



Eileen M. Donoghue
City Manager

Kara Keefe Mullin
Assistant City Manager

MEMORANDUM

TO: Mayor Leahy and Members of the City Council
FROM: Eileen Donoghue, City Manager
DATE: August 19, 2020
SUBJECT: Human Resources Audit

EMD

Motion by C.Drinkwater/C. Nuon on 6/9/2020 - Req. City Mgr. Report On The Costs Of A Third Party Audit Of Human Resources/Hiring Practices That Includes Recommendations For Ensuring A Diverse And Inclusive City Workforce, And To Explore The Possibility Of Outside Funding Sources For The Report, Including Grants

Motion by C. Elliott on 7/14/20 - Req. City Council Discuss Reallocating State And Federal Grant Resources For HR Audit Or Other Programs To Address Equity And Inclusiveness

As requested by the City Council, my office has worked over the last several months to initiate the process of hiring a qualified firm to conduct a comprehensive audit of the practices, procedures, and protocols of the City's Human Relations Department and to put forward recommendations to promote equity, inclusion and diversity within our workforce. Last month, on July 6, a request for proposals (RFP) for a Human Resources audit was posted by the Purchasing Department. The submission period for the RPF closed on July 20.

In order to maximize the value of the potential audit, a comprehensive and exhaustive scope of services was put forward in the initial RFP, as reflected on pages 14 through 16 of the attached document. While maintaining a focus on equity and diversity, the scope indicates that the selected firm should assess a host of additional factors associated with the city's existing human resources processes including, recruiting and hiring, organizational structure, staffing levels, and compensation and technology. It also asks for the selected firm to facilitate community engagement to assess the public's perception of the City's organization.

The City received proposals from two firms in response to the RFP. Unfortunately, the costs for the full scope of services to be fulfilled that were quoted by the responding firms were prohibitive, ranging up to \$160,000. As such, the process is currently at a juncture where we must consider either re-posting the RFP to include a specific amount that the City is able to pay a responding firm for the audit, or significantly limiting the audit's scope. The City may also have the opportunity to negotiate with the firms which have provided proposals, requesting that they only perform services for certain items on an "a la carte" basis. For instance, the City could request that either responding firm only examine diversity equity and inclusion in the City's human

resources department, which would significantly reduce the cost of the services though potentially limit its value.

While no outside funding sources have yet been identified to support a human resources audit, the City is continuing to explore potential funding opportunities as requested by the City Council. Because all state and federal grants are applied for and received with specific intents and purposes, there are no grant funds that the City is already in receipt of that could be reallocated to fund a human resources audit. However, the City will remain alert to opportunities to apply for new grant funding that could assist in funding the audit.

Recognizing the potential value of a human resources audit in guiding the City's efforts to recruit and retain a talented and diverse workforce, we remain hopeful that a means can be identified to advance this process. I will keep the City Council apprised of all pertinent developments related to this effort.

City of Lowell
Purchasing Department
City Hall
375 Merrimack Street, Room 60
Lowell, Massachusetts 01852

Project Name: **HR Department Audit**
RFP No.: **21-07**
Date: **July 6, 2020**
Buyer: **P. Michael Vaughn**
Tel. No.: **978-970-4110**
Email: **pmvaughn@lowellma.gov**

The City of Lowell is seeking proposals from qualified firms to conduct a comprehensive audit of the practices, procedures, and protocols of the City's Human Resources Department and how it is leveraged within the organization. Consultant to conduct detailed study of the HR Department and provide recommendations to ensure equity in the City's hiring process, identify opportunities to promote diversity and inclusion within the City's workforce, develop a plan to implement improvements determined to be necessary in the course of the audit, and produce a comprehensive report detailing all findings and recommendations.

DUE DATE

Sealed proposals are due and will not be publicly opened on: **July 20, 2020** at City Hall in the Purchasing Department, Room 60, 375 Merrimack Street, Lowell, MA 01852, at **11:00 AM**, EST/EDST, for the work described herein. **BIDDERS ARE REQUIRED TO SUBMIT A BID INCLUDING ALL BID FORMS CONTAINED IN THIS PACKAGE. DO NOT REMOVE PAGES.**

CLARIFICATIONS OF SPECIFICATIONS

Any request for clarification to, or relief from, the specifications, must be submitted in writing to the attention of the assigned Buyer at the Purchasing Department's office no later than **July 13, 2020 at 5pm.**

Should the City make changes to any specification, stipulation, requirement, or procedure, notification will be made to all Bidders in the form of written Addenda. No officer, agent, or employee of the City is authorized to amend any provision contained in this IFB, including the specifications, unless such amendment is issued as an Addendum and sent to all Bidders in accordance with this Section (Clarification of Specifications). Bidder is required to acknowledge all addenda. (**attached – form B**).

APPROPRIATION CONTINGENCY

If the City fails to appropriate operating funds, or if funds are not otherwise made available for the continued performance for any fiscal period of this Contract succeeding the first fiscal period, this Contract shall be cancelled automatically as of the beginning of the fiscal year for which funds were not appropriated. The City's fiscal year begins July 1st.

