



# **Recruitment Campaign for The Burlington Police Department The City of Burlington, Vermont**



## **1. INVITATION**

The City of Burlington, Vermont ("the City"), is soliciting proposals from qualified recruiting and/or advertising/marketing vendors ("Respondents") to collaborate with the Burlington Police Department ("the BPD") to enhance the BPD's recruiting efforts as described in this Request for Proposals (RFP). The selected Respondent will be expected to create a comprehensive multimedia recruitment communications and marketing/branding campaign ("the Campaign"). The purpose of this marketing Campaign is to attract excellent employees—including sworn police officers, nonsworn Community Service Officers, social-workers called Community Support Liaisons, Emergency Communications and other professional staff. The Campaign will include digital marketing, videos, and marketing collateral. At minimum, the Campaign will have a robust Internet web presence. Ideally, the Campaign will include television, radio, and other media. Optimally, the Campaign will have a national scope and attract employees from throughout the United States. The Campaign must convey the values, history, and innovation that distinguish the BPD from other police departments. The Campaign must include efforts to recruit a diverse workforce reflective of Burlington's community. (This is described more fully in the Scope of Services section and in the attached addendum describing the BPD and its current needs.)

This RFP provides a general description of services anticipated and submittal requirements; it also outlines selection criteria and the selection process. A response to this RFP ("Proposal") should provide a thorough description of the Campaign as envisioned by the Respondents. Joint submissions are encouraged, although any proposed subcontractors/team members must be identified and their roles clearly defined in the Proposal.

The City intends to execute a contract with the selected Respondent ("Consultant") on a non-exclusive basis for a term that encompasses the date the contract is signed until June 30, 2024, and potentially thereafter subject to annual appropriation. The Consultant's anticipated notice-to-proceed date is April 3, 2023.

- Questions regarding RFP requirements must be received by Shannon Trammell, Executive Assistant, in writing at [strammell@bpdvt.org](mailto:strammell@bpdvt.org) by 4:00 pm ET on Friday, February 17, 2023.
- Proposals must be received by 4:00 pm ET on Friday, March 10, 2023.

The City reserves the right to modify this RFP or the selection process, to cancel this RFP, to reject or accept any Proposal, and to waive any informalities or irregularities in any Proposal, without liability, at any time.

## **2. SELECTION SCHEDULE / KEY DATES**

The solicitation and selection process includes the following steps and schedule:

Publication and distribution of RFP:	Tuesday, January 17, 2023
Question submission deadline:	Friday, February 17, 2023 (4:00 pm ET)
Responses to questions posted (anticipated):	Wednesday, February 22, 2023
Proposal submission deadline:	Friday, March 10, 2023 (4:00 pm ET)
Interviews (if any):	Weeks of March 20 and March 27, 2023
Selection (anticipated):	Monday, April 3, 2023

The City reserves the right to modify this schedule as needed. Date for responses to questions and dates after the submission deadline are anticipated dates; modifications of those will not be posted.

## **3. BURLINGTON CITY INFORMATION**

The City of Burlington is located between the eastern shores of Lake Champlain and the Green Mountains in Chittenden County, Vermont. It is America's smallest largest city, meaning that it is the region's largest city despite having a manageable population of 44,000. Vermont's Queen City has two major colleges (the University of Vermont and Champlain College), the state's largest hospital, an international airport, and a vibrant downtown and marketplace that contains northwestern New England's only concentrated restaurant-and-bar scene. Innovative businesses like Dealer.com, Beta Technologies, Seventh Generation, and Burton Snowboards call Burlington home. The city routinely finds itself on various "best of" lists.

From parks and public beaches to an award-winning bike path, Burlington is renowned for outdoor excellence. Summer brings cycling and sailing, winter brings world-class skiing, and Vermont's autumn is unparalleled. With great schools, good jobs, and a welcoming community, Burlington and Chittenden County are the perfect place to set down roots. The Burlington Police Department has more than 150 years of pride and accomplishment, with a tremendous future ahead.

Specific information about the police department can be found in Exhibit A, the "Recruiting for the BPD" Presentation.

#### **4. SCOPE OF SERVICES**

##### **Project Goals**

The Consultant will assist the BPD in creating and implementing the Campaign, a comprehensive recruiting strategy involving marketing and advertising. The Consultant will create a timeline for the Campaign, and will use the BPD's brand and brand guidelines to create recruitment-oriented marketing collateral and communications materials. The Campaign may include social media, television, radio, print, sponsorship, and other forms of recruitment marketing. Specific strategies and materials must be developed to recruit candidates from diverse backgrounds, including but not limited to diversity of sex, gender, race, ethnicity, and creed. The Consultant must actively support the City's diversity, equity, and cultural competency efforts within diverse cultures and constituencies, and must effectively work across those groups. The Consultant must be committed to diversity, equality, and inclusion as evidenced by ongoing professional development.

The Consultant will work with the BPD's Chief of Police and recruiting team (including but not limited to the Deputy Chief of Administration, the Public Information Officer and Community Engagement Coordinator, the Recruitment Officer, the Recruitment Coordinator, and the City's Human Resources department) to achieve the BPD's recruiting needs.

##### **General Project Requirements**

At the City's direction, the Consultant will assist the Police Department in creating and implementing a brand strategy that can be easily and effectively utilized across a variety of media such as social media, marketing materials, websites, job fairs, etc. All services shall be completed in accordance with applicable City standards and within the agreed upon timeline for each task and deliverable.

##### **Key Deliverables & Tasks**

The tasks identified below shall conform to the City's and the BPD's brand guidelines.

1. Create a marketing outreach strategy and collaborate with the BPD's Chief of Police and recruiting team to develop the concepts for a recruitment advertising campaign.
2. Research national trends and analyze the best ways to attract applicants for law-enforcement positions in Burlington. Improve the BPD's effectiveness in recruiting and increase applications to the BPD.
3. Develop a comprehensive marketing campaign that includes, at minimum, design concepts, messaging, and other products that uniquely represent the BPD and the goals of the Campaign.
4. Provide all required creative artwork design and native files for the BPD to use in developing print and digital advertising and special-event promotions, including video. The Consultant shall understand and agree that all artwork, copy, etc., created under

this proposed contract shall become the property of the City and may be used by the BPD and the City for any purpose without approval or payment to the firm. Consultant shall make available all proofs for review and approval by the BPD's recruiting team.

5. Develop and implement an advertising plan that includes, but is not limited to, web, video, and social media. The BPD will make officers and police department equipment available for photo/video shoots at mutually agreed-upon times and locations. Any video production shall be suitable for multiple social-media platforms including, but not limited to, YouTube, LinkedIn, Facebook, Twitter, and Instagram.
6. Conduct focus groups and market research to determine the most effective messaging, advertising platforms, and placements. Further, assist the BPD by placing advertisements online and in print, and by using other media sources.

### **Project Management**

The Consultant shall prepare and submit to the City for approval a project management plan that, at minimum: specifies a schedule of work; details the roles and responsibilities of the Consultant and any sub-contractors; identifies work tasks, milestones, and review/comment milestones; and describes a public-outreach plan. The Consultant will participate in meetings at least twice a month with the BPD's Project Manager. Attendees at the meetings may also include representatives of other City Departments, key stakeholders, and outside agencies, as necessary. The Consultant will prepare meeting agendas and keep meeting notes. The Consultant will promptly respond to the BPD's requests (both routine and emergency).

### **Final Documents**

Consultant will assist the BPD in creating and implementing a comprehensive multimedia communications and marketing/branding strategy to increase recruiting for law enforcement personnel in achieving hiring and recruitment goals by providing at a minimum the following Deliverables/Services:

#### **Account Management Services**

- Kickoff meeting
  - Identify and clarify the BPD's goals, define success, exchange relevant information and discuss timing requirements, approve timing and evaluation metrics
- Revise Project Plan
- Develop Marketing plan, to including messaging, recommended strategies, tactics and high-level media recommendations

#### **Research and Insights**

- Primary Research
- Define/confirm research goals and objectives

- Outline information needs/requirements
- Confirm recommended methodology and schedule/timeline
- Review of primary research completed by relevant organizations
- Present primary research results

#### **Creative Development and Campaign Direction**

- Develop creative brief and strategy brief and identify key markets
- Launch the Campaign and marketing plan, to include:
  - Goals and objectives
  - Target audience definition
  - Broad creative campaign concept direction
  - Recommended strategies and tactics
  - High-level media recommendations
  - Recommended metrics for campaign evaluation
  - Schedule for campaign deliverables

#### **Campaign Implementation**

- Campaign development: Creative, Social, PR, Digital, Content
- Key specialist work on development of campaign assets that cover all media platforms (paid, owned, earned) for the BPD's review and approval
- Campaign deliverables are revised, and final assets are developed for campaign launch; final reviews with the BPD
- Public Relations: Statewide and National media outreach, logistics, etc.
- Social Media: Organic social engagement, monitoring, and responses (Twitter, Facebook, Instagram, LinkedIn, etc.)

#### **City Oversight**

A designated individual will be responsible for managing the contract between the Consultant and the City for the BPD ("Project Manager"). The BPD will provide reasonable assistance to the Consultant in the scheduling of meetings, interpretation of policy and procedural requirements, research relating to internal documents, coordination with outside agencies and BPD staff, but the City's obligation will not limit the Consultant's obligations to perform the Services. The City will rely on the personnel, experience, and expertise of the Consultant to ensure all necessary components of the scope of work are completed.

#### **Timeline and Budget**

The Consultant must complete all deliverables within the agreed-upon schedule and within the limits provided by the executed contract.

#### **City Holidays**

City Holidays currently include: New Year's Day; Martin Luther King Day; President's Day; Memorial Day; Juneteenth; Independence Day; Bennington Battle Day; Labor Day; Veteran's Day; Thanksgiving Day; Day After Thanksgiving; Christmas Day.

## 5. PROPOSAL FORM

The Proposal must be typed or computer generated and submitted in the format described below. Proposals (not including examples of previous work) shall be no more than 20 pages (8.5" x 11") with a minimum font size of 11-point font. Marketing materials are discouraged and will count toward the 20-page maximum. The City requests that only information relevant to the Proposal be included. Proposals that do not meet the mandatory requirements herein may be considered non-compliant and may be rejected.

