



# Town of Simsbury

933 HOPMEADOW STREET

P.O. BOX 495

SIMSBURY, CONNECTICUT 06070

Thomas F. Cooke - Director of Administrative Services

## **BOARD OF SELECTMEN**

### **Personnel Sub-Committee Special Meeting**

**Thursday February 23, 2017**

**7:30 A.M. – Simsbury Town Offices – B.O.E. Conference Room – Second Floor**

### **AGENDA**

1. Call to Order
2. Pledge of Allegiance
3. Public Audience
4. Review of Minutes
5. Proposed Change in Position Classification and Description – Finance Specialist
6. Town Manager Recruitment and Hire
  - a. Review and establish timeline for recruitment and hire
  - b. Review and establish full project task list
  - c. Discussion of and possible action on RFP for executive search firm
7. Confirm Date and Content of Next Meeting
8. Adjourn

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An Equal Opportunity Employer  
tcooke@simsbury-ct.gov  
www.simsbury-ct.gov

8:30 – 7:00 Monday  
8:30 – 4:30 Tuesday through Thursday  
8:30 – 1:00 Friday



# Town of Simsbury

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Thomas F. Cooke - Director of Administrative Services

**BOARD OF SELECTMEN**  
**Personnel Sub-Committee Special Meeting**  
**Monday September 19, 2016**  
**5:30 P.M. – Simsbury Town Offices – Conference Room 103**

**Minutes**

*Completed by Chris Kelly*

**1. Call to Order**

The meeting was called to order at 5:31 PM. Present were Chris Kelly; Chairman, Cheryl Cook and Sean Askham; members of Personnel Subcommittee, Thomas Cooke; Director of Administrative Services, Eric Gomes; Employee Benefits and Human Resources Coordinator, Tom Roy; Director of Public Works, Lisa Karim; Library Director

**2. Pledge of Allegiance**

**3. Public Audience**

Joan Coe of Whitcomb Drive spoke to a number of issues:

- Suggested that all unaffiliated staff increases should be postponed until after the vote on the Town Manager/First Selectman as the outcome of the vote may influence staffing and staffing salary decisions.
- The same holds true for adjustments to job descriptions
- Salaries for staff and special adjustments should not be influenced by the number of years a person has worked in Simsbury
- Need to pay attention to the high taxes people pay in Simsbury when making these decisions and focus on keeping expenses reasonable.

**4. Review of Minutes**

- a) Special Meeting August 8<sup>th</sup>: There were no suggested changes to the minutes.

## **5. Approval of Updated Job Descriptions**

### **a) Head of Children Services:**

This position is being updated from the last version of August 2013 focusing on including the broader project management, supervisory, and administrative elements of the job. The job remains at the same grade.

Sean Askham moved and Cheryl Cook seconded a motion to approve the revised job description. The motion passed unanimously

### **b) Project Administrator: Public Works**

This position is being expanded from a 35 hour per week position to 40 hours per week and the position's range will adjust from \$55,626 - \$63,394 to \$63,394 - \$75,764 per the Simsbury Administrative & Professional Employees Association CSEA, Service Employees International Union Local 2001 contract.

The position otherwise was updated in 2015 and there are no suggested additional changes.

Sean Askham moved, and Cheryl Cook seconded a motion to approve the revised job description. The motion passed unanimously.

## **6. Recommended Appointment of Unaffiliated Member to Board of Ethics**

A motion was made by Cheryl Cook and seconded by Sean Askham to recommend Richard Jones of 248 Old Farms Road, Simsbury Ct. to fill the unaffiliated vacancy for a term expiring January 1, 2017. Richard will replace Polly Maier who submitted her resignation. The motion was passed unanimously.

## **7. Review Town of Simsbury 2016 Unaffiliated Employee Annual Increases**

### **a) General Unaffiliated 2016 Wage Increase**

**Salary Increases:** All covered employees received high performance ratings. A salary increase of 2.5% retroactive to July 1, 2016 is recommended for incumbents with the exception of the Director of Finance/Treasurer who was recently promoted to the position and not eligible for an increase for FY2017. The Town Clerk is also not eligible given the timing of her hire this year.

The discussion of the members was that this was an appropriate amount for the following reasons:

1. This is consistent with the negotiated wage increases for the town's bargaining units
2. This is consistent with last year
3. This is a reasonable range when comparing to increases in both the Public and Private sector.

Sean Askham moved, and Cheryl Cook seconded a motion to approve and recommend to the B.O.S. a 2.5% general increase retroactive to July 1, 2016 for

- Chief of Police
- Police Captain
- Deputy Director of Administrative Services
- Director of Administrative Services
- Director of Culture, Parks & Recreation
- Director of Finance
- Director of the Library
- Director of Public Works
- Director of Planning and Community Development
- Executive Assistant to the First Selectman
- Benefits and Human Resources Coordinator
- Town Engineer

The motion passed unanimously.

#### **b) Salary Adjustments Based Upon Job Descriptions**

In connection with the increase in responsibilities included in two revised position descriptions, the following increases are recommended by town staff:

- **Executive Assistant to the First Selectman:** Higher responsibility duties were added to this position description including responsibility for records retention management in compliance with state law, responsibility for oversight of leave tracking in preparation for the annual audit and processing of other employee paperwork including new-hire paperwork in connection with on-boarding. The position will also play a role in the selection of an HRIS vendor and implementation of an HRIS system. In addition to the increase in duties, we determined that a significant number of the positions used for comparison are 35 hour a week positions. The Executive Assistant position is a 40 hour position. For these reasons, an increase of 10% (including the 2.5% increase described above) is recommended for the position.
- **Benefits and Human Resources Coordinator:** The human resources, labor relations and retiree benefits functions for this position were significantly increased. A 5% increase (including the 2.5% increase described above) is recommended for the position

The Personnel Subcommittee discussion was a consensus that these adjustments were warranted.

Sean Askham moved and Cheryl Cook seconded a motion to approve and recommend to the B.O.S. a job description special adjustment, retroactive to July 1, 2016 for the Executive Assistant to the First Selectman of 7.5% (for total increase of 10%) and the Benefits and Human Resource Coordinator of 2.5% (for a total increase of 5%).

The motion passed unanimously.

**c) Market Range Adjustments – Feedback from Police Commission Chair regarding the Police Chief and Captain.**

**BACKGROUND:** A market reference range study was completed in November, 2015 which captured real-time comparative data for FY2016. No market reference range study was conducted for FY2017. Market reference ranges were adjusted upwards by 2.5% which corresponds with our understanding of typical increases in the comparator group and the Board of Education. The salary adjustments described above are intended to ensure that salaries remain in line with estimated market increases. Three market reference range adjustments were approved by the Personnel Sub-Committee:

Mike Long; Police Commission Chair reviewed with the group data he had provided previously regarding the 2016 Market Range Adjustments. This was a review of Simsbury's current nonaffiliated salaries in comparison to those of a group of benchmark communities. The core elements that Mike asked the group to consider were:

1. The purpose of the Market Range Adjustments was to review and protect any specific position from falling too far behind the marketplace. For the Chief specifically, the movement that was approved last year only moved him up to the 57% position of the competitive range. For a highly rated employee, with long standing employment in the town, in such an important position the 57% location still leaves the position with a larger gap than the Personnel Subcommittee should be comfortable with. Mike's specific recommendation was an additional 3.8% increase.
2. In regards to the adjustment made in 2015 for the Captain's position. The benchmark towns have within them an important distinction that was not considered by the Personnel Subcommittee. Specifically, a subset of three towns has a similar situation to Simsbury in that there is only one Captain's position vs. two. This means that the position in those towns have broader responsibilities and impact than in the others. The subset with this structure has a higher competitive range than the full subset; resulting in the Captain's salary being further back on the competitive scale and needing a more full review. Mike's recommendation is for an additional 4% increase for the Captain's position.
3. Mike emphasized that if we went into the market to fill either position when they are open we would be required to offer a higher salary than we current compensate the positions. It is important to keep the compensation

competitive, not just to appropriately compensate the individuals, but to keep our salaries competitive for future recruitment.

4. Both incumbents are high performers considered top tier within their roles in the state. It is important that they are compensated as such in comparison to other communities.

