

TOWN OF BERLIN



BOARD OF SELECTMEN

23 Linden Street
Berlin, MA 01503
(978) 838-2442
(978) 838-0014 FAX

selectmen@townofberlin.com

www.townofberlin.com

REQUEST FOR PROPOSALS

SEARCH FIRM TO ASSIST WITH TOWN ADMINISTRATOR RECRUITMENT

OVERVIEW

The Town of Berlin is seeking to recruit a Town Administrator, the first in the Town's history, and anticipates filling the position with a July 1, 2019 start date. The Town adopted the position of Town Administrator in October 2018 at a Special Town Meeting via Special Act. Passage of the Special Act is pending.

The Town Administrator will report to a three-person Board of Selectmen and be assisted in their work by an Administrative Secretary and a dedicated team of department heads and employees. The Town is also fortunate to be served by both elected and appointed volunteer Boards and Committees who take an active role in the governance of the Town. Berlin, a community of 3,000 residents, has an open Town Meeting form of government.

Following is the Scope of Services for the Town of Berlin to employ consultant or executive recruitment services for the recruitment of a Town Manager. It is important that the process includes public participation and input from a wide variety of stakeholders. The appointee to the Town Administrator position will serve in accordance with the Special Act. The link to the tracking of the Special Act legislation (House Bill H.4952) is posted on Legislature's website at <https://malegislature.gov/Bills/190/H4952>.

SCHEDULE AND TIME LINE

The Request for Proposals (RFP) will be available in the Berlin Selectmen's Office, 23 Linden Street, Berlin, MA 01503, after December 3, 2019 at 1:00pm. The RFP is available via email by contacting Administrative Secretary/CPO Mary Arata in the Board of Selectmen's office at selectmen@townofberlin.com

Inquiries involving procedural or technical matters related to the Request for Proposals shall be emailed only and received no later than three (3) business days prior to the time the proposals are due as stated in the advertisement, and must be directed to:

Mary Arata
Administrative Secretary/CPO
Via email to:
selectmen@townofberlin.com.

Proposals will be received until December 20, 2018 at Noon (12:00 p.m.)

Tracking your shipment with proof of delivery is advised.

E-MAILED AND FAXED PROPOSALS WILL NOT BE ACCEPTED

Interviews of qualified proposers will be held during the month of January 2019. The award of this contract, if any, will be no later than February 19th, 2019 at Noon. In accordance with the provisions of M.G.L. c.30B, §9, the Town of Berlin reserves the right to waive any informality in any or all proposals, or to reject any or all proposals, if it is in the public's best interest to do so.

SCOPE OF WORK

The Town of Berlin (Town) seeks proposals from experienced executive search consultants to assist the Town in recruiting highly qualified candidates for Berlin's first Town Administrator. The scope of work will include, but not be limited to, a process which includes the following:

- The consultant shall work with the Board of Selectmen, Personnel Board, and designated Search Committee to actively source, recruit, evaluate suitability of, interview and refer qualified candidates to the Town of Berlin for the position of Town Administrator.
- The consultant shall assist the Board of Selectmen, Personnel Board, and designated Search Committee in soliciting community input and feedback regarding the traits and management style desired in a new Town Administrator. This item shall include assistance in developing the process for soliciting opinions, creating vehicles for eliciting resident feedback and compiling results and publishing conclusions.
- Consultant shall work with Board of Selectmen, and Screening Committee to review resumes of qualified applicants, schedule interviews with the Screening Committee and, then, for finalists, with the Selectmen. Consultant shall provide training and guidance to the Screening Committee and Board of Selectmen in areas of human resources best practices and legal requirements and instructions applicable though the process.

- Consultant shall check references on finalist, extend the offer of employment, review benefits, and generally assist in the hiring process in ways and at the times requested by the Board of Selectmen or the Personnel Committee.
- The consultant shall provide sufficient notification to all candidates who applied but were not selected for initial interviews and, also for those interviewed but not offered the position.
- The consultant shall prepare background statements and expectations regarding the Town Administrator position for prospective candidates. The consultant shall also develop marketing information regarding the Town for distribution to prospective candidates.
- The consultant shall act at all times in an attentive, ethical, and responsible manner so as to represent the Town of Berlin with the utmost concern for its interests, goals and image with candidates, other communities, and members of the general public. The consultant shall also act discreetly and with care with the confidential applications for employment received from candidates.

PROPOSAL SUBMISSION REQUIREMENTS

Failure to submit documents requested may result in the Town's determination that a proposal is nonresponsive unless the Town deems such a failure to be a minor informality. There are two components to the Proposal:

- A) Technical Proposal, including information about the proposer, references, and the services to be provided; and
- B) Price Proposal, including a fixed price fee for services to be rendered under the terms of the contract.

