



Request for Proposals

Executive Level Recruitment Services for VLCT Members

Issued:	Monday, August 28, 2023
Questions Due By:	Friday, September 22, 2023
Answers Posted By:	Friday, September 29, 2023
Submissions due by:	Monday, October 16, 2023
Anticipated Selection Notification:	December 2023

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Auxiliary aids and services are available upon request to individuals with disabilities.

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I. About VLCT

The Vermont League of Cities and Towns (VLCT) is a nonprofit, nonpartisan organization that was founded in 1967 with the mission of serving and strengthening Vermont local government. The League provides:

- Consulting advice for municipal officials so that they can deliver excellent service to their citizens
- Educational workshops and training opportunities to local officials to enhance existing or build new skillsets and knowledge bases
- Support for legislation that strengthens local government
- Comprehensive insurance coverage for municipalities
- A variety of topic-specific programs that provide consultation on a wide range of municipal issues
- General information for the public so that it can better understand local government

VLCT is a member organization owned by Vermont's 247 town and city municipal governments. Another 143 units of local government are associate members. A thirteen-member Board of Directors is elected to represent the general membership and govern the organization. Board members must serve as a selectperson, mayor, manager, or clerk in a member municipality. An Executive Director, appointed by the Board, manages the League's day-to-day operations in assisting members.

VLCT has contractual arrangements in place with its sister organizations – the VLCT Property and Casualty Intermunicipal Fund (PACIF) and the VLCT Employment Resource and Benefits Trust (VERB). PACIF provides property, casualty, and workers compensation insurance to 354 municipalities in Vermont. VERB provides unemployment insurance services to 210 municipalities in Vermont.

VLCT has 53 employees and an annual budget of approximately \$8 million.

II. Purpose and Need

The landscape of Vermont's local government has changed significantly over the last several decades. The complexity of municipal operations has grown exponentially, resulting in Vermont's municipal legislative bodies increasingly looking to full-time municipal managers or administrators to assist in day-to-day municipal operations. As of early August 2023, 95 municipalities employ either a town manager or town administrator.

Managers and administrators are often the most prominent leaders in a municipal government. Municipalities appear to be increasingly looking for help finding the right candidate for the job. In many instances this is because the manager or administrator served as the only human resources professional on staff. Still others look to a recruitment firm to ensure the widest reach and best candidate pool, especially in today's challenging workforce market.

As a trusted resource to our members, for more than 30 years VLCT has responded to recruitment assistance requests and helped members fill manager and administrator positions. Because our members have found private sector recruiters to be expensive, VLCT offers a fee-for-service model to member municipalities, charging a modest fee and expenses to assist with preparing a job description and job ad, recruiting candidates, managing interviews, reference and background checks, and consulting with governing boards throughout the process. These services are offered through the VLCT Municipal Assistance Center, as part of our professional services offerings. Visit <https://www.vlct.org/professional-services> for more information.

VLCT has traditionally conducted less than five recruitments a year. To facilitate these recruitments, VLCT uses its staff and in-house consultants. VLCT is asked to assist with more executive level recruitments each year than our current in-house consultants can accommodate, and our process does not currently include onboarding, training and coaching, which are critical elements to retaining excellent candidates once they are selected for their role.

VLCT regularly receives requests for interim managers or administrators and provides non-comprehensive lists of known private sector recruiters and interim staffing services without recommendations.

As such, VLCT is looking to identify an alternative recruitment services model that meets our members' needs, facilitating a scalable and cost-effective recruitment service.

