out of the office; while doing so, they would practice social distancing.

Ms. Palmer announced that, despite State employees working remotely, they were continuing to process Bay Restoration Grant reimbursements and payments through the State Revolving Loan Fund, which was wonderful news. Ms. Palmer reported that she is continuing to work on the budget for FY 2021.

**Housing Services Department**
Ms. Valenzisi reported that Housing Services is continuing to perform its daily tasks, with staff rotating in and out of the office.

**Westminster Volunteer Fire Department**
Councilmember Dayhoff thanked the Carroll County Health Department for continuously providing updates regarding the COVID-19 pandemic.

Councilmember Dayhoff, on behalf of the President of the Westminster Volunteer Fire Department (WVFD), reported that the department responded to 540 calls during the month of February 2020; of these calls, 447 were EMS calls, and 93 were fire calls. He noted that 288 calls were within the City limits. Councilmember Dayhoff highlighted that 53% of WVFD's calls were overlapping calls.

President Pecoraro thanked Ms. Matthews and the department directors for their updates on the City's response to the COVID-19 pandemic.

**CITIZEN COMMENTS**

President Pecoraro informed the audience that, while the Mayor and Common Council were holding virtual meetings, Citizen Comments could be submitted to Ms. Visocsky by e-mail (svisocsky@westgov.com) or by contacting her at 410-848-4938. He noted that there were no questions or concerns from citizens at this time.

**ADJOURNMENT**

President Pecoraro adjourned the meeting at 8:23 pm.

Respectfully Submitted,

Shannon Visocsky, City Clerk

**Full audio version is available on www.westminstermd.gov**

# Mayoral Proclamation

## *National Public Safety Telecommunicators Week*
## *April 12-18, 2020*

***Whereas,*** emergencies can occur at anytime that require police or emergency medical services; and

***Whereas,*** when an emergency occurs the prompt response of police officers is critical to the protection of life and preservation of property; and

***Whereas,*** the safety of our police officers is dependent upon the quality and accuracy of information obtained from citizens who telephone the Westminster Police Communications Center; and

***Whereas,*** Public Safety Telecommunicators are the first and most critical contact our citizens have with emergency services; and

***Whereas,*** Public Safety Telecommunicators are the single vital link for our police officers by monitoring their activities by radio, providing them information, and insuring their safety; and

***Whereas,*** Public Safety Telecommunicators of the Westminster Police Department have contributed substantially to the apprehension of criminals and provision of police services; and

***Whereas,*** each dispatcher has exhibited compassion, understanding, and professionalism during the performance of their job in the past year.

***Now Therefore, Be It Resolved,*** that I, Joe Dominick, Mayor of the City of Westminster, on behalf of the Common Council, declare the week of April 12 through 18, 2020 to be ***National Public Safety Telecommunicators Week*** in Westminster, in honor of the men and women whose diligence and professionalism keep our city and citizens safe.

Signed at City Hall
This Fourteenth day of April
In the year Two Thousand Twenty

Joe Dominick
Mayor

To: Mayor and Common Council

From: Jeffery D. Glass, Director of Public Works

Date: April 8, 2020

Re: Approval – Sole Source Procurement of MIOX Hypo-Chlorite Generator

**Background**

Currently, the City purchases chlorine in bulk liquid form for disinfection of the filtered water at the Cranberry Water Plant. This material is a concentrated, industrial grade 12% bleach solution. This was a change from the gas chlorination used some years ago, as a result of process safety standards promulgated in the United States following the Union Carbide disaster in Bhopal, India.

While 12% Hypo-Chlorite does not carry with it the deadly effect of a chlorine gas leak, there are still certain drawbacks to its use. Handling and working with the material due to its aggressive caustic nature is unpleasant, and can cause blindness and damage to skin; its use requires rather extensive PPE for protection. Other issues are loss of potency due to off-gassing of chlorine, and potential availability issues during times of crisis.

An alternative to the current bulk purchase is to generate the solution on-site. The associated process equipment utilizes water, electricity, and salt (NaCl) to produce a Hypo-Chlorite solution of considerably lesser strength. Off-gassing is drastically reduced under these conditions, as the solution is more stable and less hazardous to handle. In addition, the availability of the necessary reagents (salt) is far less problematic, and has an infinite shelf life in comparison to the purchasing of bulk 12% material.

**Sole Source Procurement**

Until recently, there were two manufacturers of on-site Hypo-Chlorite generators. De Nora, the parent company and original owner of the MIOX system, recently purchased the other manufacturer (Chlor-Tech) for business market advantages. Therefore, at this time, only one supplier exists for the purchase of the on-site generating equipment.

**Project Budget**

The FY 2020 Water Fund budget includes $100,000 for this project. The attached proposal in the amount of $60,850 is for the purchase of the necessary equipment. Additional costs will be incurred for installation materials, including required plumbing and electrical connections to have a fully operational system.

**Recommendation**

Staff recommends that the Mayor and Common Council approve the sole source procurement for the De Nora On-site Generator, (MIOX 60), and accept the proposal of Kershner Environmental Technologies of Owings Mills, Maryland in the amount of $60,850.

**Attachment**

- Proposal from De Nora

cc: Barbara B. Matthews, City Administrator
Tammy M. Palmer, Director of Finance & Administrative Services

DE NORA
our research - your future

# Cranberry WTP,

## Westminster, MD

DE NORA On-Site Generation
Project P-480153
Proposal# Q-17822
Revision# 3

*Prepared for:*

Bret Grossnickle

*From De Nora:*

Randy Otts
Regional Sales Manager – East and Caribbean – Electrochlorination
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MIOX ON-DEMAND CHEMISTRY

March 6th, 2020

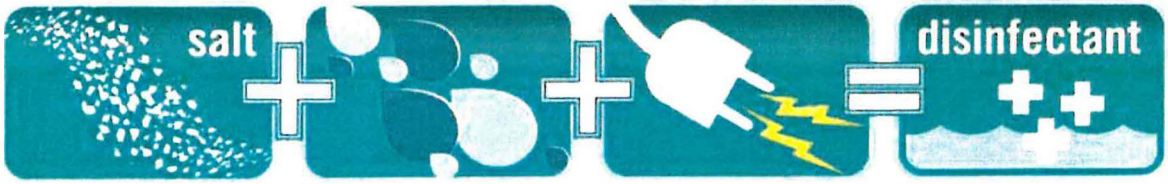
Cranberry WTP,
Westminster, MD

Attention: Bret Grossnickle

Subject: Supply of De Nora On-Site Generator Skid

We are pleased to present our proposal for the supply of a De Nora On-site Generator (OSG) for the Cranberry WTP, Westminster, MD project.

We are proposing our MIOX 60 mixed oxidant generator producing a minimum of 60-lbs/d solution at 0.45% FAC each. The unit enclosure is the same for all De Nora generator in this series. Only the electrolytic cell and program parameters differ from one capacity/version to the other. This particular unit capacity range is from 15 Lbs/d FAC up to 60 Lbs/d FAC depending on the electrolytic cell installed.




We hope you find our information of interest; we are willing to clarify any issues or answer any questions you might have.

Sincerely,

Randy Ott
Regional Sales Manager – for Land Calculus – Electrochlorination
De Nora Water Technologies

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## 1. System Process Overview

De Nora systems consist of an On-Site Generator with associated ancillary equipment and tanks. A brief description of the On-Site Generator and associated ancillary equipment is outlined in this sections.

### System Process Flow Diagram

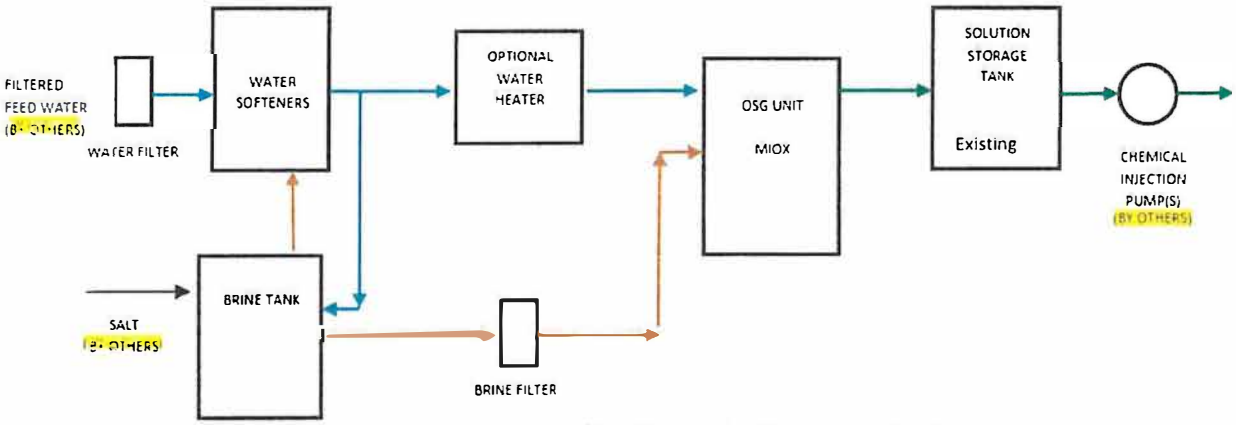



Figure 1 Simplified process flow diagram for the proposed system (please refer to proposed scope for actual scope provided)

This is a typical system representation and description. The final system design will very based on the selected options.

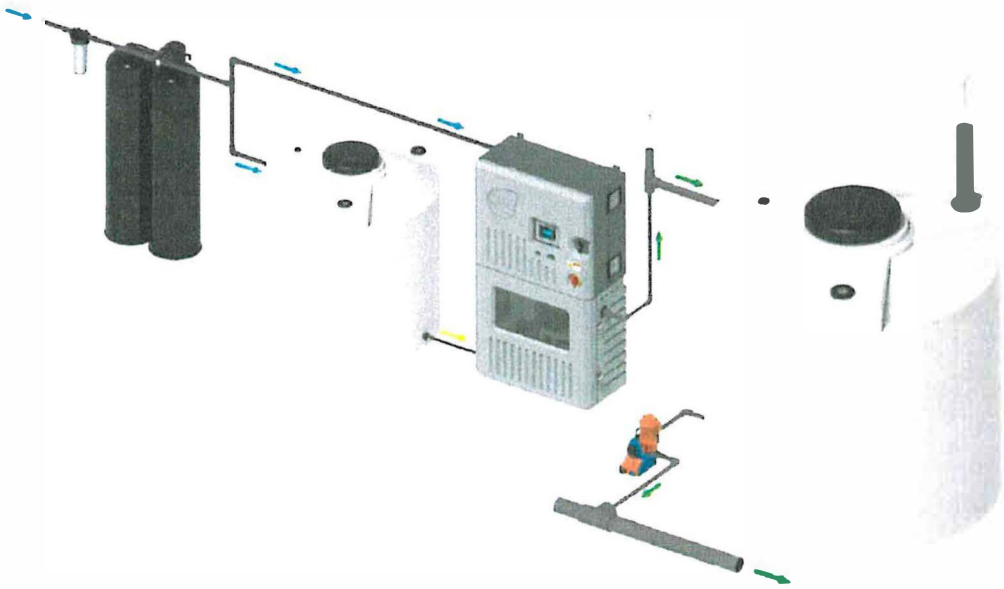
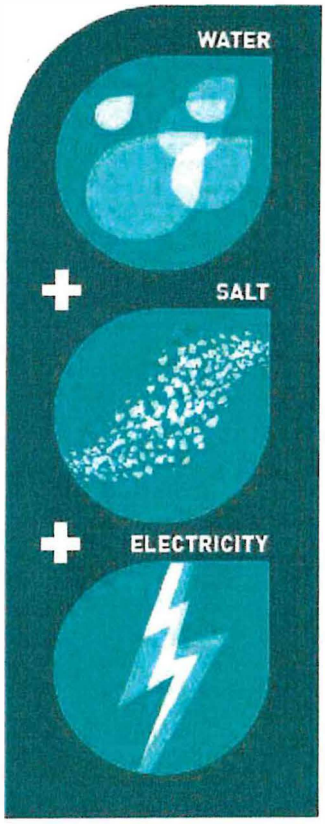


Figure 2 Typical MIOX Onsite Generation System

### General Process Description

Clean municipal water is fed into a water filter to remove any fine debris that may exist in the feed water. Filtered water is then fed into a mechanically operated, dual water softener system. The water softeners reduces the hardness concentration of the feed water to one (1) grain per gallon or less to ensure soft water is continuously fed into the OSG electrolytic cell and hence reduces the potential for scaling buildup on the cell electrodes. Soft water is also used to fill the brine maker.




An optional hardness monitor may be installed on the discharge line of the water softeners to continuously monitor the hardness concentration and sends a signal to the OSG PLC if high hardness is detected to shutdown the OSG

Feed water temperature is controlled within the recommended range for the OSG operation by utilizing a feed water heater or feed water chiller. The OSG must be operated within a certain pressure range. A water boost pump or a pressure regulating valve are supplied and installed upstream of the OSG to ensure the operating pressure range is maintained.

Brine is generated in the brine tank/brine silo. Food grade salt is added to the tank/silo manually or via a penumatic truck (by others). Soft water is added to brine tank/brine silo by utilizing the same feed water source. The saturated brine then passes through a brine cartridge filter, which removes any debris that may exist in the brine stream before being fed to the OSG electrolytic cell(s) via the brine proportional pump.

Conditioned water from the water softeners is fed into the OSG where the disinfection solution production takes place. The OSG utilizes a built-in Allen Bradley PLC, which controls and monitors the operation of system. Soften water and saturated brine are fed precisely into the electrolytic cell(s) using a built-in flow control valve and brine proportional pump(s) respectively.

The produced solution is then transferred to the storage tank. One or multiple downstream oxidant storage tanks can be used depending on customer's preferences. Piping shall be designed accordingly.

Simple float switches or a level controller is required to provide Start/Stop command to each OSG unit. These are installed in each oxidant storage tank and are used to maintain the oxidant level in the tank. At the start of operation when the tank is empty, the level controller sends a signal to the OSG PLC to start oxidant production. Once the oxidant level in the tank reaches the maximum set point, the level controller sends a signal to the OSG PLC to go on standby mode until the level in the tank reaches the minimum set point again.

The produced solution is then transferred to the point of injection via a chemical injection pump(s) supplied by De Nora or by others.

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## 2. System Configuration

Please refer to actual scope of supply for details of included equipment.

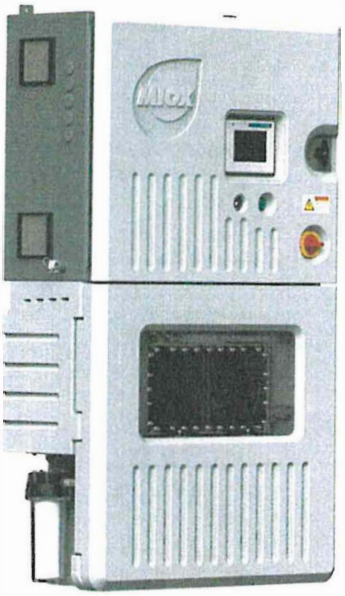

Figure 3 – MIOX On-Site Generator

### *On-site Generator Unit*

Each De Nora On-Site Generator consists of a **powder coated top electrical enclosure and HDPE bottom cabinet**.

Top electrical compartment houses the PLC, HMI, power supply and external customer connections. The built-in programmable logic controller acts as the controlling unit of the On-site Generator. It monitors and controls all functions of the OSG and communicates with the site's SCADA system.

Figure 4 – MIOX On-Site Generator

The bottom compartment houses the electrolytic cell and all system plumbing and sensors including:

- Flow sensor
- Pressure sensor
- Brine metering pump
- Temperature sensor
- Solenoid valve

### *Electrolytic Cell*

The proprietary membrane-less electrolytic cell manufactured by De Nora produces on-demand disinfection solution. All De Nora Series cells for each chemistry are built the same way, hence providing a quick and easy replacement if required.

This particular generator series ranges from 25-lbs/d FAC up to 100-lbs/d FAC electrolytic cell production capacity.

All De Nora cells are designed for low rupture pressure. Each cell is leak tested up to 25 psi. By keeping the rupture pressure of the cell relatively low, less pressure can develop before a cell breach occurs should a hydrogen incident happen. To ensure a low pressure system, a rupture disk is located on the cell inlet. When cell pressure exceeds 28 psi the rupture disk will fail and the system will fault. This failure provides a release path for built up pressure in the cell, greatly decreasing the severity of an overpressure event in the cell.

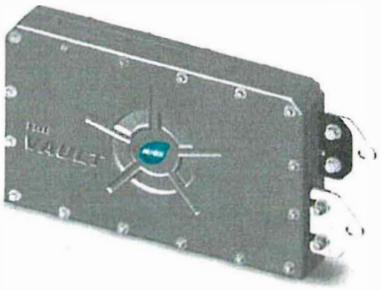

Figure 5 – MIOX Electrolytic Cell

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## Ancillary Equipment

Note: **the following is a generic description of the ancillary equipment that can be supplied with the OSG. Some of the items listed below may not apply to your application. This description should be read in conjunction with the scope table provided in the budgetary proposal for actual proposed scope of supply.**

### Water Filtration

Feed water quality has to meet the requirements listed in the feed water quality table for a proper operation of the OSG. For additional protection to the OSG, water cartridge filter should be installed on the feed water line. If supplied by De Nora MIOX, the filter is supplied complete with manual isolation valves and pressure gauges and are shipped loose for installation by others.

### Water Softener

De Nora MIOX OSG units require soft water. Hard water will cause severe damage to the electrolytic cell. Water hardness must be maintained below **one (1) grain/gallon (17.1 mg/L as $CaCO_3$)**. A properly sized softener system must be installed upstream of the OSG. The softener resin is regenerated with brine from the same OSG brine generator.

### Brine Generator

A brine generator is required to provide salt storage and supply of brine to De Nora MIOX's OSG for the chemical generation process. The brine generator is also used to provide enough brine needed by the water softeners for the resin regeneration process. The brine generator is typically sized to provide salt storage for approximately 15 – 30 days. The brine generator may be designed for indoor or outdoor installation depending on local requirements and will be shipped loose for installation by others.

### Oxidant Storage Tank

The oxidant tank is an integral part of an OSG and is normally sized to meet the injection demand at the peak hourly flow of generated oxidant. The oxidant storage tank is typically sized to provide 12 to 24 hours of storage capacity. The oxidant tank must be vented directly to the atmosphere outside the facility to prevent the potential of leakage of hydrogen from the tank into the facility. The oxidant storage tank may be designed for indoor or outdoor installation and will be shipped loose for installation by others.

