



**STATE OF NEW JERSEY
OFFICE OF THE STATE COMPTROLLER**

**WASHINGTON BOROUGH
(WARREN COUNTY)**

**FOLLOW-UP AUDIT OF
PROCUREMENT PRACTICES**

**A. Matthew Boxer
COMPTROLLER**

**April 16, 2010
F-01**

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BACKGROUND

Washington Borough (Borough) was incorporated as a borough by an Act of the New Jersey Legislature on February 20, 1868. As of the 2000 census, the Borough had 6,712 residents. According to its audited financial statements, Washington Borough's actual expenditures for Calendar Year 2008 were \$6,754,752.

The Borough is governed under the Faulkner Act/Council-Manager form of municipal government. Under this form of government, the municipal manager serves as the chief executive and administrative official of the municipality. Among other duties, the municipal manager appoints and supervises all municipal department heads, officers, subordinates and assistants, and negotiates all municipal contracts and assures their faithful performance.

Our initial audit report, *Washington Borough: A Performance Audit of Procurement Practices* (Report PA-03), which was issued on May 6, 2009, found that the Borough's procurement practices were inadequate, had negative fiscal consequences for the Borough, and needed to be strengthened. For example:

- The Borough did not award professional services contracts in compliance with the State's Pay-to-Play legislation.
- Borough staff and management did not always follow the requirements set forth in the Borough's Purchasing Policy and Procedure Manual or State law. In addition, the manual was outdated.
- After ten years and more than \$1.9 million in costs, which was more than 280 percent over the original estimate, a prefabricated public works garage was still not completed. Engineering fees on the project, which were originally estimated to total \$33,700, stood at \$419,330 as of December 2008. Poor contract management and other Borough practices were the cause.

- The specifications for the purchase of a fire truck appeared to contain items proprietary to a specific manufacturer. This manufacturer was the only vendor to bid and was awarded the contract following a procurement process not designed to promote competitive bidding on this complex purchase.

We made 15 recommendations to enhance the Borough's procurement and fiscal operations. In accordance with our statutory requirement to conduct a review to determine the implementation status of those recommendations, our auditors returned to the Borough beginning on November 30, 2009.

AUDIT OBJECTIVE, SCOPE AND METHODOLOGY



The objective of our follow-up audit was to determine if Borough officials have implemented the recommendations contained in our initial audit. The follow-up audit covers the period from April 13, 2009 through March 18, 2010.

This audit was performed in accordance with the State Comptroller's authority as set forth in N.J.S.A. 52:15C-1 et seq. We conducted our audit in accordance with Generally Accepted Government Auditing Standards issued by the U.S. Government Accountability Office. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

As part of our audit procedures, we reviewed the actions that Borough officials indicated in their Corrective Action Plan had been taken to address our previous audit recommendations. Based on a series of judgmentally selected samples, we tested a series of transactions to determine the extent to which those actions were actually taken and are functioning as intended.

SUMMARY OF CONCLUSIONS

We found that Borough officials have made substantial progress in implementing the recommendations contained in our initial audit report. Specifically, of the 15 audit recommendations, 6 have been implemented and 6 have been partially implemented. The status of 3 recommendations could not be determined at this time as no transactions related to those recommendations had occurred during our audit period. These implemented changes will help the Borough to achieve greater fiscal accountability.

Of note, the Borough has professionally administered the Department of Public Works garage contract since our last audit and substantial progress has been made. The contractor was ultimately declared in default and the bonding company will now assume the contractor’s obligations.

The results of our follow-up audit indicate that the Borough has made a good faith effort to comply with our recommendations, as follows:

Area	Recommendation Number	Recommendation Implemented	Recommendation Partially Implemented	Status of Recommendation Could Not be Determined
Procurement Practices	1		√	
	2	√		
	3		√	
	4	√		
	5		√	
	6		√	
	7	√		
	8			√
	9			√
	10			√
Internal Controls	11		√	
	12	√		
	13	√		
	14	√		
	15		√	

AUDIT RESULTS

Recommendation 1

Update the Purchasing Policy and Procedure Manual to conform with the Borough Code and State law including Pay-to-Play legislation.