Respondents may request parts of their Proposals to remain confidential and must indicate such in the Proposals and on the appropriate proprietary or financial pages; provided, under no circumstances may an entire Proposal be marked or identified as proprietary.

By submitting a Proposal, each Respondent releases the City from any claim of damage or loss arising from the release of confidential or proprietary information not clearly designated as such by a Respondent.

Proposals shall include the following items in the order listed:

- A. **Cover Letter:** A cover letter indicating the Respondent's interest and identifying the entity or entities submitting the Proposal. The letter shall identify the name, address, email address, and telephone number of the person to contact, along with other contact information for those authorized to represent the Respondent. The letter should also include:
  - A signature by a representative of the Respondent authorized to bind the Respondent for the terms proposed
  - Any criteria expected by the City that Respondent will not provide
  - Any other information not appropriately contained in the body of the Proposal
- B. **Cost Proposal:** A financial proposal focused on maximum value, innovation, and cost-effective implementation. The Cost Proposal should include:
  - Proposal. A total not-to-exceed fixed fee for labor, equipment, time, materials, and other items necessary to meet the requirements of the Scope of Services and deliverables, including the requirements of the Professional Services Agreement. The fee should include all costs of performing the Services (including without limitation, mileage, travel, equipment, supplies, subcontractor costs, permits, licenses, overhead, profit, insurance, etc.) Although the City does not anticipate

compensating Respondent for any additional items of expenses, any such additional amounts to be charged to the City must be identified in the cost proposal. Final pricing terms will be negotiated as part of the agreement following selection

- **Detailed Cost Breakdown.** A cost and hourly rate for various job classifications for each task identified in the Scope of Services and the deliverables section of this RFP, including an estimate of manpower hours needed to complete the work. All cost assumptions must be clearly documented in this portion of the submittal. A budget for direct expenses, including travel expenses, if any, must be included, but such expenses are not expected to be paid separately. All prices shall be firm and not subject to increase during the period of this contract
- **Proposed Payment Schedule.** A proposed payment schedule based on pre-established benchmarks. Proposals must show a retainage of at least fifteen percent (15%), payable on completion of all Services (including presentation to the City Council and final delivery of documents). A final payment schedule will be negotiated as part of the agreement following selection

**C. Approach to Service:** A detailed description of the approach that the Respondent will use to deliver the Services and deliverables.

**D. Proposed Project Timeline:** A proposed timeline that identifies milestones, public outreach and elected and appointed official presentations, and a completion date. The timeline should also include information as to how the project milestones will be achieved for each phase of the timeline. A narrative of the approach that will be used to perform the Scope of Services and deliverables within the timeline must be included.

**E. Resume and Qualifications:** A description of the Respondent's history, experience, and qualifications, specifically with regard to providing the Scope of Services and deliverables. Include the following:

- Names and addresses of all firms to be involved in the work
- History, size, and structure of the firm(s)
- Identification of the Principal in Charge, the Project Manager, and the roles and responsibilities of each as they relate to the Project. Include relevant experience and copies of resumes of all personnel to be assigned to the work. If any aspect of the project will be subcontracted, please provide the same information for all team members
- A list of projects currently under contract and being worked on by the Respondent's team

- F. Example of Previous Work:** Complete examples of similar deliverables that were completed for other jurisdictions. (This will not count towards the maximum page requirement.)
- G. Affirmative Participation Plans:** An outline of affirmative steps that Respondent will take to assure that minority-and-women-owned businesses are used when possible.
- H. Potential Conflicts of Interest:** List any work that your firm or your proposed sub-consultants are currently performing for the City or for entities within the City.
- I. Miscellaneous:** Any supplemental information and attachments relevant to the Proposal, Respondent's qualifications, or Respondent's approach. Respondents are encouraged to expand upon the specifications to give additional evidence of their ability to provide the Services.

## **6. SELECTION & INTERVIEW PROCESS**

The City will use a qualitative-based selection process to award the contract, where cost is one of several factors considered. Selection, if any, will be based on the Proposal deemed to be the best value to the City at the City's sole discretion using the following criteria:

- Approach to Services
- Timeline
- Qualifications/Experience
- Cost
- Innovation/Creativity

The City reserves the right to request clarification or additional information from individual Respondents. The City may also consult additional resources for subject matter, expertise, and reference. By submitting a Proposal, the Respondent authorizes the City to undertake such investigation as may be necessary to verify Respondent's qualifications and reputation.

As part of the evaluation process, the City expects to interview some, but not necessarily all, of the Respondents. Respondents may also be asked to supplement their Proposals. In addition to the criteria stated above, the City may consider without limitation, a Respondent's financial resources, ability to comply with all legal and regulatory requirements, ability to perform the work and complete all work on time, history of performance, reputation ability to obtain necessary equipment, data, and facilities, and any other factor deemed important by the City, including location within the City.



The City will enter into a negotiation with the selected Respondent(s) regarding fees and Scope of Services. If an agreement cannot be reached with the chosen Respondent(s), the City may initiate negotiations with other Respondent(s). This process may continue until an agreement is reached with a Respondent(s). If the chosen Respondent(s) do not execute a contract within a specific deadline, the City reserves the right to award the contract to other Respondent(s). The successful Respondent(s) shall commence work only after execution of an acceptable contract and direction from the City to proceed. The Respondent(s) must submit insurance documentation, a completed W-9, and additional documentation as requested by the City before the execution of any contract.

## **7. METHOD OF SUBMITTAL**

Each Respondent must submit a complete Proposal including all information requested in this RFP. Proposals that do not meet RFP requirements may be considered non-compliant and may be rejected.

Questions regarding this RFP must be received in writing via email no later than 4:00 pm ET on, Friday, February 17, 2023. Responses to questions will be on the City's website and on the RMEPS as an addendum to the RFP. Questions must be submitted to:

Shannon Trammell [strammell@bpdvt.org](mailto:strammell@bpdvt.org)

**Proposals must be received prior to 4:00 pm ET, Friday, March 10, 2023.** Proposals shall be submitted via e-mail titled "Proposal for Police Recruiting Marketing Strategy." Proposals must be submitted to:

Shannon Trammell [strammell@bpdvt.org](mailto:strammell@bpdvt.org)

It is the sole responsibility of each Respondent to ensure its Proposal is received by the City by the date and time stated in this RFP. Proposals not received by the deadline will be considered late and will not be accepted. Proposals shall not be submitted via facsimile or e-mail.

No proposal will be considered accepted until all necessary City authorizations, including those required by Board of Finance and City Council if necessary, have been received and an agreement is executed by both parties.

## **8. DRAFT CONTRACT**

The contractor/consultant must qualify as an independent contractor and, prior to being awarded a contract, must apply for registration with the Vermont Secretary of State's Office to do business in the State of Vermont, if not already so registered. The registration form may be obtained from the Vermont Secretary of State, 128 State Street, Montpelier, VT 05633-1101,

PH: 802-828-2363, Toll-free: 800-439-8683; Vermont Relay Service – 711; web site: <https://www.sec.state.vt.us/>. The contract will not be executed until the consultant is registered with the Secretary of State's Office.

Prior to beginning any work, the consultant shall obtain Insurance Coverage in accordance with the Burlington Contract Conditions (Exhibit C in this RFP). The certificate of insurance coverage shall be documented on forms acceptable to the City.

The contract between a selected Respondent(s) and the City will be substantially in the form of the draft contract contained in Exhibit D. Respondents must review the draft contract and identify any proposed changes as “Proposed Changes to the Contract” in the Proposal. The City may consider any proposed changes in selecting a Respondent and awarding the contract but may reject the Proposals and condition the award of the contract on acceptance of a contract without the proposed changes.

#### I. LIMITATIONS OF LIABILITY

The City assumes no responsibility or liability for the response to this Request for Proposals.

#### II. COSTS ASSOCIATED WITH PROPOSAL

Any costs incurred by any person or entity in preparing, submitting, or presenting a proposal are the sole responsibility of that person or entity, including any requests for additional information or interviews. The City will not reimburse any person or entity for any costs incurred prior to the issuance of the contract.

#### III. INDEMNIFICATION

Any party responding to this Request for Proposals is acting in an independent capacity and not as an officer or employee of the City. Any party responding to this Request for Proposals will be required to indemnify, defend, and hold harmless the City, its officers, and employees from all liability and any claims, suits, expenses, losses, judgments, and damages arising as a result of the responding party's acts and/or omissions in or related to the response.

#### IV. REJECTION OF PROPOSALS

The City reserves the right to reject any or all proposals, to negotiate with one or more parties, or to award the contract to the proposal the City deems will meet its best interests, even if that proposal is not the lowest bid. The City reserves the right to re-advertise for additional proposals and to extend the deadline for submission of the proposals. This Request for Proposals in no way obligates the City to award a contract.

#### V. OWNERSHIP OF DOCUMENTS

Any materials submitted to the City in response to this Request for Proposals shall become the property of the City unless another arrangement is made by written agreement between the City and the responding party. The responding party may retain copies of the original documents.

#### VI. DUTY TO INFORM CITY OF BID DOCUMENT ERRORS

If a bidder knows, suspects, or has reasonable cause to believe, that an error or omission exists in any bid documents, including but not limited to unit prices and rate calculations, the bidder shall immediately give the City written notice thereof. [Contractor/Consultant] shall not cause or permit any work to be conducted that may related to the error or omission without first receiving written acknowledgment from the City that City representatives understand the possible error or omission and have approved the requested modifications to the bid or contract documents or that the [contractor/consultant] may proceed without any modification being made to the bid or contract documents.

#### VII. PUBLIC RECORDS

Any and all records submitted to the City, whether electronic, paper, or otherwise recorded, are subject to the Vermont Public Records Act. The determination of how those records must be handled is solely within the purview of City. All records the responding party considers to be trade secrets, as that term is defined by subsection 317(c)(9) of the Vermont Public Records Act, or that the responding party otherwise seeks to have the City consider as exempt must be identified clearly and specifically at the time of submission. It is not sufficient to merely state generally that a proposal is proprietary, contains a trade secret, or is otherwise exempt. Particular records, pages, and sections which are believed to be exempt must be specifically identified as such and must be separated from other records with a convincing explanation and rationale sufficient to justify each exemption from release consistent with Section 317 of Title 1 of the Vermont Statutes Annotated.