### Hydrogen Gas Mitigation

The process for Onsite Generation of Disinfection Solution is also generating Hydrogen Gas as a secondary reaction. The Hydrogen gas must be diluted and vented properly in order to mitigate the potential dangers associated with Hydrogen Gas.

On small systems, the produced oxidant from each generator is typically transferred to the oxidant solution storage tanks using a Liquid Barrier System. In this configuration, each tank includes a Liquid Barrier system (LBS) consisting of an properly sized drop-tube assembly and vent pipes going all the way to outside of building.

The Liquid Barrier Hydrogen Vent System (LBS) uses a gas trap system to prevent hydrogen gas produced during the electrolysis process from entering the oxidant storage tank. Each oxidant tank is equipped with a drop tube that hydraulically locks the oxidant solution similar to a "P-trap" system in household plumbing. The hydraulic lock creates a liquid barrier preventing hydrogen gas from entering the oxidant storage tank.

The materials of construction for Oxidant Tank Vent and the Liquid Barrier Hydrogen Vent must be CPVC piping as specified by De Nora MIOX, and should be routed at least 12" clear of any heat or electrical sources, such as overhead lights or control boxes. No metal piping material may be used for these vents.

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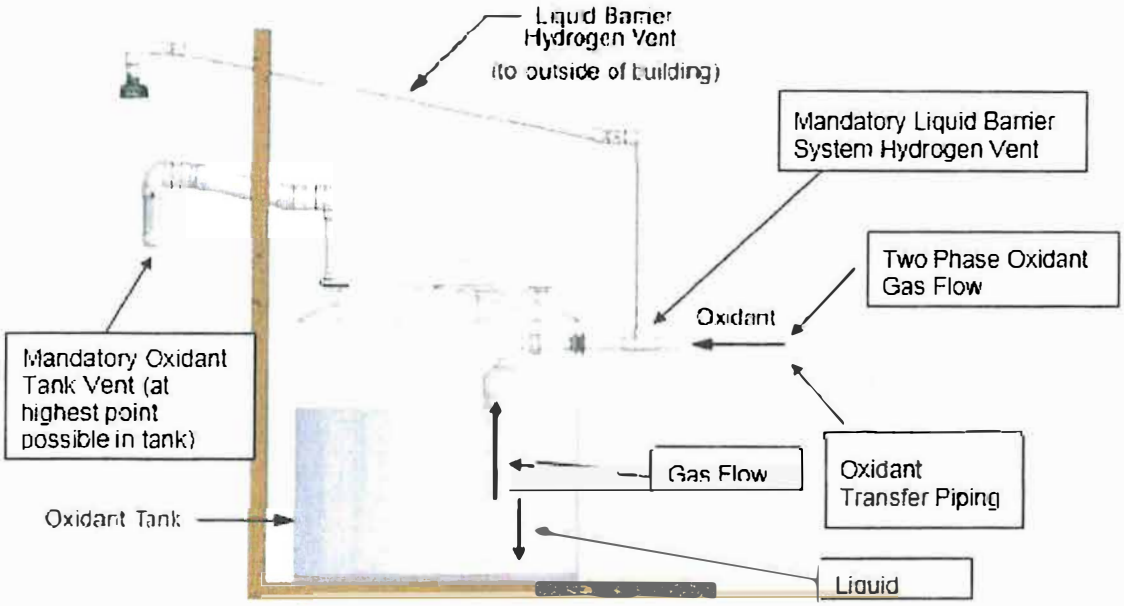


Figure 5 – Typical Liquid Barrier System

The generally accepted limit for hydrogen accumulation is 25% of the LEL, or 1% hydrogen by volume. These limits are easily maintained with the Liquid Barrier Hydrogen Vent System, and have been validated through rigorous testing.

The graphic below shows testing results of the Liquid Barrier System over time and the final results show that De Nora's Liquid Barrier System was less than 2.4% of the 4.1% Hydrogen LEL.

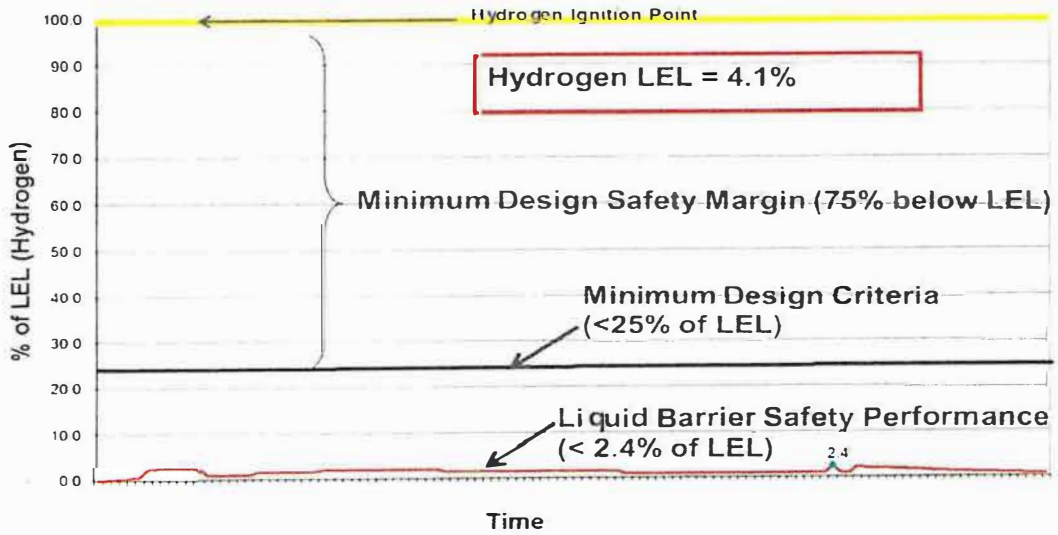


Figure 6 – Liquid Barrier System Performance

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## Other Optional Equipment

### Chiller

Feed water temperature higher than the required temperature range listed in the feed water quality table will damage the electrolytic cell. In this case a water chiller must be used to maintain the required operational temperature range. If needed, the chiller can be provided by De Nora MIOX. The chiller are always shipped loose for installation by others.

### Water Pressure Boost Pump

A feed water pressure lower than the minimum pressure listed in the feed water quality table requires a water pressure boost pump to be installed upstream of the OSG unit to maintain the minimum feed water pressure required by the unit. If supplied by De Nora MIOX, the pump comes with manual isolation valves, pressure gauge and a back-pressure valve and is shipped loose for installation by others. A separate electrical circuit (supplied by others) is required for the water boost pump.

### Chemical Injection Pump

Oxidant solution is usually transferred to the dosing point using injection metering pump(s). If supplied by De Nora MIOX, the pump comes complete with pressure relief valve, pulsation dampener, calibration column and back pressure relief valve. The pump and associated accessories are usually shipped loose for installation by others or per-assembled on a skid.

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## 3.Scope of Supply by De Nora and Equipment Pricing

### Basic Equipment Scope of Supply

| Qty | Description |
|---|---|
| **On-Site Generator (OSG) Skided Unit** | |
| One (1) | **MIOX-60-SC-V-480 automatic, self-cleaning system rated at 60 lbs/day FAC.**<br>Each OSG includes the following components:<br>• One (1) 60-lbs/day electrolytic cell with power supplies and variable speed brine pump and filter located in a high-density polyethylene (HDPE) enclosure with power supply and controls mounted in a powder coated cabinet with HDPE panels.<br>• Each unit operating voltage: **WYE 380-530VAC, 3 Phase, 14 Amp** with AC to DC converters<br>• Electrical service: **35-amps** thermal magnetic dedicated circuit breaker for each unit<br>• Each De Nora On-Site Generator is controlled by an Allen Bradley MicroLogix 1400 PLC, complete with an Allen Bradley PanelView Plus 600 with a 6-inch color touch screen.<br>• The OSG is supplied with De Nora standard wall mount assembly.<br>  • One (1) integrated brine filter, pre-installed on side of bottom enclosure |
| **Water Filter** | |
| One (1) | **Wall Mounted Dual Water Filter Complete with the following items:**<br>• Two (2) 10" (25.4cm) pleated disposable nominal rating<br>• One (1) inlet pressure gauge<br>• One (1) discharge pressure gauge<br>• One (1) Set of inlet and discharge manual PVC isolation valves. |
| **Water Heater** | |
| One (1) | **Hubbell Tankless Water Heater**<br>Kit is complete with the following items:<br>• One (1) 8kW tank less water heater<br>  o 208VAC-1PH, 38 AMPS<br>  o Model TX000-2RS<br>• Two (2) flexible hoses<br>• Three (3) PVC isolation valves (Inlet, Outlet, Bypass) |
| **Water Softener** | |
| One (1) | **Kinetico model CP208s Softener system complete with the following items:**<br>• Two (2) Softener Tank, each tank is 13" Diameter X 60" Height<br>• One (1) Top Mount mechanical control valve<br>• One (1) Softener Resin<br>• One (1) Check Valve. |
| **Brine Tank/Generator** | |
| One (1) | 360-**Gallons, open top Polyethylene tank with lid**<br>Tank is designed for indoor installation. Tank is 48.00" inside diameter x 48" height and can hold up to 3,240-lbs of dry salt. Each tank is designed to be refilled manually by hand using 50-lbs salt bags. Tank is complete with the following items:<br>361-One (1) Mechanical float assembly for level control<br>362-One (1) set of inlet and discharge manual PVC isolation valves<br>363-Quartz Rock bed suitable for the propsed tank |

## Liquid Barrier System

One (1) **Liquid Barrier got Hydrogen Vent Down Tube for Customer's Existing Tank.**

Hydrogen Safety & Handling

Internal Liquid Barrier Hydrogen Vent System comprised of CPVC down tube in each of the tank, with a Tee at the top of the down tube connected to a 2" CPVC vent pipe to outside of building. This item requires no electricity, fans, blowers or controls.

## Spare parts

One (1)

- One (1) Brine Dilution Pump Assembly
- Six (6) 5-micron water filter cartridges
- One (1) Flow sensor
- One (1) set assorted fuses

## Services

One (1) **Services include the following:**

- One (1) trip for a total of three (3) days to inspect equipment installation, piping and wiring to ensure proper installaiton of each component list above.

**Included in service:**

local transportation & lodging included.

- Additional days or trips required will be charged at $1,500 per day plus travel (air & local) and accommodation expenses.

**Pricing for Scope of supply and services listed in table above:** **$60,850 USD**

## 4. Design Notes and Clarifications

We have proposed our Standard On-Site Generated Unit with our standard materials of constructions and our standard warranty as listed in this proposal. Our system designs have been developed over our years of experience in the marketplace. We have selected robust, industry proven mechanical and electrical components for which replacement and/or spare parts are readily available. In addition, all our system is factory tested before leaving our facility reducing the time required for commissioning and start-up. De Nora ensures that the performance requirements of this application will not be compromised. Our proposal is the most expedient and economical approach for the system required.

## 5. Items Not Included in De Nora Proposal

- Loading/Unloading of De Nora equipment at customer's site.
- Installation of all De Nora supplied equipment.
- Supply and installation of interconnect piping, power and control wiring between De Nora's supplied equipment.
- Ongoing operation and maintenance of De Nora supplied equipment.
- Services do not include construction of building enclosure, concrete, civil or site work, obtaining permits, installation of new power distribution, or water service, sewer, or other utility modifications needed to accommodate the system requirements. De Nora's Service Visit (if included in this proposal) should be scheduled when all building site, equipment installation, and other preparation work have been completed and prior to our service engineer's arrival at the job site.
- Pump motor starters if required, unless indicated otherwise on scope of supply description in SECTION 3.
- Supply and control of dosing/injection system.
- Clean municipal feed water source. Please refer to the attached OSG specification sheet for feed water flow rate, pressure and temperature requirement.
- Feed water for water softener regeneration. Consult De Nora for volume of water required for regeneration per day.
- Dedicated power supply to each OSG system. Please refer to the attached specifications sheet for power supply requirements.
- Electrical transformer if site power supply is different than the power supply requirements by De Nora's supplied equipment.
- Floor drain to accommodate periodic water softener recharge wastewater.
- PVC/CPVC vent vertical piping from each solution tank's dome to the outside of the facility.
- PVC/CPVC vent vertical piping from each solution tank's Liquid Barrier Down Tube Hydrogen Vent Inlet to the outside of the facility.
- Insulation and heat tracing for De Nora supplied outdoor brine generator and oxidant storage tanks.
- Chemical injection pumps and associated accessories.
- Consumable items including salt, electrical power, and feed water to De Nora system.
- Heated/cooled facility or building for enclosure of system. Please refer to the attached specifications sheet for ambient temperature requirements.
- Any equipment or service not specifically listed in De Nora's scope of supply section of this proposal.
- Federal, State or local sales, use or other taxes are not included in this proposal.
- Import duties, taxes or other related costs.

## 6. Terms of Equipment Sale

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The price(s) offered in this proposal is/are based on the following terms:

| | |
|---|---|
| Pricing: Proposal | Price(s) offered in this proposal are firm. All prices quoted are in **$USD** |
| Validity: | This proposal is valid for 90 days from date of submission. |
| Payment terms: | The pricing quoted in this proposal is based on the following payment terms, subject to approval of Customer's credit.<br>• **50% of equipment value**, Net 30 days from order acceptance.<br>• **50% of equipment value**, prior to shipment..<br>• **100% of commissioning/startup value**, NET 30 days from date of completion, not to exceed 60 days after delivery.<br>Equipment release for shipment is contingent on receipt of all due payments. |
| Shipping Terms: | CPT Jobsite (INCOTERMS 2010).<br>**Freight is included in above price. It shall be prepaid & add.** |
| Submittals: | If required, 4 - 6 weeks from reception **AND** approval of purchase order at De Nora Water Technologies offices in Sugar Land, Texas. |
| Shipping: | 12 – 14 weeks after submattal approval or written letter waving submittal requirement, after reception **AND** approval of purchase order at De Nora Water technologies offices in Sugar Land, Texas. Weekly minimum storage fee may apply if shipment is not authorized within 2 weeks after agreed upon scheduled shipment. |
| Taxes: | Federal, State or local sales, use or other taxes are not included in this proposal. |
| Terms & Conditions: | Commercial terms and conditions shall be in accordance with De Nora's standard terms and conditions of purchase attached to this proposal. In no event shall Supply Contractor's total liability for any and all claims in connection with its supply of the Goods exceed, in the aggregate, the purchase price for the Goods received by Supply Contractor. |

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## 7. Telephone Support

De Nora also maintains a customer service telephone line, which can be readily reached during business hours at (800) MIOX-HLP (800-646-9457). In the event on-site service is required at the factory, De Nora maintains a staff of people trained to render such service, and they are available to travel on short notice.

## 8. Company Information

Please visit our website @ [illegible] or [illegible] to learn more about De Nora Products and Services.

De Nora Water Technologies
1110 Industrial Blvd.
Sugar Land, Texas 77478, USA
[illegible]
[illegible]
[illegible]
Office: (281) 240-6770
Fax: (281) 240-6762

## 9. Local Representative

Bill Kramer
Kershner Environmental Technologies, LLC
11 Easter Court
Suite M
Owings Mills, MD. 21117
Phone: (410) 581-0555
E-mail: [illegible]

DE NORA
our research - your future

# Acceptance Sheet

De Nora and Customer agree that the General Terms and Conditions of Sales set forth at www.denora.com/products.html **("The Terms")** shall exclusively govern the transactions described or contemplated in this Proposal and any other sales or related transaction between the parties herein, and such Terms are expressly incorporated by reference herein and to any related transaction between the parties. Any additional or different terms or conditions which may appear in any communication from Customer, including, without limitation, in any printed form provided, are hereby expressly objected to and rejected in full and shall not be effective or binding in any capacity unless expressly accepted in an authorized writing by De Nora, regardless of, and fully notwithstanding, De Nora's supply of any goods and services or the execution of any document or acceptance by any person other than an officer or authorized agent of De Nora.

Contact Name: _____

Company: _____

Address: _____

City/State/Zip: _____

Phone: _____ Fax _____

E-Mail: _____

Address Purchase Order (P.O.) to: **De Nora Water Technologies Texas, LLC**
1110 Industrial Blvd
Sugar Land, Texas 77478
ATT: Order Entry

**Payment Terms:**
50% of equipment value on Order Acceptance, 50% of equipment value before shipment
100% of startup value, NET 30 from completion, not to exceed 60 days after delivery.

Proposal No. P-80153 Q-17822 Revision: 5

**Delivery Terms:** CPT Jobsite

**Delivery Time:** _____ Weeks after order acceptance

Total Purchase Price: _____

Customer Purchase Order No. (P.O.#): _____

**Submittals Required:** _____ **Approval of Submittals:** _____

_____ _____
Authorizing Signature for the Purchaser/Customer Date

_____ _____
Authorizing Signature for De Nora Date

DE NORA WATER TECHNOLOGIES TEXAS, LLC
1110 Industrial Blvd., Sugar Land, Texas 77478, United States - ph +1 281 240 6770 - fax +1 281 240 6762
mail info.dnwt@denora.com web :www.denora.com

To: Mayor and Common Council

From: Barbara B. Matthews, City Administrator
Darlene Childs, Human Resources Director

Date: April 8, 2020

Re: Contract Award – Executive Search Services

**Background**
In FY 2021, the Director of Finance and Administrative Services will assume the new role of Special Projects Manager; this position will provide additional staff support in the Office of the City Administrator to advance the goals outlined in the City's adopted Strategic Plan. The Director of Finance and Administrative Services is continuing in her current position until such time as the City hires a new Director of Finance. In addition, the Director of Human Resources has expressed interest in possibly retiring in FY 2021.

Due to the comprehensive nature of a recruitment process for an executive-level position, and the associated internal resources that are required, staff recommends that the City retain the services of an executive search firm to conduct the recruitments to fill these pending vacancies.

**Proposal Process and Review**
Although the procurement of professional services does not require a competitive bid process, staff elected to issue a Request for Proposals (RFP) for executive search services in order to obtain competitive pricing. Prior to issuance of the RFP, staff researched firms that specialize in the recruitment of local government management positions. On February 28, 2020, staff issued an RFP to 11 executive search firms.

Staff structured the RFP to address the two separate department director recruitments. Doing so eliminates the need to issue a RFP at a later date for a potential Director of Human Resources recruitment.