Status: Partially Implemented

On June 16, 2009, the Borough Council adopted a revised Purchasing Policy and Procedure Manual (Manual). The Manual was updated to reflect current purchasing laws, including Pay-to-Play laws, as well as requirements of the Borough Code. All purchase requisitions now require three levels of approval before a purchase order can be generated. Only when the necessary funds have been certified and the purchasing department has the purchase order in hand, can the goods or services be purchased. All purchase orders now must be approved by the Borough Manager. All Borough employees were advised in writing that unless a purchase order has been generated, they are not authorized to make a purchase.

However, we found that the Manual does not require, as directed by the State's Department of Community Affairs, that Borough Council resolutions indicate whether each Borough contract is awarded pursuant to the "fair-and-open" or a "non-fair-and-open" process. We specifically found four Borough Council resolutions lacking a reference as to how the underlying contract was awarded, which may be a result of the Manual not including this requirement (see Recommendation 3).

Recommendation 2

Familiarize employees with the newly updated Manual and monitor compliance.

Status: Implemented

Subsequent to the adoption of the revised Manual, the Borough held two training sessions with all Borough employees to ensure they were aware of changes in State purchasing laws, as well as the Borough's internal policies.

Recommendation 3

Approve all purchase orders in accordance with the Borough Code.

Status: Partially Implemented

Since the new Manual requirements conform to the Borough Code, we tested a sample of Borough purchases for compliance with the Manual's approval procedures. For the period of May 1, 2009 through November 30, 2009, we identified 475 disbursements subject to this approval process. We judgmentally selected a sample of eight disbursements (four of which were related to contracts) representative of different approval levels. We noted no exceptions. However, the Borough Code also incorporates the State's Pay-to-Play requirements. As previously noted, Borough resolutions during the time period we reviewed were not compliant with those requirements. Subsequent to our audit fieldwork, the Borough advised us that it would ensure the appropriate language is inserted into all future resolutions.

Recommendation 4

Justify purchases that exceed the original estimate. The purchase, along with the justification, should be approved by the Borough Manager.

Status: Implemented

This recommendation addressed deficiencies we identified in our initial audit concerning purchases that required solicitation of quotes (i.e., purchases between \$4,350 and the bid threshold of \$29,000). According to the Borough's new procedures, the full amount of such purchases is encumbered (funds are earmarked) on a purchase order as required by local and State purchasing guidelines. If the amount of the purchase order needs to be increased, the department head must provide the Borough Manager with a written request

explaining, in detail, the reason for the increase. If the Borough Manager approves the increase, the purchase order amount is increased accordingly.

For the period of May 1, 2009 through November 30, 2009, only two Borough purchases required quotes, one of which had a final price that exceeded the quote. Regarding that purchase, Borough management explained that the original quote was for a more limited number of items than was ultimately required. The vendor was selected based on a per unit price with additional units to cost the same or less.

We conclude that Borough management had a reasonable justification for the cost exceeding the quote.

Recommendation 5

Consider requiring the Borough Attorney to review contracts prior to their execution.

Status: Partially Implemented

Prior to awarding all contracts, the Borough Manager, who is also the Borough's Qualified Purchasing Agent, now reviews the terms and conditions of the contract to see if (1) the Borough's interests are being met, and (2) there are sufficient funds available to pay for the goods/services. According to the Corrective Action Plan submitted to us on October 9, 2009, if, during this review, a question or concern regarding the terms of the contract arises, the Borough Manager contacts the Borough Attorney for a legal opinion. After this review by the Borough Manager (and the Borough Attorney) is complete, the contract is presented to the Borough Council for its consideration. If approved, a resolution accompanied by a certification of funds is adopted by the Borough Council.

Borough management represented to us that the Borough entered into three contracts during the period April 13, 2009 through November 30, 2009. We reviewed the three contracts and found that none had an attorney's signature evidencing review. We note that there is no formal procedure in place to have

the Borough Attorney's signature on reviewed documents and there are no clear guidelines as to when attorney involvement is required. [In the Borough's response to our draft report, and contrary to the Borough's previous representations, the Borough Manager indicates that all contracts receive attorney review.] We suggest that the Borough establish clear procedures for attorney review and retain evidence of any such review.

Recommendation 6

Write contracts that include enforcement provisions to protect the Borough's interests. Ensure all contracts include scope of services provisions detailing vendor obligations under the contract. In cases in which the contract amount is unknown, use "not-to-exceed" language.