CONDITIONS, REQUIREMENTS AND COVENANTS PROJECT DOCUMENTS

Article 1. Acceptance or Rejection of Bids

The Purchasing Agent reserves the right to reject any or all bids and to accept any bid, in whole or in part which it considers to serve the best interest of the City of Lowell.

Any bid which is not according to prescribed form, not properly signed, or otherwise contrary to instructions may be rejected by the Purchasing Department.

All bids received by the Purchasing Department will be stamped in when received and said stamp shall indicate the time and date of receipt. All bids received will be publicly opened and read in the Purchasing Department at date and time shown above.

NO BID WILL BE ACCEPTED AFTER TIME AND DATE SPECIFIED.

Article 2. Identification of Sealed Envelopes

Bids shall be placed in sealed envelopes that are marked on the outside with the name and address of the bidder, the title of the project and the scheduled date for the opening of bids. No responsibility will be attached to the City of Lowell or the Purchasing Department for the premature opening of any bid that is not properly identified.

Article 3. Certified Check and/or Performance/Payment Bond

A certified check made payable to the "City of Lowell" in the amount of 0% must accompany this bid. **Bid bonds** are acceptable.

A **performance bond** in the amount of 0% of the total dollar award is required prior to contract execution.

A **payment bond** in the amount of 0% of the total dollar award is required prior to contract execution.

Article 4. Mailing of Bids

Bids which are mailed should be addressed to the Purchasing Department at 375 Merrimack St., Lowell, MA. 01852.

Article 5. Bid Forms

It is advisable that bids be submitted on appropriate Bid Forms prepared by the Purchasing Department in order to avoid errors, misconception or ambiguities in reference to the Project Documents.

Article 6. Possible Discrepancies in Specifications

Any inadvertent errors, omissions or discrepancies in the applicable specifications should be brought to the attention of the Purchasing Agent who shall then send written instructions to all bidders in order to effect the correction and clarification of the Project Documents. Failure of any bidder to receive any such addendum shall NOT relieve the bidder from any obligation under his bid as submitted.

Article 7. Waiver Of Informalities, Deviations, Mistakes, And Matters Of Form

The City reserves the right to waive any informalities, deviations, mistakes, and matters of form rather than substance of the bid documents, which can be waived or corrected without prejudice to the Bidder. No officer or agent of the City is authorized to waive this reservation.

Article 8. General Bidding Instructions

Within any context of specifications wherein the item required is defined by using a particular trade name, or by the designation of a specific manufacturer, or by reference to a Dealer's catalogue, the phrase "or approved equal" is not intended to exclude the consideration of other products. Any consideration of an "approved equal", however, will be predicted on the basis that such an item is of equal value in terms of physical attributes, durability, and functional use. The final decision concerning the acceptability of any equipment item shall rest with the Purchasing Agent.

- (a) Any clarification of specifications requested by bidders must be in writing addressed to the Purchasing Agent and received no later than seven (7) working days prior to the bid opening in order to be acknowledged.

- (b) Bidders must state the name of the manufacturer and the material model of each item for which they submit a bid.
- (c) All prices to be firm.
- (d) Bid offerings must be based on INSIDE DELIVERY F.O.B. DESTINATION unless otherwise indicated by the city.
- (e) All bidders must clearly state their terms of sale and maximum delivery time after receipt of order (ARO).
- (f) All bidders must clearly state the terms and conditions of the manufacturer's and/or dealer's warrantee and guarantee.
- (g) Any deviations from specifications must be clearly listed on bid sheet.
- (h) Quantities are for bidding purposes only; the exact quantities to be determined by purchase orders.
- (i) Bidders must submit brochures with their bid.
- (j) All bids must be totaled and where indicated, please list unit cost and the total price of each item. Awards will be made to the lowest responsible bidder who submits a responsive bid which is most advantageous to the City.
- (k) Proposals shall be type-written or written in ink. Erasures on bids will not be considered.
- (l) Conditional bids will not be accepted by the Purchasing Agent.

Article 9. Requirements of City Departments

The actual requirements of the City Departments shall govern the actual amount delivered under a contract to be drawn and entered into between bidder and the City of Lowell, Purchasing Agent and approved by the City Auditor as to the availability of appropriation to pay for the materials and supplies to be furnished under the Contract aforesaid, shall be made a part of said Contract.

Article 10. Discount

In determining the amount of any bid, a discount is in the amount of 1% or more City pay day.

Article 11. Taxes

The City of Lowell is exempt from payments of Federal Excise Taxes and Mass. Sales Tax, and the attention of all bidders is invited to this fact. The City will furnish to successful bidders properly executed tax exemption certificates upon request. Such taxes should not be included in bid prices.

Article 12. Contractor's Responsibility for Specifications

Any measurements, calculations or estimates included herein are believed to be correct, but each bidder should conduct a thorough examination of the project himself, since no allowance will be made because of any inaccuracy that inadvertently appears within the context of the Bid Documents. The failure of any bidder to acquaint himself with conditions as they actually exist shall not relieve him from any obligations and responsibilities inherent within Bid Documents.