### 9. EXHIBITS

Exhibits follow.

- A. Exhibit A: "Recruiting for the BPD" Presentation
- B. Exhibit B: Livable Wage Ordinance Certification
- C. Exhibit C: Burlington Standard Contract Conditions
- D. Exhibit D: Contract Template for Consultants
- E. Exhibit E: Burlington Union Deterrence Ordinance Certification
- F. Exhibit F: Burlington Union Outsourcing Ordinance Certification

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# RECRUITING FOR THE BURLINGTON POLICE DEPARTMENT







# MISSION

## Mission:

"We are committed to policing with the citizens of Burlington to achieve a safe, healthy and self-reliant community."

*The police exist to keep people safe by preventing and responding to crime and disorder, with and for their neighbors.*

## Values:

**INTEGRITY** - We adhere to the highest ethical standards, assuring the community that their public trust is well founded.

**SERVICE** - We provide the highest level of service and protection to all people in a competent, courteous manner, tempered with compassion and understanding.

**RESPECT** - We treat all persons with dignity and respect by promoting equality and fairness both inside and outside the Department.

**CREATIVITY** - We engage in problem-solving as our primary strategy, involving the community in identification of the problems, the best solutions and their implementation.







# THE BURLINGTON POLICE DEPARTMENT

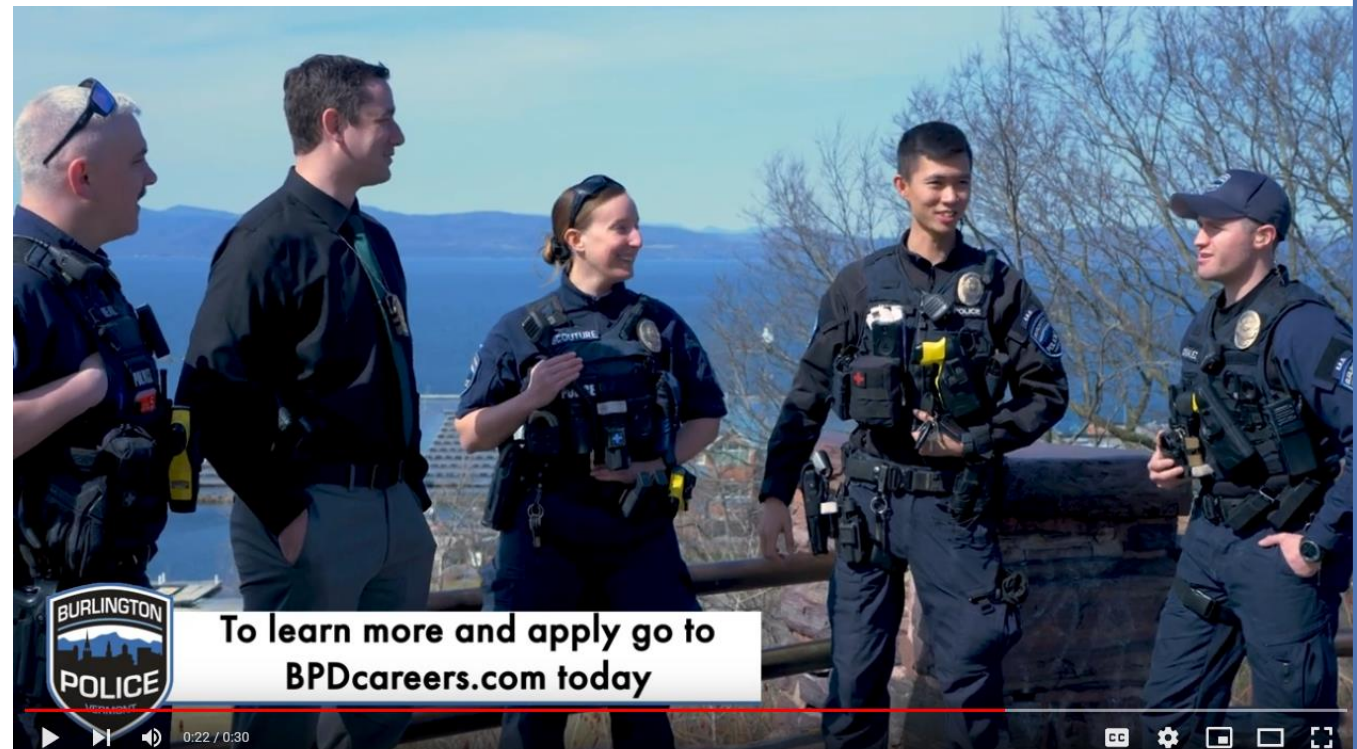
Founded in 1865, the Burlington Police Department serves Vermont's Queen City—Burlington, Vermont. The BPD is an cutting-edge, compassionate department.

***We keep people safe, by preventing and responding to crime and disorder, with and for our neighbors.***

Burlington is a vibrant, healthy city of 44,000, although as the region's cultural, educational, and economic center, its effective population is much higher.

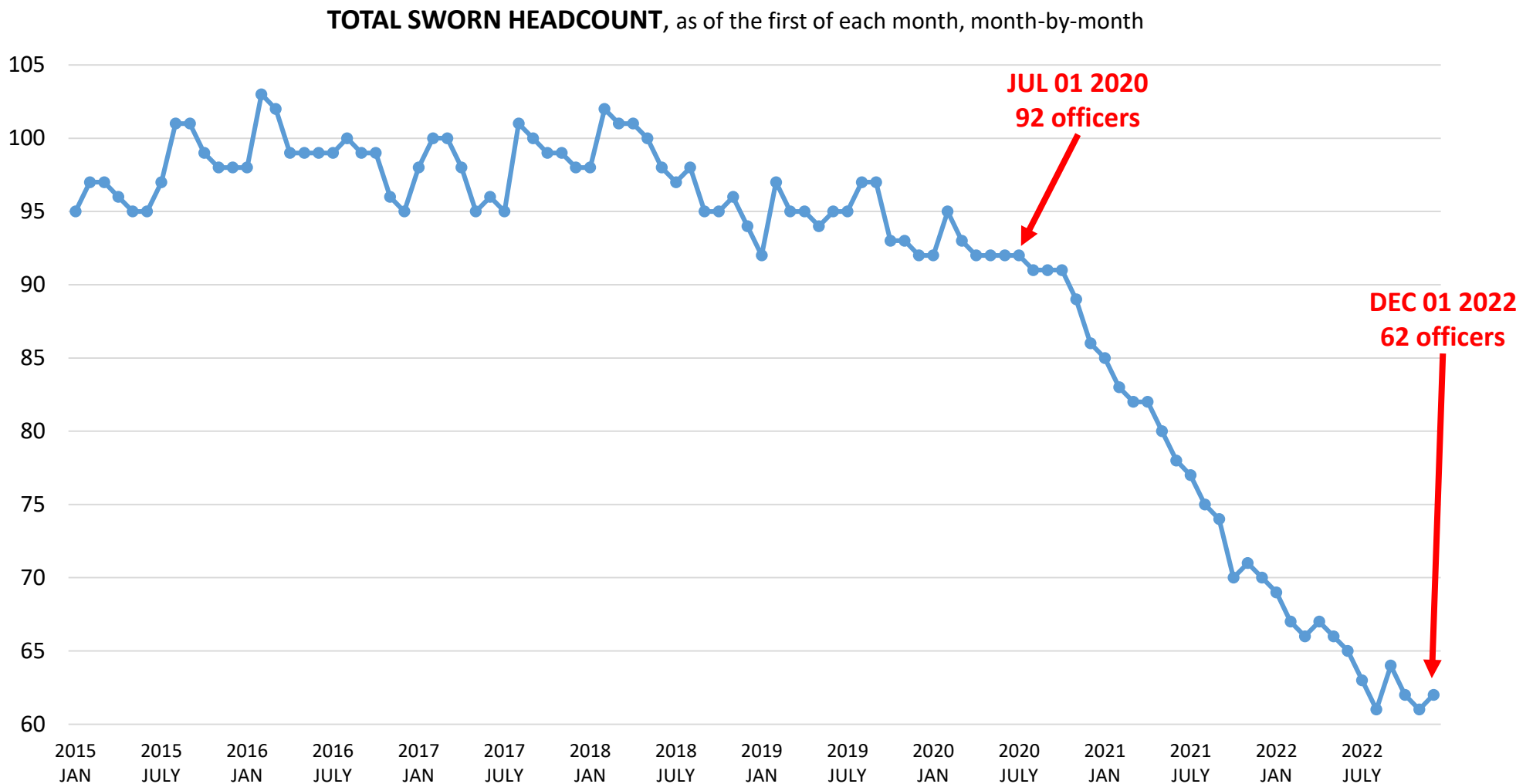
For decades, the BPD exemplified a community policing model. It led the state in the adoption of tools like body cameras and anti-bias training. It led the nation by helping PERF create the deescalation-focused ICAT system. In 2017 its innovative approach to the opioid epidemic attracted the [attention of the New York Times](#) and other publications. During the COVID pandemic, it avoided the misuse of police power that plagued other departments even as Burlington and Vermont "[became a model for the country](#)." But in June 2020, in the midst of a national police reform effort, a City Council resolution reduced the BPD's sworn headcount by 30%, through attrition.

As detailed in [this national NBC News piece](#) from December 2021, the BPD shrank quickly (see slide 4). Even though the BPD created innovative alternative resources (see slide 5), the city came to recognize that it needs great cops. A recent [New York Times story](#) from November 2022 tells some of the tale. In October 2021, the City Council reversed its decision and increased the authorized headcount to 87 officers. The BPD needs to grow again!





# BPD SWORN OFFICER HEADCOUNT, 2015-2022



Dec 1, 2022 – all data preliminary & subject to change





## 62 TOTAL, 54 AVAILABLE

As of Dec 1, the BPD has 62 total sworn officers, of whom 54 are available to be deployed. Historically, headcount has been in the high 90s; currently we are authorized for 87 officers.