There was considerable discussion and review of the data resulting in the following points:

- Where the Chief's position ended up is lower than desired from the process.
- Adjustments should be focused on fair movement of the salaries towards the appropriate mark.
- This process should be focused on the competitive standing of the salaries for the position, and not reflect performance within the position; which is more appropriately addressed with the performance review process and associated unaffiliated increases.
- There is validity to looking at a subset of towns for the Captain's position but there should be caution having a secondary consideration that goes beyond the benchmark towns selected for the study.
- A 2.5% MRR increase for both (in addition to the unaffiliated 2.5%) would result in the Chief being at the 73% point in the range vs. the 57%, and would place the Captain at 97%.

A motion was made by Sean Askham and seconded by Cheryl Cook to approve and recommend to the B.O.S. a market range increase of 2.5% for the Police Chief retroactive to July 1, 2016.

The motion passed unanimously.

A motion was made by Cheryl Cook and seconded by Sean Askham to approve and recommend to the B.O.S. a market range increase of 2.5% for the Captain retroactive to July 1, 2016.

The motion passed unanimously.

#### **D) Retirement Plan Options**

The group reviewed the following recommendations from staff.

- **Defined Benefit Plan:** No Changes.
- **Defined Contribution Plan:** Effective January 1, 2016 employees who chose not to participate in the Defined Benefit Plan were required to participate in the Defined Contribution Plan. In the event of approval of negotiated changes to the Defined Contribution Plan, the terms of the plan will be adjusted to mirror the negotiated changes. The Defined Contribution Plans are subject to a 5-year rolling vesting period. Upon completion of the 5th year contributions vest fully.

Although no motion is required on these items the group did discuss them. Sean Askham indicated that he felt it was important for the Personnel Subcommittee to review the status of the Defined Benefit Plan for current employees. Key points.

1. Very few towns currently retain ongoing Defined Benefit plans for current employees and Simsbury needs to look at its status
2. Regardless of cost, a Defined Benefit plans retains all of the risk with the town.

The Personnel Subcommittee agreed to review the plan starting at the next meeting.

#### **8. Confirm Date and Discuss Content of Next Meeting**

The subcommittee is scheduled to meet on October 20<sup>th</sup> at 7:30 AM.

#### **9. Adjourn**

A motion was made by Sean Askham, and seconded by Cheryl Cook to adjourn the meeting. The motion passed unanimously and the meeting adjourned at 7:20 PM.



# Town of Simsbury

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## BOARD OF SELECTMEN MEETING AGENDA SUBMISSION FORM

1. **Title of submission:** Proposed Reclassification of Finance Specialist Position
2. **Date of submission:** February 17, 2017
3. **Date of Board Meeting:** February 23, 2017
4. **Individual or Entity making the submission (Please include complete contact information. The identified individual(s) should be prepared to present information to the Board of Selectmen at the Board Meeting):**

Sean M. Kimball – Director of Finance/Treasurer – [skimball@simsbury-ct.gov](mailto:skimball@simsbury-ct.gov)

Thomas F. Cooke – Director of Administrative Services – [tcooke@simsbury-ct.gov](mailto:tcooke@simsbury-ct.gov)

5. **Action requested of the Board of Selectmen (Acceptance of gift, creation of reserve, approval of contract, information only, etc. Be as specific as possible with respect to the desired action of the Board.):**  
*The Individual or Entity making the submission requests that the Board of Selectmen:*

Approve the proposed changes in the position description for Finance Specialist and approve the proposed reclassification of the position from T-6 to T-10.

6. **Summary of Submission (Include in your summary (i) relevant dates and timelines; (ii) parties involved; (iii) a description of financial terms and conditions specifically identifying the financial exposure/commitment of the Town of Simsbury; (iv) whether or not contracts, licenses and other legal documents have been reviewed by the Town's counsel; and (v) other information that will inform the Board of Selectmen's consideration of your submission. Include any additional information in an attached memorandum.):**

The day-to-day functions of the Town of Simsbury's Finance Department are currently performed by three full-time positions including a Finance Specialist. While Simsbury's Finance Specialist is responsible for performing both payroll and accounts payable functions, a review of other Finance Departments in Simsbury's comparator group revealed that these functions are usually performed by two and sometimes up to three employees, and that these employees also receive greater compensation than the Finance Specialist with pay ranges topping out in the \$65,000 to \$70,000 range.

Given the need for efficiencies in the Department, the responsibilities of the Finance Specialist have been significantly upgraded over time. The position operates with minimal supervision and currently reports as necessary to the Director of Finance.

As with the other Specialist positions in Simsbury, the Finance Specialist is required to have an intimate working knowledge of computerized systems – in this case, including a payroll system, a receipts program and an accounts payable program. The position also requires a working knowledge of fund accounting principles and an ability to work with accounting software. Her work is subject to independent auditor review. As with the other Specialist positions, the Finance Specialist has daily interface with vendors and others doing business with the Town and requires an in-depth knowledge of the accounts payable system.

After reviewing the comparable information and updating the position description to reflect the current performance of functions, we are recommending that the Finance Specialist position be reclassified from Grad T-6 to Grade T-10, Step 4 effective immediately. The Finance Department has budgeted for the upgrade, and the proposed upgrade has been reviewed with and approved by the union president.

**7. Financial Impact (Include a description of any impact on the finances of the Town of Simsbury):**

Under \$2,500 for the balance of the fiscal year which was included in the Finance Department budget.

**8. Description of documents included with submission (All documents must be in final form and signed by the appropriate party.):**

*The following documents are included with this submission and attached hereto:*

Proposed revised job description.

**TITLE:**            Finance Specialist **GRADE:** T\_ 106

**DEPARTMENT:** Finance **DATE:** March 26, 2012

**POSITION DEFINITION:**

Under the general supervision and direction of the ~~Accounting Manager~~Director of Finance/Treasurer, ~~performs duties and responsibilities relative to the~~ is primarily responsible for payroll and accounts payable functions.

**ESSENTIAL JOB FUNCTIONS:**

PAYROLL:

- Processes weekly computerized payroll on weekly deadline for multiple pay groups.
- Reconciles payroll charges ~~for in the~~ accounting system.
- Performs accounting work for the weekly payment of payroll taxes and quarterly tax reports.
- Uploads direct deposit files to bank for processing in a timely manner.
- Prepares payroll information requests for the ~~Personnel Department~~Department of Administrative Services.
- Processes year end W-2 tax forms.
- Coordinates yearly budgeted payroll increases ~~with the budget~~ for inclusion in the payroll process.

ACCOUNTS PAYABLE:

- Reviews purchase orders, invoices and related information for proper account coding, mathematical accuracy, vendor designation, correct prices and discounts, authorized signatures and other pertinent information.
- Prepares and enters information by data entry into automated accounting system; entries include, but are not limited to vendors, encumbrances, account adjustments, payments and related information.
- Compares computer generated data against source documents for accuracy.
- Reconciles errors and re-enters information.
- Prepares payment checks and processes to data center.
- Reviews checks for accuracy and processes payment.
- Types checks for emergency or special payments and processes directly.
- Establishes and maintains account files.
- Reports work accomplished to ~~Supervisor~~Director of Finance/Treasurer.
- Posts invoices and notifies departments of outstanding checks (A/P and A/R)
- Manages vendor inquiries regarding payment status.
- Reviews and resolves issues related to outstanding checks.
- Tracks Purchase Orders to monitor payments made and prepare for PO closeouts.
- Reviews all vendors at year end for accurate and updated 1099 information.

### **ADDITIONAL JOB FUNCTIONS:**

- Posts daily Accounts Receivable general collections in accounting system.
- Reviews, researches and resolves outstanding checks, both for Payroll and Accounts Payable.
- Processes daily mail as needed.
- Coordinates office supply purchases for the department.

### **REQUIRED KNOWLEDGE, SKILLS AND ABILITIES:**

- Ability to complete complex tasks on deadline and with minimal supervision.
- Working knowledge of multiple computer modules in town's finance system including but not limited to human resources, posting receivables, accounts payable and payroll.
- Ability to digest, review and disseminate large quantities of information to the proper authorities.
- Ability to handle and process high volumes of paperwork accurately and efficiently and establish and maintain complex files and record system.
- Ability to perform basic mathematical computations.
- Ability to work effectively with staff, superiors and the general public.
- ~~Ability to use computer terminal to enter and retrieve information.~~
- Ability to access and process information contained in file records and computer databases.