The deadline for submitting proposals was the close of business on March 20, 2020. Nine of the firms declined to submit a proposal due to various operational issues, including those related to the COVID-19 pandemic.

Staff received proposals from two highly qualified firms – The Novak Consulting Group (Novak) and GovHR USA (GovHR). As required, both firms provided separate pricing for each of the two recruitments; each proposal included a not-to-exceed cost for reimbursable expenses, such as the cost of job ads.

The maximum cost for each recruitment was $22,300 for Novak and $24,000 for GovHR. The pricing offered by both firms remains in effect for a period of six months, which will allow time for the City to contract for the Director of Human Resources recruitment as needed.

Staff reviewed both proposals and determined that the Novak proposal best meets the City's needs. The

Novak Consulting Group, now part of Raftelis Financial Consultants, has provided management consulting services to local governments and nonprofit organizations since 1993. The Novak team has completed over 160 searches, and has had significant success working with organizations to identify and retain ideal candidates who meet each organization's unique set of needs and expectations. Staff contacted former clients of Novak, all of whom spoke favorably of their experience with their firm.

**Project Deliverables/Timeline**
Novak provided an approximate timeline of 90 days to conduct each recruitment from the time of contract execution. Project deliverables will include the following:

- Development of a candidate profile and recruitment brochure;
- Active recruitment and screening of candidates; and,
- Assistance in conducting interviews and candidate selection.

During the Covid-19 pandemic, Novack is continuing to work with its clients by:

- Holding kickoff meetings with clients over phone or video calls;
- Soliciting input from client staff via phone/video calls and online input forms;
- Conducting candidate review meetings via telephone or video calls; and,
- Conducting candidate interviews via video.

Novack indicated that it has capability to record candidate interviews, which can then be shared with the City.

**Project Funding**
Following a contract award by the Mayor and Common Council, funding will be allocated through the budget amendment process.

**Recommendation**
Staff recommends that the City award a contract to The Novak Consulting Group in the not-to-exceed amount of $44,600 for executive search services for two recruitment processes.

**Attachment**
- Executive Search Services Proposal – The Novak Consulting Group

# City of Westminster, Maryland

# Executive Search Services
# Finance Director

**March 20, 2020**

A PART OF

March 20, 2020

Darlene Childs, Director of Human Resources
City of Westminster
56 W. Main Street, Suite 1
Westminster, MD 21157

Dear Ms. Childs:

The mission of The Novak Consulting Group, now part of Raftelis Financial Consultants, is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing management consulting services to local governments and nonprofit organizations across the country. Since 1993, we have been providing our clients with the best thinking and execution in organizational design, development, and improvement.

We are pleased to submit this proposal for Executive Search Services for the Finance Director recruitment. Our project team for the City of Westminster comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has completed over 160 searches and has had significant success working with organizations to identify and retain ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization.

Our firm has the necessary staff, expertise, resources, and abilities to conduct this recruitment and provide exceptional service to the City. We are a national firm with employees who have served as leaders in some of the best local governments across the country. Our clients receive personal service from our consultants. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

We look forward to the opportunity to serve the City of Westminster. Please contact Catherine Tuck Parrish, our executive search practice leader, at (240) 832-1778 or ctuckparrish@thenovakconsultinggroup.com should you have any questions.

Sincerely,

Julia D. Novak
Executive Vice President

# Table of Contents

***Letter of Interest***

***Firm Overview*** ..... ***1***
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***Attachment A – Recruitment Timeline***

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# Firm Overview

The Novak Consulting Group is composed of local government practitioners focused on strengthening organizations for the communities they serve and the people who work in them.

The Novak Consulting Group and Raftelis have always shared a focus on delivering lasting solutions for public sector agencies. In January 2020, The Novak Consulting Group joined Raftelis. Today we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of government agencies. Our clients now have the expertise of nearly 120 of the country's leading public sector consultants. We know that our combined capabilities and resources will provide added value to our clients, and we're looking forward to what we can accomplish together. The Novak Consulting Group is located in Cincinnati, Ohio.

For more than ten years, The Novak Consulting Group, staffed by consultants with decades of local government experience, has built a reputation for innovation and results. We have partnered with more than 300 local governments in all areas, including public works, public safety, human resources, finance, planning, IT, and more. We provide our clients with the best thinking and execution in organizational design, development, and improvement through these services:

- Organizational Assessment
- Strategic Planning
- Executive Search

The Novak Consulting Group provides unparalleled service to our clients. Leaders in local governments and nonprofit communities have come to rely on The Novak Consulting Group for high caliber advice with the personal attention you expect.

- **Niche expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.
- **Flexibility to serve you better.** We employ a small core staff of senior-level consultants and draw from our pool of subject matter experts when their expertise can help us serve you better. The result? A highly nimble, more efficient approach to giving you the services you need, when you need them.
- **Decades of collective experience.** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to director of management information systems.
- **Personal service from senior-level consultants.** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While a large firm may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.

## Executive Search Strategy

When organizations need to fill key positions, they turn to The Novak Consulting Group and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. The Novak Consulting Group's approach to our executive search services comprises three key phases.

### 1. Inquiring, Understanding, and Defining

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements, as well as map out the new hire's first-year goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

### 2. Candidate Search and Evaluation

To reach the right candidates, The Novak Consulting Group customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We are committed to helping local government leadership positions reflect the communities they serve. We work closely with several organizations that support this goal, and we advertise in national publications that target minorities and women, including the National Forum of Black Public Administrators (NFBPA) and the League of Women in Government. We intentionally seek well-qualified women and people of color, so our clients have excellent choices. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

**37% of our recruitments result in female hires.**

**21% of our recruitments result in minority hires.**

### 3. Supporting Success

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role, as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

Our executive recruitment and management consulting experiences have allowed us to work with public and nonprofit organizations across the country and provided us with a wide national network. Through our connections, we can identify a broad diversity of qualified candidates in terms of race and ethnicity, gender, jurisdiction size, complexity of organization, and region of the country.

# Project Team

**Senior Manager - Executive Search Catherine Tuck Parrish** – Catherine has 30 years of experience serving local governments, in direct service and as a consultant. Catherine leads our search practice and has conducted over 160 searches for city manager/administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and many other key positions in local governments across the country. Catherine was the deputy city manager in Rockville, Maryland, where she oversaw approximately half of the City's 500+ employees. She is also familiar with large organizations since she worked in the County Executive's Office in Fairfax County, Virginia, and previously served as ICMA's Ethics Advisor.

**Manager Jenn Reichelt** – Jenn joined The Novak Consulting Group in 2016 following 16 years of direct service to local governments in Glendale, Arizona, and Great Falls, Montana. Jenn brings extensive experience in the areas of human resources management, employee and community engagement, tourism and branding, and public information. In her roles, she has overseen several municipal operations, including a human resources department, City Clerk's Office, Civic Center, performing arts center, visitor center, Convention and Visitors Bureau, and animal shelter. As deputy city manager, she was directly involved in the selecting, hiring, and onboarding of key personnel including department directors and also oversaw collective bargaining, mediation, conflict resolution, employee counseling, and discipline issues. Jenn assists with both the organizational assessment and executive search practice areas of the firm. She has supported or led national searches for city managers, fire and police chiefs, and department directors.

**Associate Consultant Morgan Daniel –** Morgan serves The Novak Consulting Group as a Recruitment Specialist. In this role, she develops content for recruitment materials, strategizes targeted outreach, conducts research, and analyzes data. Before coming to The Novak Consulting Group, she was an intern to the assistant city manager in Miamisburg, Ohio, where she had the opportunity to work directly with several city departments. Morgan has a bachelor's degree in crime and justice studies from Wright State University and is working on her master's in public administration.

## Catherine Tuck Parrish, Senior Manager - Executive Search

Catherine has 30 years of management experience working for local governments of all sizes, nonprofit organizations, and associations. She leads The Novak Consulting Group's executive search practice. She has conducted over 160 searches for manager/ administrator; police chief; fire chief; directors of public works, planning, economic development, finance, human resources, and human services; and many other key positions in local governments across the country.

**EDUCATION**

- Master of Public Administration, University of Kansas
- Bachelor of Arts, University of Kansas

**INDUSTRY TENURE**

- 30 years
- Consulting, 11 years
- Local Government, 19 years

In addition to executive recruitment, she has facilitated numerous governing body workshops, staff retreats, and strategic planning sessions. Her work as a consultant includes project management and contributions to several local government projects such as process improvement studies, departmental assessments, planning and permitting process reviews, and policy development.

Catherine's most recent local government experience was as deputy city manager in Rockville, Maryland, where she oversaw parks and recreation, human resources, information technology, finance, neighborhood resources (citizen engagement), communications, customer service, and intergovernmental functions. She also served as acting city manager in Rockville for nearly a year. Prior to joining the City of Rockville, Catherine served as assistant to the county executive in Fairfax County, Virginia, working on change management issues including a new pay system, employee surveys, implementation plans, and internal communication improvements. Catherine also served as ethics advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she worked for the cities of Denton and University Park, Texas.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She also led the Maryland City/County Management Association (MCCMA) as president and vice president. She served as president, vice president, and secretary of the Metropolitan Association of Local Government Assistants in the Washington, D.C. metro area. Catherine has spoken at national and state conferences on a variety of topics, including recruitment trends, civility, effective councils, ethics, forms of government, human resource topics, long-term financial planning, budget strategies, developing high performing organizations, and leadership. She has also spoken at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO. She is a certified instructor of the Myers-Briggs Type Indicator instrument.

She has a bachelor's degree in personnel administration and communication studies from the University of Kansas and a master's degree in public administration from the University of Kansas. She is an active member of ICMA and the MCCMA.

## Jenn Reichelt, Manager

Jenn has 20 years of management experience in local government and is currently a senior associate with The Novak Consulting Group. She joined the firm in 2016 and works in both the organizational assessment and executive search practice areas.

Jenn has assisted with 14 organizational and department reviews. While the assessments often examine all core services, Jenn's areas of expertise include analysis of organizational structure, human resources, tourism/special events, and community development. Notable projects include a GoTriangle organizational assessment; a feasibility study for DuPage County that looked at combining the Election Commission and County Clerk's Office; and a review of the Lee's Summit Human Resources Department.

Jenn is actively involved in the firm's executive search practice area. She has conducted searches for city manager/administrator; police chief; directors of public works, finance, human resources, planning, economic development, and human services; and many other key positions in local governments across the country.

**EDUCATION**

- Master of Public Administration, Northern Arizona University
- Bachelor of Science, Northern Arizona University

**PROFESSIONAL CERTIFICATIONS**

- Certified Professional Manager, International City/County Management Association
- Lean Certification

**INDUSTRY TENURE**

- 20 years
- Consulting, 4 years
- Local Government, 16 years

She has a background in community engagement, public outreach, and media relations, as well as crisis and emergency management. Jenn has experience working with diverse stakeholders and helping groups reach consensus. Throughout her career, she has developed and implemented successful citizen outreach and communication plans for several community-wide initiatives.

Jenn has a wealth of knowledge in the areas of human resources management, employee counseling, conflict resolution, and labor relations. She is adept in collective bargaining, mediation, fact-finding, and arbitration processes.

Before joining The Novak Consulting Group in 2016, she served as deputy city manager for the City of Great Falls, Montana, where she oversaw all human resources activities, including labor relations. She served as the City's primary public information officer and managed the City's five Tax Increment Financing Districts.

Prior to her tenure in Great Falls, she worked in Glendale, Arizona, where she served as the deputy marketing and communications director. She led the City's downtown redevelopment efforts, helped create the City's first Convention and Visitor's Bureau, and assisted in the development of Glendale's Sports and Entertainment District. Jenn served as a city spokesperson and oversaw the City's tourism, sports marketing, and branding campaigns.

Jenn earned a bachelor's degree in business administration and a master's degree in public administration from Northern Arizona University. She is an International City/County Management Association (ICMA) Credentialed Local Government Manager and a graduate of Leadership ICMA and the Weldon Cooper Center for Public Service Senior Executive Institute.

## Morgan Daniel, Associate Consultant

Morgan joined The Novak Consulting Group as a Recruitment Specialist in 2018. In this role, she develops content for recruitment materials, strategizes targeted outreach, conducts research, and analyzes data. Morgan also interacts directly with potential candidates and reviews applications for minimum and preferred qualifications.

**EDUCATION**

- Bachelor of Arts, Crime & Justice Studies, Wright State University
- Master of Public Administration, University of Nebraska (in progress)

**INDUSTRY TENURE**

- 3 years
- Consulting, 2 years
- Local Government, 1 year

Before coming to The Novak Consulting Group, she was an intern to the assistant city manager in Miamisburg, Ohio, where she had the opportunity to work directly with several city departments.

In Miamisburg, one of her main projects was to update the city's website content to ensure that it was up-to-date and that citizens could easily find information. She also redesigned the city's volunteer application form and eliminated unnecessary questions. Morgan researched and organized information for the city's upcoming Charter Review Committee and helped prepare benefit materials for new employees.

Morgan has a bachelor's degree in crime and justice studies from Wright State University. She is pursuing a master's degree in public administration from the University of Nebraska and is an active member of ICMA.

# Project Experience and References

The Novak Consulting Group is uniquely positioned to perform this recruitment because of our knowledge of local government and extensive network across the nation. We have conducted almost 30 recruitments in Maryland and more than 30 in Virginia. Catherine Tuck Parrish, Senior Manager – Executive Search, has facilitated multiple workshops for the City and developed a deep understanding of the City and the internal dynamics of the Leadership Team. In addition, we are currently recruiting for a Chief Financial Officer and a Human Resources Director, so we have strong, up-to-date applicant and outreach databases for both positions.

Included with this proposal is a list of all our executive recruitment clients. The following table lists a few comparable recruitments we have conducted and references for each of them.

| Jurisdiction | Contact Information |
|---|---|
| **City of Gaithersburg, Maryland**<br>• City Manager – in progress<br>• Director of Finance and Administration (2019)<br>• Engineering Services Division Chief (2019)<br>Public Works Director (2013) | Tony Tomasello, City Manager<br>tony.tomasello@gaithersburgmd.gov<br><br>Dennis Enslinger, Deputy City Manager<br>dennis.enslinger@gaithersburgmd.gov<br><br>31 South Summit Avenue<br>Gaithersburg, MD 20877<br>(301) 258-6310 |
| **Town of La Plata, Maryland**<br>• Planning Director (2014)<br>• Police Chief (2013)<br>• Town Manager (2018)<br>• Treasurer (2018) | Jeannine James, Mayor<br>jjames@townoflaplata.org<br><br>Michelle Miner, Assistant Town Manager<br>mminer@townoflaplata.org<br><br>P.O. Box 2268<br>305 Queen Anne Street<br>La Plata, MD 20646<br>(301) 934-8421<br><br>Daniel Mears, former Town Manager, Town of La Plata; current Assistant City Manager, City of Bowie, Maryland<br>15901 Excalibur Road<br>Bowie, MD 20716<br>(301) 809-3075<br>dmears@cityofbowie.org |
| **City of Loveland, Colorado**<br>• Budget Manager (2016 – partial search)<br>• Chief Financial Officer (2019 – partial search)<br>• Economic Development Director (2015 – partial search) | Julia Holland, Human Resources Director<br>500 E. Third Street<br>Loveland, CO 80537<br>(970) 962-2371<br>Julia.Holland@cityofloveland.org |

| Jurisdiction | Contact Information |
| --- | --- |
| **Loudoun County, Virginia**<br>• Assistant County Administrator (in progress)<br>• Assistant Director of Human Resources (2018)<br>• County Attorney (2014)<br>• Director of Animal Services (2015)<br>• Director of Economic Development (2013)<br>• Director of Family Services (2016)<br>• Director of Mapping and Geographic Information (2017)<br>• Director of Parks, Recreation and Community Services (2014)<br>• Director of Planning and Zoning (2014)<br>• Finance Director (2016)<br>• Mental Health, Substance Abuse, and Developmental Services Director (2015)<br>• Planning and Zoning Director (2018)<br>• Systemwide Fire Chief (2018) | Tim Hemstreet, County Administrator<br>Tim.hemstreet@loudoun.gov<br><br>John Sandy, Assistant County Administrator<br>John.sandy@loudoun.gov<br><br>Ronda Allen, Workforce Planning Manager<br>Ronda.Allen@loudoun.gov<br>(703) 777-0213<br><br>1 Harrison Street, S.E.<br>P.O. Box 7000<br>Leesburg, VA 20175<br>(703) 777-0200 |
| **City of Boulder, Colorado**<br>• Human Resources Director (2017) | Jane Brautigam, City Manager<br>1777 Broadway<br>Boulder, CO 80302<br>(303) 441-3090<br>brautigamj@bouldercolorado.gov |

# Project Approach

The following provides a detailed description of our work plan for the Finance Director recruitment.

**Activity 1 – Develop Candidate Profile**

The Novak Consulting Group will begin this engagement by developing a clear picture of the ideal candidate for Finance Director. We will begin by speaking with the City Administrator. We will also talk to department directors, staff in the department, and any other key stakeholders. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit in terms of traits and experiences.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Maryland and the nation. We will prepare a position profile that is unique to the City of Westminster. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that the applicants know what will be expected of them should they be hired, the City has thought about what they want the person to accomplish in the first year, and the successful candidate can hit the ground running with a work plan as soon as he or she starts. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the City Administrator. Modifications will be made as necessary before recruitment begins.

**Activity 1 Deliverables:** Detailed recruitment process documents, including recruitment plan, position profile, and first-year goals.

**Activity 2 – Conduct Active Recruitment and Screening**

As part of the recruitment plan, we will identify key states and metro areas to focus our targeted recruitment. The Novak Consulting Group will prepare and place advertisements in state and national publications and online sites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan.

We will place job postings with networks such as International City/County Management Association (ICMA); National Forum for Black Public Administrators (NFBPA); Government Finance Officers Association (GFOA); state GFOA chapters in Maryland, Virginia, and other mid-Atlantic states; League of Women in Government; Maryland Municipal League; Virginia Municipal League; other places as identified in the recruitment plan.

As soon as the advertisements are completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. We will pinpoint individuals and jurisdictions to reach out to directly through phone and email. We will also utilize social media (LinkedIn, Twitter, and Facebook) to broaden our reach. We have found that this combination of outreach is an effective way to reach top applicants, especially those who

are not currently in the job market but may be willing to consider a move to an excellent organization like the City of Westminster.