# 62

minus 8 on leave, injury, VPA, etc. = 54

minus 13 supervisors = 41

minus 10 detectives = 31

minus 6 airport officers = 25

minus 3 special assignments = 22

# 22

## officers on Patrol







# BUILDING NONSWORN CAPACITY

As part of Chief Murad's 2021 Public Safety Continuity Plan, BPD has hired:

- seven **Community Service Officers** (CSOs),

These are unarmed, nonsworn officers who answer quality-of-life calls for service. Historically, the BPD had two; Chief Murad's plan expanded the role significantly. We currently have seven employees in the role, and **our new FY23 budget allows us to have 12 CSOs**. We have new candidates in the hiring pipeline.



Dec 1, 2022 – all data preliminary & subject to change

**BPD  
currently  
has 7 CSOs  
and 2 CSLs**



As part of the Public Safety Continuity Plan, we hired:

- three **Community Support Liaisons** (CSLs)

Chief Murad created this new position, which is unique to the BPD. CSLs are **embedded social workers** with expertise in mental health, substance use disorder, and houselessness who help address social service issues. Here, too, the FY23 budget allows for expansion. **We are hopeful to hire four more and have six CSLs by July 2023.**



## BPD SWORN OFFICER HIRING, 2010 to 2022

	IN	OUT	Net Δ	Retire vs Other Separation
2010	8	8	0	4 of 8
2011	13	4	+9	1 of 4
2012	4	5	-1	2 of 5
2013	13	8	+5	3 of 8
2014	12	11	+1	3 of 11
2015	9	8	+1	4 of 8
2016	13	11	+2	3 of 11
2017	9	9	0	2 of 9
2018	12	18	-6	5 of 18
2019	12	12	0	2 of 12
2020	5	12	-7	0 of 12
2021	1	17	-16	8 of 17
2022*	6	13	-7	4 of 13

Since 2010, the BPD has hired 117 sworn officers (through May 1, 2022). In that time 136 officers have separated from the Department.

After seven years of average annual growth from 2010 to 2016, the BPD has experienced a significant net loss of more than 30 officers over the past five complete calendar years.

The BPD has never had a year in which the agency achieved tenure-only attrition. (In other words, each year some officers separate / resign for reasons other than tenure-based retirement.) About 30% of attrition has been from retirements.



# RECRUITMENT & RETENTION PATTERNS SINCE 2010

**RETENTION:** Over the past twelve years, the aggregate retention percentage is 39%.

**RECRUITS:** In the ten years from 2010 to 2019,\* the BPD averaged 4.15 recruits per class at the Vermont Police Academy. The BPD has retained ~ 34% of those.

**LATERALS:** In those same years, the BPD averaged 1.7 laterals per year. BPD has retained ~ 56% of those.

*\*This does not count 2020 through 2022, when the BPD's hiring was limited by the City Council resolution.*

*Data in tables at right includes employees who left and returned.*

	TOTAL IN	Of total hired, # still employed as of 11/15/22	Retention %age as of 11/15/22	RECRUIT HIRES	Of recruits hired, # still employed as of 11/15/22	LATERAL HIRES	Of laterals hired, # still employed as of 11/15/22
2010	8	2	25%	8 Jan: 2    July: 6	2	0	n/a
2011	13	4	31%	9 Jan: 8    Aug: 1	3	3	1
2012	4	2	50%	3 Jan: 2    July: 1	1	1	1
2013	13	5	39%	9 Jan: 7    July: 2	3	3	1
2014	12	3	25%	11 Jan: 7    July: 4	3	1	0
2015	9	3	33%	6 Jan: 2    July: 4	2	2	1
2016	13	6	46%	8 Jan: 4    July: 4	2	3	3
2017	9	3	33%	10 Jan: 4*    July: 6	3	0	n/a
2018	12	5	42%	10 Jan: 4    July: 6	3	1	1
2019	12	5	33%	9 Jan: 6    July: 3	4	3	1
2020	5	3	60%	4 Jan: 4    July: 0	2	1	1
2021	1	1	100%	1 Jan: 0    Oct: 1	1	0	n/a
2022	6	4	67%	5 Jan: 2    July: 3	3	0	n/a
<b>TOTAL</b>	<b>117</b>	<b>46</b>	<b>39%</b>	<b>93</b>	<b>32 / 34%</b>	<b>18</b>	<b>10 / 56%</b>



# SETTING A REBUILDING GOAL

## THE CHALLENGE

**As of Dec 01 2022, the BPD has 62 sworn officers. The City Council has authorized 87.**

**Can the BPD grow by 25 officers—i.e., by 40%—over the next few years?**

This will be complicated by the fact that as many as seven to ten additional officers are expected to leave before the end of the calendar year.

## THE GOAL

**AMBITIOUS BUT ACHIEVABLE.**

Assuming 60 officers on January 1 2023, and assuming going forward with a 50% increase in average VPA class size (to 6.3 recruits per class), a 100% increase in lateral hires (to 3.4 per year), and a 50% improvement in retention rates (to 55%)...

**BPD can achieve 85 officers by July 1 2025**



# REBUILDING: A THREE-PART STRATEGY

**Retention: keeping personnel  
and their experience with a  
competitive contract**

**Recruiting: attracting new  
recruits and lateral officers  
with strong hiring incentives**

**Marketing: communicating  
about innovations and  
what sets Burlington apart**





## PART ONE: RETENTION VIA A TERRIFIC CONTRACT

**\$71,000**  
**starting pay**

**\$100,000**  
**top pay** (when contract matures)

**and a \$15,000**  
**hiring bonus**

- City retirement with 5-year vesting
- Shift differential, weekend, and holiday pay
- **full medical benefits** and wellness incentives
- Retirement after 20 years of service at 50% salary
- Retirement after 25 years of service at 75% salary
- 15-step pay scale for non-supervisory employees
- Overtime can be received as cash or vacation accrual
- **10-hour workday, 4-days-on/3-days-off schedule**
- **Weekends off every other month**
- Yearly education bonus
- Beards and tattoos permitted
- Various **specialty assignments** such as detectives, narcotics, K9, domestic violence prevention, airport
- **Applicant can be a non-U.S. citizen** if applicant is a permanent resident / green-card holder

[www.bpdcareers.com](http://www.bpdcareers.com)



## PART TWO: RECRUITING TOMORROW'S COPS TODAY

# INCENTIVE

**Incentives.** \$15,000 dollars for new recruits and lateral officers. Let lateral officers buy into the pension based on experience.

**Incentives.** Child care, educational offsets, student-loan forgiveness, training opportunities.



# 30X30

ADVANCING WOMEN IN POLICING  
30% WOMEN RECRUITS BY 2030

**Incentives.** Housing assistance, moving expenses, recruitment connections for partner employment, regional promotion.

**Partners.** Community groups like AALV, Lake Champlain Chamber of Commerce, ThinkVermont, etc.

think!VT





## PART TWO: RECRUITING DIVERSITY VIA COMMUNITY PARTNERS

COMMUNITY PARTNER LIST
VT Veteran Affairs
State of Vermont/Vermont Department of Labor
Champlain Valley Office of Equal Opportunity (CVOEO)
USCRI Vermont (formerly Vermont Refugee Resettlement Program)
Vermont Partnership for Fairness and Diversity
Vermont Professionals of Color Network
Vermont Commission on Women
Vermont Pride Center
Creative Workforce Solutions
Vermont Leagues of Cities & Towns (VLCT)
Howard Center
Age Well (formerly CVAA)
Vermont Works for Women
Vermont Associates for Training & Development
Vermont New American Advisory Council (VNAAC)
Spectrum Youth Services
ReSource Vermont
Peace & Justice Center
The Vermont Association of Business Industry and Rehabilitation (VABIR)
Association of Africans Living in Vermont New Americans (AALV Inc)





## PART THREE: MARKETING

### FUNDING FOR...

- Advertising, Local and Targeted Markets
- Develop TV and Social Media Content
- Movie-Preview Advertising in Targeted Markets
- Publication Advertising (e.g., PoliceOne, NOBLE newsletter, IACP postings, etc)
- Collateral Packages (“goody bags”)
- Job Fairs / College Fairs / etc





## EXHIBIT B - Livable Wage Certification

### Certification of Agreement to Comply with the City of Burlington's Livable Wage Ordinance

I, \_\_\_\_\_, on behalf of \_\_\_\_\_ ("the Contractor"), in connection with a contract for \_\_\_\_\_ services to be provided to the City of Burlington ("the City"), hereby certify, under oath, that the Contractor (and any of its subcontractors or subgrantees under this contract) shall comply with the City's Livable Wage Ordinance ("LWO"), B.C.O. 21-80 et seq., and that:

- (1) The Contractor shall pay all "covered employees" as defined by the LWO (including covered employees of subcontractors or subgrantees) a livable wage (as determined, or adjusted, annually by the City's chief administrative officer), and shall provide required paid time off for the term of the contract (*or the duration of the contracted project*);
  - (a) Full-time employees are entitled to 12 days of paid time off per year; and
  - (b) Part-time employees are entitled to 12 days of paid time off per year on a prorated basis;
  - (c) For a covered employer that provides employer assisted health care, the livable wage shall be at least \$15.64 per hour; and
  - (d) For a covered employer that does not provide employer assisted health care, the livable wage shall be at least \$16.66 per hour.
- (2) The Contractor shall post a notice regarding the applicability of the LWO in the workplace or in other locations where covered employees normally work, and where such notice can be readily seen;
- (3) Upon request of the City's chief administrative officer, the Contractor, for itself and, as applicable, for any of its subcontractors or subgrantees, shall provide payroll records, health insurance enrollment records, and other relevant documentation, as deemed necessary by the chief administrative officer, within ten (10) business days from receipt of the City's request;
- (4) The Contractor shall cooperate in any investigation conducted pursuant to the LWO by the City's designated accountability monitors or the City's Office of City Attorney & Corporate Counsel;
- (5) The Contractor shall not retaliate, nor allow any of its subcontractors or subgrantees to retaliate, against an employee or other person because such employee or person has exercised rights or is planning to exercise rights protected under the LWO, or has cooperated in an investigation conducted pursuant to the LWO;
- (6) The Contractor is required to insert in all subcontracts the requirements of the LWO. The Contractor is liable for violations of the LWO committed by its covered subcontractors.

