

# Town of Upper Marlboro

14211 School Lane • Upper Marlboro, Maryland 20772

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## Board of Town Commissioners

### WORK SESSION

August 25, 2020 – 7:00 p.m.

### AGENDA

Work Sessions are open to public observation; however, participation is at the discretion of the Board.

This meeting will be conducted via Zoom Video Teleconference. As the Town Hall remains closed to the general public at this time, interested citizens may participate by video:

<https://us02web.zoom.us/j/85451683537>

Video Meeting ID: 854 5168 3537, or, Audio Dial-in only: 301 715 8592

*Participants must sign-in with the Clerk*

#### Roll Call

#### Pledge of Allegiance

#### Business

- 1) Human Resources Firm RFP (Board discussion)
- 2) FY2021 Budget & COVID19 Impact (Board discussion)
- 3) Extension of Town Emergency Declaration (Discussion)
- 4) Board Goals & Initiatives (Board discussion)
- 5) General Commissioner & Administrative Staff items:

#### Public Comment

#### Closed Session (Board vote)

Under General Provisions Article 3-305(b)(1): To discuss the appointment, employment, assignment, promotion, discipline, demotion, compensation, removal, resignation, or performance evaluation of appointees, employees, or officials over whom this public body has jurisdiction; any other personnel matter that affects one or more specific individuals.

#### Adjournment

*All meetings are subject to closure in accordance with the State Open Meetings Act—House Bill 217  
See back of Agenda for Public Comment Procedures*

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**Janice Duckett**  
Commissioner Elect

**Sarah Franklin**  
Commissioner

**Linda Pennoyer**  
Commissioner/President



# Town of Upper Marlboro

Town Hall, 14211 School Lane  
Upper Marlboro, MD 20772

Tel: (301) 627-6905  
Fax: (301) 627-2080

[info@uppermarlboromd.gov](mailto:info@uppermarlboromd.gov)  
[www.uppermarlboromd.gov](http://www.uppermarlboromd.gov)

Mailing address: P.O. Box 280 • Upper Marlboro, MD 20773-0280

## MEMORANDUM

To: Board of Town Commissioners  
From: Kyle Snyder, Town Administrator  
Date: Monday August 24<sup>th</sup>, 2020  
Re: Human Resources Firm RFP Responses

Dear Commissioners,

The Board approved the release of RFP 2020-06 for Human Resources Firm “seeking proposals for professional and technical services to provide human resource (HR) consulting services” in June 2019, with proposals due back by Wednesday, July 22, 2020. The Town received a total of 5 proposals, a brief overview of the proposals are included below:

Company Name	Location	Normal Rate	Other Fees/Notes
Spirit Consulting	Illinois	\$18,000 per year	Town reimburses for meal costs
GovHR USA	Illinois	\$56/hr for Alexander \$105/hr for Tracy	For a total of 22.5hrs per month
Oyster Organizational Group	Falls Church Virginia	\$18,000 per year	
Caldwell Group	Ft. Washington Maryland	\$18,000 per year	
Marwin Glenn (?)	Unknown	\$1,500 per month	Audit: \$2,000, Training: \$20/employee

The RFP and full proposals are included in the worksession packet for the Commissioner’s reference. Town Staff is requesting that the Board discuss an updated timeline for bringing onboard a HR consultant, and if Commissioners wish to invite any of the companies to a worksession to further discuss Town needs and what they can offer.

**Janice Duckett**  
Commissioner-Elect

**Sarah Franklin**  
Commissioner

**Linda Pennoyer**  
Commissioner/President



# Town of Upper Marlboro

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Mailing address: P.O. Box 280 • Upper Marlboro, MD 20773-0280

## Request for Proposals

### Town of Upper Marlboro Government Human Resources Firm

RFP # UM 2020-06

**Project Overview:** The Town of Upper Marlboro is seeking proposals for professional and technical services to provide human resource (HR) consulting services.

**Scope of Work:** Qualified applicants should be able to provide the below services to the Town:

- Human Resource Audit- An initial overall assessment of the Town's current HR system and practices
- Implement recommended changes based off initial HR audit
- Assist with the review and updates to personnel files, job descriptions, job classification
- Ensure Town staff have required trainings, and assist with the scheduling trainings
- Assist with recruitment and onboarding of new staff
- General HR support as needed

**Level of Experience:** Applicant firms must have the following experience:

- Experience working with local government
- Experience working in Maryland
- Employ Certified and qualified HR personnel
- Experience working with a growing entity
- Ability to manage multiple issues and priorities on deadline

**Budget:** The annual budget for this service shall not exceed \$18,000.

**Deadline:** Responses to this RFP are to be submitted by **Wednesday July 22, 2020** at 5pm. By Mail: Town of Upper Marlboro P.O. Box 280 Upper Marlboro MD 20773. By Email: [Info@UpperMarlboroMD.gov](mailto:Info@UpperMarlboroMD.gov). In-Person: Upper Marlboro Town Hall 14211 School Lane Upper Marlboro MD 20772.

**Selection Process and Criteria:** This RFP is for a 24-month contract with the Town, with the option for renewal beginning August 15th, 2022. Town Elected Officials will participate in the process of selecting the appropriate firm. for professional and technical services to provide human resource consulting services.

**Overview of the Town:** Settled around 1695 and named after the first Duke of Marlborough, the Town of Upper Marlboro is among the oldest of the surviving Southern Maryland towns dating back to colonial times. It was established as a port town for tobacco shipments in 1706, when the Western

Branch of the Patuxent River was still navigable. It has been the county seat of Prince George's County since 1721.

The Town is governed by three elected Town Commissioners, one of which serves as the President/Mayor who are elected every two years. The Town government maintains a Police Department, Public Works Department, and Town Administration Department, along with several volunteer committees. Though the Town's resident population is around 700, the Town's downtown historic Main Street is home to one of the largest Courthouses in the State, which attracts over 1.5 million visitors per year.

The Town of Upper Marlboro is growing in size, economically, and in community outreach. This past year the Town successfully completed phase 1 of its annexation plan which grew the Town's landmass for the first time in its over 300-year history. The Town's continued growth through annexation plays an important role in influencing the economic growth, environmental protection, quality of life, and municipal fiscal well-being of the Upper Marlboro community. The Town is also working to revitalize its historic downtown Main Street through streetscape initiatives, upgrades to its parking infrastructure, and attracting new small businesses to fill any commercial storefront vacancies. Communication and community outreach have been a large focus of the Town over the past few years, with the introduction of new community events including successfully resurrecting Marlboro Day in 2018. The Town also maintains a strong social media and web presence to stay engaged with its residents.

**Point of Contact:** Kyle Snyder, Chief of Staff, can be reached at 301-627-6905 or [ksnyder@UpperMarlboroMD.gov](mailto:ksnyder@UpperMarlboroMD.gov) with any questions.

*Thank you for your interest in this Request for Proposals from the Town of Upper Marlboro.*



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**Fulfilling Dreams Through Virtuous Service**

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Town of Upper Marlboro  
Government Human Resources Firm  
RFP # UM 2020-06

**Abstract**

Spirit Consulting is a management consulting firm whose practice leaders are tied together by their zeal to carry out Spirit Consulting's mission of fulfilling clients' wildest dreams through virtuous service.

[www.spiritmco.com](http://www.spiritmco.com)

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## Welcome to Spirit Consulting

Dear Mr. Kyle Snyder,

Thank you for considering Spirit Consulting as a partner to help meet and exceed your organizational goals! We received your request for a human resources consulting proposal with great enthusiasm. We believe that we are uniquely positioned to swiftly and successfully complete this assignment for you.

Through analysis of HR practices, Spirit Consulting has led system-wide cultural transformation and large-scale strategy initiatives, building a high-performing HR function. This included job analysis, compensation reviews, and creation of the organization experience, including complete revision/creation of all HR policy and practices in alignment with state and federal laws.

As the lead of our prospective engagement, I am a human resources executive, strategist, coach, and educator with over 23 years of experience leveraging strategic human capital capabilities to maximize resources, add value, and deliver results by achieving sustained improvements in organizational performance. I am an executive coach passionate about people, organizational change, and innovation.

I was the HR lead and visionary behind the “UI Health Experience” cultural transformation, creating the standards of behaviors in alignment with the vision, mission and values. I was the HR lead behind the AMITA HR Process Improvement initiative (HRPI). In partnership with the HR team, I managed the total review of all AMITA HR policies, communication, and training materials.

Spirit Consulting’s HR consulting services assist our clients by executing the following:

- 🔥 **Creating an inclusive work environment** that recognizes and leverages diversity, unique traits, talents, and experiences of the people and their teams;
- 🔥 Transforming the organizational culture by **creating an engaged workforce** dedicated to operational excellence;
- 🔥 Creating a world-class, customer-focused HR function that optimizes service delivery;
- 🔥 Developing flexible, fully competent leaders at all levels while **building high-performance teams** that effectively/efficiently execute plans and allocate necessary resources.