### **REQUIRED PHYSICAL AND MENTAL EFFORT AND ENVIRONMENTAL CONDITIONS:**

- Works in office setting subject to continuous interruptions.
- Includes exposure to video display terminals on a daily basis.
- Must be able to work under stress from demanding deadlines and changing priorities and conditions.
- Must be able to sit at a desk or stand at an assigned location and work continuously for extended periods of time.
- Ability to file letters, correspondence, reports, etc. in file cabinet drawers ranging from 1' to 7' from the floor.
- Ability to get into and out of automobile.

### **REQUIRED EQUIPMENT OPERATIONS:**

- Operates standard office equipment, including but not limited to a personal computer, fax, copier, printer and telephone.

### **REQUIRED MINIMUM QUALIFICATIONS:**

- Graduation from an accredited college or university with a Bachelors Degree with a degree in business with a concentration in accounting and/or have been a full charge bookkeeper and two (2) years of responsible bookkeeping experience.

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**LICENSE OR CERTIFICATE:** N/A.

Note: The above description is illustrative of tasks and responsibilities. It is not meant to be all-inclusive of every task or responsibility.

# Personnel Subcommittee – Key Projects Town Manager Hire – Timeline

February 20, 2017

First B.O.S. Meeting in December is December 11th

	Key Project	Time Frame	Who
1	Identify Timeline, Process, Participants for Each Stage	February - March 27 B.O.S.	Personnel Subcommittee*
2	R.F.P. Development	February – April 12 B.O.S.	Personnel Subcommittee*
3	Hire of Consulting Firm	March 27 – May 8 B.O.S.	B.O.S.
4A	Recruitment and Hire Offer	April 24 – October 11 B.O.S.	B.O.S.
4B	Formal Appointment of Town Manager – 2017 – 2019 B.O.S.	December 4	B.O.S.
5	T.M. Salary and Benefit Package	February – September 11 B.O.S.	Personnel Subcommittee*
6	First Selectperson Stipend	February – December 4 B.O.S.	Personnel Subcommittee*
7	Town Manager Job Description	February – May 22 B.O.S.	Personnel Subcommittee*
8	Review and Edit Impacted Job Descriptions	February – December 4 B.O.S.	Personnel Subcommittee*
9	Hire Temporary Town Manager (If needed)	February – December 4 B.O.S.	B.O.S.
10	Town Manager Annual Review Structure	February – August 14 B.O.S.	Personnel Subcommittee*
11	Employee Guide/Personnel Rules Edits	February – March 2018	Personnel Subcommittee*

\* With appropriate approvals from B.O.S.

## Personnel Subcommittee Meeting Dates

February 23

March 15,23

April 5,20

May 10,30

June 7,

Sept. 7

Dec. 7

# Personnel Subcommittee – Full Task List – Town Manager Hire

February 19, 2017

Blue = Subcommittee Final Review/Vote

Yellow = B.O.S. Review /Vote

	Project	Task	Who	Status
1A	Identify Timeline, Process, Participants for Each Stage	Develop Draft		
1B		Review Draft		
1C		Edit Final Draft/Approval		
1D		Review/Approval with B.O.S.		
2A	R.F.P. Development	Collect and Review Samples		
2B		Identify Critical Components		
2C		Develop Draft		
2D		Review Draft		
2E		Edit Final R.F.P. Document/Approval		
2F		Identify Projected Cost		
2G		Review/Approval with B.O.S.		
3A	Hire of Consulting Firm	Identify Firms to Send R.F.P. to		
3B		Send R.F.P.		
3C		Review Responses		
3D		Personnel Interview Potential Firms Refers Best 2+ to B.O.S.		
3E		B.O.S. Interviews 2+ recommendations from P.S.		
3F		Review/Approval with B.O.S.		
3G		Complete Contract		
4A	Recruitment and Hire	Identify Timeline, process, and tasks with Consulting Firm		
4B		Focus Groups		
4C		Develop Candidate Criteria		
4D		Advertising		
4E		Initial Screening		
4F		Interviews		
4G		Selection/Approval		
4H		Contract Negotiation		
4J		Review/Approval with B.O.S.		
5A		T.M. Salary and Benefit Package	Identify Areas of Package	
5B	Identify Benchmarking Towns			
5C	Collect Data			
5D	Develop Proposal			
5E	Review, Edit, Proposal/Approval			
5F	Review/Approval with B.O.S.			

	<b>Project</b>	<b>Task</b>		<b>Status</b>
6A	First Selectperson Stipend	Develop and Review Proposal		
6B		Final Edit/Approval		
6C		Review/Approval with B.O.S.		
7A	Town Manager Job Description	Review Charter and Org Structure		
7B		Develop Draft		
7C		Review Draft		
7D		Final Draft/Approval		
7E		Review/Approval with B.O.S.		
8A	Review and Edit Impacted Job Descriptions	Review/Edit Director of Administrative Services J.D.		
8B		Final Draft/Approval		
8C		Review/Approval with B.O.S.		
8D		Review/Edit Deputy Director of Administrative Services		
8E		Final Draft/Approval		
8F		Review/Approval with B.O.S.		
8G		Review/Edit Employee Benefits and H.R. Coordinator J.D.		
8H		Final Draft/Approval		
8I		Review/Approval with B.O.S.		
8J		Review/Edit Executive Assistant to the First Selectwoman		
8K		Final Draft/Approval		
8L		Review/Approval with B.O.S.		
8M		Review/Edit Director of Finance		
8N		Final Draft/Approval		
8O		Review/Approval with B.O.S.		
8P		Review/Edit Director of Public Works		
8Q		Final Draft/Approval		
8R		Review/Approval with B.O.S.		
8S		Review/Edit Director of Recreation		
8T		Final Draft/Approval		
8U	Review/Approval with B.O.S.			
8V	Review/Edit Director of Social Services			
8W	Final Draft/Approval			
8X	Review/Approval with B.O.S.			
8Y	Review/Edit Police Chief J.D.			
8Z	Final Draft/Approval			
8AA	Review/Approval with B.O.S.			

	<b>Project</b>	<b>Task</b>		<b>Status</b>
8BB	Review and Edit Impacted Job Descriptions	Review/Edit Town Clerk		
8CC		Final Draft/Approval		
8DD		Review/Approval with B.O.S.		
8EE		Review/Edit Town Planner J.D.		
8FF		Final Draft		
8GG		Review/Approval with B.O.S.		
8HH		Review/Edit Tax Collector		
8II		Final Draft/Approval		
8JJ		Review/Approval with B.O.S.		
8KK		Review/Edit Library Director		
8LL		Final Draft/Approval		
8MM		Review/Approval with B.O.S.		
9A		Hire Temporary Town Manager (If needed)	Identify Options	
9B	Identify Compensation and Contract			
9C	Screen Candidate(s)			
9D	Finalize Comp/Contract and Candidate/Approval			
9E	Review/Approval with B.O.S.			
9F	Hire			
10A	Town Manager Annual Review Structure	Develop Draft		
10B		Review/Edit D		
10C		Final Draft/Approval		
10E		Review/Approval with B.O.S.		
11A	Employee Guide Edits and Other Documents	Develop Draft		
11B		Review Edit		
11C		Final Draft/Approval		
11D		Review/Approval with B.O.S.		



REQUEST FOR PROPOSAL

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City of Kingsville RFP 15-06 Executive Search Firm – City Manager

REQUEST FOR PROPOSALS

Executive Search Firm

City Manager Candidate Search

RFP 15-06



DUE DATE: MARCH 4, 2015—1:30 pm.

**Executive Search Firm**  
**City Manager Candidate Search**  
**RFP 15-06**

The City of Kingsville is seeking proposals from qualified firms to perform executive search services in regard to the selection and recruitment of a qualified individual for the position of City Manager.

- I. Scope of Work – the scope of services will require the successful firm to fully participate in all aspects of the recruitment which may include all or some of the following: preparation of recruitment materials, development and application of screening criteria, pre-screening of candidates, facilitation of committee review of candidates, management of the interview process, detailed background and reference checks for the finalists or finalist, and assistance in negotiations and contracting with the preferred candidate. The firm will work with the City’s Human Resource Department to carry out the process.
  