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Contractor, or its duly authorized agent

Subscribed and sworn to before me:

Date: \_\_\_\_\_

\_\_\_\_\_  
Notary Public

# Exhibit C - Burlington Standard Contract Conditions

## ATTACHMENT C: BURLINGTON STANDARD CONTRACT CONDITIONS FOR CONSULTANTS

### 1. DEFINITIONS:

- A. The “Contract” shall mean the Contract between Consultant and the City to which these conditions apply and includes this Attachment C.
- B. The “Consultant” shall mean \_\_\_\_\_.
- C. The “City” shall mean the City of Burlington, Vermont or any of its departments.
- D. The “Effective Date” shall mean the date on which the Contract becomes effective according to its terms, or if no effective date is stated, the date that all parties to it have signed.
- E. The “Parties” shall mean the parties to this Contract.
- F. The “Work” shall mean the services being provided by the Consultant, as provided in the Contract.

### 2. REGISTRATION: The Consultant agrees to be registered with the Vermont Secretary of State’s office as a business entity doing business in the State of Vermont at all times this Contract is effective. This registration must be complete prior to Contract execution.

### 3. INSURANCE: Prior to beginning any work, the Consultant shall obtain the following insurance coverage from an insurance company registered and licensed to do business in the State of Vermont and having an A.M. Best insurance rating of at least A-, financial size category VII or greater ([www.ambest.com](http://www.ambest.com)). The certificate of insurance coverage shall be documented on forms acceptable to the City. Compliance with minimum limits and coverage, evidenced by a certificate of insurance showing policies and carriers that are acceptable to the City, must be received prior to the Effective Date of the Contract. The insurance policies shall provide that insurance coverage cannot be canceled or revised without thirty (30) days prior notice to the City. If this Contract extends to more than one year, evidence of continuing coverage must be submitted to the City on an annual basis. Copies of any insurance policies may be required. Each policy (with the exception of professional liability and worker’s compensation) shall name the City as an additional insured for the possible liabilities resulting from the Consultant’s actions or omissions. The liability insurance furnished by the Consultant is primary and non-contributory for all the additional insured.

The Consultant is responsible to verify and confirm in writing to the City that: (i) all sub-consultants must comply with the same insurance requirements as the Consultant; (ii) all coverage shall include adequate protection for activities involving hazardous materials; and (iii) all work activities related to the Contract shall meet minimum coverage and limits.

No warranty is made that the coverage and limits listed herein are adequate to cover and protect the interests of the Consultant for the Consultant’s operations. These are solely minimums that have been developed and must be met to protect the interests of the City.

- A. General Liability And Property Damage: With respect to all operations performed by the Consultant, sub-consultants, agents or workers, it is the Consultant’s responsibility to

ensure that general liability insurance coverage, on an occurrence form, provides all major divisions of coverage including, but not limited to:

1. Premises Operations
2. Independent Contractors'/Consultants' Protective
3. Products and Completed Operations
4. Personal Injury Liability
5. Medical Expenses

Coverage limits shall not be less than:

- |    |                               |             |
|----|-------------------------------|-------------|
| 1. | General Aggregate             | \$2,000,000 |
| 2. | Products-Completed/Operations | \$2,000,000 |
| 3. | Personal & Advertising Injury | \$1,000,000 |
| 4. | Each Occurrence               | \$1,000,000 |
| 5. | Damage to Rented Premises     | \$ 250,000  |
| 6. | Med. Expense (Any one person) | \$ 5,000    |

**B. Workers' Compensation:** With respect to all operations performed, the Consultant shall carry workers' compensation insurance in accordance with the laws of the State of Vermont and ensure that all sub-consultants carry the same workers' compensation insurance for all work performed by them under this Contract. Minimum limits for Employer's Liability:

1. Bodily Injury by Accident: \$500,000 each accident
2. Bodily Injury by Disease: \$500,000 policy limit,  
\$500,000 each employee

**C. Professional Liability Insurance:**

1. General: The Consultant shall carry appropriate professional liability insurance covering errors and omissions made during their performance of contractual duties with the following minimum limits:
  - (a) \$3,000,000 - Annual Aggregate
  - (b) \$2,000,000 - Per Occurrence
2. Deductibles: The Consultant is responsible for any and all deductibles.
3. Coverage: Prior to performing any work, the Consultant shall provide evidence of professional liability insurance coverage defined under this section. In addition, the Consultant shall maintain continuous professional liability coverage for the period of the Contract and for a period of five years following substantial completion of construction.

**D. Automobile Liability:** The Consultant shall carry commercial automobile liability insurance covering all motor vehicles, including owned, non-owned and hired, used in connection with the Contract. Each policy shall provide coverage with a limit not less than: \$1,000,000 Combined Single Limit for each occurrence.

**E. Valuable Papers And Records Insurance:** The Consultant shall carry valuable papers insurance in a form and amount sufficient to ensure the restoration or replacement of any plans, drawings, field notes, or other information or data relating to the work, whether supplied by the City or developed by the Consultant, sub-consultant, worker, or agent, in the event of loss, impairment, or destruction. Such coverage shall remain in force until the final plans as well as all related materials have been delivered by the consultant to, and accepted by, the City. Unless otherwise provided, Valuable Papers and Records Insurance shall provide coverage on an “individual occurrence” basis with limits in the amount of one hundred and fifty thousand dollars (\$150,000) when the insured items are in the Consultant’s possession, and in the amount of forty thousand dollars (\$40,000) regardless of the physical location of the insured items.

**F. Umbrella Liability:**

1. \$1,000,000 Each Event Limit
2. \$1,000,000 General Aggregate Limit

4. **CONFLICT OF INTEREST:** The Consultant shall disclose in writing to the City any actual or potential conflicts of interest or any appearance of a conflict of interest by the Consultant, its employees or agents, or its subconsultants, if any.
5. **PLANS, RECORDS, AND AVAILABLE DATA:** The City agrees to make available, at no charge, for the Consultant’s use all available data related to the Contract including any preliminary plans, maps, drawings, photographs, reports, traffic data, calculations, EDM, valuable papers, topographic survey, utility location plats, or any other pertinent public records.
6. **PERSONNEL REQUIREMENTS AND CONDITIONS:** The Consultant shall employ only qualified personnel with appropriate and valid licensure, to the extent a license is required for the work performed. The City shall have the right to approve or disapprove key personnel assigned to administer activities related to the Contract.

Except with the approval of the City, during the life of the Contract, the Consultant shall not employ:

1. Any City employees who are directly involved with the awarding, administration, monitoring, or performance of the Contract or any project(s) that are the subjects of the Contract.
2. Any person so involved within one (1) year of termination of employment with the

City.

The Consultant warrants that no company or person has been employed or retained, other than a bona fide employee working solely for the Consultant, to solicit or secure this Contract, and that no company or person has been paid or has a contract with the Consultant to be paid, other than a bona fide employee working solely for the Consultant, any fee, commission, percentage, brokerage fee, gift, or any other consideration, contingent upon or resulting from the award or making of the Contract. For breach or violation of this warranty, the City shall have the right to annul the Contract, without liability to the City, and to regain all costs incurred by the City in the performance of the Contract.

The City reserves the right to require removal of any person employed by a Consultant, from work related to the Contract, for misconduct, incompetence, or negligence as determined by the City, in the due and proper performance of Consultant's duties, or for neglecting or refusing to comply with the requirements of the Contract.

7. **PERFORMANCE:** Consultant warrants that performance of Work will conform to the requirements of this Contract. Consultant shall use that degree of ordinary care and reasonable diligence that an experienced and qualified provider of similar services would use acting in like circumstances and experience in such matters and in accordance with the standards, practices and procedures established by Consultant for its own business.
8. **DESIGN STANDARDS:** Unless otherwise specifically provided for in the Contract, or directed in writing, Consultant services, studies or designs, that include or make reference to plans, specifications, special provisions, computations, estimates, or other data shall be in conformance with applicable City, state, and federal specifications, manuals, codes or regulations, including supplements to or revisions thereof, adopted prior to or during the duration of this Contract. In case of any conflict with the guidelines referenced, the Consultant is responsible to identify and follow any course of direction provided by the City.
9. **RESPONSIBILITY FOR SUPERVISION:** The Consultant shall assume primary responsibility for general supervision of Consultant employees and their sub-consultants for all work performed under the Contract and shall be solely responsible for all procedures, methods of analysis, interpretation, conclusions and contents of work performed under the Contract. The Consultant shall be responsible to the City for all acts or omissions of its subconsultants and any other person performing work under this Contract.
10. **UTILITIES:** Whenever a facility or component of a private, public, or cooperatively-owned utility will be affected by any proposed construction, the Consultant will counsel with the City, plus achieve any necessary contacts and discussions with the affected owners, regarding any requirement necessary for revisions of facilities or existing installations, both above and below ground. Any such installations must be completely and accurately exhibited on any detail sheets or plans. The Consultant shall inform the City, in writing, of any such contacts and the results thereof.
11. **INSPECTION OF WORK:** The City shall, at all times, have access to the Consultant's work

for the purposes of inspection, accounting, and auditing, and the Consultant shall provide whatever access is considered necessary to accomplish such inspections. At any time, the Consultant shall permit the City or representative for the City the opportunity to inspect any plans, drawings, estimates, specifications, or other materials prepared or undertaken by the Consultant pursuant to the Contract, as well as any preparatory work, work-in-progress, or completed work at a field site, where applicable.

Conferences, visits to a site, or an inspection of the work, may be held at the request of any involved party or by representatives of the City.

**12. REVIEWS AND ACCEPTANCES:** All preliminary and detailed designs, plans, specifications, estimates or other documents prepared by the Consultant, shall be subject to review and endorsement by the City.

Approval for any inspections or sequences of progress of work shall be documented by letters, memoranda or other appropriate written means.

A frequency for formal reviews shall be set forth in the Contract. Informal reviews, conducted by the City will be performed as deemed necessary. The Consultant shall respond to all official comments regardless of their source. The Consultant shall supply the City with written copies of all correspondence relating to formal and informal reviews.

No acceptance shall relieve a Consultant of their professional obligation to correct any defects or errors in their work at their own expense.

**13. PUBLIC RELATIONS:** Whenever it is necessary to perform work in the field, particularly with respect to reconnaissance, the Consultant will endeavor to maintain good relations with the public and any affected property owners. Personnel employed by or representing the Consultant shall conduct themselves with propriety. The Consultant agrees to inform property owners and/or tenants, in a timely manner, if there is need for entering upon private property as an agent of the City, in accordance with 19 V.S.A. § 35 and §.503, to accomplish the work under the Contract. The Consultant agrees that any work will be done with minimum damage to the land and disturbance to the owner. Upon request of the Consultant, the City shall furnish a letter of introduction to property owners soliciting their cooperation and explaining that the Consultant is acting as an agent of the City.