We stand ready to demonstrate the value we bring to your business. This proposal highlights further information regarding how we can strategically partner with you. Thank you for your consideration and we hope to serve as your management consulting partner!

Sincerely,

*Mary Jo Smith*

Human Resources Consultant and Executive Coach, [Spirit Consulting](#)

*Fulfilling Dreams Through Virtuous Service*

## Company Profile



Spirit Consulting is a management consulting firm whose practice leaders are tied together by their zeal to carry out Spirit Consulting's mission of fulfilling dreams through virtuous service and **a fiery desire to help clients reach unimaginable personal and professional fulfillment.** This is accomplished by practicing Spirit Consulting's core virtues:

**Honesty** – one of the hardest virtues, especially for a consultant. However, it is the foundational virtue of all of the work we do at Spirit Consulting.

**Humility** – allows our consultants to attentively listen to what you are saying with empathy and understanding. Humble professionals can also receive feedback gracefully.

**Integrity** – We always seek to put the stakeholders' best interests first. We strive for consistency across all areas of our life, but especially in our relationships with our clients. There are plenty of variables in the business world already; the quality of our service will not be one of them.

**Joy** – Life is a gift! When we get bogged down in the minutia of life's responsibilities we fail to realize the beauty of life. The client managers at Spirit Consulting hone this joy through gratitude and daily reflection, which in turn enriches all relationships.



**Patience** – Who wants to run through a wall for a boss with unrealistic expectations, who is constantly breathing down your neck, asking if projects are completed yet? There are times in consulting when we might get ahead of our clients on deliverables. The temptation can be to hound clients about next steps. Instead, we prefer to coordinate weekly calls, laying out important timetables and tasks for both parties, which helps us to respectfully hold each other accountable.

**Kindness** – It is also a key ingredient for creative solutions and innovation because it allows us to learn from our failures. Engagement increases exponentially in an environment which encourages calculated risks and new approaches while limiting destructive feedback. Kindness breeds a collaborative and empathetic work culture.

**Faithfulness** – We commit to working with you on your project until you are satisfied with our results.

**Self-Control** – is vital when receiving critique in sensitive situations. It allows us to keep our emotions in check, listen, and be present to the situation and the people involved beyond our immediate emotional response. This also allows us to process everything more completely, minimize emotional discord, and keeping our harmonious business relationships intact.

**\*Disclaimer** – This is the IDEAL, what we STRIVE for; but just like you, we are human and tend to stray. In such instances, we welcome your gentle nudge back in the right direction! For a complete outline of each virtue, please visit: <https://spiritmco.com/about-2/strategy/>.



## Scope of Services

Spirit Consulting was built to help our clients achieve peak success. The following are some of the ways that we can provide value to your organization:



**EXECUTIVE SEARCH:** An organization's talent management is its single best sustainable competitive advantage. Using our proprietary database and expert sourcing and research strategies, we provide an accurate assessment of the available talent for a particular role, industry, and location. Our recruiting efforts fit seamlessly with our client's internal processes and align with their organizational strategies.

**WORK PSYCHOLOGY:** Organizational success is tied to a business' ability to identify and resolve workplace issues at both the individual and organizational level. Utilizing both quantitative and qualitative measures integrated with psychometrics assessments and 360 multi-rater assessments, we provide quantifiable solutions to assist in achieving your organizational goals.



**HR CONSULTING:** We partner with your leadership to remove performance barriers, increase employee engagement, and refine overall human resources strategies. We are dedicated to diversity and belonging in the workplace and challenging the status quo. Spirit Consulting ensures that human resources programs support the long-term goals of the organization.

**BUSINESS STRATEGY:** By leveraging our winning people-focused strategy, you will create sustainable success for your leadership that will quickly drive your organization forward. To ignite this type of fire, we conduct strategic leadership development sessions in a group setting to fortify a culture of individual responsibility and shared accountability that dramatically boosts organizational effectiveness.



## Your Project Team



### **CHRISTOPHER GOMEZ, CEO**

Office: (630) 686-1414

[cgomez@spiritmco.com](mailto:cgomez@spiritmco.com)

After spending 12 years working in consulting while establishing strategic relationships with the nation's premier organizations, Christopher felt the need to start Spirit Consulting, a management consulting company whose executive team is composed of accomplished business leaders tied together by their zeal to carry out the mission of achieving dreams through virtuous service. The services offered by Spirit Consulting include Executive Search, Work Psychology, and Business Strategy outsourcing. In addition to leading the Executive Search service line at Spirit Consulting, Christopher leads the firm's operations as Chief Executive Officer.

Christopher was honored as a Top 40 Under 40 by *Negocios Now Magazine* in 2019, is the founder of a nonprofit, Catholic Sports Camps, and serves on the board for another nonprofit, River of Light. As a public speaker, Christopher has made several appearances on NBC, CBS, WGN, Shalom Media, and is a regular contributor on Relevant Radio and the Chicago Tribune.

### **MARY JO SMITH, HR CONSULTING AND EXECUTIVE COACHING PRACTICE LEAD**

Office: (630) 621-3411

[msmith@spiritmco.com](mailto:msmith@spiritmco.com)

Mary Jo Smith is a Human Resources executive, strategist, coach, and educator with over 23 years of experience leveraging strategic human capital capabilities to maximize resources, add value, and deliver results by achieving sustained improvements in organizational performance. She is an executive coach passionate about people, organizational change, and innovation. Mary Jo also serves as adjunct faculty at the University of Illinois at Chicago educating future public health leaders in human capital strategies. She graduated with a Bachelor of Liberal Arts and Sciences degree in Psychology from the University of Illinois at Chicago and obtained a Master's in Organizational Leadership from Lewis University. Mary Jo is certified in health care human resources (CHHR), and recently completed the Lewis University certification program in executive coaching. In her spare time, Mary Jo loves spending time with her husband, twins, traveling, and fundraising for the Mulliganeers and Special Olympics Chicago.



## Project Team Resumes

### CHRISTOPHER GOMEZ

(630) 686-1414

cgomez@spiritmco.com

#### WORK EXPERIENCE

##### **Spirit Consulting – Oak Brook, Ill.**

January 2019 – Present

###### *Chief Executive Officer*

The mission of Spirit Consulting is to fulfill clients' wildest dreams through virtuous service. This is accomplished by practicing Spirit Consulting's core virtues of Honesty, Humility, Integrity, Joy, Patience, Kindness, Faithfulness, and Self-Control. Some of the ways that we can aid you and your organization include executive search, industrial-organizational psychology, finance and accounting, tax and advisory, information technology, and strategy. We stand ready to demonstrate the value we bring to your business.

##### **Catholic Sports Camps – Oak Brook, Ill.**

January 2019 – Present

###### *Founder & Board Member*

Catholic Sports Camps (CSC) inspire a more active and life-long relationship with Christ through sports excellence, friendship and Catholic faith-building activities for children and their families. As a nonprofit organization, our mission is to impact our Catholic faith by changing the future of one sports camper at a time. In 2018, Catholic Sports Camps gave away over \$25,000 in scholarships to more than 400 campers.

##### **River of Light – Chicago, Ill.**

August 2017 – Present

###### *Board Member*

River of Light LTD is a non-profit organization dedicated to picking up and delivering donated items to needy individuals and various organizations. The majority of these items consist of various breads and pastry products, together with clothing and household items. Each day, volunteers deliver bread and pastry products — as well as coats, hats, gloves and blankets in the colder weather — to approximately 22 stops around Chicago.

##### **David Gomez & Associates – Chicago, Ill.**

###### *Partner*

September 2014 – December 2018

###### *Vice President, Talent Acquisition*

March 2013 – September 2014

###### *Director of Recruiting – Client Manager*

December 2008 – March 2013

###### *Researcher/Recruiter*

August 2002 – December 2008

Headquartered in Illinois since 1978, David Gomez & Associates, Inc. (DG&A) is a retained executive search and management consulting firm with clients spanning multiple industries across the United States. DG&A offers expert executive search services and human capital consulting (including diversity expertise and succession planning). Through our unique, proprietary search process, we deliver only the most exceptional executive and managerial candidates: business leaders adept at navigating the complexities inherent to the global economy.