We will reach out to the applicants in our extensive database, as well as the prospective candidates we have targeted in previous recruitments for similar jurisdictions. We will also develop a list of additional candidates to pursue based on the City's unique needs. Our outreach includes seeking well-qualified women and minorities and encouraging them to apply.

As applications are received, we will acknowledge each one and keep applicants aware of the status of the process. The Novak Consulting Group will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or Skype with those who most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates will be prepared and shared with the City. We will then meet with the City Administrator to review the entire list (if desired), as well as the most qualified candidates who have the requisite skills, experiences, and traits needed for success in the position. Based on the City Administrator's direction, we will finalize a list of four to six candidates to invite for in-person interviews.

**Activity 2 Deliverables:** Placement of ads and job postings, targeted outreach to passive candidates, and candidate review materials including screening results and internet search

**Activity 3 – Support Interviews and Selection**

Each person you wish to interview will then be contacted again by The Novak Consulting Group. We will plan a multi-step interview process specific to the Finance Director position. The process could include writing exercises, presentations, panel interviews, tours, department director or key staff meet-and-greet, and/or a community reception. A book that contains customized interview questions and information about each of the candidates invited to interview will be provided to those involved in the interview process. We will turn the process over to the City to facilitate the interviews, and the consultant will not be present.

Any travel expenses for the candidates will be borne and reimbursed directly by the City.

The City will select the top candidate. The Novak Consulting Group can help make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates, including but not limited to education, credentials, employment history, criminal background check, civil litigation check, and credit history.

The Novak Consulting Group also can assist in negotiating the employment offer. We will provide information about best practices in salary and total compensation, and we will have obtained information on the candidate's salary history. We will keep candidates apprised of their status and release them at the appropriate time.

**Activity 3 Deliverables:** Interview book materials including references and background checks

## Recruitment Timeline

Included as Attachment A is a draft timeline. We expect to review this with the City Administrator during Activity 1 and adjust it as necessary as we develop the recruitment plan.

# Cost Proposal

A fixed cost for expenses may be higher than the actual cost since the cost of ads and background checks vary. (For example, how many and where ads are place, how many finalists for the background checks, etc.). Therefore, we are providing two options – a cost that allows for the variable costs and one that includes the ads and background checks. The cost to conduct a recruitment for the Human Resources Director would be the same as outlined below.

**Fixed fee – inclusive:**

The total fixed fee to complete the Finance Director recruitment, as outlined in this proposal, is $22,300. This includes all professional fees and expenses for The Novak Consulting Group, as well as ads and background checks.

The fixed fee will be invoiced as follows:

- Activity 1 – After delivery of the recruitment documents (recruitment plan, recruitment brochure, and first-year goals)
- Activity 2 – After the candidate review
- Activity 3 – After the reference and background checks are completed

**Fixed fee – except ads and background checks:**

The total fixed fee to complete the Finance Director recruitment, as outlined in this proposal, is $17,800. This includes all professional fees and expenses for The Novak Consulting Group. We estimate the following additional costs to the City, which would be billed at cost.

- Approximately $1,000-$1,500 for advertising
- Background checks for the top finalists estimated at $175-$500/finalist
- Travel for finalists' interviews will also be borne and reimbursed directly to the finalists by the City.

The fixed fee will be invoiced as follows:

- Activity 1 – After delivery of the recruitment documents (recruitment plan, recruitment brochure, and first-year goals)
- Activity 2 – After the candidate review
- Activity 3 – After the reference and background checks are completed

Advertising and background checks are invoiced as completed.

## Service Guarantee

If the selected candidate leaves the position for any reason within one year of hire, The Novak Consulting Group will conduct a new search for no professional fee. We would only bill the City for direct expenses.

# Attachment A – Recruitment Timeline

| | Schedule | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | **Westminster, Maryland** | | | | | | | | | | | | | | |
| | **Finance Director Recruitment** | **START** | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
| | | **3/30** | 4/6 | 4/13 | 4/20 | 4/27 | 5/4 | 5/11 | 5/18 | 5/25 | 6/1 | 6/8 | 6/15 | 6/22 | 6/29 |
| **Activity 1 -** | **Develop Candidate Profile** | | | | | | | | | | | | | | |
| 1.1 | Meet with Human Resources and the City Administrator to identify desired traits and experiences for the position; discuss timeline and process | | | | | | | | | | | | | | |
| 1.2 | Facilitate meetings to gather input from key staff in the department and the Leadership Team | | | | | | | | | | | | | | |
| 1.3 | Draft recruitment documents | | | | | | | | | | | | | | |
| 1.4 | Finalize recruitment profile, recruitment plan, and first-year goals | | | | | | | | | | | | | | |
| **Activity 2 -** | **Conduct Active Recruitment and Screening** | 3/30 | 4/6 | 4/13 | 4/20 | 4/27 | 5/4 | 5/11 | 5/18 | 5/25 | 6/1 | 6/8 | 6/15 | 6/22 | 6/29 |
| 2.1 | Develop and place ads | | | | | | | | | | | | | | |
| 2.2 | Direct outreach to develop and cultivate candidates | | | | | | | | | | | | | | |
| 2.3 | Receive application materials | | | | | | | | | | | | | | |
| 2.4 | Communicate with candidates | | | | | | | | | | | | | | |
| 2.5 | Conduct pre-screening of candidates to develop semi-finalists | | | | | | | | | | | | | | |
| 2.6 | Review applicant pool and top candidate information; aid in narrowing to invited interview group (5- 6) | | | | | | | | | | | | | | |
| **Activity 3 -** | **Support Interviews and Selection** | 3/30 | 4/6 | 4/13 | 4/20 | 4/27 | 5/4 | 5/11 | 5/18 | 5/25 | 6/1 | 6/8 | 6/15 | 6/22 | 6/29 |
| 3.1 | Conduct reference and background checks | | | | | | | | | | | | | | |
| 3.2 | Provide customized interview materials for City | | | | | | | | | | | | | | |
| 3.3 | Inform all applicants of final outcome | | | | | | | | | | | | | | |

# Attachment B – Required Forms

**BID FORM**
**Executive Search Services**

Name of Bidder: Raftelis Financial Consultants, Inc.

Address: 227 W. Trade Street, Suite 1400
Charlotte, NC 28202

704-373-1199 By:
Telephone Signature

jnovak@raftelis.com Julia D. Novak Executive Vice President
Email Typed Name and Title

Fee Schedule:

| | |
|---|---|
| Lump-Sum Fee for Director of Finance Recruitment | $17,800 |
| Maximum Out-of-Pocket Costs for Recruitment | $4,500 |
| Lump-Sum Fee for Director of Human Resources Recruitment | $17,800 |
| Maximum Out-of-Pocket Costs for Recruitment | $4,500 |
| Discount, if any, for Conducting Both Recruitments | $ |

Clearly describe any additional services that are available but not included in the fee above:

Comments:

## EXPERIENCE RECORD

Complete the following Experience Record and attach the same to the Proposal, covering work performed during the past 5 years.

| Name of Project | Date Started | Date Finished | Amount of Contract |
|---|---|---|---|
| Gaithersburg, MD Director of Finance & Admin | | 2019 | $19,500 |
| Loveland, CO Chief Financial Officer (partial) | | 2019 | $13,800 |
| La Plata, MD Treasurer | | 2018 | $19,550 |
| Alexandria, VA Controller | | 2016 | $18,300 |
| Boulder, CO Human Resources Director | | 2017 | $23,900 |
| Loudoun County, VA Assistant HR Director | | 2018 | $18,300 |
| Lee's Summit, MO Human Resources Director | | 2018 | $21,000 |
| Fairfax, VA City Manager | | 2018 | $21,800 |
| Fairfax County, VA County Executive | | 2017 | $27,800 |

(We are) (I am) presently working on the following projects:

Catherine is working on the following recruitments: Albemarle County, VA - CFO; Gaithersburg, MD - City Manager; Leesburg, VA - Town Attorney; Loudoun County, VA - Assistant County Administrator; Fort Collins, CO - Capital Projects Director

Have you ever defaulted on project? Yes_____ No ☑

If yes, give Name of Owner, Name of Bonding Company and circumstance:

**CITY OF WESTMINSTER, MARYLAND**
**VENDOR RESPONSIBILITY FORM**

1. Summarize briefly your experience in providing the commodities or services outlined in the attached specifications:

   We have completed over 160 recruitments for local government clients in 39 states.

2. List the name and address of one bank or other institution that can provide the City with an adequate credit reference:

   First Citizens Bank & Trust
   128 S. Tryon Street
   Charlotte, NC 28202

Firm Federal I.D. # 20-1054069

Name of Bidder: Raftelis Financial Consultants, Inc.

Address: 227 W. Trade Street, Suite 1400
Charlotte, NC 28202

Firm Telephone #: 704-373-1199

By: Signature

Julia D. Novak, Executive Vice President
Typed Name and Title

**CITY OF WESTMINSTER, MARYLAND**
**EQUAL OPPORTUNITY EMPLOYER CERTIFICATION**

I hereby affirm that this company does not discriminate in any manner against any employee or applicant for employment because of race, national origin or ethnicity, pregnancy, gender, gender identity, sexual orientation, family status, religion, disability, genetic information, political affiliation, or status in any other group protected by federal/state/local law.

Bidder: Raftelis Financial Consultants, Inc.
Type/Print Name of Firm

Address: 227 W. Trade Street, Suite 1400

City/State: Charlotte, NC 28202
Zip Code

By: _____
Signature of Person Authorized to Sign Bid

Julia D. Novak, Executive Vice President
Print Name/Title of Person Authorized to Sign Bid

**CITY OF WESTMINSTER, MARYLAND**
**STATEMENT UNDER OATH TO ACCOMPANY BID**

The bidder represents, and it is a condition of the acceptance of this bid, that the bidder has not been a party with other bidders to any agreement to bid a fixed or uniform price. The bidder also represents that none of its officers, directors, partners, or employees who are directly involved in obtaining or performing contracts with any public bodies has:

(1) been convicted of bribery, attempted bribery, or conspiracy to bribe, under the laws of any state or of the federal government;

(2) been convicted under a State or federal law or statute of any offense enumerated in Md. Code Ann., State Fin. and Proc. §16-203; or

(3) been found civilly liable under a State or federal antitrust statute as provided in Md. Code Ann., State Fin. and Proc., §16-203.

The Contractor warrants that it has not been debarred or suspended under Md. Code Ann., State Fin., and Proc., Title 16 Subtitle 3 and that it shall not knowingly enter into a contract with a public body under which a person or business debarred or suspended under Md. Code Ann., State Fin., and Proc., Title 16, Subtitle 3 will provide, directly or indirectly, supplies, services, architectural services, construction related services, leases of real property, or construction.

The Bidder/Offeror and/or any person signing on its behalf acknowledges that all documents, information and data submitted in its Bid/Proposal shall be treated as public information unless otherwise indicated.

ATTEST/WITNESS

Valerie J. Smith

By:

Raftelis Financial Consultants, Inc.

Name of Bidder-Type/Print

Signature of Person Authorized to Sign

Julia D. Novak, Executive Vice President

Name and Title of Signatory (Type or Print)

STATE OF MARYLAND
COUNTY OF CARROLL, TO WIT:

On this 12th day of March 2020, before the undersigned officer, personally appeared Julia D. Novak, known to me or satisfactorily proven to be the person whose name is subscribed on the foregoing instrument for the purposes therein contained.

IN WITNESS WHEREOF, I have hereunto set my hand and official seal the day and year aforesaid.

Notary Public

My Commission Expires: 6/26/2022

NOTARY PUBLIC STATE OF OHIO

SOMREITH LESLIE PIL
Notary Public, State of Ohio
My Comm. Expires 06/26/2022

## REFERENCES

The Firm shall furnish a representative list of three (3) references involving work as specified herein. Failure to submit the required information with the Proposal may be cause for rejection of the Proposal.

The City may make such investigation, as it deems necessary to determine the ability of the Firm to furnish the services, and the Firm shall furnish to the City all such information and data for this purpose as the City may request. The City reserves the right to reject any proposal if the evidence submitted by or investigation of such Firm fails to satisfy the City that such Firm is properly qualified to carry out the obligations of the contract and deliver the service herein.

Client Name: City of Gaithersburg

Address: 31 South Summit Avenue, Gaithersburg, MD 20877

Contact Person: Tony Tomasello Phone: 301-258-6310

Email: tony.tomasello@gaithersburgmd.gov Contract Value: $19,500 - $21,900

Dates of Service: 2013, 2014, 2019, 2020

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Client Name: Town of La Plata

Address: 305 Queen Anne Street, La Plata, MD 20646

Contact Person: Michelle Miner Phone: 301-934-8421

Email: mminer@townoflaplata.org Contract Value: $19,550

Dates of Service: 2013, 2014, 2018

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Client Name: Loudoun County

Address: 1 Harrison Street, S.E., Leesburg, VA 20175

Contact Person: Ronda Allen Phone: 703-777-0213

Email: Ronda.Allen@loudoun.gov Contract Value: $18,300 - $21,300

Dates of Service: 2013 - present

Form **W-9**
(Rev. October 2018)
Department of the Treasury
Internal Revenue Service

# Request for Taxpayer Identification Number and Certification

▶ Go to *www.irs.gov/FormW9* for instructions and the latest information.

**Give Form to the requester. Do not send to the IRS.**

Print or type. See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
Raftelis Financial Consultants, Inc

2 Business name/disregarded entity name, if different from above
Raftelis

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☑ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶

**Note:** Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any)

Exemption from FATCA reporting code (if any)

*(Applies to accounts maintained outside the U.S.)*

5 Address (number, street, and apt. or suite no.) See instructions.
227 West Trade Street, Suite 1400

Requester's name and address (optional)

6 City, state, and ZIP code
Charlotte, NC 28202

7 List account number(s) here (optional)

## Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN,* later.

**Note:** If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

**Social security number**
☐☐☐ – ☐☐ – ☐☐☐☐

**or**

**Employer identification number**
2 0 – 1 0 5 4 0 6 9

## Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

**Certification instructions.** You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

**Sign Here** **Signature of U.S. person ▶** Matthew Fogleman **Date ▶** 1.3.20

# General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

**Future developments.** For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9.*

## Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

*If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See* What is backup withholding, *later.*

# The Novak Consulting Group and Raftelis, improving public organizations for the communities they serve and the people who work in them.

- Finance
- Management
- Technology
- Communications

The Novak Consulting Group and Raftelis joined together to bring our shared passion for public-sector performance to local governments across the country. Our combined capabilities and resources mean that we can quickly connect our clients to experts who can deliver the analysis and insights they need.

Learn more at www.raftelis.com or www.thenovakconsultinggroup.com

info@thenovakconsultinggroup.com
info@raftelis.com
513.221.0500

The Novak Consulting Group

A PART OF RAFTELIS

**Finance**
- Affordability
- Debt issuance support
- Financial and capital planning
- Rate, charge, and fee studies

**Technology**
- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions

**Management**
- Executive recruitment
- Organizational & operational assessments
- Program development and implementation support
- Strategic planning

**Communications**
- Graphic design and creative services
- Media and spokesperson training
- Public involvement and community outreach
- Risk and crisis communication
- Social media strategy
- Strategic communication planning

The Novak Consulting Group A PART OF RAFTELIS

The Novak Consulting Group

# strengthening organizations from the inside out

*Our mission is to strengthen organizations, for those they serve and those who work in them. We are local government professionals, and we provide services tailored to local governments:*

- *Facilitation & Strategic Planning*
- *Executive Search*
- *Organizational Assessment & Optimization*

***See how we can help you solve your organization's challenges.***
***Visit TheNovakConsultingGroup.com or call 513-221-0500 today.***

*leadership expertise. exceptional service.*

The Novak Consulting Group

*We offer our clients innovative thinking that strengthens organizations from the inside out. Our management consulting services combine the personal attention and flexibility of a small firm with the sophistication and senior-level expertise of a large firm.*

## Facilitation & Strategic Planning

***Leading planning sessions for successful outcomes.***

Managing group processes is equal parts art and skill. We've facilitated countless group exercises including staff retreats and goal setting conversations with governing bodies. We excel at navigating complex interpersonal dynamics within an organization to ensure its employees are aligned to carry out its vision.

## Executive Search

***Finding and developing strong leaders.***

The quality of an organization's leaders is critical to its health and long-term success. Executive search can be an invaluable service for both elected bodies hiring executive staff and CEOs filling high-level positions. Executive coaching develops leaders within an organization, not only enhancing their performance, but helping it retain talent throughout its ranks

## Organizational Assessment & Optimization

***Maximizing efficiency and productivity.***

Assessing and optimizing organizational performance is one of our core services. We evaluate operations at every level, from a single department to the organization as a whole.

*513-221-0500*
*1776 Mentor Ave*
*Cincinnati, Ohio 45212*

thenovakconsultinggroup.com

The Novak Consulting Group

# Executive Search Process

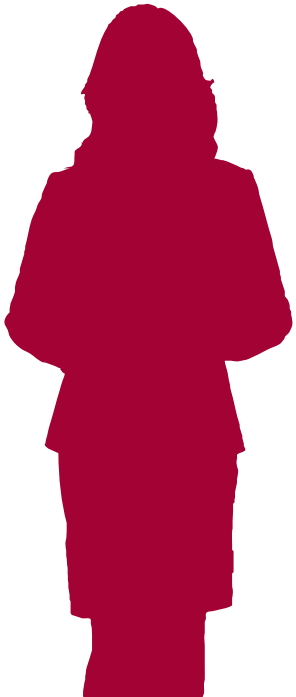
## 1 develop candidate profile

- Discuss needed skills and organizational culture
- Develop recruitment plan and position profile
- Develop 12-month goals

## 2 conduct aggressive recruitment

- Identify target individuals and jurisdictions
- Prepare and place advertisements
- Leverage networks
- Identify qualified candidates for assessment

## 3 support selection



- Screen each applicant
- Prepare candidate summaries
- Develop interview process
- Finalize candidate list
- Facilitate interview and selection

## successful candidate

# *executive search solutions*

*When you peel away the processes, products and services, what makes an institution last? Meaningful goals built off strong ideals — supported by* ***the right people.***

*But goals and ideals are easily derailed if new employees aren't properly prepared for success. Because in the end, finding great employees is one thing, but making the most of their abilities is another entirely.*

*At The Novak Consulting Group, we apply a holistic approach to Executive Search that focuses on long-term performance rather than short-term placement.* ***Not only will we support your organization by finding the right people when you need them most — our diligent work and ongoing guidance will ensure their contributions are significant from day one.***

***Learn how your organization can benefit from a focused, forward-thinking Executive Search. Visit TheNovakConsultingGroup.com or call 513-221-0500 today.***

The Novak Consulting Group

# a better executive search process

The Novak Consulting Group

**1 ASSESS NEEDS**

*gather information from key players to identify specific performance goals for the position*

**2 FIND THE RIGHT CANDIDATES**

*identify, assess and recruit the best person to accomplish goals*

**3 DEVELOP PLAN FOR SUCCESS**

*create work model for goals to be met in the first six to twelve months*

*In the end, we aren't just looking for a successful professional, we are finding the right employee to be successful in their new position long after they're hired.*

*FILLING KEY POSITIONS, SUCH AS:*

- *City and County Manager*
- *General Manager*
- *Chief Executive Officer*
- *Chief Administrative Officer*
- *Executive Director*
- *Assistant/Deputy Manager*
- *Department Head*
- *Key Staff Members*
- *Technical Staff*

*IN AREAS THAT INCLUDE:*

- *Executive Leadership*
- *Finance and Administration*
- *Information Technology*
- *Human Resources*
- *Communication and Public Relations*
- *Human and Social Services*
- *Public Works*
- *Police, Fire and Public Safety*
- *Planning and Community Development*
- *Program Managers*
- *and others*

***When governing bodies and nonprofit organizations need to fill key positions, they turn to The Novak Consulting Group and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success.***

## Selection and Retention Process

1 ***INQUIRING, UNDERSTANDING & DEFINING*** Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We'll identify qualifications and requirements, as well as map out the new hire's six to twelve month goals, so both our client and the employee remain on the same track for success. We'll build an accurate position profile, thus ensuring we attract the right people to the position.