III. Scope of Work

VLCT seeks external consultants to assist with delivering the following services for its membership. These services may be offered by one or more consultants in partnership or independently:

Executive Level Recruitment

- a. Prepare a recruitment plan and advertising plan for board approval.
- b. Prepare a community prospectus that informs applicants about the community.
- c. Review job description and pay range; make recommendations relative to current needs and market conditions.
- d. Prepare and place employment advertisements.
- e. Develop screening process of applications and implement for first round interviews.
- f. Schedule interviews; plan itineraries.
- g. Draft interview questions; conduct interviews.
- h. Development of final interview process; draft questions, evaluation form, etc.
- i. Schedule final interviews with candidates and lead final interviews.
- j. Coordinate debriefing and lead selection process.
- k. Conduct reference and background checks,
- l. Create the offer package for the selected candidate that includes the draft offer letter and draft employment agreement.
- m. Provide consultation as needed during the negotiation process.

The ideal consultant will have at least five years of experience recruiting and hiring public sector senior level municipal officials. Demonstrated experience drafting exceptional job descriptions

and job ads, successfully marketing the position to diverse candidates, and retaining new candidates is required.

In addition to recruitment services, VLCT has identified an increasing desire from municipalities to provide their newly-hired managers and administrators with training and coaching. Consultants may include a separate scope of work or incorporate training and coaching into their recruitment proposals. Some of the possible training and coaching skills desired include:

Executive Level Training and Coaching

- a. Goal setting and strategic planning
- b. Internal communication with staff
- c. Public engagement
- d. Performance management
- e. Public speaking
- f. Meeting management
- g. Leadership
- h. Time management
- i. Customer Service
- j. Mentorship matchmaking

VLCT intends to enter into contract(s) with consultants to provide the services outlined in this Scope of Work to its membership. VLCT would then bill members for the service and include a pre-negotiated administrative fee to cover administrative and marketing costs incurred by VLCT. VLCT is open to alternate business arrangements, and encourages vendors to articulate alternative proposals in their responses.

IV. Submission and Eligibility Requirements

Submission Requirements: Interested consultants must provide the following information to be considered for selection:

1. **Cover Sheet** (Attachment A).
2. **Letter of Interest.** Explain how the consultant is qualified to offer the proposed services to VLCT's membership and the ideal business relationship they'd like to establish with VLCT and its membership.
3. **Statement of Qualifications.** The Statement of Qualifications should include a detailed description of the approach the consultant would take to offering their services, what makes them unique and sets them apart from others in their field, and the outcomes the consultant strives for. It should also include a list of the names, titles, and bios of any professionals (including the consultant) that would be involved with providing the services sought, along with a resume for each that includes their work experience, dates of experience, and education level attained. Qualifications should include any work experience in municipal recruitment.

4. **Fee Schedule.** All proposals should include detailed pricing. Please include:
 - Hourly rates for all staff that would be involved in delivering services to VLCT.
 - A schedule of direct expenses.
 - Any overhead charges or markup fees/percentages, if applicable.
 - How incidentals will be charged.
 - A range of pricing estimates to complete the proposed services. For example, if you charge \$75 an hour for recruitment services, include an estimate of the number of hours and total cost of services offered. For example: Town Manager recruitment: \$75/hr, average recruitment 100 hours = \$7500.
 - Should the consultant wish to offer a flat-fee structure, please indicate the cost and what would be included.
 - An explanation of how additional services outside of the scope of work defined in contract will be addressed and billed (for example, advertising costs, interim staffing, etc.).
5. **References.** Include at least two references for each service the consultant proposes to offer. A reference should include either a letter demonstrating a former client's satisfaction with a similar service the consultant completed in the past five years, OR a description of the project with the client contact name, phone number, and email address, OR a letter of reference from a former employer. References from municipal clients are preferred. Alternative references are discouraged, but may be submitted.
6. **Certificate of Insurance.** A copy of the consultant's certificate of insurance showing coverages for general liability, automobile and Worker's Compensation.

Eligibility Requirements: Eligible consultants must:

1. Have an active registration with the Vermont Secretary of State's Office.
2. Not appear on any state's debarment list or the federal debarment list.
3. Not be involved in any pending litigation with any Vermont municipality.
4. Disclose current, potential, or perceived conflicts of interest with any Vermont municipality.