A) TECHNICAL PROPOSAL

The following documentation must be contained in the Technical Proposal to prove responsiveness to each required element. Technical Proposals received without the required documentation for each required element may be deemed unresponsive. Technical Proposals must be arranged in the order specified below, with responses and documentation separated by tabs or index dividers. Each page of the Technical Proposal must contain a footer with the page number.

Required Elements of the Technical Proposal:

- Table of Contents, showing where required information can be found by section and page.
- Letter of Interest, including the firm's history and the name of the principal or "lead consultant" who will be assigned to work directly with the Town on this search. Proposers are directed to note that the contract will require that the same principal or

“lead consultant” be assigned to this contract for the duration of the search process, through and including the hiring of a Town Administrator for the Town of Berlin.

- An organizational Chart, if the Proposer is a firm or corporation, indicating the name and position of all consultants who will work with the Town on this search. If the Proposer is not a firm or corporation, the Proposer should so state in this section.
- Current Resume(s), including summaries of credentials and number of years of experience providing executive municipal search services for the lead consultant assigned to Berlin and any additional consultants who will be assigned to work with the Town on this search.
- Description of the Proposer's Approach and Plan for performing services outlined in the Scope of Work (see above), including:
 - Description of how the Proposer will specifically identify and target the needs of the Town in the search for a new Town Administrator;
 - Description of the consultant's approach to ensuring community involvement and input;
 - Description of proposed candidate recruitment strategies;
 - Description of the consultant's proposed implementation plan;
 - Proposed timeline with specific milestones;
 - List of Recent Contracts, including name, address and telephone number, of all communities for which the firm has provided similar Town Administrator search services during the past five (5) years and specific persons to contact;
 - References, for a minimum of three (3) comparable executive search projects completed in the past five (5) years;
 - Promotional Material, include advertisements, brochures and other recruitment materials used in Town Administrator searches or promotional literature about the firm;
 - Signed Certificate of Non-Collusion (Included as Attachment A to this RFP);
 - Signed Certificate of Payment of Taxes (Included as Attachment B to this RFP).

B) PRICE PROPOSAL

- The Price Proposal form, included as Attachment C, must be completed and included as the proposer's Price.
- Proposal to prove responsiveness to this requirement. The Price Proposal (one original copy) must be submitted without conditions or exceptions and must be submitted **under separate cover and in a sealed envelope.**
- Price Proposals shall remain in effect for a period of 60 (sixty) calendar days from the date of proposal submittal or until it is formally withdrawn, a contract is executed, or this Request for Proposal is canceled, whichever occurs first.
- Price Proposals submitted without the required form or including other conditions of pricing may be deemed unresponsive.

PROPOSAL SUBMITTAL

Technical and Price Proposals must be submitted in separate sealed envelopes and plainly marked as follows: "TECHNICAL PROPOSAL-Berlin Town Administrator Search", and "PRICE PROPOSAL-Berlin Town Administrator Search" along with the name of the consultant, consulting firm or executive recruiter clearly marked on both envelopes.

IF PRICES ARE INCLUDED WITHIN THE TECHNICAL PROPOSAL, THE PROPOSAL WILL BE DISQUALIFIED.

- Technical Proposals should be sealed in a separate envelope with one (1) original, five (5) hard copies, and one (1) electronic media.
- Price Proposals should be sealed in a sealed envelope of one (1) signed original. Both sealed proposals must be submitted together in one envelope or mailer no later than December 20, 2019 at 1:00pm to:

Mary Arata
Administrative Secretary
Board of Selectmen
23 Linden Street
Berlin, MA 01503

E-MAILED AND FAXED PROPOSALS WILL NOT BE ACCEPTED. There will be no public opening of proposals. The names and addresses of all parties submitting proposals will be recorded and the proposals will then be provided to the Evaluation Committee to evaluate the proposals.

EXAMINATION OF DOCUMENTS

Each Proposer shall be satisfied as to the requirements of the contemplated services to enable the intelligent preparation of this proposal. The Proposer shall be familiar with all submittal and RFP requirements before submitting the proposals in order that no misunderstanding shall exist in regard to the nature and character of the contemplated services to be performed. No allowance will be made for any claim that the proposal is based on incomplete information as to the nature and character of the area or contemplated service.