2 ***CANDIDATE SEARCH & EVALUATION*** To reach the right candidates, The Novak Consulting Group customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

3 ***SUPPORTING SUCCESS*** We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. Six to eight weeks after their placement, we follow up and conduct a job review to ensure continued progress, productivity and satisfaction for the employee and our client.

## The Novak Consulting Group Difference

Our consultants not only have experience in Executive Search, they've also had prior careers in many of the fields where we search for candidates. This combined expertise allows our team to deliver the best and brightest prospects through a goals-based approach. By looking beyond the hiring process, we take a holistic view that ensures each candidate will fit the role, as well as the organization. In the end, we aren't just looking for a successful professional, we are finding the right employee to be successful in their new position long after they're hired.

The Novak Consulting Group

# TRUSTED ADVISORS TRANSFORMING COMMUNITIES

## EXECUTIVE SEARCH

### ARIZONA

| | |
|---|---|
| Clarkdale | Town Manager |
| Cottonwood | City Manager |
| Peoria | Human Resources Director |
| Yuma | City Administrator |

### COLORADO

| | |
|---|---|
| Boulder | Human Resources Director |
| Lafayette | City Administrator |
| Louisville | City Manager |
| | Director of Parks and Recreation |
| | Director of Planning and Building Safety |
| Loveland | Budget Manager* |
| | Chief Financial Officer* |
| | Economic Development Director* |

### CONNECTICUT

| | |
|---|---|
| Greenwich | Town Administrator |
| Mansfield | Town Manager |
| Meriden | City Manager |
| Windsor | Police Chief |

### DELAWARE

| | |
|---|---|
| Kent County | County Engineer/ Public Works Director |
| Lewes | Municipal Planning and Development Officer |
| Milford | City Manager |
| Milton | Town Manager |
| Rehoboth Beach | City Manager |

### ILLINOIS

| | |
|---|---|
| Peoria County | Director, Animal Protection Services |

### INDIANA

| | |
|---|---|
| Bloomington | Traffic and Transportation Engineer |

### KANSAS

| | |
|---|---|
| Baldwin City | City Administrative Officer |
| Edgerton | Building Inspector |
| | Community Development Director |
| Johnson County | Human Resources Director |
| Merriam | Finance Director |
| Tonganoxie | City Manager |

### MARYLAND

| | |
|---|---|
| Aberdeen | Director of APG Privatization |
| | Police Chief |
| | Public Works Director |
| Berwyn Heights | Code Supervisor |
| | Town Administrator |
| Cambridge | City Manager |
| Charles County | Director of Community Services* |
| | Engineer IV* |
| Gaithersburg | Director of Finance and Administration |
| | Engineering Services Division Chief |
| | Public Works Director |
| Garrett Park | Town Manager |
| La Plata | Planning Director |
| | Police Chief |
| | Town Manager |
| | Town Treasurer |
| Mount Rainier | City Manager |
| New Carrollton | City Administrative Officer |
| Ocean Pines Association | General Manager |
| Riverdale Park | Town Manager |
| Rockville | City Manager |
| | Community Planning and Development Services Director |
| Sykesville | Town Manager |

### MICHIGAN

| | |
|---|---|
| Novi | Assistant City Manager |
| | Finance Director |
| Rochester Hills | Chief Financial Officer |

### MISSOURI

| | |
|---|---|
| Chesterfield | City Administrator |
| Clayton | City Manager |
| Lee's Summit | Human Resources Director |

### MONTANA

| | |
|---|---|
| Helena | City Manager |

### NEW HAMPSHIRE

| | |
|---|---|
| Keene | City Manager |

### NEW YORK

| | |
|---|---|
| Batavia | City Manager |
| Oneonta | City Manager |

### OHIO

| | |
|---|---|
| Centerville | City Manager |
| Cleveland Heights | City Manager |
| | Finance Director |
| Dublin | City Manager |
| | Director of Public Service |
| Granville | Village Manager |
| Hilliard | City Manager |
| Hudson | City Manager |
| Jackson Township | Township Administrator |
| Miami Township | Township Administrator |
| Moraine | City Manager |
| Oberlin | Fire Chief |
| | Police Chief |
| Portsmouth | City Manager |
| Prairie Township | Township Administrator |
| Sandusky | City Manager |

** candidate sourcing/screening*

The Novak Consulting Group

TRUSTED ADVISORS TRANSFORMING COMMUNITIES

# EXECUTIVE SEARCH

## OH (Continued)

| | |
|---|---|
| Solid Waste Authority of Central Ohio (SWACO) | Director of Administration |
| Union County | County Adminstrator |
| Upper Arlington | Assistant City Manager* |
| | Police Chief |
| Washington Township | Township Administrator |
| West Chester Township | Township Administrator |
| Westerville | Deputy Director of Planning and Development |
| | Finance Director |
| Worthington | Assistant Fire Chief |

## OREGON

| | |
|---|---|
| Lane County | Public Works Director |

## PENNSYLVANIA

| | |
|---|---|
| Carlisle Borough | Police Chief |

## TEXAS

| | |
|---|---|
| Lancaster | Assistant City Manager |
| | Finance Director |
| University Park | Human Resources Director |

## VIRGINIA

| | |
|---|---|
| Alexandria | Controller |
| Arlington County | Central Library Services Division Chief* |
| Ashland | Town Manager |
| Bedford County | County Administrator |
| | Deputy Fire Chief* |
| | Finance Director |
| Fairfax | City Manager |
| | Police Chief |
| Fairfax County | County Executive |
| | Deputy County Executive |

## VA (Continued)

| | |
|---|---|
| Harrisonburg | City Manager |
| | Police Chief |
| Loudoun County | Animal Services Director |
| | Assistant County Administrator |
| | Assistant Director of Human Resources |
| | County Attorney |
| | Economic Development Director |
| | Family Services Director |
| | Finance Director |
| | Mapping and Geographic Information Director |
| | Mental Health, Substance Abuse, and Developmental Services Director |
| | Parks, Recreation, and Community Services Director |
| | Planning and Zoning Director |
| | Systemwide Fire Chief |
| Warrenton | Town Manager |

## WASHINGTON

| | |
|---|---|
| Shoreline | Administrative Services Director |
| | City Manager |
| | Human Resources and Organizational Development Director |

## WISCONSIN

| | |
|---|---|
| Central Brown County Water Authority | Manager |
| Mequon | City Administrator |

** candidate sourcing/screening*

The Novak Consulting Group

# TRUSTED ADVISORS TRANSFORMING COMMUNITIES

## ORGANIZATIONAL ASSESSMENT

## EXECUTIVE SEARCH

## STRATEGIC PLANNING/FACILITATION

**300+**
COMMUNITIES SERVED

**600+**
TOTAL ENGAGEMENTS

**220**
ORGANIZATIONAL ASSESSMENTS

**150+**
EXECUTIVE SEARCHES

**300+**
STRATEGIC PLANS/ FACILITATIONS & TRAINING

**37%**
COMMUNITIES THAT HAVE HIRED US MORE THAN ONCE

## ARIZONA

| | OA | ES | SPF |
|---|---|---|---|
| Alliance for Innovation | | | SPF |
| Central Arizona Project | | | SPF |
| Clarkdale | | ES | |
| Cottonwood | | ES | |
| Goodyear | | | SPF |
| Peoria | | ES | |
| Sierra Vista | | | SPF |
| Yuma | | ES | |

## CALIFORNIA

| | OA | ES | SPF |
|---|---|---|---|
| Gilroy | OA | | |
| Hanford | | | SPF |
| Hayward | | | SPF |
| Hollister | OA | | |
| Huntington Beach | OA | | |
| Long Beach Transit Authority | OA | | |
| Manhattan Beach | | | SPF |
| Palo Alto | | | SPF |
| Placer County | | | SPF |
| San Luis Obispo | | | SPF |
| San Marino | | | SPF |
| Santa Barbara | OA | | SPF |
| Yountville | | | SPF |

## COLORADO

| | OA | ES | SPF |
|---|---|---|---|
| Adams County | | | SPF |
| Aspen | OA | | |
| Aurora | OA | | SPF |
| Boulder | OA | ES | SPF |
| Boulder County | OA | | |
| Brighton | | | SPF |
| Centennial | OA | | SPF |
| Erie | | | SPF |
| Evans | | | SPF |
| Fort Collins | OA | | SPF |
| Greeley | OA | | |
| La Plata County | OA | | |
| Lafayette | | ES | SPF |
| Louisville | | ES | SPF |
| Loveland | | ES | |

## CO (continued)

| | OA | ES | SPF |
|---|---|---|---|
| Routt County | | | SPF |
| Westminster | | | SPF |
| Windsor | OA | | SPF |

## CONNECTICUT

| | OA | ES | SPF |
|---|---|---|---|
| Connecticut Town and City Management Association | OA | | |
| Enfield | OA | | |
| Greenwich | | ES | |
| Groton | OA | | |
| Manchester | OA | | SPF |
| Mansfield | OA | ES | |
| Meriden | | ES | |
| Windsor | | ES | |

## DELAWARE

| | OA | ES | SPF |
|---|---|---|---|
| Kent County | | ES | |
| Lewes | | ES | |
| Milford | | ES | |
| Milton | | ES | |
| Rehoboth Beach | | ES | |

## FLORIDA

| | OA | ES | SPF |
|---|---|---|---|
| Palmetto Bay | | | SPF |

## GEORGIA

| | OA | ES | SPF |
|---|---|---|---|
| Decatur | | | SPF |
| Roswell | | | SPF |

## ILLINOIS

| | OA | ES | SPF |
|---|---|---|---|
| Carbondale | OA | | |
| DuPage County | OA | | |
| Evanston | OA | | |
| Geneva | | | SPF |
| Gurnee | | | SPF |
| Lisle | | | SPF |
| Peoria County | | ES | |
| Schaumburg | OA | | |
| Warrenville | OA | | |
| Woodridge | | | SPF |

## INDIANA

| | OA | ES | SPF |
|---|---|---|---|
| Bloomington | OA | ES | |
| Indianapolis | OA | | |
| Monroe County | OA | | |

## IN (continued)

| | OA | ES | SPF |
|---|---|---|---|
| Bloomington | OA | ES | |
| Indianapolis | OA | | |
| Monroe County | OA | | |
| Munster | OA | | SPF |

## KANSAS

| | OA | ES | SPF |
|---|---|---|---|
| Baldwin City | | ES | SPF |
| Bonner Springs | OA | | |
| Edgerton | | ES | |
| Edwardsville | | | SPF |
| Eudora | | | SPF |
| Garden City | OA | | |
| Gardner | | | SPF |
| Johnson County | | ES | SPF |
| Lawrence | | | SPF |
| Merriam | | ES | |
| Olathe | | | SPF |
| Roeland Park | | | SPF |
| Shawnee | OA | | SPF |
| Tonganoxie | | ES | SPF |
| Unified Government of Wyandotte County/Kansas City, KS | | | SPF |

## KENTUCKY

| | OA | ES | SPF |
|---|---|---|---|
| Lexington-Fayette Urban County Government | OA | | |
| Paducah | | | SPF |

## LOUISIANA

| | OA | ES | SPF |
|---|---|---|---|
| New Orleans | OA | | |
| Orleans Parish School Board | | ES | |

## MARYLAND

| | OA | ES | SPF |
|---|---|---|---|
| Aberdeen | OA | ES | SPF |
| Berwyn Heights | | ES | |
| Cambridge | | ES | |
| Charles County | | ES | |
| College Park | OA | | SPF |
| Gaithersburg | | ES | |
| Garrett Park | | ES | |
| Greenbelt | | | SPF |
| La Plata | | ES | SPF |

## MD (Continued)

| | OA | ES | SPF |
|---|---|---|---|
| Maryland Municipal League | OA | | |
| Maryland State Judiciary | | | SPF |
| Mount Rainier | OA | ES | |
| New Carrollton | | ES | |
| Ocean City | | | SPF |
| Ocean Pines Association | | ES | |
| Riverdale Park | | ES | |
| Rockville | OA | ES | SPF |
| Sykesville | | ES | |
| University Park | | | SPF |
| Westminster | | | SPF |
| Worcester County | | | SPF |

## MASSACHUSETTS

| | OA | ES | SPF |
|---|---|---|---|
| Franklin County | OA | | |
| Lexington | | | SPF |
| Nantucket | OA | | SPF |
| Pioneer Valley Planning Commission | OA | | |
| Sherborn | OA | | |
| Westborough | | | SPF |

## MICHIGAN

| | OA | ES | SPF |
|---|---|---|---|
| Ada | | | SPF |
| Ann Arbor | | | SPF |
| Ann Arbor Transportation Authority | | | SPF |
| Ferndale | | | SPF |
| Holland | OA | | |
| Jackson County | | | SPF |
| Midland | | | SPF |
| Midland Community Foundation | | | SPF |
| Novi | | ES | |
| Rochester Hills | OA | ES | |
| Saline | OA | | |
| Three Rivers | OA | | |

## MINNESOTA

| | OA | ES | SPF |
|---|---|---|---|
| Cloquet | OA | | |
| Edina | OA | | |

## MN (Continued)

| | OA | ES | SPF |
|---|---|---|---|
| Minnesota Municipal League | OA | | |
| Northfield | OA | | |

## MISSOURI

| | OA | ES | SPF |
|---|---|---|---|
| Chesterfield | | ES | |
| Clayton | | ES | SPF |
| Lee's Summit | OA | ES | SPF |
| Maryville | | | SPF |
| Missouri Municipal League | | | SPF |
| North Kansas City | | | SPF |
| Parkville | | | SPF |
| Platte City | OA | | |
| Sikeston | | | SPF |
| St. Joseph | | | SPF |
| St. Louis County | | | SPF |
| University City | | | SPF |

## MONTANA

| | OA | ES | SPF |
|---|---|---|---|
| Helena | | ES | |

## NEBRASKA

| | OA | ES | SPF |
|---|---|---|---|
| Hastings | OA | | |
| La Vista | OA | | |

## NEVADA

| | OA | ES | SPF |
|---|---|---|---|
| Reno | OA | | |

## NEW HAMPSHIRE

| | OA | ES | SPF |
|---|---|---|---|
| Keene | | ES | |

## NEW YORK

| | OA | ES | SPF |
|---|---|---|---|
| Batavia | | ES | |
| Edgemont | OA | | |
| Ithaca | OA | | |
| Oneonta | | ES | |
| Rochester | OA | | |
| Wainscott | OA | | |

## NEW JERSEY

| | OA | ES | SPF |
|---|---|---|---|
| New Jersey Health Initiative | OA | | |

## NORTH CAROLINA

| | OA | ES | SPF |
|---|---|---|---|
| Albemarle | | | SPF |
| Asheville | OA | | |
| Brevard | | | SPF |
| Cary | | | SPF |

## NC (Continued)

| | OA | ES | SPF |
|---|---|---|---|
| GoTriangle Transit | OA | | SPF |
| Greensboro | OA | | |
| Raftelis | | | SPF |
| Raleigh | OA | | SPF |
| Swansboro | | | SPF |
| Wake County | OA | | |
| Wilmington | OA | | |

## OHIO

| | OA | ES | SPF |
|---|---|---|---|
| Beavercreek Township | OA | | |
| Blendon Township | | | SPF |
| Blue Ash | OA | | SPF |
| Centerville | | ES | |
| Cincinnati | OA | | SPF |
| Clearcreek Township | OA | | SPF |
| Cleveland Heights | OA | ES | SPF |
| Delaware | OA | | |
| Delaware County | | | SPF |
| Delaware County EMS | | | SPF |
| Dublin | OA | ES | SPF |
| Gahanna | OA | | SPF |
| Granville | | ES | |
| Hilliard | | ES | |
| Hudson | | ES | |
| Jackson Township | | ES | |
| Miami Township | | ES | |
| Miami University | OA | | |
| Miami Valley Risk Management Authority | | | SPF |
| Moraine | | ES | |
| National Association of State and Local Equity Funds | | | SPF |
| Oberlin | OA | ES | SPF |
| Ohio City/County Management Association | OA | | SPF |
| Owens-Corning | | | SPF |
| Portsmouth | | ES | |
| Powell | | | SPF |
| Prairie Township | | ES | |
| Sandusky | | ES | |

## OH (Continued)

| | OA | ES | SPF |
|---|---|---|---|
| Sharonville | | | SPF |
| Solid Waste Authority of Central Ohio (SWACO) | OA | ES | |
| Solon | OA | | |
| Toledo | | | SPF |
| Troy | OA | | |
| Union County | | ES | |
| Upper Arlington | | ES | SPF |
| Washington Township | OA | ES | SPF |
| West Chester Township | | ES | |
| Westerville | | ES | |
| Worthington | OA | ES | SPF |