- II. Preparation and Submittal Instructions  
Official submittal of the proposal shall consist of one original proposal clearly marked “Original” and four (4) paper copies of the proposal enclosed in a sealed envelope and sent to the City of Kingsville, Purchasing Department, 200 E Kleberg Ave Kingsville, TX 783636 or our mailing address at PO Box 1458, Kingsville, TX 78364. **The deadline for receipt of the proposal is March 4, 2015 at 1:30 p.m.** The envelope shall show the notation “Executive Search Firm - City Manager Candidate Search” in the lower right hand corner. Only sealed proposals will be accepted. Faxed proposals will be rejected

III. Statement of Qualifications – the City is seeking to contract with a competent and experienced recruiting firm.

1. Firm Overview

Each statement of qualifications submittal must include:

- a. Brief profile of the firm, and the qualifications and resumes of the professionals who will work directly on this recruitment.
- b. Description of the firm's approach to executive recruitment
- c. A list and descriptions of any lawsuits filed against the firm during the preceding three years and any litigation currently pending or threatened in conjunction with the type of services described herein.

2. Qualifications and experience

- Description of the firm's executive search experience in Texas and nationally with respect to local government executive level recruitment

IV. Evaluation Criteria – The proposals received will be evaluated and ranked according to the following criteria:

V.

25%: A statement of qualifications, history and experience of the firm to include identification of all key personnel who will be assigned to the project and the specific role of each individual.

25%: An explanation of the firm's objectives and approach to the candidate search including an outline of the process and methodology to be utilized, along with a timeline by which the processes will occur.

25%: A list of client references, specifically from executive searches for the position of City Administrator or City Manager.

25%: The cost of associated fees and expenses for the project, including but not limited to rates and estimated hours.

The committee will review the proposals and will recommend one firm to the Kingsville City Commission which will have final authority to award the contract.

*DMason*

David Mason

Director of Purchasing and Technology

# Request for Proposals



## City of Oberlin, Ohio

City Manager  
Executive Search Firm Services  
Request for Proposals



## I. Introduction

The City of Oberlin, Ohio is seeking proposals from qualified firms/ providers to perform executive search services for the position of City Manager. Serving the City for the past eight years, the current City Manager is resigning effective December 31, 2015. In anticipation, the City of Oberlin wishes to retain the services of a professional executive search firm to assist it in recruiting candidates for consideration for this position.

Proposals must be received by no later than 4:30 P.M. EST on January 15, 2016, at City Hall, Office of the Clerk of Council, 85 S. Main Street, Oberlin, Ohio 44074.

Proposal documents are available by accessing the City's website at <http://www.cityofoberlin.com/city-government/rfgs-projects-out-for-bid/> or by contacting Clerk of Council Belinda Anderson at 440-775-7203 or via email (banderson@cityofoberlin.com). During proposal development, respondent's questions regarding this RFP or the process should be directed to Belinda Anderson.

Those intending to respond to this Request for Proposal are asked not to make contact with other City staff, City Councilmembers or Councilmembers-elect during the proposal process and evaluation phase.

## II. General Information

With its small town sense of community, the services of a large city, and the music, art, and culture of a cosmopolitan center – all situated in just under five square miles – the City of Oberlin has justifiably earned numerous accolades, including being named one of the “ Top 20 best small towns to visit” by Smithsonian Magazine. In addition, the City has received other awards and designations:

- “Climate Action Champion” – A designation by the White House recognizing Oberlin for leadership and commitment in the fight against climate change
- “Solid Waste Operator of the Year” by the Solid Waste Association of North America (SWANA) Ohio Buckeye Chapter
- Bicycle Friendly Community – Bronze Level
- Healthy Ohio - Healthy Community – Silver Award
- C40 Climate Positive Development Program *Participant Status*
- Team NEO Economic Development "Plus Award" for Business Retention/Expansion
- “Best Hometown” in Northeast Ohio 2012 by *Ohio Magazine*
- “Best Intergenerational Communities” award by Generations United
- “Clean Energy Community of the Year” by Green Energy Ohio
- Team NEO Economic Development "Plus Award" for Business Attraction

Founded concurrently with Oberlin College in 1833, the City is known for its rich and diverse history of progressive thought, innovation and social activism. The community was a beacon of freedom during the years of the Underground Railroad, and Oberlin College was the first in the country to admit men and women of all races. The City and the College are leaders in the current environmental movement, having developed a Climate Action Plan that commits the community to becoming “carbon neutral” by 2050.

The City's estimated 2016 budget is approximately \$38 million, while the General Fund expenditures are estimated at \$9.8 million. Oberlin's fiscally sound stewardship has earned the City an Aa2 bond rating from Moody's Investor Services and the Auditor of State Award.

The City of Oberlin is located in Lorain County, Ohio, just southwest of the City of Cleveland. Oberlin has a population of 8,286 people (2010 U.S. Census) while Lorain County has a population of just over 300,000.



Oberlin's location west of Cleveland makes it a unique destination in Northeast Ohio. Our residents have easy access to Cleveland and all points in Cuyahoga, Lorain and Medina Counties for employment. Cleveland Hopkins International Airport - just 24 miles to the northeast - fuels the local economy by providing business and residents convenient international transportation.

### III. Scope of Work

1. The City is seeking a firm that will designate a recruitment representative to work with the City Council to develop a candidate profile with the City's desired qualifications and experience necessary for the position of the City Manager of the City of Oberlin
2. The recruitment representative will be required to make at least one visit to Oberlin to develop this profile. During the visit to the City, the representative should: hold individual meetings with members of City Council, hold at least two focus groups with community

- members and business/institutional representatives and two focus group with City employees, followed by a Work Session with City Council.
3. Based on the agreed upon candidate profile, the search firm shall recommend to City Council a salary range for the position, an advertising plan to attract a diverse pool of qualified candidates, and a mutually agreeable time table for the recruitment.
  4. The selected search firm will then undertake the necessary actions to recruit a diverse pool of candidates who qualify based on the candidate profile, which includes conducting screening interviews with candidates, and hold at least one meeting with City Council to review a list of qualified candidates.
  5. The search firm should be prepared to help the City Council to narrow the pool to five (5) candidates that it believes are most qualified to serve as City Manager of the City of Oberlin based upon the candidate profile and the firm's understanding of the City Council's desires.
  6. The search firm will:
    - a. Provide 13 copies of reports to the City Council on background, strengths, and accomplishments of top candidates;
    - b. Provide reference lists on each finalist and such other candidates as the City Council may deem appropriate;
    - c. Facilitate the processes for up to two stages of interviews, including assisting with some suggested interview questions;
    - d. Assist the City with negotiating a contract;
    - e. Coordinate all correspondence, travel arrangements, and recordkeeping; and
    - f. Conduct detailed background and professional reference checks on recommended finalists, if requested.
  7. The City Council will schedule up to two stages of interviews and the search firm representative shall be available to guide the City Council through the process and offer any judgment it has with regard to the candidates and the selection process.

#### **IV. Response Form and Content**

1. Title Page: Indicate the proposal subject, name of firm, address, telephone number, name of primary contact person, email address for the primary contact person and date of submittal.
2. Introduction: Briefly, introduce your firm, indicating whether the firm is local, regional, national or international. Provide a profile of the firm, including, but not limited to, the approximate number of professional staff employed, how long your firm has been in business and how long the firm has been conducting City Manager/Administrator searches. Indicate the name(s), title(s), and telephone number(s) of the person(s) who will be authorized to make representation for and to bind the firm.
3. Information Included in Response:
  - a. Briefly state your understanding of the work to be performed. Include, but do not limit your statement to the specific items requested in the Scope of Work.
  - b. Describe your proposed strategy to complete the recruitment, including a general statement of the philosophy of the firm and how the firm will tailor the process for Oberlin's search. Indicate any additional information for consideration of your firm's qualifications for conducting this recruitment.
  - c. Provide a list of the respondent's City Manager/Administrator successful placements in the past thirty-six (36) months, including the size of the municipality.
  - d. Provide contact names, telephone numbers and email addresses of these

- clients. The City reserves the right to contact any additional individuals or firms to obtain information about the respondent. If the firm has done no such searches, details should be provided as to how the firm would proceed with the search.
- e. Indicate the names, titles, placement experience, and resume(s) of the person(s) who will be assigned to this recruitment. A response to this requirement should include all contact information such as telephone number, e-mail address and web address.
  - f. Provide a detailed description of how the recruitment is to be conducted, including how the firm will identify and solicit outstanding candidates that are not actively seeking positions.
  - g. Discuss the general nature and extent of benefits the City of Oberlin is reasonably likely to experience as a result of these services.
  - h. Provide a copy of a previous City Manager position profile your firm has completed which has similarities to the position with the City of Oberlin.
  - i. Provide a copy of a previous City Manager search report your firm has completed for another client similar to the City of Oberlin.
  - j. Provide a non-binding general indication (or range) of the cost of the services proposed with a complete description of the fee structure/breakdown.
  - k. Indicate the degree of participation by qualified minorities within the firm and/or sub-contracts with minority or women-owned business enterprises.
  - l. It is the City's goal to have this recruitment completed within four (4) months. Provide a time table for the recruitment from the contract execution to selection of a new City Manager and identify if this is a realistic goal.