Status: Partially Implemented

The Borough Manager represented to us that all Borough contracts now must include a scope-of-services provision, and that payments will not be made if vendors do not comply with the terms of the contract. The Borough Manager also stated that contracts sent to the Borough Council for review and approval will also include a "not-to-exceed" dollar amount.

We reviewed the three contracts (two for professional services and one for non-professional services) signed since April 13, 2009. We noted no exceptions with the non-professional services contract. The two annual standing professional service contracts we reviewed were both missing necessary enforcement provisions, including detailed scope-of-service provisions that specify the exact work to be provided, breach and termination clauses, the contracts' term and amount, and/or incorporation clauses that specifically list any additional documents which will become an operative part of the contract (e.g., vendor proposal submissions, rate sheets, and the Borough's original solicitation). In the case of professional services contracts, the Borough's current practice of attaching the vendor's solicitation response to the contract does not effectively incorporate the response terms into the agreement. Instead,

the annual service agreement should include an incorporation clause that recites which additional documents will become a part of the agreement.

Recommendation 7

Attach a certification of funds to resolutions awarding contracts and recite in both the certification and the resolution the line-item appropriation to which the contract will be charged.

Status: Implemented

Based on the resolutions we tested, the Borough now properly certifies funds. Specifically: (1) the resolutions included a line-item appropriation and either a specific or “not-to-exceed” dollar amount; (2) the following certification language was included in the resolutions, “WHEREAS, the Chief Finance Officer has certified to the Borough Clerk that funds are available in the following budget account:”; and (3) the certification document itself was attached to the resolution.

We tested four resolutions concerning the three contracts referred to in Recommendation 6. We found that they each included the required certification of funds language, the certifying document itself, dollar amounts and account numbers against which the contract would be charged.

Recommendation 8

Contract for services in accordance with the recommendations in the previous section of this report. Then, exercise adequate contract management to control spending and monitor the progress of projects. One way of accomplishing this goal would be to develop line-item capital project budgets and monitor actual costs against budgeted line-items.

Status: Could Not Be Determined

The Borough has instituted an additional level of control as it relates to contracts by having the Borough Manager review and approve purchase orders showing contract amount and remaining unused amount. If the purchase order

amount exceeds the remaining contract amount, the Borough Manager cannot approve the purchase order.

Additionally, when a contract is accessed in the Borough's accounting system, it now shows the date the contract was awarded, the number of the corresponding resolution adopted by the Council, the original contract amount, total contract expenditures to date and the remaining contract balance. By using this feature, the Borough's ability to properly and efficiently monitor capital expenditures has increased significantly, which in turn lessens the risk of over-expenditures.

During the period covered by this follow-up audit, there were no contracts that required line-item budgeting. Therefore, we could not determine if the Borough's new procedures are functioning as intended.

Recommendation 9

Extend the bid times for complex purchases.

Status: Could Not Be Determined

While statutory requirements in most cases require the notice to bidders to be published only for a period of ten days, our initial audit noted that in certain instances it would benefit the Borough to extend this timeframe. According to the Borough's Corrective Action Plan, "the time in which bids can be received will be extended when deemed to be in the best interest of the Borough. This would include, but not be limited to the purchase of specialized or complex goods or services."

During the period covered by this follow-up audit, there were no contracts for complex purchases. Therefore, we could not determine the implementation status of this recommendation.

Recommendation 10

Describe items in RFP specifications in generic component terms to avoid proprietary specifications and benefit from open competition.

Status: Could Not Be Determined

The Borough's Corrective Action Plan indicated that all bid specifications are now drafted with strict adherence to the Local Public Contracts Law, specifically N.J.S.A. 40A:11-13, entitled "Specifications."

During the period of this follow-up audit, there were no contracts at risk for proprietary specifications. Therefore we could not determine if the new Borough procedures are functioning as intended.

Recommendation 11

Evaluate the operational and fiscal environment of the Borough. Establish a formal system of internal control that mitigates risk and vulnerabilities. Train staff in the application of controls and monitor adherence thereto.

Status: Partially Implemented

The Borough now performs a monthly review of revenue collections and budget expenditures to ensure adequate funding for expenditures is available and is drawn only from the accounts where such expenditures had been budgeted. However, the Borough still is not reconciling its bank accounts as discussed in Recommendation 15.