#### EDUCATION

##### **DePaul University – Chicago, Ill.**

Master of Business Administration – Sales Leadership & Entrepreneurship

2013

##### **University of Illinois – Urbana-Champaign, Ill.**

Bachelor of Science – Business Administration and Marketing

2006

Activity: Illini Hockey

#### PROFESSIONAL ORGANIZATION

Society of Talent Acquisition and Recruitment

2015-Present | Mentoring Program 2016



## MARY JO SMITH

(630) 621-3411

msmith@spiritmco.com

### Areas of Practice

- HR Business Partner
- Executive/Career Coach
- Talent Acquisition
- Workforce Planning
- Strategic Planning
- Performance Management
- Change Management
- Succession Planning
- Employee Relations
- Labor Relations
- Employee Engagement
- Organizational Development
- Compliance
- HR Technology
- Employment Law
- Pandemic Planning
- Remote Workforce Management
- Compensation
- Acquisition/Joint Ventures

### Industry Lines

- Education
- Health Care

### Education/Qualifications

- Master's Degree, Organizational Leadership
- Executive Coaching Certificate
- Health Human Resources (CHHR) Certification
- Center for Conflict Resolution Certificate
- Chicago SHRM Mentor
- Americas Essential Hospital Fellow and Mentor

### Summary

Human Resources executive, strategist, executive coach and educator with over 23 years of experience leveraging strategic human capital capabilities to maximize resources, add value, and deliver results by achieving sustained improvements in organizational performance.

### Principal Areas of Practice

#### Executive/Leader/Career Coaching

- Empowering individuals and organizations to live by their mission, vision, and values. Executive coach passionate about people, organizational change, and innovations. Strengths include strategic planning, conflict resolution, facilitation, leadership development, and team building.
- Provides executive coaching and leadership development resulting in improved organizational effectiveness and achievement of professional and organizational goals utilizing an array of coaching tools.
- Provides onboarding coaching and support tailored to the skills and experiences of the new leader, the context of the role, and the organization. Expert leadership onboarding to accelerate the performance of the new executive, which will improve the performance of your organization.

#### Workforce and Strategic Planning

- Organized and managed the HR Pandemic Plan for all employees and providers. Identified and managed the implementation of HR training and policy and procedures to include labor relations, remote work, safety, compensation, employee housing, employee assistance resources, and benefits.
- Led the acquisition of all HR services, vendors and programs (talent acquisition, compensation, benefits, organizational development, and labor relations) and centralization resulting in a cost savings of over \$8,000,000 to the system. Organized and managed the HR Pandemic Plan for all employees and providers. Identified and managed the implementation of HR training and policy and procedures to include labor relations, remote work, safety, compensation, employee housing, employee assistance resources, and benefits.
- Lead architect of a three-year strategic functional transformation plan, integrating multiple decentralized HR teams and inefficient/sub-optimized, or non-existent, services/processes. Centralization resulted in a cost savings of over \$500,000 to the hospital and clinics. Redesigned the performance appraisal system to better align with system goals and objectives, adding a greater level of accountability.

#### Organizational Development and Technology

- Implemented a fully integrated and centralized talent management software system consisting of performance management, succession planning and learning management.
- Developed the organization's Human Resource Information System department at \$100,000+ below budget while increasing organizational compliance by 37%.
- Collaborated with leaders on the succession planning process utilizing the 9 box grid. Identified high-potential employees and worked with employees on creating an individual development plan.
- Identified organizational competencies required at all levels throughout the system; designed corporate strategies to address the leadership and organizational development needs of the system, establishing structured training and development programs for employee groups at all levels in the organization.

#### Employee Engagement

- Executive champion responsible for leading the "Employer of Choice" strategy for the hospital and clinics; created and deployed uniform behavioral principles - UI CARE - across the enterprise encompassing 5000+ leaders, physicians, researchers, volunteers, and employees.
- Led the engagement survey process. Developed survey questions which assessed company, department, leadership, and individual job themes. Provided results to business leaders and worked with them to create action plans. Communicated results to employees and considered a resource for questions.

### Career History

MJS Solutions, LLC	Owner/Executive Director	2020-Present
AMITA Health	Senior Vice President	2017-2020
University of Illinois at Chicago	Adjunct Faculty	2013-Present
UI Health	Chief HR Officer	2011-2017
Adventist Midwest Health	HR Director	2011
Advocate Healthcare	HR Manager	1999-2011

## References and Testimonials



### **Dale Beatty, DNP, RN, NEA-BC**

Chief Nursing Officer, Stanford Health Care

Contact: (847) 772-9552 cell - [batetee@aol.com](mailto:batetee@aol.com)

*Mary Jo Smith is a top human resources executive, and her work provided transformational leadership that not only optimized many of the health system's Human Resources operating systems, but also assisted in the development of a culture of accountability that promoted employee excellence and leadership development. She is the ultimate professional who is consistently collaborative with the entire organization's leadership and employees.*

### **Maryland Automobile Insurance Fund**

We provided our executive recruiting services to the Maryland Automobile Insurance Fund to hire Caty Nyce, back in 2013. She is still currently with the company as the Director of Communications and Corporate Relations. Her and the past head of HR, Nancy Dodd can attest to our strong work ethic as well to the quality of our work.

### **Caty Nyce, Director of Communications & Corporate Relations**

Client: Maryland Automobile Insurance Fund

Scope of Work: Executive Search Services

Phone: (301) 509-6490

Email: [Cathy.Nyce@marylandauto.net](mailto:Cathy.Nyce@marylandauto.net)

### **Nancy Dodd, Former HR Lead**

Client: Maryland Automobile Insurance Fund

Scope of Work: Executive Search Services

Email: [dodd4pack@yahoo.com](mailto:dodd4pack@yahoo.com)



### **Regina Hack, MBA, CCP**

**Vice President of Compensation, Amita Health**

Contact: (847) 909-6437 - [rhack528@gmail.com](mailto:rhack528@gmail.com)

*Mary Jo is both a compassionate and business-focused leader. She confronts challenges head-on, always searching for positive outcomes for the organization as well as the employee. She is valued by her team for being supportive yet direct and willing to roll up her sleeves to help get the job done. She can successfully navigate and build relationships across all levels within the organization, translating business strategy into actionable and valuable human resources programs and policies. Mary Jo is an incredible HR partner and leader.*

## **Spirit Consulting Approach: Tailored Project Management**

Spirit Consulting ensures that human resources programs support the long-term goals of the organization. We structure our services around your needs, focusing on the strategic initiatives that impact your entire workforce. We assess, plan, direct, and implement a variety of HR programs. Accomplishing this overall goal requires some key tasks, including the following:

- 👂 Assessment of HR supply and demand; HR forecasting of structure and service
- 👂 Assessment of the organizational culture
- 👂 Review of strategic plans, organizational metrics, policy and procedures
- 👂 Risk assessment of all employment practices including state and federal regulations

Spirit Consulting is prepared to offer the services detailed below:

### **Assessment of Organizational Culture**

- 👂 Individual conversations with stakeholders
- 👂 Create a culture management action aligned with organization's goals, mission, vision, and values
- 👂 Assess and design employee communication, reward and recognition activities
- 👂 Design employee engagement program and activities

### **Diversity and Inclusion**

- 👂 Review current diversity policies and information published around diversity practices
- 👂 Review results of any diversity audits the company has carried out

### **Organizational Learning and Development**

- 👂 Design and implement employee and management development programs to address future organizational needs, onboarding and career development

### **Talent Assessment and Management**

- 👂 Strategic recruitment, onboarding and coaching
- 👂 Conduct succession planning sessions with key leaders
- 👂 Identify turnover challenges and opportunities
- 👂 Coordinate work force reductions and design outplacement processes

### **Performance and Salary Management**

- 👂 Design, implement, administer and train employees on performance appraisal system
- 👂 Assess compensation structure and advise management on pay structure adjustments
- 👂 Job analysis review

### **Employee and Labor Relations**

- 👂 Lead successful conflict resolution strategies
- 👂 Coach employees and leaders on positive employee relations
- 👂 Ensure labor contract compliance for union and non-union employees

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## Fee Structure

**In consideration of the Services provided by Spirit Consulting (hereinafter referred to as SC) pursuant to this Letter of Engagement, Town of Upper Marlboro (hereinafter referred to as TUM) agrees that:**

- a. The following fee structure is drafted per the following scope of services addressed below. If SC and TUM agree that further work is needed beyond the scope of services addressed in this RFP, terms of renewal will be discussed at that time.
  - I. Human Resource Audit- An initial overall assessment of the Town's current HR system and practices
  - II. Implement recommended changes based off initial HR audit
  - III. Assist with the review and updates to personnel files, job descriptions, job classification
  - IV. Ensure Town staff have required trainings, and assist with the scheduling trainings
  - V. Assist with recruitment and onboarding of new staff
  - VI. **"General HR support as needed"**\* - **Spirit Consulting requests that this is further defined before a contract is signed**
- b. This agreement is for a 24-month contract with TUM, with the option for renewal beginning August 15<sup>th</sup>, 2022.
- c. The annual budget for our HR Consulting will not exceed \$18,000.00 and this will be paid in 2020, 2021, and 2022. The fee will be divided into the payment structures as outlined in the subsequent paragraphs. All invoices are due upon receipt.
  - I. TUM will remit a non-refundable retainer of \$5,000.00 upon signing by both parties of this Letter of Engagement and upon submittal of the SC Statement of Work. These retainers are anticipated to be billed upon contract award in 2020, in January 2021, and in January 2022.
  - II. The SC consultant's billable rate is \$250 per hour, to be paid bi-monthly with documented billable hours. Billing should not exceed \$18,000.00 annually. All invoices are due upon receipt.
- d. TUM will reimburse SC for client-approved expenses incurred during the course of the project.
  - I. SC travel and lodging costs for TUM HR projects, including airfare, gasoline, parking, tolls, taxi, or car rental. All travel is required to be approved by TUM prior to purchase by Spirit Consulting. \$2,000 of the annual \$18,000.00 budget will be earmarked for travel and expenses.
  - II. TUM agrees to reimburse meal costs for SC consultants during work-related travel and meetings.
- e. SC consulting work for TUM is done in confidence. Should TUM refer SC consulting services to an affiliated company or division, and the affiliated company or division utilizes SC consulting services, TUM and the company shall be responsible for the payment of the fee of \$250 per hour.
- f. Indemnification: Both parties mutually agree to indemnify and hold each other harmless from and against all liability, losses, damages, claims, causes of action, cost or expenses (including reasonable attorneys' fees), which directly or indirectly arise from the performance of the Services hereunder by the indemnifying party, its agents, servants, representatives and/or employees.