## V. Submission of Responses

1. Late Proposals: Proposals received after submission deadline will be considered void or unacceptable. The City of Oberlin is not responsible for lateness such as the non-delivery of U.S. mail or by carrier. The date/time stamp in the Office of the Clerk of Council is the official time of receipt.
2. Altering Proposals: Proposals cannot be altered or amended after the submission deadline. Any interlineations, alteration, or erasure made before the opening time of proposals must be initialed by the signer of the proposal, guaranteeing authenticity.
3. Withdrawal of Proposal: A proposal may not be withdrawn or canceled by the offering consultant without written acknowledgement of the City of Oberlin. A respondent may withdraw its proposal at any time prior to the submission deadline by submitting a written request for withdrawal to Belinda Anderson, Clerk of Council, 85 South Main Street, Oberlin, Ohio 44074. The request for withdrawal shall be signed by the respondent or an authorized agent.
4. Acceptance/Rejection/Modification to Responses: The City of Oberlin reserves the right to negotiate modifications to proposals that it deems acceptable, reject any and all proposals, and to waive informalities or irregularities in a proposal or in the proposal process.
5. Economy of Preparation: Proposals should be prepared simply and economically, providing a straightforward, concise description of the respondent's ability to fulfill the requirements of the recruitment.
6. Cost of Preparation: The City shall not be liable for any costs incurred by a respondent in preparing or submitting a proposal.
7. Ownership: Submitted materials become the property of the City and will not be returned.

8. **Public Records:** Submitted responses and any agreement or other documents created become public records that are subject to review and copying by any person making an appropriate request for public records. Submitting parties may identify in their proposals what information they deem to be proprietary information. The final determination of whether information is subject to the Ohio Open Records Act shall be made by the City's legal counsel.

## VI. Other Terms and Conditions

1. **Conflict Of Interest:** No public official shall have interest in the contract.
2. **Ethics:** The consultant shall not offer or accept gifts of value nor enter into any business arrangement with any employee, official or agent of the City of Oberlin.
3. **Addenda:** Any interpretations, corrections, or changes to the RFP will be made by addenda. Sole issuing authority of addenda shall be vested in the Oberlin Clerk of Council. Addenda will be posted to the City's website (<http://www.cityofoberlin.com/city-government/rfqs-projects-out-for-bid/>). Submitting parties are responsible for checking that website periodically for any updates.
4. **Indemnification:** The successful proposer shall defend, indemnify and save harmless the City of Oberlin and all its officers, agents, employees and volunteers from all suits, actions or other claims of any character, name, and description brought for or on account of any injuries or damages received or sustained by any person, persons, or property on account of any negligence, or act or fault of the successful proposer, or any agent, employee, subcontractor or supplier in the execution of, or performance under, any contract which may result from the proposal award. The successful proposer shall pay any judgment with costs that may be obtained against the City of Oberlin growing out of such injury or damages.

## VII. Due Date / Submission Instructions

The sealed proposal, ten (10) original complete copies, and one electronic copy on CD must be received at the Office of the Clerk of Council no later than 4:30 p.m., on January 15, 2016. Proposals will not be accepted after this time. Proposals shall be addressed as follows:

**ATTENTION: CLERK OF COUNCIL, Belinda Anderson  
85 South Main Street  
Oberlin, Ohio 44074  
RFP EXECUTIVE SEARCH FIRM ENCLOSED**

Each response shall be submitted in a sealed envelope prior to the time established for opening, and the envelope shall be marked with the title of the proposal and the proposal opening date. If submitted by mail, this envelope shall be enclosed in another envelope addressed to the Clerk of Council at the address specified above. If submitted other than by mail, it shall be delivered to the Clerk of Council. Proposals submitted by mail must be received in the Office of the Clerk of Council by the time specified herein.

## VIII. Selection Process

1. **Evaluation**: The City of Oberlin City will review all proposals and evaluate them based upon the requirements given in this Request for Proposal including, but not limited to, the following criteria:
  - m. Responsiveness of the proposal.
  - n. Ability, capacity, and skill of the respondent to perform the services.
  - o. Responses of the respondent's references.
  - p. Methodology for conducting the recruitment.
  - q. Experience of the respondent and individual members of the respondent's professional staff in performing similar services for similar sized municipalities.
  - r. Experience with diverse candidates and placements, including female and minority candidates.
  - s. The sufficiency of financial resources and ability of the respondent in performing the contract.
  - t. The degrees of participation by qualified minorities within the firm and/or sub-contracts with minority or women-owned business enterprises.
  - u. The firm's capability to meet the Scope of Work.
  - v. The qualifications of the professional staff proposed for the recruitment.
  - w. Cost to provide the service requested.
  - x. Other information as may be required or secured.
2. **Request for Proposals Clarification Request**: During the period of evaluation, the City shall have the right to request clarification from the respondents. Such requests will be sent to the email address of the primary contact person. If any respondent fails to respond to such a request within five (5) business days from the date of the request, the City shall have the right to reject the proposal.
3. **Oral Presentations**: After all responses have been evaluated, the City may request the respondent to participate in a discussion, via conference telephone call, attendance at a City Council meeting, or both, to respond to questions from City Council, at the respondents' expense, for the purpose of making a final evaluation and award.
4. **Award Presentation**: Subject to agreement negotiation, the City Council shall select one of the proposals, or will reject all proposals within ninety (90) calendar days from the date of January 15, 2016.
5. **Contract Development**: If the City selects a firm, City Council will conduct contract discussions and negotiations with the apparent successful respondent with the assistance of the Law Director.

**TOWN OF SUDBURY**  
**Board of Selectmen**  
**278 Old Sudbury Road**  
**Sudbury MA 01776**

**REQUEST FOR PROPOSALS**

**SEARCH FIRM TO ASSIST WITH TOWN MANAGER RECRUITMENT**

**OVERVIEW**

The Town of Sudbury is seeking to recruit a Town Manager, the third in the Town's history. The Town adopted the position of Town Manager when the Board of Selectmen- Town Manager Special Act was enacted in 1996. The Town Manager reports to a 5 person Board of Selectmen and is assisted in his/her work by an Assistant Town Manager and a dedicated team of Senior Managers, department heads and employees. The Town is also fortunate to be served by both elected and appointed volunteer Boards, Commissions and Committees who take an active role in the governance of the Town. Sudbury, a community of 18,000 residents, has an open Town Meeting form of government.

Following is the Scope of Services for the Town of Sudbury 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 Manager position will serve in accordance with the Special Act. The link to the Special Act is posted on Town's website at [https://sudbury.ma.us/selectmen/?attachment\\_id=224](https://sudbury.ma.us/selectmen/?attachment_id=224)

**SCHEDULE AND TIME LINE**

The Request for Proposals (RFP) will be available in the Sudbury Selectmen's Office, Sudbury Town Building, 278 Old Sudbury Road, Sudbury MA 01776, after 9:00 AM on Thursday, March 12, 2015. The RFP is available via email by contacting Patty Golden in the Board of Selectmen's office:

[goldenp@sudbury.ma.us](mailto:goldenp@sudbury.ma.us).