Article 13. Unloading, Assembling and Installing of Equipment

The Contractor is responsible for the unloading of any trucking units or vans involved in the delivery of project items, and for overseeing the assembly, placement and installation of all such equipment in areas specified by the Purchasing Agent.

Article 14. Cleaning Up

Following the delivery or installation of any equipment items, the Contractor shall remove from the site all rubbish, waste and surplus materials and the premises shall be left in neat, orderly and broom-clean conditions.

Article 15. Contractor's Liability Insurance

- (a) Workmen's Compensation Insurance: The Contractor shall take out and maintain during the life of this Contract adequate Workmen's Compensation Insurance for all his employees assigned to the project in the manner and to the extent provided for in Chapter 152 of the General Laws and the amendments thereto.

In the event that any employees of the Contractor are engaged in hazardous work at the site of the project and are not protected under Workmen's Compensation Insurance, the Contractor shall be responsible for providing sufficient insurance to cover such employees.

- (b) Public Liability Insurance: The Contractor shall take out and maintain during the life of this Contract (1) Bodily Injury Insurance which includes coverage for accidental death and (2) Property Damage Insurance.

The Contractor further agrees to indemnify and save the Owner harmless from any responsibility arising under the context of the aforesaid paragraphs.

(c) Approval of Certificate and Evidence of Compliances: A true copy of a properly endorsed Insurance Certificate, issued by a company or companies duly licensed and authorized by the Commonwealth of Massachusetts to write the various types of insurance as specified above, shall be submitted to the Purchasing Agent as evidence of compliance with the requirements of the preceding paragraphs prior to the commencement of any work herein specified.

Article 16. Breach of Contract

If at any time the Contractor is unable to furnish material or services as ordered by the City, the City may order such material or services from such places as are available, and the Contractor shall pay to the City all expense incurred above the contract price.

Article 17. Signatures on the Bid Forms

If a bid is submitted by an individual, the full name and post address of this person shall be designated.

If a bid is submitted by a firm, partnership or corporation, it shall be signed by the person having the legal authority to execute such a document in behalf of the bidder, the individual signing the bid form shall then indicate his title or position in addition to the Full name and address of the firm, partnership or corporation (**certification attached – form D**).

Article 18. Guarantee

The bidder to whom a contract is awarded guarantees to the City of Lowell all equipment, materials and/or workmanship for a period of one (1) year after final inspection and acceptance and shall replace promptly any defective equipment, materials and/or workmanship required without additional cost to the City.

Article 19. Withholding of Contract Award

The Purchasing Agent reserves the right to withhold the awarding of any contract under its jurisdiction when the bidder is unable to furnish satisfactory evidence of adequate ability, experience and/or capital to execute the completion of a project in accordance with the prescribed requirements and specifications.

Article 20. Modifications

This Agreement can only be modified by a written agreement duly signed by persons authorized to sign agreements on behalf of the Contractor and of the City. Any variance from the terms and conditions of this Agreement or any order or other written notification given by either Party to the other that is not duly authorized shall have no force or effect.

Article 21. Change Order

The City may, at any time throughout the Term of the Agreement or any extensions thereof, issue a written Change Order requiring the Contractor to make changes within the general scope of the Agreement that may include additions, modifications, and improvements to the services. A Change Order shall not modify the overall purpose of this Agreement. No change order can exceed twenty-five (25) percent of the total price.

The Contractor may, at any time, propose in writing to the City for acceptance or denial, modifications to the Contract documents, which will benefit the City. The City shall review the Contractor's proposal and may request such modifications. Denial of a proposed modification shall neither provide the Contractor with any basis for a claim for damages nor release the Contractor from contractual responsibilities.

If the Change Order issued by the City causes an increase or decrease in the Contractor's cost to provide the services and/or requires a change to the schedule that, in the City's reasonable discretion, is determined to be necessary, an equitable adjustment will be made and incorporated into this Agreement.

Change Order Notice. Upon receipt of a Change Order issued by the City, the Contractor shall within ten (10) business days of receipt of the Order give written notice (including preliminary cost and time estimates) to the City stating the Change Order to be either an alteration to, deviation from, addition to, or deletion from the Contract. Within thirty (30) days of receipt of the Order or other time period mutually agreed to by the City and the Contractor, the Contractor shall submit a detailed Change Order proposal, which includes the following information:

Description of change and details of work to be done. Detailed cost and pricing data, the cost detail should be comprehensive and readily traceable into the Contractor's accounting records and underlying supporting documentation. The Contractor's statement of additional time shall include a detailed schedule analysis identifying which schedule activities and key milestones are impacted.

Change Order Authorization. The Contractor shall not proceed with any Change Order work until the City gives written authorization. The City shall not accept any responsibility whatsoever for Change Order work performed by the Contractor without proper authorization by the City. All Change Orders shall be executed in accordance with the terms and conditions of the Contract. All executed Change Orders shall constitute the entire agreement between the City and the Contractor with regard to any and all costs and time extensions related to Change Order work.