Instructions:

1. All submissions are **due by 4:30 PM, Monday, October 16, 2023.**
2. Only electronic submissions in PDF format will be accepted.
3. Please include "VLCT Recruitment RFP – CONSULTANT NAME" in the Subject line.
4. Email submission packages to: afreidman@vlct.org.

V. Evaluation Criteria and Qualification Process

VLCT seeks to only do business with consultants who share our mission of *serving and strengthening local government* and values of delivering the highest level of service to municipal governments. As such, consultants will be selected if they can demonstrate they can meet the following criteria:

1. ***Demonstrated experience providing the services proposed. (50 points)*** VLCT intends to only select consultants with at least five (5) years of experience in the service offered (unless an alternative experience requirement is explained above). Consultants with more experience, especially in public sector recruitment and those that have conducted municipal recruitments in Vermont, will receive greater consideration. The best way to demonstrate experience is on the resumes of those who will be doing the work. Resumes should substantiate any claims of types and duration of service.
2. ***Successful outcomes. (30 points)*** Only businesses that demonstrate they have successfully provided a service to a previous client that resulted in a positive outcome will be selected. Examples of ways to demonstrate success include the number of recruitments conducted and average tenure of people recruited into positions.
3. ***Reasonableness of Fee Schedule. (20 points)*** Only consultants that offer competitive rates for exceptional services will be selected to participate. Those who offer a discount to VLCT members will be scored higher. VLCT will compare these rates to commercially available rates for similar services. VLCT reserves the right to select a consultant that offers the best value, not necessarily the lowest price.

Consultants with the highest scoring proposals may be invited to be a contractor with VLCT. VLCT will market the successful consultant services to our members. VLCT intends to enter into contracts with the consultant to provide the described services to members and bill our membership for services.

Once selected, VLCT will negotiate a contract with each consultant. This contract will allow the consultant to perform work for a member when authorized by VLCT and to bill VLCT for that work. No work is guaranteed under the contract.

VLCT reserves the right to reject any and all proposals, to waive technicalities and engage with any consultants VLCT deems to be in the best interest of its membership. VLCT may enter into agreements with more than one consultant offering similar services in an area of members' need.

VLCT encourages responses from small, minority-owned, and women-owned businesses, as well as from consultants that partner with such disadvantaged business in a substantive way.

VII. Questions and VLCT Contact Information

All questions should be directed to Abigail Friedman at afriedman@vlct.org. Questions must be submitted by Friday, September 22, 2023, and will be posted and responded to online at vlct.org/rfp.

ATTACHMENT A

RFP - Executive Level Recruitment Services for VLCT Members Cover Sheet

Contact Name:	Business Name:
Contact Email:	Business Website:
Contact Phone:	Business Phone:
EIN#:	Business Address:
<p>Services Offered (select all that apply):</p> <p><input type="checkbox"/> Executive Recruitment</p> <p><input type="checkbox"/> Executive Training and Mentorship</p>	<p>Does your business have an active registration with the Vermont Secretary of State's Office?</p> <p>Yes / No</p>
	<p>Has your business ever been listed on a state or federal debarment list?</p> <p>Yes / No</p>
	<p>Does your company have commercial general liability insurance, automobile insurance, and workers' compensation insurance in place?</p> <p>Yes / No</p>
<p>Are you, your business, or any of your employees involved in any pending litigation? If you circle "Yes", please submit a one-page summary of the litigation.</p> <p>Yes / No</p>	<p>Are you, your business, or any of your employees involved in any pending litigation with any Vermont municipality? If so, please submit a one-page summary of the litigation.</p> <p>Yes / No</p>
<p>Will your business offer VLCT a discounted rate for services compared to your commercially marketed rates?</p> <p>Yes / No</p>	<p>Has your business ever contracted with a municipality?</p> <p>Yes / No</p>