## OKLAHOMA

| | OA | ES | SPF |
|---|---|---|---|
| Norman | OA | | |

## OREGON

| | OA | ES | SPF |
|---|---|---|---|
| Bend | | | SPF |
| Gresham | | | SPF |
| Hillsboro | | | SPF |
| Lane County | | ES | |
| Salem | OA | | SPF |
| Wilsonville | OA | | SPF |

## PENNSYLVANIA

| | OA | ES | SPF |
|---|---|---|---|
| Allentown | OA | | |
| Carlisle Borough | | ES | |
| Duquesne | OA | | |
| East Buffalo | OA | | |
| East Whiteland Township | OA | | |
| Exeter Township | OA | | |
| Farrell | OA | | |
| Ford City Borough | OA | | |
| Harrisburg | OA | | |
| Hazleton | OA | | |
| Lancaster County | OA | | |
| Lewisburg | OA | | |

## PA (Continued)

| | OA | ES | SPF |
|---|---|---|---|
| Nanticoke | OA | | |
| Reading | OA | | |
| St. Marys | OA | | |
| State College | | | SPF |

## RHODE ISLAND

| | OA | ES | SPF |
|---|---|---|---|
| Westerly | OA | | |

## SOUTH CAROLINA

| | OA | ES | SPF |
|---|---|---|---|
| Charleston | OA | | |
| Hilton Head | | | SPF |

## TENNESEE

| | OA | ES | SPF |
|---|---|---|---|
| Farragut | | | SPF |

## TEXAS

| | OA | ES | SPF |
|---|---|---|---|
| Allen | | | SPF |
| Cedar Hill | | | SPF |
| Dallas | | | SPF |
| Lancaster | | ES | SPF |
| League City | | | SPF |
| Pearland | OA | | |
| Plano | | | SPF |
| Prosper | | | SPF |
| Temple | | | SPF |
| The Woodlands | OA | | SPF |
| University Park | | ES | SPF |

## UTAH

| | OA | ES | SPF |
|---|---|---|---|
| Murray | | | SPF |
| South Jordan | | | SPF |

## VERMONT

| | OA | ES | SPF |
|---|---|---|---|
| Montpelier | | | SPF |

## VIRGINIA

| | OA | ES | SPF |
|---|---|---|---|
| Alexandria | | ES | |
| Arlington County | | ES | |
| Ashland | | ES | |
| Bedford County | | ES | |
| Charlottesville | OA | | |
| Fairfax | | ES | |
| Fairfax County | | ES | |

## VA (Continued)

| | OA | ES | SPF |
|---|---|---|---|
| Fredericksburg | OA | | |
| Hampton | | | SPF |
| Harrisonburg | | ES | |
| Loudoun County | OA | ES | |
| Purcellville | OA | | |
| Vienna | | | SPF |
| Warrenton | OA | ES | |

## WASHINGTON

| | OA | ES | SPF |
|---|---|---|---|
| Bellevue | OA | | SPF |
| Mercer Island | | | SPF |
| Sequim | OA | | SPF |
| Shoreline | OA | ES | |

## WASHINGTON D.C.

| | OA | ES | SPF |
|---|---|---|---|
| International City/ County Management Association | OA | | SPF |
| National League of Cities | OA | | |
| USAID - Moldova | OA | | |

## WEST VIRGINIA

| | OA | ES | SPF |
|---|---|---|---|
| Monongalia County | | | SPF |
| Morgantown | | | SPF |

## WISCONSIN

| | OA | ES | SPF |
|---|---|---|---|
| Central Brown County Water Authority | | ES | |
| Eau Claire | | | SPF |
| Mequon | | ES | |
| Oak Creek | | | SPF |
| Washington County | | | SPF |

19Q4

The Novak Consulting Group

# Recruitment Announcement
for the City of Gaithersburg

# *DIRECTOR OF FINANCE AND ADMINISTRATION*

Gaithersburg

# Director of Finance and Administration – Gaithersburg, Maryland

## How to Apply

Applications will be accepted electronically by The Novak Consulting Group at thenovakconsultinggroup.com/jobs. Applicants first complete a brief online form then are prompted to provide one document (Word or PDF) that contains a cover letter and resume with salary history. Open until filled with first review of applications on April 8, 2019.

## Compensation

The salary range for this position is $104,915 - $167,865, depending on qualifications, with an excellent benefits package.

Please direct questions to Catherine Tuck Parrish at ***apply@thenovakconsultinggroup.com*** or ***513-221-0500***.

## The Position

The City of Gaithersburg's new Director of Finance and Administration will have the opportunity to join a financially stable, debt-free organization in one of Maryland's premier communities. Residents of Gaithersburg enjoy an impeccable quality of life, thanks in part to its team of City staff who work diligently to provide excellent customer service. The City has received the Government Finance Officers Association (GFOA) Distinguished Budget Award and Certificate of Achievement in Financial Reporting for many years and is consistently cited amongst the top destinations to live in the United States.

The Director of Finance and Administration plans, organizes, directs, and manages all of the City's financial activities. In this capacity, the Director interprets and applies the principles and practices of public finance administration and establishes departmental policies and procedures.

As a member of the City's Senior Leadership Team, the Director reports to the Deputy City Manager. The Director of Finance and Administration currently has three direct reports.

## The Organization

The City of Gaithersburg is a municipality that shares local government taxing authority with Montgomery County, Maryland. The City operates under the council-manager form of government, wherein the Mayor and five City Council members serve as the legislative body. The Mayor and City Council are elected at-large to serve staggered four-year terms. The City Manager is appointed by the Mayor and City Council to serve as the City's chief executive officer. The City Manager is responsible for the implementation of policies and directions established by the Mayor and City Council.

The City of Gaithersburg employs 417.99 FTEs and the City's FY 2019 total adopted expenditure budget is $70.7M.

As mandated by state law, Montgomery County provides school, library, social services, and fire protection for the City of Gaithersburg. In addition to the Montgomery County Police, Gaithersburg residents are served by the City's own Police Department.

## The Department

The Finance and Administration Division provides oversight of all City financial transactions and is responsible for financial reporting, creation of the budget document and budget monitoring, payroll and accounts payable processing, procurement, and investments. The Finance and Administration Department is currently staffed by 11 employees and has an adopted FY 2019 total budget of $22.7M.

In addition to its role in compliance, the City's Finance and Administration Department is the resource that assists all departments in providing services to residents. The City of Gaithersburg currently uses the Munis ERP system, Kronos, and ADP to issue payroll checks.

## The Ideal Candidate

The City of Gaithersburg's next Director of Finance and Administration is a skilled financial manager with the ability to prepare and administer complex budgets, draft financial reports, and explain complicated issues in an easily understood manner. The ideal Director of Finance and Administration empowers and develops staff, focuses on best practices, and brings innovative ideas for process improvements. This candidate is able to conduct long-range planning, evaluate intricate financial systems, and recommend goals and practices for providing effective and efficient services. He or she is an experienced leader who will oversee the work of all department personnel and recruit, train, and develop staff.

The ideal Director of Finance and Administration is a problem-solver with excellent communication skills. The successful candidate will deal constructively with conflict and develop appropriate resolutions, exercise sound judgment within policy guidelines, and adhere to all expected ethical standards and ideals. This person is reliable and responsive and will establish positive working relationships with department staff, elected officials, colleagues throughout the organization, vendors, and the community at large. The City of Gaithersburg's next Director of Finance and Administration has experience in procurement and investments and understands vendor relations, purchasing, strategic planning, and municipal bond financing.

Gaithersburg is seeking a Director of Finance and Administration with these traits:

- **Forward-thinking**
- **Ethical**
- **Team player**
- **Adaptable**
- **Apolitical**
- **Delegatory**

## Experience and Education

The minimum qualifications are a bachelor's degree in business administration, accounting, finance, public administration, or a closely related field and at least ten years of managerial experience in accounting, budgeting, and other phases of fiscal management. Four years of experience in governmental accounting is also required.

Preferred qualifications include a master's degree and Certified Public Accountant or Certified Public Finance Officer designation.

## The Community

QUICK FACTS:

- **Population: 68,710**
- **Median Household Income: $85,773**
- **Median Home Value: $380,300**
- **Median Age: 34.8 years old**
- **Total Area: 10.33 square miles**

The City of Gaithersburg, Maryland, is a thriving, culturally diverse and vibrant community in the Washington, D.C. metropolitan area, located north of the nation's capital. Gaithersburg began as a small settlement at the juncture between two ancient Native American trails, now Frederick Avenue and Diamond Avenue. The arrival of the Baltimore and Ohio Railroad in 1873 sparked a business and agricultural expansion that made the Gaither settlement the commercial center for upper Montgomery County, and it was incorporated as the town of Gaithersburg in 1878. A second major expansion occurred in the 1960s, when the Atomic Energy Commission headquarters (now the Department of Energy) and the National Bureau of Standards (now the National Institute of Standards and Technology) relocated to the vicinity, spurring residential and commercial growth that continues to this day.

When the National Institute of Standards and Technology (NIST) relocated to Gaithersburg, it brought with it tremendous growth in the fields of science and research. Today, NIST is the City's largest employer, along with MedImmune, LLC Biologics; Leidos; Asbury Methodist Village; GeneDx Inc.; Sodexo USA; and Hughes Network Systems, LLC.

Gaithersburg is the third largest city in Maryland and one of the state's fastest growing communities. The City is a major international location for high technology companies and boasts award winning schools, neighborhoods, and commercial developments. Its respect for its heritage, demonstrated by the revitalization efforts in the Olde Towne residential and commercial district, coupled with thoughtful planning for new communities and a commitment to cultural and recreational activities, has earned the City national acclaim.

Thoughtful, innovative planning defines the Gaithersburg community and can be seen in developments such as the Kentlands, now celebrating its 31st anniversary. Kentlands, one of the first "New Urbanist" neighborhoods built in the United States, was designed to be a walkable, mixed-use community. It occupies land that was once the farmstead of Otis Kent, just as much of modern Gaithersburg is built on historic farmland. These rural roots still influence the soul of the City, which has retained its small-town commitments to character, customer service, and collaboration as it has grown.

Gaithersburg is consistently recognized for its high quality of life. In 2016, 24/7 Wall Street ranked Gaithersburg amongst the top 25 places in America to live, citing the community's high median household income and extensive entertainment and recreational opportunities. In 2018, Livability.com placed Gaithersburg among the top 10 Best Cities for STEM Workers. Additionally, the City has earned Tree City USA status since 1990 and has been awarded the Distinguished Budget Presentation Award from the GFOA every year since 2002. For the past four years, WalletHub has identified the City as one of the top three Most Diverse Cities in America. The City's racial and ethnic demographics are 48.2% White, 25.8% Hispanic or Latino, 18% Black or African American, 18% Asian, 0.3% Native American or Alaska Native, and 3.9% who identify as two or more races.

The City's many special events and recreational opportunities make it a great place to work and live. Since 2010, the City has hosted the Gaithersburg Book Festival on the grounds of City Hall in Olde Towne. Gaithersburg is known for its entrepreneurial and startup business environment as new technology companies arrive each year to take advantage of the City's excellent location and dynamic workforce.

Gaithersburg is accessible via many modes of transportation, allowing easy access to the Washington, D.C. area and the greater Mid-Atlantic. The City is bisected by the 12-lane, I-270 freeway connecting Gaithersburg to the Washington Beltway and is the western terminus of the newly opened Inter-County Connector linking I-270 to I-95. Gaithersburg is served by the Metro system's Red Line, as well as the Maryland Association of Rail Commuters (MARC) rail system. It is within an hour's drive of all three major airports in the Baltimore/Washington region.

Because of its proximity to the nation's capital and major global industries, the City plays host to many international and domestic visitors. Gaithersburg enjoys one of the highest educated labor pools in the country. In fact, Maryland ranks fourth in percentage of the population with a bachelor's degree and second in the percentage with a graduate or professional degree.

Gaithersburg

To: Mayor and Common Council

From: Thomas Ledwell, Chief of Police

Date: April 6, 2020

Re: Annual Review of Automated Enforcement Program – Year 10

**Background**

On March 15, 2010, the Westminster Police Department (WPD) initiated its Automated Enforcement Program (AEP) at two intersections in the City. When the AEP was initiated, cameras were installed to monitor and capture red light violations for five traffic movements at the intersections of (1) Route 97/Malcolm Drive and Route 140 and (2) Route 97/Malcolm Drive and Nursery Road. The traffic movements captured are identified as follows:

- Site 501 E/B Route 140 (through lanes) at Route 97
- Site 502 E/B Route 140 (left turn lanes) at Route 97
- Site 503 W/B Route 140 (through lanes) at Route 97
- Site 504 W/B Route 140 (left turn lanes) at Route 97
- Site 505 S/B Malcolm Drive (through lanes) at Nursery Road

Based upon the analysis provided in the Year 1 Review of the AEP, a decision was made to decommission Sites 502 and 504. As a result, only three cameras were functional for Year 2 of the program. In July 2012, the Mayor and Common Council elected to decommission sites 501 and 503, leaving only site 505 in service since that time.

All potential violations identified by the AEP vendor are screened by sworn members of the WPD against 12 specific approval criteria. Only those violations that satisfy all 12 criteria are approved for the issuance of a citation. This process is different from the AEPs of some other agencies, which permit vendor employees to approve citations without law enforcement review.

The enforcement statistics reflected in this report for Year 10 reflect the period of March 1, 2019 through February 29, 2020.

**Site 505 Citation Data**

In Year 10 of the AEP, a total of 905 potential violations were captured at Site 505 and forwarded by the vendor for law enforcement review. Of these potential violations, 838 violations were approved for the issuance of citations. Of the potential violations, 67 (7.4%) were not approved for the issuance of citations because they did not satisfy all of the citation criteria.

Of the 838 citations issued, two of them were contested in court. In the ten years of the City's AEP, a total of 145 violators have contested their citations in court. Of these 145 violators, 142 were ultimately found guilty.

The following is a summary of citations issued at Site 505 during the ten years of the AEP:

| Program Year | Citations Issued | Avg. Citations/Day |
|---|---|---|
| Year 1 | 1,898 | 5.2 |
| Year 2 | 2,460 | 6.7 |
| Year 3 | 1,958 | 5.4 |
| Year 4 | 2,063 | 5.6 |
| Year 5 | 2,325 | 6.4 |
| Year 6 | 2,312 | 6.4 |
| Year 7 | 1,375 | 3.8 |
| Year 8 | 845 | 2.3 |
| Year 9 | 917 | 2.5 |
| **Year 10** | **838** | **2.3** |

**Site 505 Fiscal Analysis**

The AEP is a violator-funded traffic safety program. The following table reflects the program costs and revenues by month for Site 505 during Year 10:

| Month/Year | Citations Issued | Fine Revenue Received | Vendor Fees | R.A.E.C. Fee | Net Revenue |
|---|---|---|---|---|---|
| March 2019 | 67 | $4,147 | $3,165 | $164.62 | $817.38 |
| April 2019 | 80 | $5,100 | $3,253 | $164.62 | $1,682.38 |
| May 2019 | 99 | $5,990 | $3,495 | $164.62 | $2,330.38 |
| June 2019 | 82 | $5,850 | $3,297 | $164.62 | $2,388.38 |
| July 2019 | 80 | $6,450 | $3,484 | $164.62 | $2,801.38 |
| August 2019 | 74 | $5,797 | $3,275 | $141.63 | $2,380.37 |
| September 2019 | 61 | $5,100 | $3,099 | $161.00 | $1,840.00 |
| October 2019 | 74 | $5,250 | $3,286 | $161.00 | $1,803.00 |
| November 2019 | 68 | $5,175 | $3,198 | $161.00 | $1,816.00 |
| December 2019 | 49 | $4,875 | $3,033 | $161.00 | $1,681.00 |
| January 2020 | 51 | $4,275 | $2,967 | $161.00 | $1,147.00 |
| February 2020 | 53 | $4,135 | $3,044 | $161.00 | $930.00 |
| **TOTALS** | **838 citations** | **$62,144** | **$38,596** | **$1,930.73** | **$21,617.27** |
| *Internal Program Administration Costs* | | | | | *-$7,000* |
| **NET REVENUE FOR YEAR 10** | | | | | **$14,617.27** |

*With respect to the "internal program administration costs" reflected in the table above, Police Department staff members expend approximately one hour per work day on citation approval, meetings, and other administrative tasks associated with the AEP. This equates to roughly $7,000 in annual internal administrative costs.*

**Site 505 Crash Experience**

Staff examined the crash experience at Site 505 during the ten years of the program, contrasting that data with the three-year period prior to the implementation of the AEP. The following is a summary of that analysis:

| Time Period | Total Crashes Reported | Investigated Crashes | Non-Investigated Crashes | Crashes Involving Reported Injury |
|---|---|---|---|---|
| March 15, 2007 - March 14, 2008 | 12* | 12 | Not Available* | 5 |
| March 15, 2008 - March 14, 2009 | 8 | 7 | 1 | 3 |
| March 15, 2009 - March 14, 2010 | 7 | 6 | 1 | 1 |
| March 15, 2010 - March 14, 2011 | 7 | 3 | 4 | 2 |
| March 15, 2011 - March 14, 2012 | 8 | 2 | 6 | 1 |
| March 15, 2012 - March 14, 2013 | 5 | 1 | 4 | 0 |
| March 15, 2013 - March 14, 2014 | 6 | 1 | 5 | 1 |
| March 15, 2014 - March 14, 2015 | 9 | 4 | 5 | 2 |
| March 15, 2015 - March 14, 2016 | 10 | 3 | 7 | 2 |
| March 15, 2016 – March 14, 2017 | 5 | 4 | 1 | 1 |
| March 15, 2017 – March 14, 2018 | 5 | 4 | 1 | 0 |
| March 15, 2018 - March 14, 2019 | 9 | 6 | 3 | 2 |
| March 15, 2019 – March 14, 2020 | **7** | **4** | **3** | **1** |

**Due to technical difficulties with the legacy Computer-Aided Dispatch (CAD) system, it is not possible to determine the number of non-investigated collisions that occurred during this time frame. In 2009, this CAD system was replaced with a new CAD system, and a portion of the legacy data converted into the new CAD system.*

***Crash reports from the 2002-2007 time frame have been purged pursuant to the WPD records retention schedule approved by the State Archivist.*

The following information reflects investigated crashes (i.e., those involving injury or significant vehicle damage requiring towing):

**Prior to the Initiation of the Automated Enforcement Program**

**March 15, 2002 to March 14, 2007**

- Crash data not available**

**March 15, 2007 to March 14, 2008**

- 12 total investigated crashes
- 5 - red light running
- 7 - failure to yield right of way when making left turn (under green light)

**March 15, 2008 to March 14, 2009**

- 7 - total investigated crashes
- 6 - red light running
- 1 - failure to reduce speed to avoid collision (rear-end collisions)

**March 15, 2009 to March 14, 2010**

- 6 - total investigated crashes
- 5 - red light running
- 1 - failure to reduce speed to avoid collision (rear-end collisions)

**<u>Since the Initiation of the Automated Enforcement Program</u>**

**March 15, 2010 to March 14, 2011**

- 3 - total investigated crashes
- 2 - red light running
- 1 - failure to yield right of way when making left turn (under green light)

**March 15, 2011 to March 14, 2012**

- 2 - total investigated crashes
- 2 - red light running

**March 15, 2012 to March 14, 2013**

- 1 - investigated crash - failure to yield right of way when making left turn (under green light)

**March 15, 2013 to March 14, 2014**

- 1 - investigated crash - failure to yield right of way when making left turn (northbound under green light)

**March 15, 2014 to March 14, 2015**

- Four total investigated crashes. Three involved northbound vehicles failing to yield right of way when making a left turn into the Rt. 140 Shopping Center. The remaining collision occurred when a northbound vehicle on Malcolm Drive ran the red light and struck a vehicle making a lawful left turn from southbound Malcolm Drive**.** None of the investigated collisions related to southbound vehicles on Route 97 running the red light (the traffic movement monitored by the red light camera system). This was the first red light running collision since Year 2 of the AEP.