Article 22. Samples

The Purchasing Agent may require the submission of samples either before or after the award of a contract, at no charge to the City, in order to ascertain whether or not a product will be suitable for the purpose for which it is intended. If it is specifically stated elsewhere in the bid documents that samples are required, full size samples must be submitted not later than the official BID OPENING. Failure to submit said samples may be regarded as a basis for rejecting a bid. Samples may be impounded until satisfactory completion of the contract. Otherwise all samples must be called for by the bidder within thirty (30) days of the award of contracts or said samples will be presumed abandoned and the Purchasing Agent will dispose of them as he sees fit.

Article 23. Compliance with Laws, By-Laws and Regulations

The Contractor shall keep fully informed and shall comply with the provisions of applicable federal, state, and municipal laws, rules, and regulations that in any manner regulate the Contractor's performance of this Contract and those engaged or employed with the services herein described, other than any such laws, rules and regulations that relate to City's own operations. The Contractor shall indemnify, protect, defend, and save harmless the City and its officers, agents and employees harmless from all fines, penalties, and liabilities imposed upon the City under any such laws, rules, and regulations by any public agency, authority or court having jurisdiction over the parties hereto when the imposition of same is attributable to the failure of the Contractor to keep fully informed and to comply with its obligations in this regard, provided that if any public agency, authority or court seeks to impose such fine, penalty or liability on the City, the City shall promptly notify the Contractor and allow the Contractor, in consultation with the City, to object to and defend such imposition.

Article 24. Permits and Licenses

The Contractor shall secure at his own expense all permits and licenses, pay all necessary charges and provide all notices that are due in connection with the lawful prosecution of the work.

Article 25. Liens

The final payment on any project may be deferred until the Contractor has delivered to the Owner a complete release from all liens arising out of the applicable contract, or receipts covering all labors and materials for which liens could be filed, or a bond that satisfactorily indemnifies the Owner against all possible liens.

Article 26. Contractor's Expenses

Unless otherwise stipulated, the Contractor shall provide and pay for all materials, labor, water, tools, equipment, light, power, transportation, incidental services and other facilities necessary for the execution and completion of the project. The contractor shall be responsible for royalties and costs associated with patents, trademarks, and copyrights in any way involved in the project. All Garland Roofing products will be purchased separately by the City of Lowell directly from Garland Roofing Products through FAC-27.

Article 27. Payment Schedule

Bills in triplicate for the amount of Materials and Supplies furnished by the successful bidder under the contract to be entered into should be submitted before the first day of the month in which payment is to be made to insure payment on the twentieth day of the month, except that where the time conditioned in the bid for the allowance of discount differs from the above successful bidder agrees to submit bill to the Purchasing Agent in sufficient time for such discount to be taken advantage of by the City which, in any event, shall not be less than ten days from the submission to the Purchasing Agent of such bills.

Article 28. Assignment

Neither the Contract nor any interest herein shall be assigned, pledged or otherwise transferred by the Contractor without the written consent of the City, except in the case of a transfer of all or substantially all of the Contractor's assets provided that all obligations of this Contract are assumed by the controlling entity. If the Contractor makes any such assignment, pledge or other transfer without the written consent of the City, the Contract shall be voidable at the election of the City. The City's consent to any such assignment, pledge or other transfer may impose such additional conditions thereon as may be deemed necessary to ensure the performance of the terms of the Contract by the assignee. Moreover, unless otherwise agreed to in writing by the City, any transfer by the Contractor shall not release the Contractor of its liability under the Contract.

Article 29. No Waiver

None of the provisions of this Agreement, unless otherwise specified, shall be considered waived by either party hereto unless such waiver is in writing and signed by both parties. No such waiver shall be construed as a modification of any of the provisions of this Agreement or as a waiver of any past or future default or breach hereof, except as expressly stated in such waiver.

Article 30. Indemnification of the City

The Contractor agrees to indemnify, save harmless, and defend the City and all of its officers, agents, and employees from and against any and all third party suits, claims, or proceedings ("Claims"), and any losses, damages, charges or expenses, whether direct or indirect, and liability of every name and nature related to such Claims ("Liabilities") for or due to any loss or injury to persons or damages to real or tangible property to the extent caused by the Contractor or its employees, subcontractors or agents.

Article 31. Termination Of Contract

Default Termination.

The City may, without prejudice to or waiver of any other right or remedy available to it, terminate or suspend this Agreement, in whole or in part, either immediately upon receipt of such notice by the Contractor or upon written notice to the Contractor seven (7) days prior to the effective date of such termination or suspension for an "Event of Default" as defined hereunder.

Termination for Convenience.

The City may, in its sole discretion, terminate all or any portion of this Agreement or the work required hereunder, at any time for its convenience and/or for any reason by giving written notice to the Contractor thirty (30) calendar days prior to the effective date of termination or such other period as is mutually agreed upon in advance by the parties. If the Contractor is not in default or in breach of any material term or condition of this Agreement, the Contractor shall be paid its reasonable, proper and verifiable. Such payment shall be the Contractor's sole and exclusive remedy for any Termination for Convenience, and upon such payment by the City to the Contractor, the City shall have no further obligation to the Contractor. The City shall not be responsible for the Contractor's anticipatory profits or overhead costs attributable to unperformed work.