Inquiries involving procedural or technical matters related to the Request for Proposals shall be submitted in writing 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:

Via US Mail:  
Patty Golden  
Senior Administrative Assistant to the Town Manager  
Board of Selectmen's Office  
278 Old Sudbury Road  
Sudbury, MA 01776

Via Fax:  
978-443-0756  
Via Email:  
[goldenp@sudbury.ma.us](mailto:goldenp@sudbury.ma.us)

Proposals will be received until 10:00 a.m. (Boston time) on Thursday April 2, 2015. E-MAILED AND FAXED PROPOSALS WILL NOT BE ACCEPTED. It is the proposer's sole responsibility to submit the proposal before the deadline, and the Town is not responsible for delays in deliveries, deliveries attempted when Town offices are closed, mistakes in deliveries, or any other reason for a proposal that is not submitted prior to the deadline

Interviews of qualified proposers will be held during the month of April. The award of this contract, if any, will be no later than sixty (60) days after the deadline for the submission of proposals. In accordance with the provisions of M.G.L. c.30B, §9, the Town of Sudbury 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 Sudbury (Town) seeks proposals from executive search consultants experienced in recruiting municipal executives in Massachusetts to assist the Town in recruiting highly qualified candidates for Sudbury's next Town Manager.

The Consultant shall work with the Board of Selectmen, Senior Staff of the Town and an appointed Screening Committee to actively source, recruit, evaluate suitability of, interview and refer qualified candidates to the Town of Sudbury for the position of Town Manager.

The scope of work will include, but not be limited to, a process which includes the following:

- Consultant shall assist the Board of Selectmen, Senior Staff and designated Screening Committee in soliciting community input and feedback regarding the traits and management style desired in a new Town Manager. This item shall include assistance in developing the process for soliciting opinions, creating vehicles for eliciting stakeholder feedback and compiling results and publishing conclusions. Consultant will present a written report to the Board of Selectmen with findings and recommendations from stakeholder interviews and other information gathering efforts.
- Consultant shall assist the Board of Selectmen in establishing selection criteria for evaluating Town Manager candidates.
- Consultant shall work with the Board of Selectmen and Interim Town Manager to develop descriptive documents for prospective candidates. The descriptive documents shall include background statements and expectations regarding the Town Manager position for prospective candidates as well as marketing information regarding the Town for distribution to prospective candidates.
- Consultant shall conduct networking and other search activities to generate a diverse pool of highly qualified prospective candidates who meet the Board of Selectmen's selection criteria. These activities shall include, at a minimum, publishing the vacancy using regional and national means. Consultant shall focus on identifying potential candidates,

screening them for suitability with the Town of Sudbury, motivating them to interview for the position of Town Manager.

- 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 through 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 Town's HR department.
- 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.
- Consultant shall act at all times in an attentive, ethical, and responsible manner so as to represent the Town of Sudbury with the utmost concern for its interests, goals and image with candidates, other communities, and members of the general public.

The Board of Selectmen reserves the right to not hire any of the candidates provided by the consultant.

The Board of Selectmen reserves the right to hire a candidate not recommended or provided by the consultant.

### **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 Manager for the Town of Sudbury.
- 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 Sudbury 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 Manager;
  - 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 Manager or 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 Manager/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-Sudbury Town Manager Search”, and “PRICE PROPOSAL-Sudbury Town Manager 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, nine (9) hard copies, and one (1) CD or thumb drive.
- Price Proposals should be submitted in a sealed envelope of one (1) signed original.

- |                                                                                                                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Both sealed proposals must be submitted together in one envelope or mailer and received in the Board of Selectmen’s office no later than 10:00 a.m. (Boston time), Monday, April 2, 2015 to:</li></ul> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Patty Golden  
Senior Administrative Assistant to the Town Manager  
Board of Selectmen’s Office  
278 Old Sudbury Road  
Sudbury, MA 01776

E-MAILED AND FAXED PROPOSALS WILL NOT BE ACCEPTED. ANY PROPOSALS DELIVERED AFTER THE SUBMITTAL DEADLINE WILL NOT BE COSIDERED AND WILL BE RETURNED UNOPENED.

It is the proposer’s sole responsibility to submit the proposal before the deadline, and the Town is not responsible for delays in deliveries, deliveries attempted when Town offices are closed, mistakes in deliveries, or any other reason for a proposal that is not submitted prior to the deadline. 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 Board of Selectmen and/or their designees selected 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 Manager/Town Administrator in Massachusetts, one of which must have been for a municipality of similar size and demographics to Sudbury. The Proposer's lead consultant has more than five (5) years' experience conducting Town Manager/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 Manager/Town Administrator in Massachusetts. The Proposer's lead consultant has at least three (3) years' experience conducting Town Manager/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 Manager/Town Administrator in Massachusetts. The Proposer's lead consultant has fewer than three (3) years' experience conducting Town Manager/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 Manager/Town Administrator. The Proposer's lead consultant has no experience conducting a Town Manager/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 Sudbury Town Manager/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 Manager/Town Administrator.

**Advantageous:** The Proposal provides three (3) project examples where the proposer Lead Consultant for Sudbury Town Manager/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 Manager/Town Administrator.

**Not Advantageous:** The Proposal provides fewer than three (3) project examples where the proposer Lead Consultant for Sudbury Town Manager 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 Manager.

**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 Manager.

#### 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 Sudbury's Town Manager search.

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

**Not Advantageous:** The Proposal lacks specific candidate recruitment strategies or specific milestones for Sudbury's Town Manager 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 Manager searches with the proposal, at least one (1) of which involves a Town Manager 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 Manager/Town Administrator search in Massachusetts..

**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 Manager/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 Sudbury 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 Finance Director for the Town of Sudbury.

### **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 Sudbury 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**

It is anticipated that work under this contract shall begin approximately May 11, 2015 and shall be completed on or before October 1, 2015 when it is anticipated the new Town Manager will begin employment with the Town of Sudbury. If the selected candidate begins work in Sudbury, 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 in compliance 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 Interim Town Manager. Any exceptions may result in the rejection of the proposal.

Price Proposal for The Town of Sudbury Town Manager 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 \_\_\_\_\_

**TOWN OF WEST HARTFORD  
OFFICE OF  
HUMAN RESOURCES**

**REQUEST FOR PROPOSALS**

**FOR**

**EXECUTIVE SEARCH FIRM**

**Release Date: November 9, 2016  
RFP Submission Due Date: November 30, 2016**

**BID# 6544 RFP**



## **Introduction**

The Town of West Hartford, Connecticut (Town), Office of Human Resources, is requesting proposals for an executive search firm to conduct a recruitment for the position of Town Manager. The Town invites proposals from firms that have experience in conducting executive searches for towns of similar size and have the staff capacity and expertise to do so for the Town of West Hartford.

The Town is incorporated under a Council-Town Manager form of government. The Town Manager serves as the Chief Executive Officer (CEO) for the Town and reports to and is directed by nine Town Councilors, one of whom serves as the Mayor. The Town Manager is responsible for the administration of all departments, agencies and offices as well as the enforcement of all laws and ordinances governing the Town. The Town Manager serves at the pleasure of the Town Council.

## **Issuing Office**

This RFP is being issued by the Purchasing Department of the Town of West Hartford on behalf of the Office of Human Resources, hereinafter referred to as the "Town." The issuing officer is the Director of Financial Services.

## **Inquiries**

All technical inquiries regarding this RFP must be in writing and must be addressed to:

Peter Privitera  
Director of Financial Services  
Town of West Hartford  
50 South Main Street  
West Hartford, CT 06107-2431  
T: 860 561-7461  
Peter.Privitera@westhartfordct.gov

## **Incurring Cost**

The Town will not be held responsible for any costs incurred by the proposer for work performed in preparation and production of a proposal or for any work performed prior to the issuance of a contract.

## **Rejection/Acceptance of Proposals**

The Town reserves the right to refuse for any reason deemed to be in the Town's best interest any and/or all proposals submitted under this RFP.

This RFP is not an offer to contract. Acceptance of a proposal neither commits the Town to award a contract with any firm, even if all requirements in this RFP are met, nor limits its right to negotiate in the best interest of the Town. The Town reserves the right to contract with any firm.

## **Addenda to RFP**

Amendments to this RFP may be necessary prior to the closing date and will be furnished to all prospective proposers. Failure to acknowledge receipt of amendments in accordance with the instructions contained in the amendment may result in the proposal not being considered.