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## Thank You

Spirit Consulting, LLC looks forward to partnering with you to provide your human resources consulting and we would be honored to become your management consulting partner. We are entering into this potential partnership with the spirit of service; our fee structure for our services is negotiable. At Spirit Consulting, we pride ourselves on our flexibility and ability to develop a structure that works for all parties.

### WHY PARTNER WITH SPIRIT CONSULTING?

- 🔥 Virtuous consultants you can trust
- 🔥 Mission integration that leads to your peak success
- 🔥 Leveraging 150 years of business expertise to simplify obstacles to victory
- 🔥 Masterful communication that drives shared accountability
- 🔥 Creating inclusive work environments that recognize diversity of talents
- 🔥 Transforming organizational culture with an engaged and excellent workforce
- 🔥 Creating a customer-focused HR function that optimizes service delivery
- 🔥 Developing fully competent leaders and building high-performance teams







July 21, 2020

Via Electronic Mail - [Info@UpperMarlboroMD.gov](mailto:Info@UpperMarlboroMD.gov)

Mr. Kyle Snyder, Chief of Staff  
Town of Upper Marlboro  
PO Box 280  
Upper Marlboro, MD 20773-0280

Dear Mr. Snyder,

Thank you for the opportunity to respond to the Town's Request for Proposal (RFP) for Human Resources (HR) Consulting Services. This letter and the following pages constitute our proposal.

GovHR USA, LLC ("GovHR") is a human resources and management consulting firm serving municipal clients and other public-sector entities on a national basis. GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer. Our headquarter offices are in Northbrook, Illinois with professional consultants located across the country. The firm is supported by 13 full and part-time employees and is supplemented by over 30 independent consultants. The owners, senior staff and consultants have many years of experience working in local government.

GovTemps USA, LLC ("GovTemps") is the interim staffing line of business of GovHR. It was formed in 2011 and focuses on providing short, long-term, and project-based staffing solutions exclusively to local governments. As of July 2020, GovTemps has assisted more than 180 local governments with over 500 different positions. Senior Vice President Michael Earl manages GovTemps and will serve as the administrative liaison on this project.

As detailed in the proposal, GovTemps has direct experience with the approach the Town is pursuing. GovTemps will provide two HR professionals for the 24-month period. Together they meet the Town's professional requirements as detailed in the RFP. We look forward to hearing from you and the opportunity to work with the Town of Upper Marlboro.

Sincerely,

A handwritten signature in black ink that reads 'Joellen Cademartori'.

Joellen Cademartori  
Chief Executive Officer  
GovHR USA/GovTemps USA

630 Dundee Road, Suite 130, Northbrook, IL 60062  
847.380.3240 | [GovHRUSA.com](http://GovHRUSA.com)



## **Proposal for Human Resources Consulting Services Upper Marlboro, Maryland**

**July 21, 2020**

### **CONSULTANTS AND PROJECT APPROACH**

#### **Overview**

GovTemps will provide two employees: Human Resources Generalist Alexander Pullen and Senior Human Resources Consultant Tracy McLaughlin to this assignment. Alexander will be the point person supported and guided by Tracy McLaughlin. The GovTemps employees will work at the Town via an Employee Leasing Agreement which is attached.

#### **Human Resources Generalist – Alexander Pullen**

Human Resources (HR) Generalist Alexander Pullen (resume attached) will serve as the lead on this project. Alexander is currently serving as HR Manager at George Washington University (GW) in Washington, DC. In that capacity, he serves as the lead HR advisor for a portfolio of departments, totaling over 400 employees. Alexander is well versed in HR regulations, standards, and best practices as demonstrated by his Society of HR Management's Senior Certified Professional designation (SHRM-SCP). Alexander's 40-hour work schedule at GW is flexible. Thus, he is available to commit work hours to this assignment.

A resident of Upper Marlboro, Alexander brings with him almost eight years of experience in Human Resources. Alexander serves as a council member for the SHRM's National Young Professional Advisory Council, which advises the national organization along with state and local chapters on preparing the profession for the next generation of practitioners and leaders. Alexander holds a B.A. from Howard University, an M.A. in Human Resource Management from The Catholic University of America and is currently a candidate for GW's Doctor of Education in Human & Organizational Learning.

#### **Senior Human Resources Consultant – Tracy McLaughlin**

Senior HR Consultant Tracy McLaughlin (resume attached) will serve as the local government resource consultant on this assignment. Tracy possesses 24+ years of local government HR experience and has a broad and deep understanding of



human resource issues at the local government level. Tracy brings a focused sense of commitment and dedication to all her assignments. Tracy received a B.A. from the University of Iowa and an M.A in Management and Organizational Behavior from Benedictine University.

### Project Approach

At the start of the project, it is expected that Alexander and Tracy will conduct an HR audit. This will include review of existing Town personnel policies and procedures, and meeting with Town officials to best understand the organization's HR practices. Upon completion, the audit will be submitted to the Town along with a recommended prioritization of tasks and estimated timeline to review and implement. Thereafter, the GovTemps team will address tasks as directed by the Town. It is expected that regular project updates will be submitted to at a frequency determined by the Town.

### Weekly Work Hours, Hourly Rate, Payroll Time Sheet

The number of hours worked per week will be as authorized by the Town. Given the budget parameters, it is expected that Alexander will work an average of five hours per week with Tracy committing about 32 hours for the year to this assignment. More hours are expected early in the project as the HR audit is underway.

The hourly billing rate will be \$56 for Alexander and \$105 for Tracy. A weekly timesheet will be used to track hours. The Town will be asked to approve the timesheet and forward to GovTemps who will then bill the Town on a bi-weekly basis.

### **WHY GOVTEMPS?**

Professional Expertise. Alexander Pullen and Tracy McLaughlin are HR professionals. Alexander possesses experience working in HR in the State of Maryland and holds a SHRM-SCP designation. Tracy's 24+ year career in HR has focused on assisting local governments.

Team Approach and Availability. The work performed by the GovTemps team will be conducted in tandem and per the HR priorities and direction set by the Town. Being served by two HR professionals and supported by the resources of GovHR means there will always be back-up in the event of an emergency. As noted earlier, Alexander is a resident of the Town and is therefore easily available for a site visit.



Resources. Whether through professional consultation (no additional charge) or assistance with a special project, the GovTemps team are guaranteed of receiving specialized and timely back-office support from GovHR when needed.

Budget Sensitivity and Flexibility. The structure is in place to ensure compliance with the budget amount for this initiative. Regular timesheets will allow both GovTemps and the Town to be mindful of hours worked and tasks performed. Hours worked by the GovTemps team will be as authorized and directed by the Town.

### **GOV TEMPS – PROJECT CONTACT**

Senior Vice President Michael Earl will serve as the GovTemps administrative liaison on this project. Mr. Earl's contact information is:

Michael J. Earl, Senior Vice President  
630 Dundee Road, Suite 130  
Northbrook, IL 60062  
[mearl@govhrusa.com](mailto:mearl@govhrusa.com) - 224-261-8366

### **REFERENCES – Alexander Pullen**

**Suzanne Alrutz** - Supervisor - 2016-2019  
HR Director, George Washington University  
202-994-4949 [suzanne.alrutz@gmail.com](mailto:suzanne.alrutz@gmail.com)

**Coreene Daniels** – Co-Worker  
HR Director, George Washington University  
202-994-4949 [cdaniels3@email.gwu.edu](mailto:cdaniels3@email.gwu.edu)

### **REFERENCES – GovTemps and Tracy McLaughlin**

**Village of Hinsdale, Illinois (pop. 16,816)**  
Kathleen Gargano, Village Manager  
630-789-7013 [kgargano@villageofhinsdale.org](mailto:kgargano@villageofhinsdale.org)

**Northbrook Park District, Illinois (pop. 33,167)**  
Molly Hamer, Executive Director  
847-291-2960 [mhamer@nbparks.org](mailto:mhamer@nbparks.org)

630 Dundee Road, Suite 130, Northbrook, IL 60062  
847.380.3240 | [GovHRUSA.com](http://GovHRUSA.com)



### **CONCLUDING REMARKS**

In closing, GovTemps, the interim staffing line of business of GovHR, is a public-sector management consulting firm devoted to assisting public-sector entities. We believe that this proposal will meet and exceed the expectations the Town has for its human resource services. Thank you for your consideration of this proposal. We look forward to hearing from you.