EVALUATION OF PROPOSALS

Technical Proposals will be opened and evaluated by the Board of Selectmen and/or its designees who will individually rate the proposals. Evaluation of Technical Proposals will be based on weighted, comparative criteria described in this section. The following scale will be used to evaluate each criterion, as well as to determine a composite rating for each proposal:

Highly Advantageous
Advantageous
Not Advantageous
Unacceptable

Proposer's Networking Strategies

Highly Advantageous: The Proposal provides more than three (3) examples of how the Proposer's established networks of professional municipal contacts will be used in the search process and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

Advantageous: The Proposal provides three (3) examples of how the Proposer's established networks of professional municipal contacts will be used in the search process and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

Not Advantageous: The Proposal provides fewer than three (3) examples of how the Proposer's established networks of professional municipal contacts will be used in the search process and recruitment process to attract a broad range of highly qualified candidates, including women and minorities.

Unacceptable: The Proposal does not include specific examples of networks the Proposer will use in the search and recruitment process.

Proposer's Experience/Key Personnel

Highly Advantageous: The Proposer has five (5) or more years' experience in conducting successful executive searches with municipalities and other government or non-profit organizations, and during that period has concluded at least three (3) successful searches for a Town Administrator in Massachusetts, one of which must have been for a municipality of similar size and demographics to Berlin. The Proposer's lead consultant has more than five (5) years' experience conducting Town Administrator searches in Massachusetts.

Advantageous: The Proposer has at least three (3) years' experience in conducting successful executive searches with municipalities, government and other non-profit organizations, and during that period has concluded at least two (2) successful executive searches for a Town Administrator in Massachusetts. The Proposer's lead consultant has at least three (3) years' experience conducting Town Administrator searches in Massachusetts.

Not Advantageous: The Proposer has fewer than three (3) years' experience in successful executive searches with municipalities, government and other non-profit organizations, and during that period has concluded only one successful executive searches for a Town Administrator in Massachusetts. The Proposer's lead consultant has fewer than three (3) years' experience conducting Town Administrator searches in Massachusetts.

Unacceptable: The Proposer has fewer than three (3) years' experience in executive search and hiring processes and has not concluded any successful executive searches for a Town Administrator. The Proposer's lead consultant has no experience conducting a Town Administrator search in Massachusetts.

Proposer's Approach to Ensuring Community Involvement

Highly Advantageous: The Proposal provides more than three (3) project examples where the proposed Lead Consultant for Berlin Town Administrator search has organized, trained, and facilitated working groups as part of an executive search process, with one (1) of these examples leading to the hiring of a Town Administrator.

Advantageous: The Proposal provides three (3) project examples where the proposer Lead Consultant for Berlin Town Administrator search has organized, trained, and facilitated working groups as part of an executive search process, with one (1) of these examples leading to the hiring of a Town Administrator.

Not Advantageous: The Proposal provides fewer than three (3) project examples where the proposer Lead Consultant for Berlin Town Administrator search has organized, trained, and facilitated working groups as part of an executive search process, with one (1) of these examples leading to the hiring of a Town Administrator.

Unacceptable: The Proposal provides fewer than three (3) project examples where the proposed Lead Consultant has organized, trained and facilitated working groups as part of an executive search process, none of which has led to the hiring of a Town Administrator.

Proposer's Implementation Plan and Schedule

Highly Advantageous: The Proposal includes a detailed description and examples of previously successful recruitment strategies and includes a clearly delineated timeline with specific milestones for Berlin's Town Administrator search.

Advantageous: The Proposal includes an outline of some candidate recruitment strategies and an implementation plan that includes some milestones for Berlin's Town Administrator search.

Not Advantageous: The Proposal lacks specific candidate recruitment strategies or specific milestones for Berlin's Town Administrator search.

Unacceptable: The Proposal does not include any information about a proposed implementation plan and schedule.

Proposer's References

Highly Advantageous: All five (5) references were satisfied with the Proposer's work and stated that all executive search tasks were completed within the time frame required.

Advantageous: All five (5) references were satisfied with the Proposer's work and stated that all executive search tasks were completed but not within the time frame(s) required.

Not Advantageous: Fewer than five (5) references were satisfied with the end results.

Unacceptable: The preponderance of references were dissatisfied with the end results.

Proposer's Recruitment Materials

Highly Advantageous: The Proposer includes samples of advertisements, brochures and other forms of candidate outreach from at least five (5) different Town Administrator searches with the proposal, at least one (1) of which involves a Town Administrator search in Massachusetts.

Advantageous: The Proposer includes samples of advertisements, brochures and other forms of candidate outreach from at least three (3) different executive searches with the proposal, at least one (1) of which involves a Town Administrator search.

Not Advantageous: The Proposer includes three (3) or fewer samples of advertisements, brochures, and other forms of candidate outreach with the proposal, none of which involve a Town Administrator search.

Unacceptable: The Proposer does not include samples of advertisements, brochures or other forms of candidate outreach.