Article 32. Force Majeure

Neither party hereto shall be in default in the performance of its obligations to the extent that the performance of any such obligation is prevented or delayed by a Force Majeure Event. Should Contractor's services be delayed by a Force Majeure Event, the Agreement and Contractor's schedule for completion of tasks affected by such delay shall be extended. "Force Majeure" or a "Force Majeure Event" is an event beyond the control of a party and not due to the act or omission of such party, which materially and adversely affects the party's ability to meet its obligations under the Agreement and which event or the effects of the event would not have been anticipated and avoided by a prudent party acting commercially reasonably. Force Majeure Events may include, but are not limited to, Acts of God; acts or failures to act of government agencies and delays related to the City in either their contractual, sovereign or regulatory capacities; fires, floods, earthquakes, epidemics quarantines, strikes, wars, riots, terrorism, interruptions of energy supply or civil disturbances. Within thirty (30) calendar days after the last day of

delay, the Contractor shall furnish the City with detailed information concerning the circumstances of the delay, the number of days actually delayed, the appropriate Agreement references, and the measures taken to prevent or minimize the delay. Upon review of the detailed information concerning the delay, the City shall assess the impact the delay may have on price and schedule of the work and modify the Contract as needed.

Article 33. Mutual General Representation and Warranties

Corporate Power. Each party represents (a) that it is duly incorporated, validly existing and in good standing under the laws of the state of its incorporation and (b) that it has full corporate power to own, lease, and operate its properties and assets, to conduct its business as such business is currently being conducted, and to consummate the transactions contemplated by this Agreement.

Authority. Each party represents that this Agreement has been duly authorized, executed and delivered and constitutes a valid and binding Agreement, enforceable against such party in accordance with this Agreement's terms, subject to the effect of bankruptcy, insolvency, moratorium and other laws now or hereafter in effect relating to and affecting the rights of creditors generally and to equitable principles of general application.

No Breaches. Each party represents that neither the execution nor delivery of this Agreement, nor the consummation of any of the transactions contemplated herein, will result in the breach of any term or provision of, or constitute a default under, any charter provision or bylaw, or material agreement (subject to any applicable required consent), order, law, rule or regulation to which it is a party or which is otherwise applicable to it.

Article 34. Conflict of Interest

Massachusetts Conflict of Interest Law, G.L. c. 268A, governs the conduct of all public officials and employees, including all dealings with potential contractors. Therefore, it is the responsibility of Contractor to ensure compliance with the Commonwealth's Conflict of Interest Laws and avoid any conduct which might result in or give the appearance of creating for Board members, officers or employees of the Authority in their relationship with the Contractor any conflicts of interest or favoritism and/or the appearance thereof or any conduct which might result in a Board member, officer or employee failing to comply with G.L., c. 268A. Non-compliance with these Conflict of Interest terms shall constitute a material breach of this Contract.

For purposes of this solicitation, it is understood and agreed that no gift, loan or other thing has been or will be given to any employee, agent or officer of the City by the Bidder, Bidder's employees, subcontractors, or agents in connection with the award or performance of this Contract. It is further understood and agreed that no Board member, officer, or employee of the City; no officer or employee of any independent authority or political subdivision of the Commonwealth of Massachusetts, no officer, employee, or elected official of the Commonwealth of Massachusetts, executive or legislative of the City; and no member or delegate to the Congress of the United States, during his/her tenure shall have any financial interest, direct or indirect, in this Contract or the proceeds thereof.

If, during the performance of this Contract and any extension thereof, the Contractor becomes aware of any relationship, financial interest, or other activity in which it or an affiliated person or company is involved which is not in compliance with these provisions, the Contractor shall promptly notify the City's Chief Procurement Officer in writing and fully disclose all circumstances thereof. The City reserves the right to grant an exception to the requirements of this Section, if so allowed by law, and notify the Contractor thereof. If the City does not grant an exception, the Contractor shall, within ten (10) days of written notice from the City, take all action necessary to comply with the terms stated herein.

The Bidder shall certify compliance with these terms and the Massachusetts Conflict of Interest Laws (**certification attached – form A**).

Article 35. Collusion

The Bidder shall sign an affidavit stating that Bidder understands that any bid submitted to the City is made without collusion with any other Bidder submitting a bid on the same commodity/service, and is in all respects fair and without fraud (**certification attached – form C**).

Article 36. Award or Rejection of Bids

The contract will be awarded to the lowest responsible and responsive bidder complying with the provision of the invitation provided the bid price is reasonable and it is to the interest of the city to accept it. The Purchasing Agent reserves the right to reject any or all bids and to waive any informality in bids received whenever such

rejection or wavier is in the interest of the City. The Purchasing Agent also reserves the right to reject the bid of bidder who has previously failed to perform properly or complete on time contracts of similar nature or a bid of a bidder who investigation shows is not in a position to perform the contract.