#### **Attachments:**

- Resume – Alexander Pullen
- Resume – Tracy McLaughlin
- GovTemps – Employee Leasing Agreement



Town of Upper Marlboro

*Excellence in HR and Organizational Performance*  
*RFP #UM 2020-06*

7/22/2020

## Introduction

Upper Marlboro is a historic and well-known town with a rich history located outside of Washington, DC. It is seeking an experienced human resource consulting firm to advance its human resource function.

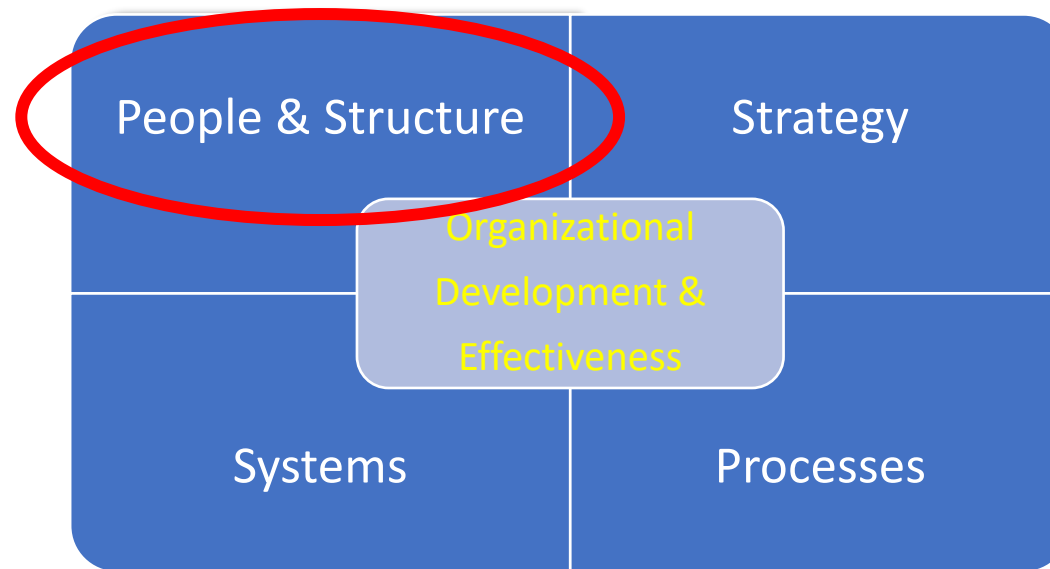
Oyster Organizational Development (Oyster) is a small, woman-owned consulting firm with deep experience as both practitioners and consultants. It offers the services of the large consulting firms with a personal touch of a small one, and at a fraction of the cost. Oyster consultants are personally invested in the success of their clients. This is a niche we have carefully chosen as a way toward bottom-line outputs for our clients and ourselves.

Our team for this proposal includes one consultant with significant local government experience, one with key process and implementation skills, and one (our president) with over 30 years of experience building successful HR teams and well-running organizations of varying sizes, small to large. One of our key clients is located in Upper Marlboro. We are helping this client (a very small but highly successful construction company) develop into an even more successful and visible minority-owned regional player. Another larger client is in Gaithersburg; for them we are developing the senior leadership team to propel them into a national player in the mortgage market.

We are very interested in contributing to the success of the Town of Upper Marlboro's government "people function" to help it fully accomplish its goals and objectives and further increase its identity as a destination for homeowners, residents, and businesses.



Organizational development ensures organizational effectiveness and increases success.



### Proposal

This proposal focuses on the People and Structure quadrant of the above matrix. The initial focus will be on evaluating the current state of Human Resources, creating an action plan for review by and discussion with Town management, and then implementing the resulting processes and programs.



## Core Components

1. Conduct an audit of the HR function. Oyster recommends that this audit include other functions as well (at a high level) because there are likely directly or indirectly related systems and processes.
2. Prepare an Action Plan based on the results of the audit and facilitate a discussion around its components. This Action Plan may address a wide range of needs from the routine (such as performance management, compliance, basic management, and basic systems) to the future-focused (such as leadership development, strategic planning, and employee and customer engagement). Customer engagement, if that were in the final results, would include how the Town serves residents, homeowners, and business owners.
3. Create a current process for managing employee files, job descriptions, and job classifications. Processes we implement are current, easy-to-use, and employee-friendly.
4. Recruit and onboard key staff; create processes they can use going forward.
5. Support the HR function as needed to implement the Action Plan and help it be not just efficient, but highly successful.

## Deliverables and Timeframe

Specific deliverables and timeframes will be determined as part of the Action Planning. Year 1 would be focused on creating, modifying, and/or cementing core HR infrastructure. Year 2 would be focused on taking it to the next level in terms of engagement (employee and customer), total organizational development and success, and high-level strategy.

## INVESTMENT

This proposal's investment is not typical for Oyster. Normally our proposals show projects and sub-projects. But in this case, there are questions to be answered after the audit is completed. In addition, we believe that some work would be front-loaded, with more occurring during the early part of the contract. We do not "work to the rule" on exact days or hours, but would work to the spirit of the goals and objectives, and work hard to deliver top quality.

In addition, this proposal assumes that Oyster would play both an advisory and a creation role, not an ongoing administrative role. For example, we would create an employee file system using the Town's existing infrastructure, and the Town would need to have (or have us hire) the resource to do it on a regular basis. Or, we may create a performance management tool and would train managers on it in sync with strategic planning. We would not replace the need for an HR structure, but would help create it and make sure it functioned at an above average level. This proposal is contingent upon the development of and agreement on a more detailed Scope of Work if the Town of Upper Marlboro decides Oyster is a finalist for this work. We hope that is the case. We would like to invest in the Town as they invest in this effort, and hope to demonstrate the ability of a small Town government to be high performing and deliver impressive results. To that end, Oyster is discounting its standard non-profit daily rate.

Pricing per Year	Investment
21 Days of consulting/implantation work (standard non-profit rate) <ul style="list-style-type: none"><li>• 12 days spread over approximately the first three months</li><li>• One day per month approximately each of the following nine months</li></ul>	\$31,500
Investment in local government by Oyster	(13,500)
Total Investment per year	\$18,000

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## TERMS

This proposal is contingent upon a virtual meeting to strategize on approach and processes. Final agreement to terms would be after that meeting and after agreement to a Scope of Work document. The purchase of all supplies, hardware, software, or systems agreed to under this effort will be borne by the Town of Upper Marlboro. One-half of total annual project investment will be invoiced upon acceptance. One quarter would be invoiced at the end of three months, and the remaining quarter would be invoiced at the end of 12 months. Payment is net15 and any approved expenses will be invoiced monthly. This agreement is governed by the laws of the Commonwealth of Virginia. Payments must be remitted no later than 15 days after invoicing or client may be charged 10% interest per month on any outstanding balance. Customer has the option of cancelling at the end of Year 1.

*\*\*Oyster will send this agreement via AdobeSign once any outstanding questions are addressed.*

### ***Agreement to Continue to Statement of Work***

\_\_\_\_\_  
Signature

**Town of Upper Marlboro**

\_\_\_\_\_  
Date

\_\_\_\_\_  
Julie Nielsen, President

**Oyster Organizational Development, LLC**

\_\_\_\_\_  
Date

**07/2020**

**Submitted by:**

Octavia S. Caldwell, Senior Consultant  
[ocaldwell@roconsultants.com](mailto:ocaldwell@roconsultants.com)  
(240) 688-2191 – Phone

**PROPOSAL SUBMITTED TO TOWN OF UPPER  
MARLBORO, MARYLAND**

**To Provide Human Resources Consulting Services**

**CALDWELLGROUP**

Facilitating Sustainable Growth



Facilitating Sustainable Growth

Caldwell Group, Inc.  
13517 Reid Circle  
Ft Washington, MD 20744

Town of Upper Marlboro  
Town Hall  
14211 School Lane  
Upper Marlboro, MD 20772

Dear Sir:

It is an honor for Caldwell Group, Inc. to submit this proposal to help the Town of Upper Marlboro improve its human resources systems and practices in response to RFP # UM 2020-06. Caldwell Group, Inc. is a Management Consulting company specializing in Organizational and Leadership Development. It's owner, Octavia Stanton Caldwell is a 48 year Prince Georges County resident and has spent most of her public service career in Prince George's County government. She has served in the Department of Housing and Community Development (five years), the Office of Management and Budget (ten years), and The Office of Management and Budget (five years).