**14. ACKNOWLEDGEMENTS:** Acknowledgment of the City's support must be included in any and all publications, renderings and project publicity, including audio/visual materials developed under this Contract.

**15. APPEARANCES:**

- A. Hearings and Conferences:** The Consultant shall provide services required by the City and necessary for furtherance of any work covered under the Contract. These services shall include appropriate representation at design conferences, public gatherings and hearings, and appearances before any legislative body, commission, board, or court, to justify,



explain and defend its contractual services covered under the Contract.

The Consultant shall perform any liaison that the City deems necessary for the furtherance of the work and participate in conferences with the City, at any reasonable time, concerning interpretation and evaluation of all aspects covered under the Contract.

The Consultant further agrees to participate in meetings with the City and any other interested or affected participant, for the purpose of review or resolution of any conflicts pertaining to the Contract.

The Consultant shall be equitably paid for such services and for any reasonable expenses incurred in relation thereto in accordance with the Contract.

- B. Appearance as Witness:** If and when required by the City, the Consultant, or an appropriate representative, shall prepare and appear for any litigation concerning any relevant project or related contract, on behalf of the City. The Consultant shall be equitably paid, to the extent permitted by law, for such services and for any reasonable expenses incurred in relation thereto, in accordance with the Contract.

**16. PAYMENT PROCEDURES:** The City shall pay, or cause to be paid, to the Consultant or the Consultant's legal representative payments in accordance with the Contract. All payments will be made in reliance upon the accuracy of all representations made by the Consultant, whether in invoices, progress reports, emails, or other proof of work. When applicable, for the type of payment specified in the Contract, the progress report shall summarize actual costs and any earned portion of fixed fee.

All invoices and correspondence shall indicate the applicable project name, project number and the Contract number. When relevant, the invoice shall further be broken down in detail between projects.

When applicable, for the type of payment specified in the Contract, expenses for meals and travel shall be limited to the current approved in-state rates, as determined by the State of Vermont's labor contract, and need not be receipted. All other expenses are subject to approval by the City and must be accompanied with documentation to substantiate their charges.

No approval given or payment made under the Contract, shall be conclusive evidence of the performance of the Contract, either wholly or in part thereof, and no payment shall be construed to be acceptance of defective work or improper materials.

The City agrees to pay the Consultant and the Consultant agrees to accept, as full compensation, for performance of all services rendered and expenses incurred, the fee specified in the Contract.

Upon completion of all services covered under the Contract and payment of the agreed upon fee, the Contract with its mutual obligations shall end.

- 17. DUTY TO INFORM CITY OF CONTRACT DOCUMENT ERRORS:** If Consultant knows, or has reasonable cause to believe, that a clearly identifiable error or omission exists in the Contract Documents, including but not limited to unit prices and rate calculations, Consultant shall immediately give the City written notice thereof. Consultant shall not cause or permit any Work to be conducted which may relate to the error or omission without first receiving written notice by the City that City representatives understand the possible error or omission and have approved of modifications to the Contract Documents or that Consultant may proceed without any modification being made to Contract Documents.
- 18. NON-APPROPRIATION:** The obligations of the City under this Contract are subject to annual appropriation by the Burlington City Council. If no funds or insufficient funds are appropriated or budgeted to support continuation of payments due under this Contract, the Contract shall terminate automatically on the first day of the fiscal year for which funds have not been appropriated. The Parties understand and agree that the obligations of the City to make payments under this Contract shall constitute a current expense of the City and shall not be construed to be a debt or a pledge of the credit of the City. The decision whether or not to budget and appropriate funds during each fiscal year of the City is within the discretion of the Mayor and City Council of the City. The City shall deliver written notice to Consultant as soon as practicable of any non-appropriation, and Contract Consultant shall not be entitled to any payment or compensation of any kind for work performed after the City has delivered written notice of non-appropriation.
- 19. CHANGES AND AMENDMENTS:** No changes or amendments to the Work of the Contract shall be effective unless documented in writing and signed by authorized representatives of the City and the Consultant.
- 20. EXTENSION OF TIME:** The Consultant agrees to prosecute the work continuously and diligently and no charges or claims for damages shall be made by the Consultant for delays or hindrances, from any cause whatsoever, during the progress of any portion of services specified in the Contract. Such delays or hindrances, if any, may be compensated for by an extension of time for such reasonable period as the City may decide. Time extensions shall be granted by amendment, only for excusable delays, such as delays beyond the control of the Consultant and without the fault or negligence of the Consultant.
- 21. PUBLIC HEALTH EMERGENCY:**
- A. Compliance with Mandates and Guidance:** The Consultant is advised that public health emergencies—meaning public health emergencies, as declared by the City, the State of Vermont, or the Federal Government—may introduce significant uncertainty into the project. The Consultant must comply with all local, state, federal orders, directives, regulations, guidance, advisories during a public health emergency. Consultant shall adhere to the below provisions and consider public health emergencies as it develops project schedules and advances the Work.
- B. Creation of Public Health Emergency Plan:** For any work performed on-site at a City location, the Consultant shall create a public health emergency plan acceptable to the City.

The Consultant shall be responsible for following this plan and ensuring that the project or site is stable and in a safe and maintainable condition.

- a. Public Health Emergency Plan: The Public Health Emergency Plan will contain:
  - i. Measures to manage risk and mitigate potential impacts to the health and safety of the public, the City and Consultant's workers;
  - ii. Explicit reference to any health and safety performance standards and mandates provided by the City, the State of Vermont, the Federal government, or other relevant governmental entities;
  - iii. A schedule for possible updates to the plan as standards and mandates change; and
  - iv. Means to adjust the schedule and sequence of work should the emergency change in nature or duration.
- b. Review and Acceptance of Plan:
  - i. Consultant must provide the plan to the City by the Effective Date of this Contract or by one (1) week prior to the commencement of on-site activities, whichever is later.
  - ii. The City shall have sole discretion to require changes to the plan.
  - iii. The City may revisit the plan at any time to verify compliance with obligations that arise under a state of emergency.

C. Enforcement & Stoppage of Work: Consultant fails to comply with either 1) the approved public health emergency plan, or 2) any local, state, federal orders, directives, regulations, guidance, or advisories during a public health emergency, the City may stop Work under the Contract until such failure is corrected. Such failure to comply shall constitute a breach of the Contract.

Upon stoppage of work, the City may allow Work to resume, at a time determined by the City, under this Contract if such failure to comply is adequately corrected. The City shall have sole discretion in determining if Consultant has adequately corrected its failure to comply with the above.

If Consultant's breach of Contract has not been cured within seven (7) days after notice to stop Work from the City, then City may terminate this Contract, at its discretion.

D. City Liability Relating to Potential Delays: If a public health emergency is declared, the City will not be responsible for any delays related to the sequence of operations or any expenses or losses incurred as a result of any delays. Any delays related to a public health emergency will be excusable, but will not be compensable.

**22. FORCE MAJEURE**: Neither Party to this Contract shall be liable to the other for any failure or delay of performance of any obligation under this Contract to the extent the failure or delay is caused by acts of God, public health emergencies, epidemics, acts of the public enemy, acts of superior governmental authority, weather conditions, riots, rebellion, sabotage, or any other

circumstances for which it is not responsible or which is not under its control (“Force Majeure”). To assert Force Majeure, the nonperforming party must prove that a) it made all reasonable efforts to remove, eliminate, or minimize the cause of delay or damage, b) diligently pursued performance of its obligations, c) substantially fulfilled all obligations that could be fulfilled, and d) timely notified the other part of the likelihood or actual occurrence of a Force Majeure event. If any such causes for delay are of such magnitude as to prevent the complete performance of the Contract within two (2) years of the originally scheduled completion date, either Party may by written notice request to amend or terminate the Contract. The suspension of any obligations under this section shall not cause the term of this Contract to be extended and shall not affect any rights accrued under this Contract prior to the occurrence of the Force Majeure. The Party giving notice of the Force Majeure shall also give notice of its cessation.

**23. PAYMENT FOR EXTRA WORK, ADDITIONAL SERVICES OR CHANGES:** The City may, in writing, and without invalidating the Contract, require changes resulting from revision or abandonment of work already performed by the Consultant or changes in the scope of work.

The value of such changes, to the extent not reflected in other payments to the Consultant, shall be incorporated in an amendment and be determined by mutual agreement. Any adjustments of this nature shall be executed under the appropriate fee established in the Contract, based on the adjusted quantity of work.

No changes for which additional fee payment is claimed shall be made unless pursuant to a written order from the City, and no claim for payment shall be valid unless so ordered.

The Consultant agrees to maintain complete and accurate records, in a form satisfactory to the City for all time devoted directly to same by Consultant employees. The City reserves the right to audit the records of the Consultant related to any extra work or additional services. Any such services rendered shall be subject, in all other respects, to the terms of the Contract. When changes are so ordered, no additional work shall be performed by the Consultant until a Contract amendment has been fully executed, unless written notice to proceed is issued by the City. Any claim for extension of time that may be necessitated as a result of extra work or additional services and changes shall be given consideration and evaluated insofar as it directly relates to the change.

**24. FAILURE TO COMPLY WITH TIME SCHEDULE:** If the City is dissatisfied because of slow progress or incompetence in the performance of the Work in accordance with the schedule for completion of the various aspects of construction, the City shall give the Consultant written notice in which the City shall specify in detail the cause of dissatisfaction. Should the Consultant fail or refuse to remedy the matters complained of within five days after the written notice is received by the Consultant, the City shall have the right to take control of the Work and either make good the deficiencies of the Consultant itself or direct the activities of the Consultant in doing so, employing such additional help as the City deems advisable. In such events, the City shall be entitled to collect from the Consultant any expenses in completing the Work. In addition, the City may withhold from the amount payable to the Consultant an amount approximately equal to any interest lost or charges incurred by the City for each calendar day that the Consultant is in default after the time of completion stipulated in the Contract Documents.