All Technical Proposals will be given a cumulative ranking based on individual rankings of the following weighted elements, using a scoring sheet included as Attachment D: Proposer's Networking Strategies, Proposer's Experience/Key Personnel, Proposer's Approach to Ensuring Community Involvement, Proposer's Implementation Plan and Schedule, Proposer's Recruitment Materials, and Proposer's References.

The Town of Berlin Board of Selectmen and/or their designees will invite all Proposers to be interviewed who submitted the most advantageous Technical Proposals, taking into consideration all of the Technical Proposal criteria, and have most advantageous overall evaluation ratings. Interviews will be ranked as follows:

Highly Advantageous: The Lead Consultant for this project was present, clearly stated a plan of action, demonstrated excellent communications skills, presented other personnel with experience and skills who will be assigned for the duration of this project, and successfully responded to all questions.

Advantageous: The Lead Consultant for this project was present, outlined a plan of action, demonstrated excellent communication skills, presented other personnel with

experience and skills who will be assigned for the duration of this project, and successfully responded to most of the questions.

Not Advantageous: The Lead Consultant for this project was present but did not present a clear plan of action, or was unable to communicate effectively, or presented other personnel who did not have the experience and skills to work on this project and/or who would not be assigned for the duration of this project, or did not successfully respond to questions.

Unacceptable: The Lead Consultant for this project was not present at the interview or was unable to communicate effectively and did not successfully respond to questions.

At the conclusion of the interviews, a composite rating will be assigned to each Proposal. After review of the composite ranking of the Technical Proposal and interviews, the Price Proposals will be opened and evaluated by the Berlin Board of Selectmen and/or their designees.

CONTRACT AWARD

The contract will be awarded to that Proposer deemed by the Board of Selectmen and/or its designees to have submitted the most advantageous proposal taking into consideration all of the Technical Proposal criteria and Proposers' interviews in addition to the Price Proposals. In accordance with the provisions of G.L. c. 30B, sec. 9, the Town of Berlin reserves the right to waive any informalities in any or all proposals, or to reject any or all proposals, if it be in the public's best interest to do so.

TERM OF THE CONTRACT

The work under this contract shall begin approximately February 1, 2019 and shall be completed upon successfully filling the Town of Berlin Town Administrator position. The Town anticipates filling the position by July 1, 2019. If the selected candidate begins work in Berlin, and for any reason leaves the position within the first 12 months of employment, the consultant will conduct another search under the terms of this contract for an amount equal to out-of-pocket expenses only.

ATTACHMENT A (To be submitted with the TECHNICAL PROPOSAL)

CERTIFICATE OF NON-COLLUSION

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, or other organization, entity, or group or individuals.

Name of person signing bid or proposal

Name of Business Entity (if any)

ATTACHMENT B (To be submitted with the TECHNICAL PROPOSAL)

CERTIFICATE OF TAX COMPLIANCE

Pursuant to MG c. 62C, § 49A, the undersigned acting on behalf of the Contractor, certifies under the penalties of perjury that, to the best of the undersigned's knowledge and belief, the Contractor is compliant with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

****Signature of Individual *** Contractor's Social Security Number (Voluntary) or Corporate Contractor (Mandatory) or Federal Identification Number**

By: Date: _____

Corporate Officer (Mandatory, if applicable)

** The provision in the Attestation relating to child support applies only when the Contractor is an individual.

** Approval of a contract or other agreement will not be granted unless the applicant signs this certification clause.

*** Your social security number will be furnished to the Massachusetts Department of Revenue to determine whether you have met tax filing or tax payment obligations. Providers who fail to correct their non-filing or delinquency will not have a contract or other agreement issued, renewed, or extended. This request is made under the authority of GL c. 62C, § 49A.

ATTACHMENT C

Price Proposal (To be submitted in a separate sealed envelope from the Technical Proposal)

The price proposal (one original copy) must be submitted without "conditions or exceptions" and must be submitted under separate cover and in a sealed envelope.

The price proposal set forth in this proposal shall constitute full and complete compensation for the services to be provided by the Consultant's Firm. There shall be no reimbursement for out-of-pocket or other expenses incurred by the Consultant in connection with the performance of the services without the approval of the Board of Selectmen. Any exceptions may result in the rejection of the proposal.

Price Proposal for The Town of Berlin, Town Administrator search:

\$ _____ Total Fixed Fee Contract Price

Total Fixed Fee Contract Price in words: _____

Signature: _____ Date: _____

Title: _____ Company: _____

Tel: _____ Fax: _____

Address: _____

City: _____ State: ____ Zip: _____

Email _____

ATTACHMENT D Technical Proposal Rating Sheet Each element of the Technical Proposal must be rated using the following scale: Highly Advantageous -3 Advantageous -2 Not Advantageous -1 Unacceptable -0 Name of Proposer