This proposal has described in detail how we will comprehensively approach providing the services outlined in the RFP Scope of Work. After you have reviewed this proposal, contact us at 240-688-2191, so we may answer any questions that you have. We are confident that our customized approach will add value to your human resources operation and your Town.

Sincerely,

*Octavia Stanton Caldwell*

## **Proposal Response to Town OF Upper Marlboro, Maryland RFP # UM-2020-06**

### **Background and Project Summary**

The Town of Upper Marlboro, Maryland, has issued a Request for Proposals for Human Resources consulting services. The RFP is for a 24-month contract to help the Town address a battery of human resources needs. As the Town is enlarging its physical and economic footprint in Prince George's County, it recognizes that its growth will be carried out by its people. The RFP reflects the desire of the Town to invest in its people and ensure that the systems and processes that support its people management comply with federal, state, and local regulations, and align with people management best practices.

Among the results to be achieved, per the Scope of Services are these key objectives

- To assess the Town's human resources system and practices
- To develop and implement a plan to effect changes recommended from the HR audit
- To develop and enhance staff skills through training and resources

The Caldwell Group, Inc. humbly presents this proposal in response to the Town's RFP. It includes a description of our approach and Caldwell Group's Qualifications.

### **Approach**

We propose a three-phased approach to accomplish the objectives included in the RFP Scope of Work as follows:

- Phase I – Assessment and reporting
- Phase II – Implementation and Monitoring
- Phase II – Continuous Improvement

#### **Phase I – Assessment and Reporting**

The first phase would be the conducting of a human resources audit. The general process of conducting an audit includes the following vital steps described below.

##### ***Determining the scope and type of audit***

Based on the information provided in the RFP, a comprehensive review of all the Town's HR practices is requested.

##### ***Develop the audit questionnaire***

A comprehensive document must be developed that elicits information on all the subjects of the audit. A list of specific questions will ensure that the questionnaire is complete.

### ***Collect the data***

This phase is the actual process of reviewing specific areas to collect data about the Town's and its HR practices. We will use the audit questionnaire as a roadmap to examine the particular areas identified within the scope of the audit.

### ***Benchmark the findings***

To fully assess the audit findings, they must be compared with HR benchmarks. This comparison will offer insights into how the audit results compare against other similar-sized organizations. Typical information that might be internally benchmarked includes the Town's ratio of employees to HR professionals, general and administrative costs, cost per new employees hired, etc. Benchmarking might consist of the number of days to fill a position, the average cost of annual employee benefits, absenteeism rates, etc.

### ***Provide feedback about the results***

The data collected will be summarized and feedback provided to the Town's designated individuals in the form of findings and recommendations. A written report will be prepared with recommendations prioritized based on the risk level assigned to each item (e.g., high, medium, and low). From this final analysis, a roadmap for action can be developed that will help determine the order in which to address the issues raised. It is critical that results are discussed with the Town's designated individuals as agreement can be reached on the recommendations, and approvals can be obtained quickly.

## **Phase II – Implementation and Monitoring**

### ***Create action plans***

The information provided as a result of the audit becomes the basis of creating action plans for implementation of the changes suggested by the audit. Recommendations from the audit could include the need to review and update personnel files, job descriptions, job classification, and staff training., These would be integrated into the action plans.

### ***Monitor action plans***

As part of the discussion with the Town's designated individuals, some decisions will address the frequency of monitoring meetings and reporting. It is also essential to keep track of the audit findings/changes made, turnover, complaints filed, employee survey results, etc. to identify trends in the company's employment-related issues. Identifying problematic issues, growth areas, or declining problem spots can help in the decision of where to allocate time, money, and preventative training resources in the future.

## Phase III – Continuous Improvement

### *Foster a climate of continuous improvement*

It is crucial to engage in constant observation and continuous improvement of the Town's policies, procedures, and practices so that the Town never ceases to keep improving. We will continue to monitor the HR systems to ensure that they are up-to-date and have follow-up mechanisms built into every one of them. It is essential for the recruitment and onboarding of new staff to reflect the ongoing climate of continuous improvement and the new organizational culture revolution. It is mainly during this phase that ongoing general HR support would be available.

## Qualifications

Caldwell Group is a management consulting company specializing in Organizational and Leadership Development. The CEO, Octavia Stanton Caldwell, has over twenty-five years of public administration experience at the local and state government level in the public sector areas of human resources, budget, and financial management. As a Consultant, she has added value to local governments, nonprofits, and small businesses. Her human resources engagements as a consultant have included job analysis, position description development, employee manual development and updating, HR compliance, leadership development training, salary surveys, executive searches, and general HR consulting. Her relevant professional human resources experiences and associations are as follows:

Member, Society of Human Resources Professionals (2019-Present)

Human Resources Director (2000-2003)  
Department of Labor, Licensing and Regulation  
Baltimore, Maryland

Personnel Analyst (1993-1998)  
Prince Georges County Office of Personnel  
Upper Marlboro, Maryland

International Association of Personnel Management (1993-2003)  
President, Prince Georges County Chapter  
Member, Maryland State chapter

IPMA Certified Professional  
Assistant Director of Personnel  
MS Ginns (1975-1979)  
Washington, DC



## ***References***

City of Seat Pleasant, Maryland  
Mayor Eugene Grant  
(240-455-2601

City of Glenarden. Maryland  
Kenneth Jones, City Manager  
504-214-5925

City of Glenarden, Maryland  
Mayor Dennis Smith  
301-802-0123

United Communities Against Poverty  
Rasheeda Jamison-Harriot, President/CEO  
301-322-5700

## **Fee Proposal**

There is no fee proposal included in this response to the RFP. It stated the annual budget in its content.



Human Resources Proposal  
for  
Town of Upper Marlboro Government  
RFP# UM 2020-06

Prepared by:  
Marwin Glenn  
[Marwin.Glenn@gmail.com](mailto:Marwin.Glenn@gmail.com)

## **1. Executive Summary**

We specialize in advising and have expertise in a wide range of HR areas and are targeting the small town municipality. We will offer this market the ability to assist with their HR difficulties and the ever tight budget. In some situations, the government lacked a dedicated HR function and, as a result, HR responsibilities became a component of a city manager's duties. We help leaders ensure their human capital solutions address today's workforce needs and attend to the challenges of tomorrow. We leverage digital resources to provide more efficiency in accomplishing the town's mission. By developing consistent HR systems and policies for all organization

.

## **2. Market Research**

We understand our client reflected current fiscal and political realities of the town's specific situation. The ability to outsource HR activities to a virtual third party provider allows relief and meets the fiscal requirements. Typically outside expertise is utilized to brief management on changing regulations that affect your organization and the appropriate response.

### 3. Project Scope

- **Human Resource Audit**

- **Deliverables** - The initial In-depth HR audit of the Town's current HR system and practices will be conducted in three phases.
  - Phase 1. Collect data and understand what the current HR needs.
  - Phase 2. The HR audit is to familiarize us with your needs and uncover any underlying concerns.
  - Phase 3. Review the assessment before implementation.
- **Due dates:**
  - 1) Within 3 weeks after the contract is awarded. A virtual phone call with the town to assess the current HR structure.
  - 2) Within 4 weeks after Phase 1.
  - 3) Within 3 weeks after Phase 2.
- **Defining what's acceptable and what's not**
  - Acceptable
    - Review current HR-compliant policies and procedures
    - Provide template for HR-compliant policies and procedures
  - Not Acceptable
    - Not providing a clear picture of past and present HR concerns.
- **Price**
  - Up to \$2000 per year

- **Recommended on HR audit**

- **Deliverables** - Implement recommended approved changes based off initial HR audit
- **Due dates:** This will be an ongoing process.
- **Defining what's acceptable and what's not**
  - Acceptable
    - Stakeholders must accept approved changes in the HR strategic plan.
  - Not Acceptable
    - Stakeholders fail to hear new policies.
- **Price**
  - Apart of monthly General HR Support services

- **Personnel review and updates**

- **Deliverables** - Assist with the review and updates of personnel files, job descriptions, job classification. Involves planning and conducting classification studies of a variety of occupational classes, collecting and analyzing data, conducting a range of special classification or compensation.
- **Due dates:** This will be an ongoing process. Will have a monthly call to review and update.
- **Defining what's acceptable and what's not**
  - Acceptable
    - Virtual meeting with individual supervisors to understand duties and responsibilities with a focus on the towns strategic plan
  - Not Acceptable
    - Can not be created without supervisors direct guidance.
- **Price**
  - Apart of monthly General HR Support services

- **Training and Development**

- **Deliverables** - Ensure Town staff have required training and assist with the scheduling training. Participates in assisting departments in identifying departmental training needs, and recommending training relating to departmental activities.
- **Due dates:** As needed
- **Defining what's acceptable and what's not**
  - Acceptable
    - Email the supervisors the training schedule.
    - Supervisors ensure personnel are notified of training requirements and date/time.
  - Not Acceptable
    - For staff that do not show for training or does not have the required training prerequisites.
- **Price**
  - Town must pay separately for required training materials. They are priced at \$20/each training material per employee. The town will be billed separate as needed. If staff is scheduled for training and there is a no show or prerequisites are not met the town will billed for training material.