In determining responsibility the following qualifications, in addition to price will be considered by the Purchasing Agent

- (a) The ability, capacity and skill of the bidder to perform the service required within the specified time.
- (b) The character, integrity, reputation, judgment, experience and efficiency of the bidder.
- (c) The quality of performance of previous contracts or services.
- (d) The previous and existing compliance by the bidder with laws and ordinances relating to previous contracts with the City and to the bidders employment practices.
- (e) The sufficiency of the financial resources and ability of the bidder to perform the contract or provide the services.
- (f) The quality, availability and adaptability of the supplies, or contractual services to the particular use required.
- (g) The ability of the bidder to provide future maintenance and service for the use of the subject of the contract.
- (h) Whether the bidder is in arrears to the City in debt on contract or is a defaulter on surety to the City or whether the bidder's taxes or assessments are delinquent.
- (i) The resale value of the subject of the contract.
- (j) Such other information as may be secured by the Purchasing Agent having a bearing on the decision to make the award.

In determining a bidder's responsiveness, the Purchasing Agent shall consider material deviations from the advertised specifications which materially affect price, quantity, quality or limit the bidder's liability.

Article 37. Purchases of all Types of Vehicles

Good and clear title to each vehicle must be made to the City of Lowell at time of delivery of said vehicle.

Article 38. Transaction by Third Parties

The City of Lowell will reject any and all bids for the purchase or lease purchase of equipment if any third party has or intends to have a security interest in said equipment.

The City will further reject any and all bids which would require the City to sign any agreement or agreements concerning financing of the transaction by third parties.

Article 39. Pass Through Restrictions

The Contractor will not provide any good or service that was not specifically identified and defined in the scope of service contained within the contract. Any good or service provided by the Contractor to the City that would be considered a "pass-through" is strictly prohibited.

Article 40. Insurance

The Contractor will carry insurance in the amount of 10% of the total cost of the project or \$1 million, whatever is less.

CONFLICT OF INTEREST CERTIFICATION

The undersigned hereby certifies that the Bidder shall comply with Massachusetts Conflict of Interest Laws, G.L. c. 268A and with the City's Conflict of Interest terms stated in Article 33 of these Contract Documents.

BIDDER'S NAME: _____

AUTHORIZED SIGNATURE: _____

TITLE: _____

DATE: _____

ACKNOWLEDGEMENT OF ADDENDA

The Bidder acknowledges all addenda.

ADDENDA NUMBER

DATE ISSUED

AFFIDAVIT OF NON-COLLUSION

It shall be understood that any bid submitted to the City is made without collusion with any other bidder submitting a bid on the same commodity/service, and is in all respects fair and without fraud.

STATE OF: _____ Date: _____

COUNTY OF: _____ S.S.: _____

The undersigned being duly sworn, deposes and says that he/she is the

(Sole Owner; Partner, President, Treasurer,
or Other Duty Authorized Official of a Corporation)

of _____
(Name of Firm as Appearing in Submitted Proposal)

and works in _____
(City/Town)

and certifies under penalties of perjury that this proposal is in all respects bona fide, fair and made without collusion or fraud with any other person. As used in this paragraph the word "person" shall mean any natural person, joint venture, partnership, corporation or other business or legal entity.

(Signature and Title of Person Making Affidavit)

Sworn to before me this _____ day of _____, 20 ____

Notary Public: _____ My commission expires: _____

IN WITNESS WHEREOF, the undersigned certifies, under the pains and penalties of perjury that:

1. It is in compliance with all of the provisions, and shall remain in compliance with the provisions for the life of any Contract resulting from this solicitation. That the bidder is qualified to perform any such Contract and possess, or shall obtain, all requisite licenses and permits to complete performance; shall maintain all unemployment, workers' compensation, professional and personal liability insurance policies sufficient to cover its performance under any such Contract; and shall comply with relevant prevailing wage rates and unemployment laws.
2. To the best of its knowledge and belief has paid all local taxes, tax titles, utilities, motor vehicle excise taxes, water and wastewater bills to the City of Lowell as required by law.
3. To the best of its knowledge and belief has filed all State tax returns and paid all State taxes required by law, and has complied with reporting of employees and contractors, and withholding and remitting of child support (MGL c.62C, s.49A).
4. Pursuant to MGL c.30B s.10 (or c.30 s.39M), this bid or proposal has been made in good faith and without collusion or fraud with any other person. As used in this paragraph, "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity or group of individuals.

Signature of Person Signing Bid or Proposal

BY: Corporate Officer (Type/Print)

Corporate Name (Full Business Name)

BY: Corporate Officer (Sign)

Social Security or Federal Tax ID#
Business (DBA)

State of Incorporation/City of
Registration

Approval of a contract, or other agreement, will not be granted unless the applicant signs this certification form. You're Social Security number or Federal Tax Identification number will be furnished to the Massachusetts Department of Revenue (DOR) to determine weather you have met tax filing or tax payment obligations. The City of Lowell is required to furnish a list to the DOR at the end of its fiscal year, showing the vendors to whom more than \$5,000 is paid during the twelve months, ending June 30. Providers who fail to correct their non-filing or delinquency, will not have a contract or other agreement issued or extended. This request is made under the authority of Massachusetts General Laws, c.62C, s.49A.