We further observed that three employees other than the CFO have the ability to transfer funds between Borough bank accounts. (Those three employees cannot, however, transfer funds outside of those bank accounts.) Three employees having this ability could pose a risk to sound financial management practices. The CFO stated that it is a priority for her to review and adjust authorizations concerning such bank transfers in the next six months.

The Borough has not completed an evaluation of risks it faces and has not designed controls to prevent fraud, abuse and misappropriations. Also, there has been no internal controls training for Borough employees. To fully comply with our recommendation, the Borough needs to address these outstanding issues.

Recommendation 12

Review the organizational structure to ensure segregation of duties.

Status: Implemented

Duties throughout Borough offices were evaluated and realigned to improve segregation of duties in the areas of cash collections, postings and reconciliations. The Borough has reallocated and relocated staff to better accommodate the Borough's needs. Training has further heightened staff's awareness of the importance of the separation of duties among departments. Borough employees are being cross-trained in each other's duties and appropriately fill in during staff absences. While the cross training is aimed at minimizing errors, we note that without additional monitoring controls, being assigned to duties that should be segregated (e.g., cash receipts and revenue recording) can result in the misappropriation of assets.

Recommendation 13

Provide detailed explanations to support general ledger account adjustments.

Status: Implemented

All general ledger adjustments are now approved by the CFO. Should the need arise for an adjustment, a request for the adjustment along with adequate supporting documentation must be provided directly to the CFO for approval. All supporting documentation is attached to the adjustment and maintained in the permanent journal in the event subsequent review is necessary.

Based on our conversation with the CFO, she reconciled four accounts in November and posted adjustments for two of these accounts. The other accounts have not yet been reconciled and additional adjustments may be warranted. We tested the posted adjustments for the two accounts and noted they included detailed explanations.

Recommendation 14

Review the number of bank accounts and reduce them in order to increase control over cash management.

Status: Implemented

The Borough reviewed its 32 existing bank accounts for activity and identified nine inactive accounts. The Borough indicated it will close eight of the inactive accounts in 2010. One will remain open because it is required by State statute.

Recommendation 15

Perform proper monthly bank reconciliations on a timely basis.

Status: Partially Implemented

The Borough is now matching transactions from its bank account statements to transactions that are posted monthly in the Borough's accounting records. Also, the CFO is reviewing all checks and tracks check numbers. However, bank balances are not being reconciled to the balances in the Borough's accounting records. The CFO stated that complete monthly reconciliations will be performed beginning this year.

Department of Public Works Garage Project

Our initial audit found that as a result of the overall inadequacies in the Borough's procurement practices, the construction of the Borough's Department of Public Works (DPW) garage had been mismanaged. As of December 17, 2008, despite borrowing nearly \$3 million and expending over \$1.9 million for construction, the garage still was not completed -- ten years after the start of the project. The projected final cost of the garage had risen to \$2.7 million, which was more than four times the original cost estimate. As part of our follow-up audit, we reviewed the status of the DPW garage project.

Since December 17, 2008, the Borough has spent an additional \$412,421 on the garage, out of \$817,175 that had been set aside for its continued construction.

The Borough has professionally administered the construction contract since our initial audit and substantial progress has been made. The following pictures depict the progress of the garage's construction from the time of our initial audit to December 2009.