**March 15, 2015 to March 14, 2016**

- Three total investigated crashes. One involved a minor rear-end collision as vehicles pulled away from the stop light on S/B Malcolm Drive when the light turned green (inattentive driver). One involved a vehicle that failed to yield the right of way to a S/B motorcycle on Malcolm Drive as it merged onto S/B Malcolm Drive from the 140 Village Center Service Road. And, finally, one involved a northbound vehicle on Malcolm Drive failing to yield right of way to southbound traffic as it attempted to turn left into the 140 Village Shopping Center Service Road. None of the investigated collisions involved red light running in any direction at the intersection (to include S/B vehicles on Malcolm Drive – the traffic movement monitored by the red light camera system).

**March 15, 2016 to March 14, 2017**

- Four total investigated crashes. The only personal injury collision involved a vehicle that failed to yield right of way to a southbound vehicle when making a left turn from northbound Malcolm Drive onto westbound Jermor Lane. One property damage collision involved a single vehicle which struck the center dividing barrier on Malcolm Drive just north of the intersection, apparently the result of inattention. Another involved a vehicle westbound on Nursery Road that failed to yield right of way to another vehicle that was traveling eastbound through the intersection from Jermor Lane onto Nursery Road. The final investigated collision involved a vehicle that ran the red light while attempting a turn from westbound Nursery Road onto southbound Malcolm Drive. It is noted that

there is no camera on the westbound traffic signal at the intersection. The only camera is on the southbound through lanes of Malcolm Drive. None of the investigated collisions related to southbound vehicles on Route 97 running the red light (the traffic movement monitored by the red light camera system). This is only the second red light running collision since Year 2 of the program.

**March 15, 2017 to March 14, 2018**

- Four total investigated crashes. None involved personal injury. Three of these collisions involved left turning vehicles which failed to yield right of way to vehicles proceeding straight through the intersection. Left turn movements are not captured by the red light camera. The remaining collision involved a southbound vehicle that ran the red light and struck a vehicle exiting the shopping center. This is the traffic movement covered by the red light camera. This represents the first investigated red light running collision on southbound Route 97 at Nursery Road since Year 2 of the AEP.

**March 15, 2018 to March 14, 2019**

- Six total investigated crashes. Two involved reported personal injury collisions. The first collision involved two left-turning vehicles from opposite sides of the intersection on Route 97. One vehicle failed to yield the right of way to the other vehicle. The second collision involved three vehicles; the "at fault" driver failed to obey the traffic signal (red signal at northbound 97) and was struck by an adjacent vehicle. The adjacent vehicle then struck another vehicle on the opposite side of the intersection.

**March 15, 2019 to March 14, 2020**

- Four total investigated crashes. The sole personal injury collision involved two vehicles, where the "at fault" driver failed to obey the traffic signal while making a left turn. Three crashes were property damage only. One of those involved a driver who was distracted by his cell phone traveling northbound, and subsequently struck three vehicles. The second collision involved a vehicle that struck a stopped car from behind at the southbound red light. The final collision occurred when a vehicle exiting Nursery Road misjudged the lane space and struck another vehicle.

**<u>Findings</u>**

- The total number of investigated crashes (crashes involving injury and/or significant vehicle damage requiring towing) decreased from Year 9 to Year 10 by two. One collision during Year 10 involved personal injury.

- In the three years prior to the inception of the AEP, the City averaged 8.3 "investigated crashes" per year. In the ten years since the inception of the program, the site has averaged 3.2 "investigated crashes" per year.

- The number of red light citations issued at the intersection decreased significantly from Year 6 to Year 10. Reduction of red light violations is one of the desired goals of the program. Red light violations continue to be a problem at this intersection with 838 "citable" violations in Year 10.

- There was one investigated crash attributed to red light running at the intersection in Year 10. The "at-fault" vehicle ran the red light at Nursey Road and Malcolm Drive while traveling northbound.

- In the three years prior to the initiation of the AEP, there was an average of 5.3 red light running collisions per year at the intersection. In the ten years since the initiation of the program, there have been a total of nine red light running collisions with only one, since Year 2, occurring in the southbound lanes monitored by the camera system.

- As referenced earlier in this document, the AEP is a violator-funded traffic safety initiative. The number of citations issued has declined during the previous four years. The current "break even" citation rate is forty-one citations per month. In Year 10 of the program, the average was 69.8 citations per month.

**Staff Recommendation**

Based upon a comparison of crash data for the three years prior to implementing Site 505 AEP and crash data after Site 505 AEP was put in place, crashes have decreased at the intersection. Red light violations have also decreased since the implementation of the AEP at this intersection.

This violator-funded traffic safety initiative continues to be self-sustaining at this location with a net revenue in Year 10 of $14,617.27. This figure factors in the imputed cost of staff time associated with administration of the AEP.

A continuing concern is the "opportunity cost" of staff time spent administering this program. With this single remaining AEP camera in place, WPD must dedicate an average of one hour per workday of a sworn officer's time to reviewing potential violations, returning phone call questions, researching violator-reported concerns and questions, attending court dockets, communicating with the Regional Automated Enforcement Center and the vendor, and attending related meetings. These responsibilities occur sporadically during the officers' shifts, and often require a timely response. Additionally, support staff are required to field violator questions and to process violator payments. Unresolved questions are usually forwarded to the Deputy Chief for resolution.

Weighing each of these factors, WPD staff is not opposed to terminating the AEP. Should the Mayor and Common Council opt to continue with the program, WPD staff would also continue to support it.

Please feel free to contact me if you have any questions relating to the content of this report.

cc: Barbara B. Matthews, City Administrator

To: Mayor and Common Council

From: Barbara B. Matthews, City Administrator

Date: April 8, 2020

Re: Approval – Warner Construction Contract Change Order No. 2

**Background**

Change Order No. 2 to the City's contract with Warner Construction is comprised of two items – revisions to an electrical current transformer cabinet and the deletion of a door on the second floor of the building. These items are described in more detail below.

- The electrical cabinet revisions are the result of work required by BGE, which was not released/completed until after the City's award of the contract to Warner Construction. Because the exact nature of the required electrical cabinet work was not available, it could not be included in the bid documents. The associated cost of this item is $38,719.65.

- Door 219 was incorporated in the plans at the request of the former Chief of Police; he wanted this door to act as an additional security measure. As the building's security systems were subsequently refined, Door 219 became superfluous as the door to the Second Floor rear stairs gained a proxy card reader. The project architect recently identified that Door 219 was included in the plans by mistake. The deletion of Door 219 will be processed as a contract credit in the amount of $1,672.56.

The net cost of Change Order No. 2 is $37,047.09.

**Recommendation**

Staff recommends that the City authorize Warner Construction to perform the work discussed above through the approval of Change Order No. 2 to the City's contract with Warner Construction.

**Attachment**

- Proposed Change Order No. 2

gba

April 7, 2020

City of Westminster
56 West Main Street
Westminster, MD 21157

Attn: Barbara B. Matthews, City Administrator

Re: City of Westminster Administrative Office Building Renovations & Alterations
Project no. 20-02

CO 2 – RFP 1 (Electrical C/T Cabinet Revisions) & RFP 3 (Door 219 Deletion)

Dear Ms. Matthews;

I have reviewed the change order requests submitted by Warner Construction in connection with the above references and I recommend approval of these modifications in the amount of $37,047.09.

RFP 1 – Electrical C/T Cabinet Revisions: $38,719.65 (COR – 3)
The changes captured in this change order represent the impact of the BGE power service criteria that was received from BGE after the bid was awarded.

RFP 3 – Deletion of Door 219: Credit of $1,672.56 (COR – 4)
This is a credit for the deletion of Door 219 from the project.

If you have any questions, please don't hesitate to contact me at any time.

Sincerely,

Jim McArthur

gant • brunnett
ARCHITECTS

15 West Mulberry Street, Baltimore, Maryland 21201 • T 410.234.8444 • www.gba-architects.com

# CHANGE ORDER #2

Date: April 7, 2020

| PROJECT: | | ARCHITECT: |
|---|---|---|
| Name | Westminster Administration Building | Gant Brunnett Architects |
| Address | 45 W Main Street, Westminster, MD 21157 | 15 W. Mulberry Street |
| Date of Contract: | 11/25/2019 | Baltimore, Maryland 21201 |

| OWNER | | CONTRACTOR: |
|---|---|---|
| Name | Mayor & Common Council of Westminster | Warner Construction |
| Address | 56 W Main Street | 1530 Tilco Drive, Suite A |
| Address | Westminster, MD 21157 | Frederick, MD 21704 |

THE AGREEMENT BETWEEN OWNER AND CONTRACTOR IS AMENDED AS FOLLOWS:

Provide all materials, labor, equipment and services necessary and incidental to RFP #1 (Electrical C/T Cabinet Revisions) and RFP #3 (Door 219 Deletion), all as further described in the Contractor's proposed change order attached herewith. The Contractor's compensation for this Change Order includes the costs for all collateral expenses that are the result of implementing this change in the scope of contract work. These collateral expenses include, but are not limited to, supervision, additional time to complete the entire project, temporary facilities and utilities, and adjustments to the timing or sequencing of other work impacted this change.

| | |
|---|---|
| The original Contract Sum was | $4,435,000.00 |
| The net change by previously authorized Change Orders | $6,656.10 |
| The Contract Sum including prior change orders is | $4,441,656.10 |
| The Contract Sum will be increased by this Change Order in the amount of | $37,047.09 |
| The new Contract Sum, including this Change Order, will be | $4,478,703.19 |

The Contract Time for completion is increased by 3 calendar days by this change order.

The Date for Completion of all contract work is therefore changed to November 4, 2020.

| | | | |
|---|---|---|---|
| OWNER | SIGNATURE | Mayor Joe Dominick | DATE |
| CONTRACTOR | SIGNATURE | Matt Louden - President | DATE |
| ARCHITECT | SIGNATURE | John Brunnett - President | DATE |

1530 Tilco Drive, Suite A
Frederick, MD 21704
Ph (301)696-0525 Fax (301)696-0530

# *Change Request*

**To:** City Of Westminster
56 West Main Street
Westminster, MD 21157

**Number:** 3
**Date:** 3/6/20
**Job:** 19-10-0230 Westminster Admin. Building
**Phone:** 301-696-0525

**Description:** RFP#1 Electrical C/T Cabinet Revisions

We are pleased to offer the following pricing to make the following changes:

Cahnge request based on GBA request for propsal #1 Electrica C/T Cabinet Revisions

The total amount to provide this work is ..... $38,719.65
(Please refer to attached sheet for details.)

Please note that Warner Construction will require an extra 3 days.

This proposal is valid if accepted within 30 days.

If you have any questions, please contact me at (301)696-0525.

Submitted by: Jake Fields
Warner Construction

Approved by: _____

Date: _____

1530 Tilco Drive, Suite A
Frederick, MD 21704
Ph (301)696-0525 Fax (301)696-0530

# Change Request 3 Price Breakdown
## Continuation Sheet

**Description:** RFP#1 Electrical C/T Cabinet Revisions

| Description | Hours | Rate | Labor | Material | Equipment | Subcontract | Other | Price |
|---|---|---|---|---|---|---|---|---|
| Electrical | | | | | | $33,993.00 | | $33,993.00 |

| | | | |
|---|---|---|---|
| | | **Subtotal:** | **$33,993.00** |
| Warner Construction Fee | $33,993.00 | 5.00% | $1,699.65 |
| General Conditions | | | $3,027.00 |
| | | **Total:** | **$38,719.65** |

POWER LIGHTING

The Crown Electric Company

ELECTRICAL CONTRACTORS

2027 GREENSPRING DRIVE

TIMONIUM, MD 21093-4156

ESTABLISHED 1905

PHONE: 410 252-2585 FAX: 410 561-9619

March 3, 2020

Warner Construction
1530 Tilco Drive, Suite A
Frederick, MD 21704

Attention: Mr. Jacob Fields

Reference: Westminster Administrative Offices
RFP-1 Electrical CT Cabinet Revisions

Gentlemen:
We are pleased to submit our electrical quotation for the above referenced project. Our scope of work and pricing for this installation is based on RFP-1 Electrical CT Cabinet Revisions drawings E001, E401, E501, E502 & E602 dated 1/29/2020.

Our price for this installation is:
Thirty Three Thousand Nine Hundred Ninety Three Dollars $ 33,993.00

Please be advised our price does not include any costs from BGE for their work. Please also be advised this revision includes changes to the base contract MDP panel that will impact any release of this panel without prior approval of this change. Our price also includes reworking of existing utility wire troughs, in lieu of replacing, as they are in very good condition.

Attached for your review is a copy of our cost breakdown. We hope this meets with your approval. If you have any further questions, please do not hesitate to contact me.

Very truly yours,
The Crown Electric Company

Tom Burns

Project Manager | Estimator

**Westminster Admin Changes**

**Totals (Summary) - Bid Summary: Default**

| | |
|---|---|
| Material | |
| Non-Quoted | $8,637.58 |
| Quotes | 7,485.00 |
| Sales Tax (6.00%) | 967.35 |
| Total Material | $17,089.93 |
| Labor | |
| Direct (182.41 hours @ $54.50) | $9,941.34 |
| Non-Productive Labor | 0.00 |
| Total Labor | $9,941.34 |
| Direct Job Expenses | $0.00 |
| Tools and MIscellaneous Materials | 0.00 |
| Subcontracts | 2,400.00 |
| Job Subtotal (Prime Cost) | $29,431.27 |
| Overhead (10.00%) | 2,943.13 |
| Profit (5.00%) | 1,618.72 |
| Job Total | $33,993.12 |
| | |
| | |
| Actual Bid Price | $33,993.12 |

**Westminster Admin Changes**
**Job Number: 20140756**
**Extension By Breakdown**

| Item # | Description | Quantity | Price | U | Ext Price | Labor Hr | U | Ext Lab Hr |
|---|---|---|---|---|---|---|---|---|
| | --- REP-1 Electrical CT Revisions --- | | | | | | | |
| 1189 | 1" PVC Conduit | 120.00 | 31.15 | C | 37.38 | 3.25 | C | 3.90 |
| 2798 | #1/0 THHN CU Stranded Wire | 90.00 | 1,514.41 | M | 136.30 | 13.00 | M | 1.17 |
| 2799 | #2/0 THHN CU Stranded Wire | 105.00 | 1,900.34 | M | 199.54 | 15.00 | M | 1.58 |
| 2800 | #3/0 THHN CU Stranded Wire | 700.00 | 2,425.75 | M | 1,698.03 | 17.00 | M | 11.90 |
| 2805 | #400MCM THHN CU Stranded Wire | 135.00 | 5,678.95 | M | 766.66 | 29.00 | M | 3.92 |
| 2807 | #600MCM THHN CU Stranded Wire | 180.00 | 8,999.69 | M | 1,619.94 | 37.00 | M | 6.66 |
| 6684 | 1-1/4-2" Ground Clamp | 2.00 | 735.60 | C | 14.71 | 0.25 | E | 0.50 |
| 6849 | #3/0 Split Bolt Connector | 4.00 | 11.55 | E | 46.20 | 0.18 | E | 0.72 |
| 6860 | #250 1-Hole Copper/Alum Lug | 16.00 | 2.50 | E | 40.00 | 11.00 | C | 1.76 |
| 9892 | 4"x23" Wall-Mnt Bus Bar | 1.00 | 126.82 | E | 126.82 | 2.30 | E | 2.30 |
| 1242305 | BGE METER CAN | 2.00 | 0.00 | E | 0.00 | 2.00 | E | 4.00 |
| 1242307 | #600 Piercing Bug | 36.00 | 57.00 | E | 2,052.00 | 0.50 | E | 18.00 |
| CB-2 | ECB for SPD Device | 1.00 | QUOTE | 2 | 0.00 | 4.00 | E | 4.00 |
| DS-2 | 600A 3PH 240V FSS | 1.00 | QUOTE | 2 | 0.00 | 10.00 | E | 10.00 |
| DS-3 | 400A 3PH 240V FSS | 1.00 | QUOTE | 2 | 0.00 | 10.00 | E | 10.00 |
| SPD-A | SURGE PROTECTIVE DEVICE | 1.00 | QUOTE | 2 | 0.00 | 4.00 | E | 4.00 |
| T0009 | CT Cabinet | 2.00 | 650.00 | E | 1,300.00 | 10.00 | E | 20.00 |
| T0012 | SPD Breaker in MDP | 1.00 | QUOTE | 2 | 0.00 | 2.00 | E | 2.00 |
| T0013 | GPR Floor | 2.00 | 300.00 | E | 600.00 | 2.00 | E | 4.00 |
| T0015 | GROUND TESTING | 1.00 | QUOTE | 8 | 0.00 | 4.00 | E | 4.00 |
| T0016 | DEMO EXIST CT CAB | 2.00 | 0.00 | E | 0.00 | 6.00 | E | 12.00 |
| T0017 | DEMO EXIST METER CAN | 2.00 | 0.00 | E | 0.00 | 1.00 | E | 2.00 |
| T0018 | DEMO EXIST 600A DISC | 1.00 | 0.00 | E | 0.00 | 6.00 | E | 6.00 |
| T0019 | DEMO EXIST 3PH DISC | 2.00 | 0.00 | E | 0.00 | 6.00 | E | 12.00 |
| T0020 | REWORK EXIST WIRE TROUGH | 2.00 | 0.00 | E | 0.00 | 4.00 | E | 8.00 |
| T0023 | DEMO EXIST FIRE ALARM DISC | 1.00 | 0.00 | E | 0.00 | 2.00 | E | 2.00 |
| T0024 | Drill 1" Hole Thru Existing Concrete Wall | 5.00 | 0.00 | E | 0.00 | 2.00 | E | 10.00 |
| T0025 | Off-Hours Labor | 32.00 | 0.00 | E | 0.00 | 0.50 | E | 16.00 |
| | --- REP-1 Electrical CT Revisions Total --- | | | | 8,637.58 | | | 182.41 |
| | | | | | | | | |
| | Job Total | | | | 8,637.58 | | | 182.41 |

* Target, Labor column 2

February 3, 2020

Warner Construction
1530 Tilco Drive, Suite A
Frederick, MD 21704

Attn: Mr. Matt Louden

Re: City of Westminster Administrative Offices
**Request for Proposal – 1 – Electrical C/T Cabinet Revisions**

Dear Mr. Louden;

I request herein a change order proposal from your firm to provide the following modifications to the referenced contract:

1. Drawing E001:
   a. Ground Bar symbol added.

2. Drawing E401:
   a. Provide and install grounding rods and ground bus bar per plans.
   b. Demolish existing wire trough and C/T cabinet. Install new wire trough and C/T cabinet.
   c. Demolition Partial Plan of mechanical and electrical rooms added.
   d. Several drawing notes added / modified.