CERTIFICATE OF AUTHORITY

At a duly authorized meeting of the Board of Directors of (insert name of corporation)

Held _____ at which all the Directors

Were _____

Present or waived notice, it was voted that _____
(name)

_____ Of this corporation, be it he or she, hereby is (corp. office)

authorized to execute bid documents, contracts and bonds in the name and on (corp. office)

behalf of said corporation, and affix its Corporate Seal thereto, and such execution of any bid

document or contract or obligation in this corporation's name on its behalf under seal of the

corporation, shall be valid and binding upon this corporation.

ATTEST: _____

(Clerk or secretary)

Place of Business: _____

I hereby certify that I am the clerk/secretary of the _____
(Name of Corporation)

And that _____
(Name)

is the duly elected _____ of said corporation,

and _____
(Corp. office)

that the above vote has not been amended or rescinded and remains in full force and effect as of
the date set forth below.

ATTEST _____
(Clerk or secretary)

Date:*

* This date must be on or before the date of the Contract

BASIS OF AWARD: RFP 21-07

In accordance with the Specifications, and under the terms and conditions mentioned above, I (We) hereby offer to furnish and deliver to departments described above the following materials which shall in all respects meet the attached specifications, as required during the terms mentioned above for the following prices:

The City will negotiate will the top proposer

Submit: Bidders are to submit an original and one (1) electronic copy of their qualifications proposal

Signature of Bidder _____

Print Name and Title _____

Company Name and Address _____

Telephone Number _____

Email _____

SCOPE OF SERVICES

SUMMARY

The City of Lowell is seeking proposals from qualified firms to conduct a comprehensive audit of the practices, procedures, and protocols of the City's Human Resources Department and how it is leveraged within the organization. Consultant to conduct detailed study of the HR Department and provide recommendations to ensure equity in the City's hiring process, identify opportunities to promote diversity and inclusion within the City's workforce, develop a plan to implement improvements determined to be necessary in the course of the audit, and produce a comprehensive report detailing all findings and recommendations.

SCOPE

The City of Lowell seeks to obtain the services of a qualified firm to provide the specific services outlined herein. Best industry and/or management practices may require additional services not specifically described within this scope. The selected firm should identify and note any additional services recommended, provide pricing for them, and explain their necessity in the response.

1. The responding firm will act as a consultant and partner with senior and executive-level staff in the City Manager's office, including the City Manager, Assistant City Manager, and/or their designee. Methodology to obtain this information should be creative and exhausting, including HR Dept. staff interviews, other department head and regular employee interviews (anonymous if necessary), record and transaction reviews and more as necessary.

Specific areas the City may require advice, counsel, recommendations, resources, research, and data may include but are not limited to the following:

- a. A comprehensive review of the City's Human Resources department and core functions, with specific focus on the following areas:
- b. Assessment of Recruiting and Hiring Process: Examine existing hiring practices of the City, including outreach and recruitment efforts, the application process, the interview process, verification of education and professional accreditations, maintenance of personnel data, and consider methods to modernize these processes in order to attract more qualified and diverse applicants.

- c. Assessment of Current Workforce: Examine and produce data related to the demographic breakdown of current City employees by department, and assess other elements of the current workforce including, including breakdowns of department heads, managers, and general staff. Assessment should also include relevant background/education levels of all employees, compensation (compared with peer cities and towns), promotional opportunities and procedures, and workloads . This should include surveying current staff of all levels throughout the organization.
- d. Diversity, Equity and Inclusion: Conduct an organizational diversity and inclusion assessment, including evaluating existing diversity and inclusion activities for impact; benchmarking and goal setting for inclusive effectiveness; measuring efficacy of interventions; recommendations for updates on key policies and practices in the Human Resources Department and across the organization. Develop and conduct training for all City employees with regards to diversity and inclusion, including all city and public safety personnel. Training shall contain content to specifically address current understanding and best practices with regards to diversity and inclusion in the workplace, and shall be intended to help remove barriers to diversity and inclusion that exist within the workplace, and increase the ability of staff to serve, work, and engage with people of all races and backgrounds. Provide additional specialized department-head and manager-level training to promote inclusion, and to spot instances of racism and/or discrimination, and train on how to provide remedies for these issues if they are found.
- e. Organizational structure, staffing levels, and compensation. Study the current organizational chart, ensure that all staff, to include all management, department heads, and regular employees, are functioning within their allotted operational capacity, and make recommendations to update or modify organizational chart if necessary. Complete a benchmark survey of peer cities to determine staffing levels and compensation rates relative to the organizational chart, and compare those to Lowell's staffing and compensation, to include employee tenure and education levels of senior staff. Recommend adjustments where deficiencies are noted. Note promotional opportunities within departments, based on staffing levels and skillsets. Study disciplinary and termination procedures, and make necessary improvements or recommendations therein.
- f. Specific review of the HR Department leadership, department structure, staffing level, responsibilities, organization-wide interaction, organization-wide employee perception, and recommend changes which

may increase the ease and efficiency of the HR department in completing their mission. Develop detailed understanding of the key issues impacting the HR Department. Determine HR Department views and understanding of local organized labor relations, and develop recommendations where possible. Determine how the HR Department can become more strategic to align with City Manager and City Council vision.