## **Submission of Proposals**

Each proposer must submit one original and six (6) copies of the proposal in a sealed envelope bearing on the outside the name of the firm, full address, name of the project for which the proposal is submitted and the date and time the proposal is due to: Peter Privitera, Director of Financial Services, at the address previously identified.

These proposals must be received by the Town **no later than Wednesday, November 30, 2016 at 3:00 p.m.** Proposals received after the date and time prescribed shall not be considered for contract award and shall be returned to the proposer. Neither faxed nor emailed RFP responses will be accepted as a qualified RFP submission.

The complete proposal shall contain the following information and shall be submitted in the order shown below.

### **Section 1: TRANSMITTAL LETTER**

Transmittal letter shall introduce the applicant/business, describe the ownership, include complete address, phone and fax numbers (if applicable), and include the name and email of contact person(s) during this proposal process. An authorized agent of the business must sign the transmittal letter.

### **Section 2: EXPERIENCE/QUALIFICATIONS**

- a. Proposer shall describe their experience and qualifications related to executive searches at the municipal CEO level.
- b. Proposer must fully explain their approach regarding media/material to be used in the search.

### **Section 3: STAFFING**

Proposer must identify staff who will be the primary contact for this engagement, along with a list or recent similar searches that were successfully conducted.

### **Section 4: CLIENT WORK HISTORY**

Proposer must provide a minimum of three (3) references for whom you have provided similar services within the last two years along with their contact information.

### **Section 5: COST PROPOSAL**

Proposer must provide a cost proposal which clearly identifies a lump sum base cost for the search including specifically what services will be included in that cost as well as any additional optional services and fees.

## **Proprietary Information**

The Town will not disclose any portion of the proposals except to members of the proposal evaluation team prior to contract award. The Town retains the right to disclose the name of the successful proposer, the financial considerations and any other information in the proposal that is pertinent to the selection of the proposer.

### **Independent Project Cost Determination and Gratuities**

By submission of a proposal, the proposer certifies that in connection with its procurement:

- The financial data in this offer has been arrived at independently, without consultation, communication, or agreement, for the purposes of restricting competition, as to any matter relating to such prices with any other proposer or competitor.
- The financial data quoted in this offer will not change for a period of one hundred twenty (120) days after the receipt date, at the Town, of this offer.
- Unless otherwise required by law, the financial data which has been quoted in this offer have not been knowingly disclosed by the proposer and will not knowingly be disclosed by the proposer prior to award, directly or indirectly to any other proposer or to any competitor.
- No attempt has been made or will be made by the proposer to induce any other person or firm to submit or not to submit an offer for the purpose of restricting competition.
- No elected official or appointed official or employee of the Town shall benefit financially or materially from this contract.

### **Prime Contractor Responsibility**

Proposers submitting proposals to this RFP may not utilize the service of subcontractors without the prior written approval of the Town.

### **Termination for Default or for the Convenience of the Contracting Agency**

Performance under any contract resulting from this RFP may be terminated by the Town whenever:

- The contractor shall default in the performance of his/her contract and shall default within the period specified by the contracting officer in a notice specifying default; or the contracting officer shall determine that termination is in the best interest of the Office of Human Resources of the Town.
- Termination will be effected by delivery to the contractor of a notice to terminate, stating the date upon which the termination becomes effective.
- In the event of termination of this agreement as a result of a breach by the contractor hereunder, the Town shall not be liable for any fees and may, at its sole option, award an agreement of the same services to another qualified firm with the best proposal or call for new proposals and award the agreement thereunder. The contractor shall be responsible for direct and consequential damages as a result of its breach, including but not limited to, extra costs required under the new agreement of similar services.

### **Ambiguity in the Request for Proposals (RFP)**

Prior to submitting the proposal, the contractor is responsible to bring to the Town's attention any ambiguity in this RFP. Failure to do so shall result in the contractor forfeiting any claim for adjustment based on such ambiguity as should have been noted by a prudent contractor.

In the event of any ambiguity between the Town's RFP and the proposer's proposal, then whatever shall be more favorable to the Town as determined in the sole discretion of the Director of Financial Services shall prevail and take precedence.

### **Ownership Information**

The Town shall have unlimited rights to use, disclose or duplicate, for any purpose whatsoever, all information developed, derived, documented or furnished by the proposer under any contract resulting from this RFP.

In the event of contract award, all data collected and other documentation produced as part of the contract will become the exclusive property of the Town and may not be copied or removed by any employee of the proposer without written permission of the Town.

### **Contract Agreement**

The selected proposer will be required to agree to and sign a formal written contract agreement between the Town and the proposer prepared by the Legal Department of the Town.

### **Insurance Requirements**

The selected proposer, upon the signing of the formal contract, will be required to deliver an insurance certificate in amounts, companies and terms acceptable to the Risk Manager of the Town. See attached insurance requirements.

### **Tax Exempt**

The Town is exempt from the payment of taxes imposed by the Federal Government and/or State of Connecticut. Such taxes must not be included in the bid price.

### **Scope of Services**

#### **I. Preparation and Background Information Gathering**

The Consultant shall conduct a needs assessment and analysis of the West Hartford, CT community, the municipal organizational culture, the Town Manager position, short and long term challenges and issues facing the office, qualifications and competencies (including preferred management style and personal traits) required of the ideal candidate. This process will be conducted through meetings and/or discussions with key client representatives and the Client Search Committee.

The Consultant shall work with client representatives to identify and define the terms and conditions of employment and the compensation and benefits package.

The Consultant shall develop a timeline for the projected recruitment process as well as with key deliverables.

#### **II. Development of Recruitment Strategy, Marketing Materials, and Outreach**

The Consultant shall, with the support of Town of West Hartford representatives, develop, print, and distribute a comprehensive candidate profile and recruitment brochure for the Town Manager search which shall be subject to review, comment and final approval by the Client Search Committee. An electronic version of the recruitment brochure shall be available to the client representative for client's website.

The Consultant shall develop and conduct a national professional search to source and identify desirable candidates for the West Hartford Town Manager position utilizing a variety of acceptable sourcing methods, including, but not limited to, leveraging networks, advertisement in trade press, direct mail outreach and contacts with members of applicable state and national professional organizations.

**III. Review and Assessment of Prospective Candidates**

The Consultant shall conduct an initial evaluation of prospective candidates based upon the Needs Assessment criteria. The Consultant shall conduct screening interviews and other applicable and approved assessments with candidates and determine whether they will or will not be considered further.

The Consultant shall assure that all appropriate and applicable legal notifications and disclosures, are made to and authorizations received from candidates advancing to the Client Search Committee, including, but not limited to, references, employment and educational verifications, driving history, local, state and federal criminal history checks, civil litigations, EEO complaints, bankruptcy and credit checks and shall conduct screenings on candidates advancing in the selection process. The Consultant shall disclose use of third party proposers engaged for background investigations in accordance with the Fair Credit Reporting Act.

The Consultant shall prepare a comprehensive written summary of qualified candidates and present materials related to the recommended candidates to the Client Search Committee for consideration.

**IV. Support to the Interview Process**

The Consultant shall coordinate local interviews for the finalist candidates. The Consultant shall provide recommendations, guidance and assistance in preparing Client Search Committee Members for the on-site interview and assessment process, including interview development and format and legal vs. illegal interview inquiries, development of evaluation criteria, etc.

**V. Communications**

The Consultant shall maintain regular communications with key client representatives and the Client Search Committee, in writing or by phone, as to the status of the search process.

The Consultant shall notify the candidates of their status at all times during the process.

The Consultant shall provide assistance and advice concerning trends in executive hiring, employment contracts and agreements, relocation expenses, and other employment related matters upon request.

**VI. Assurance and Follow-Up**

The Consultant shall provide a warranty of candidate success in the position for a designated period of time in the unlikely event the selected candidate fails to meet performance expectations.