3. Drawing E501:
   a. Drawing note No. 4 added.

4. Drawing E502:
   a. Provide and install new SPDs per plans.
   b. Provide and install all new work / components associated with the revisions made to the single line diagrams. (C/T cabinets, wire troughs, feeders, etc.)
   c. Provide and install all new work / components associated with the grounding riser diagram.
   d. Several drawing / general notes added / modified.

5. Drawing E602:
   a. Provide and install new SPDs per plans.

See revised sheets E001, E401, E501, E502, E602 dated 1/29/2020. Note that all changes marked with the

symbol are to be included in this change order proposal.

If you have any questions don't hesitate to call on me.

Sincerely,

James McArthur

Cc: Barbara Matthews

20564 RFP

INDEPENDENT TESTING AGENCY
J.M. Lawson Group, Inc.

February 17, 2020

To: Tom Burns
The Crown Electric Co.

From: Mike Lawson
Independent Testing Agency

Ref: **PROPOSAL** – Electrical Testing
ITA Quote No. 20-070
City of Westminster
Administrative Offices
Project No. 20-02

Acceptance testing of electrical distribution equipment in accordance with listed drawing and specifications:

- Elec. Drawing # E-502
- Spec. Section 260526 (3.5A) (3.5B-1, 2, 3) Grounding & Bonding

**EXCLUSIONS**

- Spec. Section 260526 (3.5B-4) Dimensioned Drawings

**PRICE: $2,400.00**

**NOTE**

- Price based on all testing being performed during normal working hours.
- If paid by credit card add 5 % to total quotation price.

Submitted by: J. Michael Lawson
J. Michael Lawson
President

152 Blades Lane, Suite L
Glen Burnie, MD 21060
(410) 590-2200

DOMINION
ELECTRIC SUPPLY COMPANY INC.



**Expiration Date: 04/01/20**

# Dominion Electric Quote

**TO:**
CROWN ELECTRIC CO TIMONIUM
2027 GREENSPRING DR.
TIMONIUM, MD 21093

**Project Info:**

| | |
|---|---|
| Project: | Crown-City of Westminster- change order |
| Job #: | 108656 |
| Bid Date: | 03/02/20 |
| Bid Time: | 02:00 PM EST |
| Quoter: | Craig Cox |

| Type | Quantity | Vendor | Description | Unit or Lot# | Unit Price | Ext Price |
|---|---|---|---|---|---|---|
| | 1 | | Square D change order lot | Unit | 7,185.000/EA | 7,185.00 |
| | 3 | | LF FLNR600 600A 250V RK5 TD FUSE | Unit | 60.000/ea | 180.00 |
| | 3 | | LF FLNR400 250V RK5 TD FUSE | Unit | 40.000/ea | 120.00 |

1. Quote based on Manufacturer's standard warranty in effect unless otherwise noted herein. 2. All orders are subject to credit approval. 3. Quote does not include sales or other taxes unless otherwise noted herein. 4. Quote does not include spare material, samples or fuses unless otherwise noted herein. 5. Quote is based on (1) complete release unless otherwise noted herein. 6. Quote is based on Seller's interpretation of Buyer-furnished plans and specifications with regard to the product being [quoted/supplied] only, and no other terms, and is subject to approval. 7. This Quote is expressly conditioned on the Buyer's acceptance of Seller's Terms and Conditions in effect at the time of this Quote @ www.dominionelectric.com/terms and conditions of sale: COMMERCIAL CREDIT. Buyer's request for submittals and said submittals' subsequent approval shall constitute your acceptance of Seller's Quote and Terms and Conditions. 8. All prices Quoted are FOB Factory unless otherwise noted herein. 9. Quote is subject to Manufacturer's published terms and conditions of sale unless otherwise noted herein.

**From:**
NORTH BALT / DOMINION ELECTRIC
MAIN 410-918-1800
6 Nashua Court - Suites F-I
ESSEX, MD 21221
Printed By: Craig Cox
(240) 965-2627
CCox@DominionElectric.com

| **Total** | **7,485.00** |
|---|---|

**Notes**
Dominion Electric Supply's Terms and Conditions of Sale can be found on our website @ www.dominionelectric.com



3/2/2020 10:09:15 AM

**Prepared By**:
Craig Cox
6 Nashua Ct
Baltimore,MD
ccox@dominionelectric.com
D: 240-965-2627

**Proposal Name:** City of Westinster-CO

**Quote Name:** City of Westinster-CO

---

**Proposal Number:** P-200228-1458221

**Quote Number:** Q-1570381

**Quote Date:** March 2, 2020

**Through Addenda Number:** 0

**Sales Representative:**

## Conditions of Sale

*This Quotation is subject to Coordinated Project Terms. See* https://www.schneider-electric.us/en/download/document/0100PL0043

Quote is valid for 30 days. Quoted lead times are approximate and subject to change.

## Clarifications and Exceptions

Additions and changes to previous Q-1241952. Added DS-2, DS-3, CB-2 (SPD) and modifications to MDP to add SPD. Fuses quoted separately. Changes will affect physical characteristics of MDP and therefore must be accepted prior to job release for quoted changes to be valid. PLEASE REVIEW FOR ACCURACY.

## Pricing

| | |
|---|---|
| **Total LIST** | **$7,185.00** |
| **Total Warranty** | **$0.00** |
| **Total FOB** | **$0.00** |
| **Quote Total US DOLLARS** | **$7,185.00** |

| Seq # | Qty | Product Description |
|---|---|---|
| 1 | 1 | **Designation :** CB-2 (SPD)<br>**Product Details :**<br>1 - PKOGTA2-EQUIP GRD ASSY 240V + 600V 100-200<br><br>1 - B125S-NEMA 1 SURFACE COVER PPB CB ENCLOSURE<br><br>1 - BDL36060-MOLDED CASE CIRCUIT BRKR 600Y/347V 60A<br>BDL36060<br>UL/CSA Rated<br>B Frame<br>Termination: Lugs Line/Load Side<br>3 Pole Device<br>60 Amp Capacity<br>600 Vac Rated<br>80% Rated - Standard rated<br>Interrupting Rating<br>25kA @ 240Vac/18kA @ 480Vac/14kA @ 600Vac<br>Revision - 2/27/2020 - (20200219/20200219)<br>2/27/2020 2:17:19 PM<br>Source -Selector |

| Seq # | Qty | Product Description |
|---|---|---|
| 2 | 1 | **Designation :** DS-2<br>**Product Details :**<br>1 - HRK4060-KIT CLASS R FUSE REJECTION<br><br>1 - H326-SWITCH FUSIBLE HD 240V 600A 3P NEMA1<br>Enclosure Type: Type 1<br>Interrupting Rating (AIR): 10kA<br>Fuse Capability: Class R<br>Max System Voltage: 240 VAC<br>Switch Current Rating: 600 Amp<br>Number of Switching Poles: 3 Pole No Neutral<br>Fuse Kits: Class R Fuse Kit  Field or Factory<br>Installed: Field<br>Ground Lug: AL/CU<br>Ground Lug: Field or Factory Installed: Field<br>Processed by ACE 2.0 - 04172018 |

| Seq # | Qty | Product Description |
|---|---|---|
| 3 | 1 | **Designation :** DS-3<br>**Product Details :**<br>1 - HRK4060-KIT CLASS R FUSE REJECTION<br><br>1 - H325-SWITCH FUSIBLE HD 240V 400A 3P NEMA1<br>Enclosure Type: Type 1<br>Interrupting Rating (AIR): 10kA<br>Fuse Capability: Class R<br>Max System Voltage: 240 VAC<br>Switch Current Rating: 400 Amp<br>Number of Switching Poles: 3 Pole No Neutral<br>Fuse Kits: Class R Fuse Kit  Field or Factory<br>Installed: Field<br>Ground Lug: AL/CU<br>Ground Lug: Field or Factory Installed: Field<br>Processed by ACE 2.0 - 04172018 |

| Seq # | Qty | Product Description |
|---|---|---|
| 4 | 1 | **Designation :** SPD-A<br>**Product Details :**SSP02EMA24D<br>SPD T1 EMA 240KA 208Y/120V IS 3P4W |

| Seq # | Qty | Product Description |
|---|---|---|
| 1 | 1 | **Designation :** MDP<br>**Product Details :**<br>1 - I-Line SPD Panel (INTERIOR)-I-Line Panelboard<br>Consisting of<br>120/240V 1Ph 3W 60Hz SCCR: 50kA<br>Fully Rated<br>SPD 160kA per Phase/80kA per Mode<br>SPD line to grd protect<br>w/SPD Surge Counter<br>w/SPD Dry Contacts<br>Main Lug Only: 1000A<br>Incoming Conductors: 1 - (4) 3/0 - 500kcmil<br>Bus: 1200A Rated Copper: Tin Plated<br>CU Ground Bar<br>63" of Mounting Inches<br>Type 1,Box: 68H x 42W x 9.5D<br>Incoming: Bottom Trim: Surface - Hinged<br>Box Cat No: HC4268DB Front Cat No: HC4268TSHR<br>Ref. Drawing: PBA419HR Type: HCP<br>Feeders:<br>2 - 20A/1P BG Prepared Space<br>1 - 100A/2P BG<br>2 - 125A/2P BG<br>1 - 150A/2P QG<br>1 - 350A/2P LH<br>1 - 400A/2P LH<br>6 - 225A/2P QG<br>Optional Features:<br>Standard Panel (Box Ahead),Copper Solid<br>Neutral,Copper Ground Bar,Standard<br>Mains and Feeders Mechanically<br>Restrained<br>Branch User Placement<br>Standard Nameplate:<br>Engraved as Follows<br>Line 1: MDP<br>Size: 3.50" Wide x 1.00" High (Std)<br>Color: Black Surface / White Letters<br>Plastic/Adhesive - Screw-on<br>1 - HC4268DB-I-LINE PANEL BOX/ENCL TYPE 1 68H 42W<br><br>1 - HC4268TSHR-PNLBD COVER/TRIM ILINE T-1 S42W 68H HR |

**Estimated days to ship, excluding transit:** 25 working days after customer release to manufacturer. See Conditions of Sale.

Delete

| Seq # | Qty | Product Description |
|---|---|---|
| 1 | 1 | **Designation :** MDP<br>**Product Details :**<br>1 - I-Line ML Panel (INTERIOR)-I-Line Panelboard<br>Consisting of<br>120/240V 1Ph 3W 60Hz SCCR: 50kA<br>Fully Rated<br>Main Lug Only: 1000A<br>Incoming Conductors: 1 - (4) 3/0 - 500kcmil<br>Bus: 1200A Rated Copper: Tin Plated<br>CU Ground Bar<br>45" of Mounting Inches<br>Type 1,Box: 59H x 42W x 9.5D<br>Incoming: Bottom Trim: Surface - Hinged<br>Box Cat No: HC4259DB Front Cat No: HC4259TSHR<br>Ref. Drawing: PBA419HR Type: HCP<br>Feeders:<br>2 - 20A/1P BG Prepared Space<br>1 - 100A/2P BG<br>2 - 125A/2P BG<br>1 - 350A/2P LH<br>1 - 400A/2P LH<br>1 - 150A/2P QG<br>6 - 225A/2P QG<br>Optional Features:<br>Standard Panel (Box Ahead),Copper Solid<br>Neutral Copper Ground Bar Standard<br>Mains and Feeders Mechanically<br>Restrained<br>Branch User Placement<br>Standard Nameplate:<br>Engraved as Follows<br>Line 1: MDP<br>Size: 3.50" Wide x 1.00" High (Std)<br>Color: Black Surface / White Letters<br>Plastic/Adhesive - Screw-on<br>1 - HC4259DB-I-LINE PANEL BOX/ENCL TYPE 1 59H 42W<br><br>1 - HC4259TSHR-PNLBD COVER/TRIM ILINE T-1 S 42W59H HR<br><br>**Estimated days to ship, excluding transit:** 25 working days after customer release to manufacturer. See Conditions of Sale. |

1530 Tilco Drive, Suite A
Frederick, MD 21704
Ph (301)696-0525 Fax (301)696-0530

# Change Request

**To:** City Of Westminster
56 West Main Street
Westminster, MD 21157

**Number:** 4
**Date:** 3/13/20
**Job:** 19-10-0230 Westminster Admin. Building
**Phone:** 301-696-0525

**Description:** RFP #3 Door 219 Deletion

We are pleased to offer the following pricing to make the following changes:

Deletion of Door 219 ( Hardware, frames, side lites etc.)

The total amount to provide this work is ..... $-1,672.56
(Please refer to attached sheet for details.)

Please note that Warner Construction will require an extra 0 days.

This proposal is valid if accepted within 30 days.

If you have any questions, please contact me at (301)696-0525.

Submitted by: Jake Fields
Warner Construction

Approved by: _____

Date: _____

1530 Tilco Drive, Suite A
Frederick, MD 21704
Ph (301)696-0525 Fax (301)696-0530

# Change Request 4 Price Breakdown
## Continuation Sheet

**Description:** RFP #3 Door 219 Deletion

| Description | Hours | Rate | Labor | Material | Equipment | Subcontract | Other | Price |
|---|---|---|---|---|---|---|---|---|
| Glass & Glazing | | | | | | $-1,380.00 | | $-1,380.00 |
| Doors / Frames / Hardware | | | | | | $-292.56 | | $-292.56 |

**Subtotal:** **$-1,672.56**

**Total:** **$-1,672.56**

gba

February 28, 2020

Warner Construction
1530 Tilco Drive, Suite A
Frederick, MD 21704

Attn: Mr. Jake Fields

Re: City of Westminster Administrative Offices
**Request for Proposal – 3 – Credit for Door 219 Deletion**

Dear Mr. Fields;

I request herein a change order proposal from your firm to provide the following modifications to the referenced contract:

a. Door 219, along with frame and side lites, to be deleted from the project. Contractor to issue a credit for the deletion of door 219.

If you have any questions don't hesitate to call on me.

Sincerely,

James McArthur

Cc: Barbara Matthews
20564 RFP

**THE A.G. MAURO COMPANY**

**1221 BERNARD DRIVE, BALTIMORE, MD 21223**
**PH : 410-233-2500**
**FX : 410-233-1851**

**ARCHITECTURAL HARDWARE, DOORS & SPECIALTIES**

*QUOTE #* B3080-R1 (RFP#3)

*DATE:* March 13, 2020

*TO :* Warner Construction

*RE :* Westminster Administration Offices

*ATTN:* **Jake Fields**
*E-MAIL:* jfields@warner-construction.com
*PH:* 240-457-3337

**WE HEREBY PROPOSE TO FURNISH THE FOLLOWING MATERIALS :**

Delete hardware for deleted storefront opening 219.

**WE ARE PROCEEDING.**
PLEASE FORWARD YOUR FORMAL CHANGE ORDER TO AVOID ANY DELAYS.

| | |
|---|---|
| HW- | -276 |
| HMF- | 0 |
| HMD- | 0 |
| WD- | 0 |

| | | | |
|---|---|---|---|
| Subtotal | | $ | -276.00 |
| Tax | 6.0% | $ | -16.56 |
| Total | | $ | -292.56 |

*TERMS :* **NET 30 - NO RETENTION**

*QUOTED BY :*

Finance charge of 1.25% per month
will be applied on invoices after 60 days.

**T.J. McLaughlin, Jr.**
Senior Project Manager, Ext. 214

All prices delivered unless noted. All prices quoted herein are guaranteed for fifteen (15) days only unless otherwise noted, and are thereafter subject to change without notice. All quotations made and orders received applying there to are subject to the approval of our Credit Department.

ACCEPTANCE OF PROPOSAL :
The signature of the undersigned indicates acceptance of pricing, specifications, terms and conditions and serves as direction to proceed with the understanding that a formal change order is forthcoming.

COMPANY _____

DATE OF ACCEPTANCE _____ BY _____

# Hershocks, Inc.

3501 N. 6th Street
P.O. Box 5800
Harrisburg, PA 17110
Phone: (717) 238-7331
Fax: (717) 236-2972

## Request for Change Order

To: WARNER CONSTRUCTION
1530 Tilco Dr. Suite A
Frederick, MD 21704
Project: Westminster Admin Bldg

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RFC No: 1C
Date: 3/06/2020

**Description:**

Delete interior elevation SF-F1B, door 219..... <$1,380.00>

The above work is subject to the same conditions as specified in the original contract unless otherwise stipulated.

Upon approval the credit of $1,280.00 will be deducted from the contract price.

| | |
|---|---|
| Original Contract | $249,000.00 |
| Other Approved Change Orders | $.00 |
| Total Contract to Date | $249,000.00 |
| This Request | -$1,380.00 |
| Other Pending Requests | $.00 |
| Total Contract plus Pending RFCs | $247,620.00 |

Thank you,
LT