- 25. RETURN OF MATERIALS:** Consultant agrees that at the expiration or termination of this Contract, it shall return to City all materials provided to it during its engagement on behalf of City.
- 26. ACCEPTANCE OF FINAL PAYMENT; RELEASE:** Consultant's acceptance of the final payment shall be a release in full of all claims against the City or its agents arising out of or by reason of the Work. Any payment, however, final or otherwise, shall not release the Consultant or their sureties from any obligations under the Contract Documents or any performance or payment bond.
- 27. OWNERSHIP OF THE WORK:** The Consultant agrees that the ownership of all studies, data sheets, survey notes, subsoil information, drawings, tracings, estimates, specifications, proposals, diagrams, calculations, EDM and other material prepared or collected by the Consultant, hereafter referred to as "instruments of professional service", shall become the property of the City as they are prepared and/or developed during execution of the Contract. The Consultant agrees to allow the City access to all "instruments of professional service" at any time. The Consultant shall not copyright any material originating under the Contract without prior written approval of the City. No publications or publicity of the work, in part or in total, shall be made without the express written agreement of the City, except that Consultant may in general terms use previously developed instruments of professional service to describe its abilities for a project in promotional materials.
- 28. PROPRIETARY RIGHTS:** The Parties under the Contract hereby mutually agree that, if patentable discoveries or inventions should result from work performed by the Consultants under the Contract, all rights accruing from such discoveries or inventions shall be the sole property of the Consultant. The Consultant, however, agrees to and does hereby grant to the City an irrevocable, nonexclusive, non-transferable, and royalty-free license to the manufacture, use, and disposition of any discovery or invention that may be developed as a part of the Work under the Contract.
- 29. PUBLIC RECORDS:** The Consultant understands that any and all records related to and acquired by the City, whether electronic, paper, or otherwise recorded, are subject to the Vermont Public Records Act and that the determination of how those records must be handled is solely within the purview of City. The Consultant shall identify all records that it considers to be trade secrets as that term is defined by subsection 317(c)(9) of the Vermont Public Records Act and shall also identify all other records it considers to be exempt under the Act. It is not sufficient to merely state generally that the record is proprietary or a trade secret or is otherwise exempt. Particular records, pages or section which are believed to be exempt must be specifically identified as such and must be separated from other records with a convincing explanation and rationale sufficient to justify each exemption from release consistent with Section 317 of Title 1 of the Vermont Statutes Annotated.
- 30. RECORDS RETENTION AND ACCESS:** The Consultant agrees to retain, in its files, and to produce to the City—within the time periods requested—all books, documents, Electronic Data Media (EDM), accounting records, and other records produced or acquired by the

Consultant in the performance of this Contract which are related to the City, at any time during this Contract and for a period of at least three (3) years after its completion or termination. In addition, if any audit, claim, or litigation is commenced before the expiration of that three (3) year period, the records shall be retained until all related audits, claims, or litigation are resolved. The Consultant further agrees that the City shall have access to all the above information for the purpose of review and audit during the Contract period and anytime within the aforementioned retention period. Copies of all of the above referenced information shall be provided to the City, if requested, in the format in which the records were obtained, created, or maintained, such that their original use and purpose can be achieved. Consultant, sub-consultants, or their representatives performing work related to the Contract, are responsible to ensure that all data and information created or stored on EDM is secure and can be duplicated and used if the EDM mechanism is subjected to power outage, obsolescence, or damage.

**31. CONTRACT DISPUTES:** In the event of a dispute between the parties to this Contract each party will continue to perform its obligations unless the Contract is terminated in accordance with these terms.

**32. SETTLEMENTS OF MISUNDERSTANDINGS:** To avoid misunderstandings and litigation, it is mutually agreed by all Parties that the [Head of Department] shall act as referee on all questions arising under the terms of the Contract and that the decision of the [Head of Department] in such cases shall be binding upon both Parties.

**33. CITY'S OPTION TO TERMINATE:** The Contract may be terminated in accordance with the following provisions, which are not exclusive:

A. Termination for Convenience: At any time prior to completion of services specified under the Contract, the City may terminate the Contract for any reason by submitting written notice via certified or registered mail to the Consultant, not less than fifteen (15) days prior to the termination date, of its intention to do so. If the termination is for the City's convenience, payment to the Consultant will be made promptly for the amount of any fees earned to the date of the notice of termination and costs of materials obtained in preparation for Work but not yet installed or delivered, less any payments previously made. However, if a notice of termination is given to a Consultant prior to completion of twenty (20) percent of the estimated services, as set forth in the approved Work Schedule and Progress Report, the Consultant will be reimbursed for that portion of any reasonable and necessary expenses incurred to date of the notice of termination that are in excess of the amount earned under its approved fee to the date of said termination. Such requests for reimbursement shall be supported with factual data and shall be subject to the City's approval. The Consultant shall make no claim for additional compensation against the City by reason of such termination.

B. Termination for Cause:

- i. Breach: Consultant shall be in default if Consultant fails in any manner to fully perform and carry out each and all conditions of this Contract, including, but not limited to, Consultant's failure to begin or to prosecute the Work in a timely manner

or to make progress as to endanger performance of this Contract; failure to supply a sufficient number of properly skilled employees or a sufficient quantity of materials of proper quality; failure to perform the Work unsatisfactorily as determined by the City; failure to neglect or refuse to remove materials; or in the event of a breach of warranty with respect to any materials, workmanship, or performance guaranty. Consultant will not be in default for any excusable delays as provided in Sections 19-21.

The City may give Consultant written notice of such default. If Consultant does not cure such default or provide a plan to cure such default which is acceptable to the City within the time permitted by the City, then the City may terminate this contract for cause.

- ii. Proceedings for Relief of Debtors: If a federal or state proceeding for relief of debtors is undertaken by or against Consultant, or if Consultant makes an assignment for the benefit of creditors, then the City may immediately terminate this contract.
- iii. Dishonest Conduct: If Consultant engages in any dishonest conduct related to the performance or administration of this Contract then the City may immediately terminate this contract.
- iv. Cover: In the event the City terminates this contract as provided in this section, the City may procure, upon such terms and in such manner as the City may deem appropriate, services similar in scope and level of effort to those so terminated, and Consultant shall be liable to the City for all of its costs and damages, including, but not limited to, any excess costs for such services, interest, or other charges the City incurs to cover.
- v. Rights and Remedies Not Exclusive: The rights and remedies of the City provided in this section shall not be exclusive and are in addition to any other rights and remedies provided by law or under this Contract.

**34. GENERAL COMPLIANCE WITH LAWS:** The Consultant and any subconsultant approved under this Contract shall comply with all applicable Federal, State and local laws, including but not limited to the Burlington Livable Wage Ordinance, the Non-Outsourcing Ordinance, and the Union-Deterrence Ordinance and shall provide the required certifications attesting to compliance with these ordinances (see attached ordinances and certifications).

Provisions of the Contract shall be interpreted and implemented in a manner consistent with each other and using procedures that will achieve the intent of both Parties. If, for any reason, a provision in the Contract is unenforceable or invalid, that provision shall be deemed severed from the Contract, and the remaining provisions shall be carried out with the same force and effect as if the severed provisions had never been a part of the Contract.

**35. CIVIL RIGHTS AND EQUAL EMPLOYMENT OPPORTUNITY:** During performance

of the Contract, the Consultant will not discriminate against any employee or applicant for employment because of religious affiliation, race, color, national origin, place of birth, ancestry, age, sex, sexual orientation, gender identity, marital status, veteran status, disability, HIV positive status, crime victim status, or genetic information. Consultant, and any subconsultants, shall comply with any Federal, State, or local law, statute, regulation, Executive Order, or rule that applies to it or the services to be provided under this contract concerning equal employment, fair employment practices, affirmative action, or prohibitions on discrimination or harassment in employment.

**36. CHILD SUPPORT PAYMENTS:** By signing the Contract, the Consultant certifies, as of the date of signing the Contract, that the Consultant (a) is not under an obligation to pay child support; or (b) is under such an obligation and is in good standing with respect to that obligation; or (c) has agreed to a payment plan with the Vermont Office of Child Support Services and is in full compliance with that plan. If the Consultant is a sole proprietorship, the Consultant's statement applies only to the proprietor. If the Consultant is a partnership, the Consultant's statement applies to all general partners with a permanent residence in Vermont. If the Consultant is a corporation, this provision does not apply.

**37. TAX REQUIREMENTS:** By signing the Contract, the Consultant certifies, as required by law under 32 VSA, Section 3113, that under the pains and penalties of perjury, that the Consultant is in good standing with respect to payment, or in full compliance with a plan to pay, any and all taxes due the State of Vermont as of the date of signature on the Contract.

**38. INDEMNIFICATION:**

**A. Indemnification by Consultant:** Except for the active negligence or willful misconduct of the City, or any of its boards, officers, agents, employees, assigns and successors in interest, consultant undertakes and agrees to defend, indemnify and hold harmless the City and any of its boards, officers, agents, employees, assigns, and successors in interest from and against all suits and causes of action, claims, losses, demands and expenses, including, but not limited to, attorney's fees (both in house and outside counsel) and cost of litigation (including all actual litigation costs incurred by the City, including but not limited to, costs of experts and consultants), damages or liability of any nature whatsoever, for death or injury to any person, including Consultant's employees and agents, or damage or destruction of any property of either party hereto or of third parties, arising in any manner by reason of the negligent acts, errors, omissions or willful misconduct incident to the performance of this Contract by Consultant or its subconsultants of any tier.

**B. Notice of Claims & City's Right to Participate:** If the City, its officers, agents, or employees are notified of any claims asserted against it to which this indemnification provision may apply, the City shall immediately thereafter notify the Consultant in writing that a claim to which the indemnification provision may apply has been filed. Consultant shall immediately retain counsel and otherwise provide a complete defense against the entire claim or suit. The City retains the right to participate, at its own expense, in the defense of any claim, and to approve all proposed settlements of claims to which this provision applies.



C. City's Rights and Remedies: Rights and remedies available to the City under this provision are cumulative of those provided for elsewhere in this Contract and those allowed under the laws of the United States and the State of Vermont.

D. No Indemnification by City: Under no conditions shall the City be obligated to indemnify the Consultant or any third party, nor shall the City be otherwise liable for expenses or reimbursement including attorney's fees, collection costs, or other costs of the Consultant or any third party.