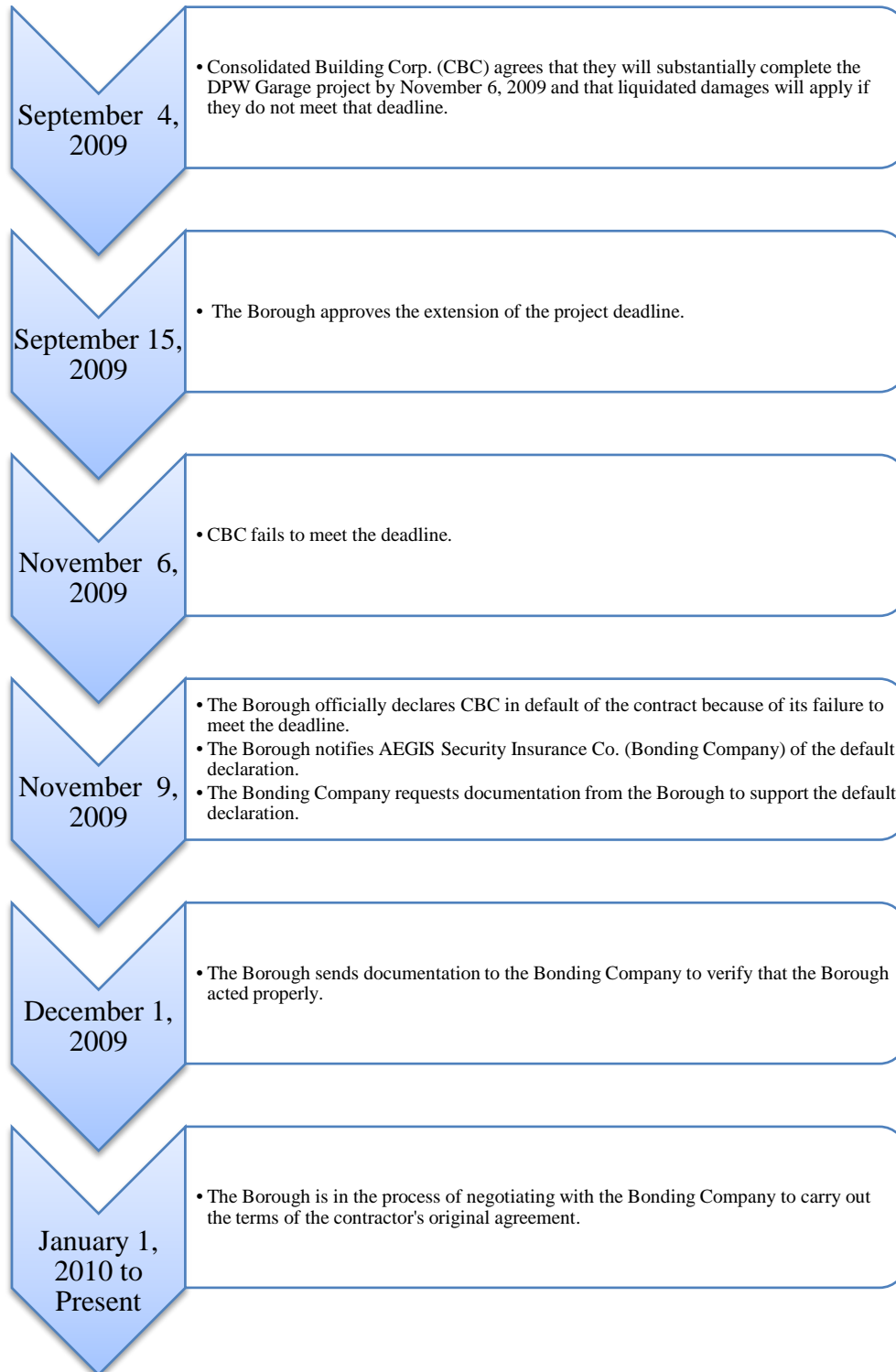
November 20, 2008



December 15, 2009

As shown above, however, the construction of the DPW garage is still not complete. Our audit revealed that the lack of further progress was due to circumstances beyond the Borough's immediate control. Specifically, as

depicted in the following timeline, the general contractor that was awarded the contract failed to meet its obligations and ultimately halted construction.



The Borough is working with the Bonding Company to take the necessary steps to complete the project. In a letter to the Bonding Company, the Borough Manager represented that the Borough has met all of the requirements of the Performance Bond, as well as the terms and conditions set forth in the contract with the general contractor. Once the Bonding Company and the Borough have reached an agreement as to the remaining obligations concerning completion of the project, the Bonding Company will assume those obligations.

REPORTING REQUIREMENTS

We provided a draft copy of this report to Borough officials for their review and comment. Their comments were considered in preparing this report and are attached as Appendix A.

Concerning the partially implemented recommendations in the report, the Borough set forth additional steps it is taking to satisfy the full intent of those recommendations.

The Office of the State Comptroller is required by statute to monitor the implementation of our recommendations. To meet this requirement, Washington Borough shall report periodically to this Office advising what additional steps it has taken to address the unresolved issues in this report. This Office will continue to monitor those steps.