- **Human Capital**

- **Deliverables** - Assist with recruitment and onboarding of new staff. Provide a job description based off the personnel file, management, and town strategic plan. Involves development and implementation of recruitment strategy.
- **Due dates:** As needed.
- **Defining what's acceptable and what's not**
  - Acceptable
    - Small town leaders face unprecedented challenges finding, developing, motivating and keeping a talented, highly-engaged workforce. Our team is committed to supplying public officials with creative, practical and cost-effective solutions to all their human capital needs.
  - Not Acceptable
    - Conducting interviews.
- **Price**
  - A part of monthly General HR Support services.

- **General HR Support**

- **Deliverables** - Be available to answer HR specific questions via email. Providing unbiased guidance and coaching.
- **Due dates:** 24 hours.
- **Defining what's acceptable and what's not**
  - Acceptable
    - Email all questions.
    - Will confirm receipt of email.
    - Some issues may take time to research and resolve.
  - Not Acceptable
    - Requests that require immediate attention.
- **Price**
  - \$1500 monthly

## **4. Resources and Materials**

### **● Liaisons**

- The Town must assign a total of two liaison a primary and second to filter day-to-day staff queries.
- They must use one HR email account in communicating with the consultant firm.
- The liaisons are required to use automated equipment and utilizes automated data processing applications in conjunction with assigned duties.
- The liaisons should have the authority to approve HR changes that were not covered in the initial audit.

### **● Meetings**

- All Phases of the Human Resource Audit. Will be conducted virtually.
- All meetings will be virtually.

## **5. Budget**

### **● Initial Audit**

- The Initial audit is not incorporated in the pricing. This will be conducted in phases. We are providing an estimated cost not to exceed \$2,000

### **● Training**

- Staff training is not incorporated with the pricing. We can provide online training at a cost of \$20/each training material per employee. This cost can vary for the size of the staff to the amount of training needed.

### **● Monthly HR service**

- The monthly service fee will cover the following from the RFP# UM 2020-06. The general support of the Town's HR as needed with virtual appointments. Providing Human capital support and advising. The scheduling and identify of training that staff should have. For the first 4 months have a scheduled monthly virtual meeting in order to facilitate a smooth transition. This will be a cost of \$1,500 per month.

### **● PAYMENT**

- An invoice will be emailed on the 15th day of each month with net 15 day terms.



# Town of Upper Marlboro

Town Hall, 14211 School Lane  
Upper Marlboro, MD 20772

Tel: (301) 627-6905  
Fax: (301) 627-2080

[info@uppermarlboromd.gov](mailto:info@uppermarlboromd.gov)  
[www.uppermarlboromd.gov](http://www.uppermarlboromd.gov)

Mailing address: P.O. Box 280 • Upper Marlboro, MD 20773-0280

## MEMORANDUM

**Date:** Tuesday, August 25, 2020

**To:** Board of Commissioners

**Re:** COVID-19 Financial Struggles

With the health pandemic still an issue for the Town of Upper Marlboro, it forces the Town to look in other areas to fill the gaps. This memorandum will highlight financial areas of concern and what immediate steps should be considered.

Parking meters has been a dependable source of revenue since the newly installed meters and code enforcement. The courthouse typically brings the Town steady driving and parking traffic that helps generate monthly revenue. **Attachment #1** provides comparable receipts from all parking meter revenues.

There are other areas that effect historical first quarter revenues. Though the annual business license is being reviewed, it is an ordinance that has not yet been activated for various reasons. And business personal property tax are not being paid are slowly being deposited. **Attachment #2** will show comparable receipts from local and state requirements.

The Town of Upper Marlboro has suffered financially since March due to mandatory shut down. On average the Town has missed out on \$26,000+ just from parking meters monthly (Attachment #1). Loss of projected revenue, in all areas within the budget, has carried over expenditures from month to month and accrued into the new fiscal year. With actual vs projections from FY2020 & FY2021 the Town of Upper Marlboro has **lost approximately \$126,750 (March – Present)**.

**William Morgan**  
**Director of Finance**

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**Kai Bernal-LeClaire**  
Commissioner/Treasurer

**Wanda Leonard**  
Commissioner

**Linda Pennoyer**  
Commissioner/President





# Town of Upper Marlboro

Town Hall, 14211 School Lane  
Upper Marlboro, MD 20772

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[info@uppermarlboromd.gov](mailto:info@uppermarlboromd.gov)  
[www.uppermarlboromd.gov](http://www.uppermarlboromd.gov)

Mailing address: P.O. Box 280 • Upper Marlboro, MD 20773-0280

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**Kai Bernal-LeClaire**  
Commissioner/Treasurer

**Wanda Leonard**  
Commissioner

**Linda Pennoyer**  
Commissioner/President

## ATTACHMENT #1

	<b>FY2021</b>		
	<b>Actual</b>	<b>Budget</b>	<b>Percentage</b>
<b>Meters</b>	\$ 7,564.71	\$ 290,666.00	3%
<b>Fines/Violations</b>	\$ 2,207.56	\$ 21,000.00	11%

### Parking Meter Comparison By The Years

	<b>Parking Meter Fines</b>			<b>Parking Meters</b>	
	<b>FY2020</b>	<b>FY2021</b>		<b>FY2020</b>	<b>FY2021</b>
May	\$ 225.41	\$ 538.00		\$ 5,548.11	\$ (296.50)
June	\$ 346.25	\$ 539.85		\$ 8,495.33	\$ 2,542.45
July	\$ 673.35	\$ 1,691.73		\$ 4,230.04	\$ 3,512.65
August	\$ 1,649.28	\$ 515.83		\$ 9,473.04	\$ 4,052.06
September	\$ 2,806.89	\$ -		\$ 21,807.25	\$ -
<b>TOTALS</b>	\$ 2,894.29	\$ 3,285.41	\$ <b>391.12</b>	\$ 27,746.52	\$ 9,810.66

### Parking Meter Trends

December	\$ 23,266.96
January	\$ 31,726.29
February	\$ 34,231.31
March	\$ 21,819.53
April	\$ 2,133.45

\$ (17,935.86)

## ATTACHMENT #2

	EIT			Permits/Rentals			Personal Prop. Tax	
	FY2020	FY2021		FY2020	FY2021		FY2020	FY2021
May	\$ 37,047.99	\$ 41,369.29		\$ 390.00	\$ -		151.17	\$ 1,950.06
June	\$ 28,413.16	\$ 29,651.72		\$ 1,950.00	\$ -		3063.97	\$ 431.17
July	\$ 9,382.46	\$ 3,553.73		\$ 5,790.00	\$ -		3060.48	\$ 460.24
August	\$ -	\$ -		\$ 900.00	\$ -		35.73	\$ -
September	\$ 2,661.36	\$ -		\$ 3,780.00	\$ -		172.49	\$ -
<b>TOTALS</b>	<b>\$ 74,843.61</b>	<b>\$ 74,574.74</b>	<b>\$ (268.87)</b>	<b>\$ 9,030.00</b>	<b>\$ -</b>	<b>\$ (9,030.00)</b>	<b>\$ 6,311.35</b>	<b>\$ 2,841.47</b>

**\$ (3,469.88)**

# **Town of Upper Marlboro**

## **Financial Recommendations**

### **Short Term Goals**

1. Cease all non-essential spending purchases
2. Review professional service contracts
3. Decision on business license certifications
4. Freeze on hiring or until 2021

### **Mid/Long Term Goals**

1. RFP for employee group health plan or change employer contribution levels
2. Employee retirement benefit plan options
3. Professional services RFP
4. Gradual increase to taxes
5. PILOT agreements
6. Insert rubbish/waste fee



# Town of Upper Marlboro

Town Hall, 14211 School Lane  
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Mailing address: P.O. Box 280 • Upper Marlboro, MD 20773-0280

## MEMORANDUM

To: Board of Town Commissioners  
From: Kyle Snyder, Town Administrator  
Date: Monday August 24<sup>th</sup>, 2020  
Re: Extending Town Declaration of Emergency