VII. **Targeted Search Schedule**

Proposals due to Town of West Hartford	November 30, 2016
Proposals reviewed and Selection of Search Firm	by December 9 <sup>th</sup> .
Development of Recruitment Strategy, Marketing Materials, and Candidate Sourcing	to be Determined
Search Firm's Evaluation of Candidates	to be Determined
Identification of Recommended Candidates	to be Determined
Finalist Interviews	to be Determined
Job Offer	by March 31, 2017

**Insurance Exhibit  
Professional Consulting Services Agreement**

For the purpose of this exhibit: the term "Consultant" shall also include their respective agents, representatives, employees or subcontractors; and the term "Town of West Hartford and West Hartford Board of Education" (hereinafter called the "Town") shall include their respective boards and commissions, officers, officials, employees, agents, representatives and servants. Should the Consultant employ the services of subcontractors, it shall be the Consultant's obligation to provide proof to the Town that each subcontractor has satisfied the requirement of this exhibit.

The Consultant shall procure and maintain insurance coverage against claims that may arise from, or in connection with the performance of this Contract. The Consultant shall provide the Town with a certificate of insurance, declaration pages, policy endorsements or provisions confirming compliance with this exhibit before work commences. The Town reserves the right to require complete, certified copies of all required policies at any time. Such insurance shall be written for not less than specified, or required by applicable federal, state and/or municipal law, regulation or requirement, whichever is greater. The Consultant shall assume any and all premiums and deductibles in the described insurance policies. Both the Consultant and Consultant's insurer(s) shall have no right of recovery or subrogation against the Town and the described insurance shall be primary and non-contributory. Each required insurance policy shall not be suspended, voided, cancelled or reduced except after prior written notice has been given to the Town in compliance with Connecticut statutes Sec.38a-323 and Sec. 38a-324.

All liability policies (with the exception of Worker's Compensation and Professional Liability) shall include the Town of West Hartford, the West Hartford Board of Education, and their respective boards and commissions, officers, officials, employees, agents, representatives and servants as an Additional Insured and shall include, but not be limited to investigation, defense, settlement, judgment or payment of any legal liability. Any Insured vs. Insured language shall be amended to eliminate any conflicts or coverage restrictions between the respective Insureds. It is agreed that the scope and limits of the insurance specified are minimum requirements and shall in no way limit or exclude the Town from additional limits or coverage provided under each policy. The policies shall be on the occurrence form and must be written by companies authorized to do business in the State of Connecticut. The Town's Risk Manager shall review any and all exceptions.

**Commercial General Liability:** \$1,000,000 combined single limit per occurrence for bodily injury, personal injury, property damage, contractual liability and products /completed operations.

**Automobile Liability and Physical Damage Coverage:**

\$1,000,000 combined single limit per occurrence for any auto, including statutory uninsured/underinsured motorist coverage and \$1,000 medical payments. Policy shall include collision and comprehensive property damage coverage. If vehicles are not used in the execution of the contract then automobile coverage is not required.

**Workers' Compensation:** Statutory limits including Employer's Liability with limits of \$100,000 each accident, \$500,000 for each disease/policy limit, and \$100,000 for disease for each employee as required by the State of Connecticut.

The Consultant represents that they are currently in compliance with all requirements of the State of Connecticut regarding Workers' Compensation, Connecticut Statutes Section 31-275 et seq., and that it shall remain in compliance for the duration of this Agreement. The Consultant agrees that Workers' Compensation is their sole remedy and shall indemnify and hold harmless the Town of West Hartford, West Hartford Board of Education and their respective boards and commissions, officers, officials, employees, agents, representatives and servants from all suits, claims, and actions arising from personal injuries to the Consultant, their agents, representatives, employees or subcontractors sustained during the course of providing services to the Town, however caused. This indemnity shall not be affected by a lapse of Workers' Compensation coverage and/or if the Consultant failed, neglected, refused or is unable to obtain Workers' Compensation insurance.

**Professional Liability:** \$1,000,000 per claim, \$2,000,000 annual aggregate.

**Personal Property:** The Town shall not be responsible to the Consultant for any injury or damage caused to the Consultant's property, however caused. All property of the Consultant and its agents are the sole risk of the Consultant. To the extent permitted by law, the Consultant agrees to indemnify, defend and hold harmless the Town from any and all losses or damages to any and all personal property belonging to the Consultant, its agents, representatives, employees and/or subcontractors, however caused.

\_\_\_\_\_  
Duly Authorized

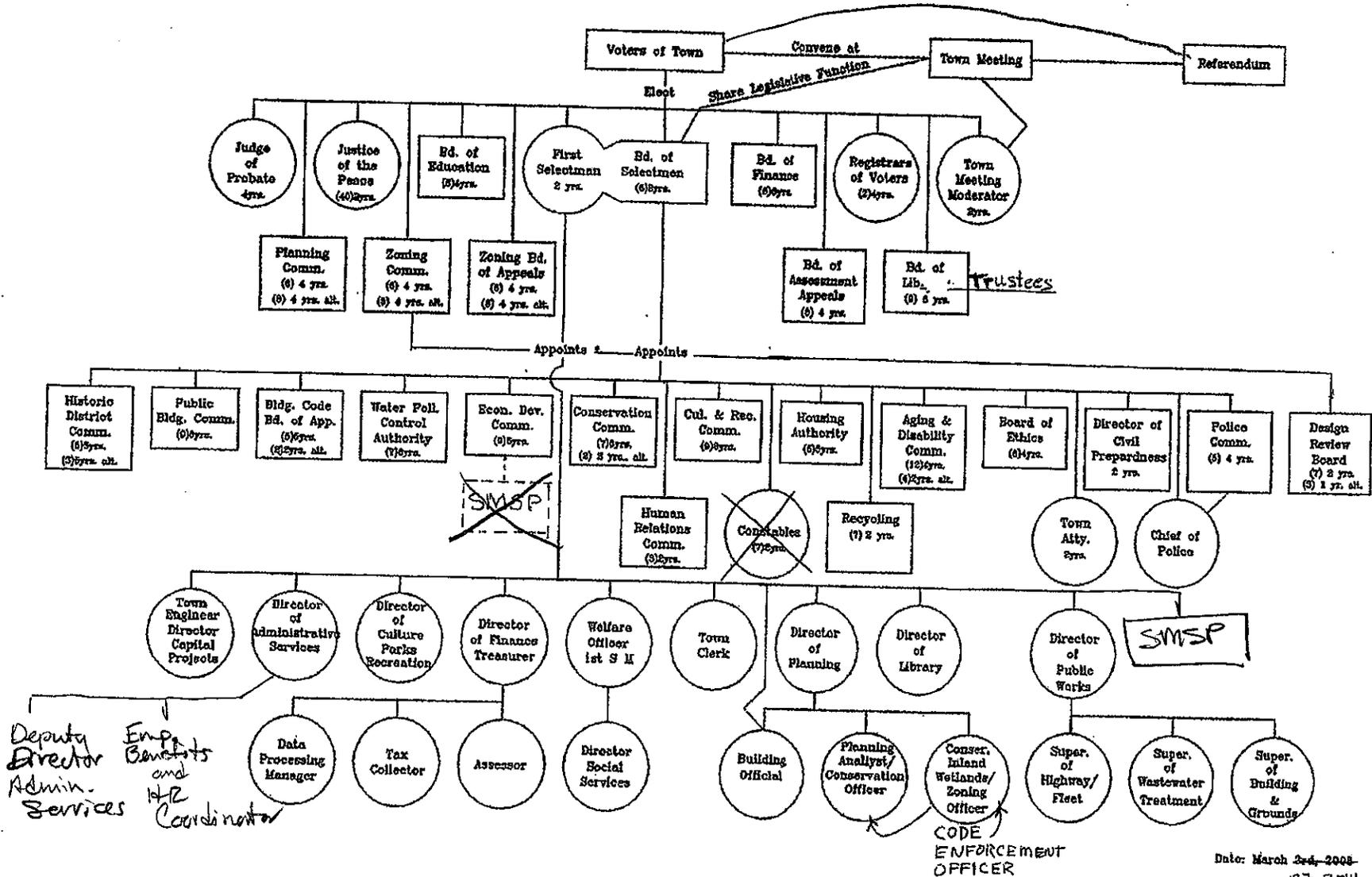
\_\_\_\_\_  
Date

\_\_\_\_\_  
(Print Name Here)

# Town of Simsbury Organizational Chart

**Legend**

- Groups functioning as boards, commissions or departments
- Individuals functioning as separate officers
- With the approval of Board of Selectmen
- ( ) Indicates number of members on a board or commission, followed by terms of office



Date: March 24, 2008  
27, 2014