BOROUGH OF WASHINGTON

100 BELVIDERE AVENUE • WASHINGTON, NEW JERSEY 07882-1426

PHONE: (908) 689-3600

www.washingtonboro-nj.org

FAX: (908) 689-9485

A Council Manager Community

BOROUGH CLERK Ext. 113
CODE ENFORCEMENT Ext. 139
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TAX COLLECTOR Ext. 117
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April 13, 2010

Mr. William P. Challice
Audit Director
Office of the State Comptroller
20 West State Street
P.O. 024
Trenton, NJ 08625-0024

RE: March 2010 Follow-up Audit of Procurement Practices
Borough of Washington (Warren County)

Dear Mr. Challice:

Please accept this letter as my most sincere thanks to the Office of the State Comptroller for being receptive to my November, 2009 request asking for your staff to conduct a follow-up audit. My rationale for this request was for your Office to verify that the corrective actions I have put in place address the recommendations made in your May, 2009 procurement practices audit.

To that end, I am in response of your "discussion copy" of the Follow-up Audit of Procurement Practices within the Borough of Washington dated March, 2010. Since its receipt, I have reviewed the report in great detail, as well as met with your staff do discuss the findings and recommendations outlined. As such, I would like to take the opportunity to comment on your conclusions.

Of the fifteen (15) recommendations made by your office, six (6) have been fully implemented, six (6) have been partially implemented, and three (3) could not be determined. With this in mind, I would like to take the opportunity to clarify several of your findings.

Fully Implemented Actions

I am very pleased that you found that we have fully implemented your recommendations for the items listed below. Specifically:

#2 - Familiarize employees with the newly updated Manual and monitor compliance.

#4 - Justify purchases that exceed the original estimate. The purchase, along with the justification, should be approved by the Borough Manager.

#7 - Attach a certification of funds to resolutions awarding contracts and recite in both the certification and the resolution the line item appropriation to which the contract will be charged.

#12 - Review the organizational structure to ensure segregation of duties.

#13 - Provide detailed explanations to support general ledger account adjustments.

#14 - Review the number blank accounts and reduce them in order to increase control over cash management.

Partially Implemented Actions

I have some concerns relating to the “partially implemented” findings in your reports, which I have addressed below. Specifically:

#1 - Update the Purchasing Policy and Procedures Manual to conform with the Borough Code and State Law including Pay-to-Play legislation.

Your report indicates in part that the Purchasing Manual “does not require, as directed by the State’s Department of Community Affairs, that the Borough Council resolutions indicate whether the contracts were awarded pursuant to the “fair-and-open” or “non-fair-and-open” process.”

While the Borough’s Purchasing Manual does not specifically make this statement, it does explicitly state that all contracts of this nature must be awarded in accordance with all applicable Pay-2-Play laws; Chapter 271, P.L 2005 & Chapter 19, P.L 2004. Both of these laws dictate the process municipalities must follow when awarding professional service contracts. As such, I believe that the reference to these laws in the purchasing manual is sufficient in addressing this corrective action.

#3 - Approve all purchases in accordance with Borough Code.

Your report indicates in part that “...the Borough Code also incorporates the State’s Pay-to-Play requirements as noted in Recommendation 1. As previously noted, Borough Resolutions during the time period reviewed were not compliant with those requirements.”

It should be noted that while the Borough inadvertently omitted language in the awarding resolution advising the contract award method, we filed the awarded vendor’s Business Disclosure Entity Certification and the Determination of Value along with the resolution in accordance with the applicable Pay-2-Play Statute. In this instance, we may not have met the letter of the law, but we certainly met the spirit of the law.

With this in mind, the Borough will ensure that the language you request is inserted into all future resolution awarding contracts of this nature.

#5 - Consider requiring the Borough Attorney to review contracts prior to their execution.

Your report indicates in part that “there is no clear guideline as to when attorney involvement is required.”

As stated in my corrective action letter, as well as your recent Audit report, the Borough Attorney always receives copies of all contracts (and supporting documentation) in advance of all Borough Council meetings in which action on contracts will transpire. As such, all contracts have received attorney review in advance of award.

With this in mind, we will revisit this issue to see if there is a more definable method to verify attorney review.

#6 - Write contracts that include enforcement provisions to protect the Borough's interests. Ensure all contracts include a scope of services provision detailing the vendor obligations under the contracts. In cases which the contracts amount is unknown, use "not-to-exceed" language.

Your report in part makes reference to the inclusion of certain language in professional service contracts to ensure that vendor obligations are clearly indicated. I can not attest to the methodology on professional service contract awards prior to my employment with the Borough, but I can advise that all professional service contracts are awarded in accordance with the Local Public Contracts Laws (N.J.S.A. 40A;11-1 et seq.) and the Pay-2-Play Statutes (Chapter 271, P.L 2005 & Chapter 19, P.L 2004).