Dear Commissioners,

As you may be aware, the Town has been operating under a declaration of a Local State of Emergency since March of 2020 in response to the Coronavirus pandemic. Due to a loss of a quorum on the Board of Town Commissioners, the Town was unable to extend the 3<sup>rd</sup> Emergency Declaration extension which expired of July 15<sup>th</sup>. Town Staff will work with the Town Attorney to draft DOE 2020-04 for approval at the September 15<sup>th</sup>, 2020 Town meeting with the below points:

1. As of 5:00 p.m. a State of Local Emergency continues to exist within the boundaries of the Town of Upper Marlboro because of ongoing concerns about the possible spread of the Coronavirus (COVID19) existing on May 26, 2020.
2. That the Local (County) Order known as Executive Order No. XXXX issued on XXX by the County Executive is hereby adopted by reference herein as if written word for word herein below and shall be applicable and enforced by the Upper Marlboro Police Department within the corporate limits of the Town.
3. The State of Local Emergency shall extend retroactively from July 15<sup>th</sup>, 2020, through December 31<sup>st</sup>, 2020, unless terminated or modified earlier.
4. All Town-owned buildings and facilities are closed to the public until the cancellation of this State of Local Emergency. Town General Government staff alternate in-person days to handle phone calls and minimize personal interaction.
5. The Town shall continue to follow the COVID-19 Response Policy and Directive for Town personnel and visitors to Town facilities All prior emergency orders issued remain in effect except as modified by this Order.
6. A copy of Governor's Order XXXXX and County Executive Order No. XXXX shall be made available to all occupants or attendees at any Town building and facility where public business is permitted.
7. During this State of Local Emergency, the President and Board of Town Commissioners shared responsibilities include but are not limited to taking actions authorized by the Town Charter, Town Ordinances, and State and Local Orders issued to protect the public's health, safety, and welfare.

**Janice Duckett**  
Commissioner-Elect

**Sarah Franklin**  
Commissioner

**Linda Pennoyer**  
Commissioner/President



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## COVID-19 Response Policy/Directive

This policy is intended to govern the Town of Upper Marlboro's internal response to the COVID-19 pandemic to safeguard the Town's employees and elected officials while maintaining an adequate level of continuity of operations. Chief of Staff Kyle Snyder shall coordinate the Town's response and preparation to this pandemic and work closely with Department Heads and elected officials to ensure the Town staff is protected. The below actions are being taken following the CDC and OSHA guidelines, the Americans with Disabilities Act (ADA), U.S. Equal Employment Opportunity Commission (EEOC) guidance, federal HIPAA regulations, State Health Secretary's Directives, and any applicable Local Health Officer orders. Any staff or elected officials with concerns regarding the Town's COVID-19 Response Policy are free to contact the President or Chief of Staff directly at any time.

### **Part 1- Self-Health Screening:**

The Town has set up two self-health screening stations, one at Town Hall and one at the Public Works facility. All staff, commissioners, and visitors are required to complete a self-health screening upon initially reporting and leaving work at Town facilities each day. Any indications or a fever of 100.4 degrees or higher, coughing, or shortness of breath, and the employee should not proceed further into the facility. They should return to their vehicle and contact their supervisor immediately for further direction. The Chief of Staff will ensure the screening stations and all related equipment are thoroughly cleaned three (3) times each workday, during the morning upon opening the facility, at noon and at closing time.

**Required Screening:** The screening consists of taking temperature via an infrared forehead/ear thermometer upon reporting and leaving work, as well as checking boxes in the log if you are having coughing or shortness of breath. Please wipe down the equipment with provided alcohol prep wipes after use and mark the log accordingly. The name, date, time-in & temperature, time-out & temperature, and checkboxes must be completed in the log located at both screening stations.

**Optional Screening:** The Town will also have a wrist-blood pressure cuff and a finger pulse Oximeter (to measure blood-oxygen levels) for staff and commissioners to use at the screening stations if they wish. These vitals do not have to be recorded and are simply for the user's reference. Please wipe down the equipment with provided alcohol prep wipes after use and mark the log accordingly.

Employees who are screened at one location do not have to re-screened upon entering another facility (E.g. Public Works employees who screened themselves at Public Works do not have to re-screen themselves upon entering Town Hall that same day).

The logs will be reviewed, sealed or redacted, as appropriate, and archived from time to time by the Chief of Staff (MD EMT-B Certification). Department heads are charged with ensuring their staff follows the procedure. Failure to complete the log, destroying records, or falsifying information, endangers your co-workers and will be handled as a "Falsification of Town Records" violation under



the Employee Handbook, an “Unacceptable Violation,” or may otherwise be prosecuted as a crime. All logs and other documentation collected to carry out this directive will be marked as “Confidential” and will be treated as confidential medical information.

## **Part 2- Social Distancing**

Social distancing means avoiding large gatherings and maintaining distance (approximately 6 feet or 2 meters) from others when possible. Strategies that the Town and its Department heads are encouraged to use include:

- Implementing flexible worksites (e.g., telework)
- Implementing flexible work hours (e.g., staggered shifts)
- Increasing physical space between staff at the worksite
- Increasing physical space between staff & residents (phone calls & emails vs. in-person)
- Implementing flexible meeting and travel options (e.g., postpone non-essential meetings or events)
- Delivering services remotely (e.g., phone, video, or web)

## **Part 3- Town Vehicle Usage:**

No more than one Town staff member should be in the same Town-owned vehicle at the same time to prevent possible exposures. If multiple employees do need to ride together, all passengers are required to wear masks, and weather depending, windows should be down to circulate fresh air. All Town-owned vehicles shall be reasonably wiped down with disinfectant wipes daily and cleaned every week and kept tidy and neat at all times.

## **Part 4- Personal Protective Equipment:**

The Town is constantly working to acquire and ensure an adequate stock of PPE for the staff and commissioners, including surgical masks, gloves, face shields, hand sanitizer, N95 masks. Should staff need PPE, they are to go through their Department heads.

Town staff, elected officials, and visitors must wear a mask when inside Town facilities, and when interacting in close proximity to each other or residents.

**Refuse Collection:** Public Works staff shall use additional PPE such as puncture-resistant gloves and face and eye protection, to prevent worker exposure to the waste streams (or types of wastes), including any contaminants in the materials, they manage. Such measures can help protect crew members from sharps and other items that can cause injuries or exposures to infectious materials. This is an OSHA standard.

## **Part 5- Cleaning and Disinfectant:**

Town Hall is cleaned every week by a contract cleaning company. This cleaning involves wiping down all surfaces with disinfectant, as well as other routine cleanings. Staff is encouraged to wipe down their work areas with provided disinfectants before leaving if/when they report to work. An outside company will be brought in as needed to “deep clean” Town facilities. Anti-bacterial soap, and handwashing guidelines, are provided at all Town handwashing stations.

## **Part 6- Exposure/Positive Test Action Plan:**

Town Staff who appear to have symptoms (i.e., fever, cough, or shortness of breath) upon arrival at work or who become sick during the day should immediately be separated from other staff and visitors and sent home. Town staff shall go through their medical provider/primary care physician to test for COVID-19 if necessary. Should an employee test positive, they need to notify their supervisor immediately, and the following steps will take place:

- The Chief of Staff, Department Head, and the Director of Human Resources will utilize the Self-Health screening log to determine days the employee reported to work, and ask the employee which co-workers they have been in “close contact” with within the prior two weeks. The CDC defines “close contact” as “a person that has been within six feet of the infected employee for a prolonged period of time.” The Town shall fully cooperate with State and County contact tracers, as necessary.
- An additional 80 hours (two weeks) of sick leave shall be granted to the employee to be used for COVID-19 usage. This is in addition to the employee’s regularly accrued sick leave and can only be used for COVID-19 related illness.
- As time permits, test documentation, and a doctor’s note shall be provided to the Director of Human Resources.
- The Chief of Staff shall coordinate with the Director of Human Resources to inform fellow employees of their possible exposure to COVID-19 in the workplace but maintain confidentiality as required by the Americans with Disabilities Act (ADA).
- The Chief of Staff shall coordinate with the Superintendent of Public Works to schedule a “deep cleaning” of Town Hall, Public Works, and all vehicles as soon as possible.
- Should Public Works employees be affected, the President may suspend Bulk Trash & Yard Waste collection for a period of two weeks if staffing shortages.
- Should the Police Department be affected, the Chief of Police shall coordinate as needed with the County police to ensure proper coverage of the Town.
- The President shall have the ultimate decision regarding any actions taken by the Town, subject to possible review and approval by the Board of Town Commissioners in accordance with Town law.

Please direct questions or comments to [ksnyder@UpperMarlboroMD.gov](mailto:ksnyder@UpperMarlboroMD.gov) or 301-609-0447.



Linda Pennoyer  
President, Board of Town Commissioners  
The Town of Upper Marlboro