- g. Technology: Determine how the City's existing technology should be utilized for best HR practices, including access to existing technology implementations that have not yet occurred, determine the specific reasons why implementations have not occurred, develop plan to make necessary implementations (including operational changes/trainings where necessary). Make note of other technology products that the City currently does not have access to which may be beneficial. Make a plan to bring City into alignment with industry best practices.
- h. Community Engagement: Facilitate community engagement, including through stakeholder workshops, in order to develop and understanding of the public's perception of the City's organization and to garner public input on how to improve certain processes.
- i. Other recommendations as necessary

SUBMITTALS

Cover Letter

Submit a cover letter that includes the official name of the firm submitting the proposal, mailing address, e-mail address, telephone number, fax number, and contact name. The letter must be signed by an official authorized to bind the proposer contractually and contain a statement that the proposal is firm for ninety (90) days. An unsigned letter, or one signed by an individual not authorized to bind the Offeror, may be disqualified.

Qualifications & Experience

The Offeror shall include qualifications and experience of the firm (or sole proprietor). The Offeror shall identify the year the firm was established, the total number of employees currently employed, and the number of employees focused on this engagement. This section should also describe work that is similar in scope and complexity that the Offeror has undertaken in the past. A discussion of the challenges faced and solutions developed are highly recommended. The Offeror may include any additional literature and product brochures.

Sample Work Product and Work Plan

The Offeror should submit a sample work product and work plan with their technical proposal. The sample work plan should thoroughly address the scope of services and the Offeror's approach to how the services will be completed and addressed.

References shall include the following information:

●The name, address, telephone number, and email address of each client listed above.	
●A description of the work performed under each contract.	●The amount of the contract.
●A description of the nature of the relationship between Offeror and the customer.	
●The dates of performance.	●The volume of the work performed.

Evaluation Criteria

The contract will be awarded to the proposer with the highest total score, lowest price of cost per day and taking into consideration all evaluation criteria as well as the cost of the entire project. The scoring rubric will be based on the following Likert scale:

- Yes/No

Proposal Requirements:

1. The proposer exceeds criteria listed throughout the entire RFP.
2. The proposer shows qualifications and resources that meet the requirements of the RFP.
3. The proposer has administrative experience with conducting HR Audits as listed in the RFP.
4. The proposer shows the ability to meet and exceed the requirements listed by the RFP.
5. The proposer has the ability to evaluate HR practices, procedures and protocols.

Question 1	
Question 2	
Question 3	
Question 4	
Question 5	

GUIDELINES FOR DESIGN PROPOSAL REVIEW COMMITTEE

Each Committee Member is responsible for independently ranking each preliminary proposal in accordance with the system below.

	Highly Advantageous	Advantageous	Not Advantageous
I. Plan of Services Ratings will be based on the experience and qualifications. Particular attention will be given to the candidates ability to complete all aspects of the requirements.	Proposal includes a detailed, logical, and highly efficient scheme for addressing all of the required issues.	Proposal includes a credible scheme for addressing all of the required issues.	Proposal is not sufficiently detailed to fully evaluate, or does not contain components necessary to address all the required issues.
II. Timeline Thoroughness Ratings will be based on how thorough and clear the proposed timeline will be	Candidate has demonstrated excellent experience providing proposed timelines of deliverables.	Candidate has demonstrated experience providing proposed timelines of deliverables.	Candidate has no experience providing proposed timelines of deliverables.
III. Proposed Manual Ratings will be based on how experienced and clear the production of a financial modeling tool and manual will be completed.	Candidate has demonstrated excellent experience and existing examples of finance modeling tool and manual.	Candidate has demonstrated experience and/or planned exercise to complete a finance modeling tool and manual.	Candidate has no experience with the finance modeling tool and manual.
IV. Experience with similar projects. Rating will be based on experience providing professional services for similar renovation projects.	The firm has at least five years of experience with similar projects. The Proposal includes at least three examples of similar projects.	The firm has at least three years of experience with similar projects. The Proposal includes at least three examples of similar projects.	The firm has less than three years' experience for this type of project.
V. Understanding Scope of Work. Desirability of approach to project(s).	The proposal indicates a thorough review and full understanding of the required Scope of Work, and proposes a clear and comprehensive approach.	The proposal indicates a sufficient review and understanding of the required Scope of Work, and documents the proposed approach.	The proposal indicates an incomplete review and vague understanding of the required Scope of Work.
VI. References. Strength and credibility of client references.	The proposal indicates five or more strong and credible client references with contact information.	The proposal indicates three – four strong and credible client references with contact information.	The proposal indicates less than two more strong and credible client references with contact information.