However, I can inform you that when it came time to solicit annual professional appointments for 2010, we utilized both fair-and-open and non-fair-and-open methods. For Fair-and-Open Contracts, a Request for Proposals was drafted which listed all requirements of the Borough (IE: Insurance, Liability, Contract Term, Fee Schedules and the like), as well as the criteria that would be used by the Borough Council to grade applicants during their review process. Contracts awarded via the Non-Fair-and-Open process were required to provide similar documentation to ensure that the Borough's needs were being met.

While I feel that we are compliant with all State mandated purchasing regulations, I can acknowledge there is no such thing as too much protection for a municipality. As such, we can revisit this issue to see if there are additional levels of protection that would benefit the Borough by implementing. *Comment

#11 - Evaluate the operation and fiscal environment of the Borough. Establish a formal system of internal controls that mitigates risk and vulnerabilities. Train staff in the application of controls and monitor adherence thereto.

As the Borough's Chief Financial Officer (CFO) did not start until the last quarter of 2009, some of the items noted in this recommendation have not been fully implemented yet. As part of her duties, the CFO has been tasked with addressing just this. As you have stated in your report, the CFO has indicated that this is a priority for her to review and adjust during the upcoming months.

With this in mind, I am pleased that several of the concerns have already been addressed, with the remaining issues to follow. This will be a long-term project that will take time and I am confident in the abilities of the CFO to complete this task.

#15 - Perform proper monthly bank reconciliations on a timely basis.

Your report stated in part that "Bank balances are not being reconciled to the balances on the books." Prior to the release of your final audit, the CFO had instituted monthly bank reconciliations of all Borough accounts.

Could Not Be Determined

For the items listed below, you have indicated that your Office was unable to determine whether or not the Borough has been in compliance with your recommendations. This was due primarily to the fact that in 2009, the Borough did not have any instance in which these issues occurred. As such, there was no specific task for your Office to measure.

With this in mind, I am pleased to see that while you were unable to confirm these recommendations, you have acknowledged that we have instituted additional levels of control. This, combined with the policies indicated in the Borough Purchasing Manual should provide ample protection to the Borough while encouraging fair, free and open competition among bidders.

#8 - Contract for services in accordance with the recommendations in the previous section of this report. Then, exercise adequate contract management to control spending and monitor the progress of projects. One way of accomplishing this goal would be to develop line-item capital budgets and monitor actual costs against budget line items.

#9 - Extend bid times for complex purchases.

* The Borough's response to Recommendation 6 appears to address the sufficiency of the solicitation and award process for professional service contracts, whereas the report was directed at deficiencies in the contract document itself. To the extent that enforcement provisions are contained in the solicitation, the contract should incorporate such provisions explicitly by reference or in the absence of an incorporation clause, should clearly state the enforcement provisions.

#10 - Describe items in RFP specifications in generic component terms to avoid proprietary specifications and benefit from open competition.

Department of Public Work Garage Project

As far as the Department of Public Work Garage Project, I am pleased to see that the report indicates that your audit revealed “that the lack of further progress was due to circumstances beyond the Borough’s immediate control” and that the “general contractor that was awarded the contract was unable to meet its obligations and ultimately halted construction.” To date, I am please to say that we have made headway with our negotiations with the Bonding Company, Aegis Security Insurance Company, to ensure that the project will be completed in a timely manner while maintaining the Borough’s interests. In fact, we recently held a post-default pre-construction meeting with the bonding company. As a result of this meeting, construction will resume in the near future.

Taking everything above into account, I am extremely delighted that we have taken such tremendous strides towards advancing our procurement practices in a relatively short period of time. We are confident that by staying on this course of action, our circumstances will only get better over time.

Finally, I would like to take the opportunity to thank you and your staff for the hard work that was put into compiling the information addressed in both the original and follow-up reports. I look forward to your final report being made public as the information provided will be a beneficial tool for all municipalities to refer to.

Sincerely,

A handwritten signature in blue ink that reads "Richard Phelan". The signature is written in a cursive style and is positioned above the printed name and title.

Richard Phelan
Borough Manager

CC: Mayor and Council
Kristine Blanchard, Borough Clerk