**39. NO GIFTS OR GRATUITIES:** The Consultant shall not make any payment or gift or donation of substantial value to any elected official, officer, employee, or agent of the City during the term of this Contract.

**40. ASSIGNMENT:** Consultant shall not sublet or assign this Work, or any part of it, without the written consent of the City. If any subconsultant is approved, Consultant shall be responsible and liable for all acts or omissions of that subconsultant for any Work performed. If any subconsultant is approved, Consultant shall be responsible to ensure that the subconsultant is paid as agreed and that no lien is placed on any City property.

**41. TRANSFERS, SUBLETTING, ETC:** The Consultant shall not assign, sublet, or transfer any interest in the work, covered by this Contract, without prior written consent of the City, and further, if any sub-consultant participates in any work involving additional services, the estimated extent and cost of the contemplated work must receive prior written consent of the City. The approval or consent to assign or sublet any portion of the work, shall in no way relieve the Consultant of responsibility for the performance of that portion of the work so transferred. The form of the sub-consultant's contract shall be as developed by the Consultant and approved by the City. The Consultant shall ensure that insurance coverage exists for any operations to be performed by any sub-consultant as specified in the insurance requirements section of this Contract.

The services of the Consultant, to be performed under the Contract, shall not be transferred without written authorization of the City. Any authorized sub-contracts shall contain all of the same provisions contained in and attached to the original Contract with the City.

**42. CONTINUING OBLIGATIONS:** The Consultant agrees that if because of death, disability, or other occurrences, it becomes impossible to effectively perform its services in compliance with the Contract, neither the Consultant nor its surviving members shall be relieved of their obligations to complete the Contract unless the City agrees to terminate the Contract because it determines that the Consultant is unable to satisfactorily execute the Contract.

**43. INTERPRETATION & IMPLEMENTATION:** Provisions of the Contract shall be interpreted and implemented in a manner consistent with each other and using procedures that will achieve the intent of both Parties.

**44. ARM'S LENGTH:** This Contract has been negotiated at arm's length, and any ambiguity in any of its terms or provisions shall be interpreted in accordance with the intent of the Parties and not against or in favor of either the City or Consultant.

**45. RELATIONSHIP:** The Consultant is an independent consultant and shall act in an independent capacity and not as officers or employees of the City. To that end, the Consultant shall determine the method, details, and means of performing the work, but will comply with all legal requirements in doing so. The Consultant shall provide its own tools, materials, or equipment. The Parties agree that neither the Consultant nor its principal(s) or employees are entitled to any employee benefits from the City. Consultant understands and agrees that it and its principal(s) or employees have no right to claim any benefits under the Burlington Employee Retirement System, the City's worker's compensation benefits, health insurance, dental insurance, life insurance, or any other employee benefit plan offered by the City. The Consultant agrees to execute any certifications or other documents and provide any certificates of insurance required by the City and understands that this Contract is conditioned on its doing so, if requested.

The Consultant understands and agrees that it is responsible for the payment of all taxes on the above sums and that the City will not withhold or pay for Social Security, Medicare, or other taxes or benefits or be responsible for any unemployment benefits.

**46. CHOICE OF LAW:** Vermont law, and rules and regulations issued pursuant thereto, shall be applied in the interpretation, execution, and enforcement of this Contract. Any provision included or incorporated herein by reference which conflicts with said laws, rules, and regulations shall be null and void. Any provision rendered null and void by operation of this provision shall not invalidate the remainder of this Contract to the extent capable of execution.

**47. JURISDICTION:** All suits or actions related to this Contract shall be filed and proceedings held in the State of Vermont.

**48. BINDING EFFECT AND CONTINUITY:** This Contract shall be binding upon and shall inure to the benefit of the Parties, their' respective heirs, successors, representatives, and assigns. If a dispute arises between the Parties, each Party will continue to perform its obligations under this Contract during the resolution of the dispute, until the Contract is terminated in accordance with its terms.

**49. SEVERABILITY:** The invalidity or unenforceability of any provision of this Contract, shall not affect the validity or enforceability of any other provision, which shall remain in full force and effect, provided that the Parties can continue to perform their obligations under this Contract in accordance with the intent of this Contract.

**50. ENTIRE CONTRACT & AGREEMENT:** This Contract constitutes the entire Contract, agreement, and understanding of the Parties with respect to the subject matter of this Contract. Prior or contemporaneous additions, deletions, or other changes to this Contract shall not have any force or effect whatsoever, unless embodied herein.

**51. APPENDICES:** The City may attach to these conditions appendices containing various forms

and typical sample sheets for guidance and assistance to the Consultant in the performance of the work. It is understood, however, that such forms and samples may be modified, altered, and augmented from time to time by the City as occasions may require. It is the responsibility of the Consultant to ensure that they have the latest versions applicable to the Contract.

**52. NO THIRD PARTY BENEFICIARIES:** This Contract does not and is not intended to confer any rights or remedies upon any person or entity other than the Parties. Enforcement of this Contract and all rights and obligations hereunder are reserved solely to the Parties. Any services or benefits which third parties receive as a result of this Contract are incidental to this Contract, and do not create any rights for such third parties.

**53. WAIVER:** A Party's failure or delay in exercising any right, power, or privilege under this Contract, whether explicit or by lack of enforcement, shall not operate as a waiver, nor shall any single or partial exercise of any right, power, or privilege preclude any other or further exercise of such right, power, or privilege.

# Exhibit D - Contract Template for Consultants

## CITY OF BURLINGTON **DRAFT** CONSULTANT CONTRACT

This Consultant Contract (“Contract”) is entered into by and between the City of Burlington, Vermont (“the City”), and [REDACTED] (“Consultant”), a Vermont corporation located at [REDACTED].

Consultant and the City agree to the terms and conditions of this Contract.

### 1. DEFINITIONS

The following terms shall be construed and interpreted as follows:

- A. **“Contract Documents”** means all the documents identified in Section 4 (Scope of Work) of this Contract.
- B. **“Effective Date”** means the date on which this Contract is approved and signed by the City, as shown on the signature page.
- C. **“Party”** means the City or Consultant, and **“Parties”** means the City and Consultant.
- D. **“Project”** means the [REDACTED].
- E. **“Work”** means the services described in Section 5 (Payment for Services) of this Contract, along with the specifications contained in the Contract Documents as defined in Section 4 (Scope of Work) below.

### 2. RECITALS

- A. **Authority.** Each Party represents and warrants to the other that the execution and delivery of this Contract and the performance of such Party’s obligations have been duly authorized.
- B. **Consideration.** The Parties acknowledge that the mutual promises and covenants contained herein and other good and valuable consideration are sufficient and adequate to support this Contract.
- C. **Purpose.** The City seeks to employ the Consultant to [REDACTED].

### 3. EFFECTIVE DATE & TERM

- A. **Effective Date.** This Contract shall not be valid or enforceable until the Effective Date. The City shall not be bound by any provision of this Contract before the Effective Date and shall have no obligation to pay Consultant for any performance or expense incurred before the Effective Date or after the expiration or termination of this Contract.

**B. Term.** This Contract and the Parties' respective performance shall commence on the Effective Date and expire on [ ] or upon the satisfaction of the City, unless sooner terminated as provided herein.

#### 4. SCOPE OF WORK

The Consultant shall perform the services listed in Attachments A (Request for Proposals) and B (Consultant's Response to Request for Proposals).

#### 5. PAYMENT FOR SERVICES

**A. Amount.** The City shall pay the Consultant for completion of the Work in accordance with Attachment B (Consultant's Response to Request for Proposals) [or as follows: ].

Consultant agrees to accept this payment as full compensation for performance of all services and expenses incurred under this Agreement.

**B. Payment Schedule.** The City shall pay the Consultant in the manner and at such times as set forth in the Contract Documents [or as follows: ]. The City seeks to make payment within thirty days of receipt of an invoice and any backup documentation requested under subsection D (Invoice) below.

**C. Maximum Limiting Amount.** The total amount that may be paid to the Consultant for all services and expenses under this Contract shall not exceed the maximum limiting amount of \$[ ]. The City shall not be liable to Consultant for any amount exceeding the maximum limiting amount without duly authorized written approval.

**D. Invoice.** Consultant shall submit one copy of each invoice, including rates and a detailed breakdown by task for each individual providing services, and backup documentation for any equipment or other expenses to the following:

[Name, address, phone, email]

The City reserves the right to request supplemental information prior to payment. Consultant shall not be entitled to payment under this Contract without providing sufficient backup documentation satisfactory to the City.

#### 6. SECTION & ATTACHMENT HEADINGS

The article and attachment headings throughout this Contract are for the convenience of City and Consultant and are not intended nor shall they be used to construe the intent of this Contract or any part hereof, or to modify, amplify, or aid in the interpretation or construction of any of the provisions hereof.

## **7. CONTRACT DOCUMENTS & ORDER OF PRECEDENT**

- A. Contract Documents.** The Contract Documents are hereby adopted, incorporated by reference, and made part of this Contract. The intention of the Contract Documents is to establish the necessary terms, conditions, labor, materials, equipment, and other items necessary for the proper execution and completion of the Work to ensure the intended results.

**The following documents constitute the Contract Documents:**

**Attachment A: Request for Proposals dated [REDACTED]**

**Attachment B: Consultant's Response to Request for Proposals dated [REDACTED]**

**Attachment C: Burlington Standard Contract Conditions for Consultants**

**Attachment D: Burlington Livable Wage Ordinance Certification**

**Attachment E: Burlington Outsourcing Ordinance Certification**

**Attachment F: Burlington Union Deterrence Ordinance Certification**

**Attachment G: Consultant's Certificate of Insurance**

- B. Order of Precedent.** To the extent a conflict or inconsistency exists between the Contract Documents, or provisions therein, then the Contract takes precedent. Any Invitation for Bids, Additional Contract Provisions, and the City Ordinance Certifications shall prevail over any inconsistency with the Contractor's Scope of Work and Cost Proposal.

## **8. [Reserved]**

— Signatures follow on the next page —

## **SIGNATURE**

Persons signing for the Parties hereby swear and affirm that they are authorized to act on behalf of their respective Party and acknowledge that the other Party is relying on their representations to that effect.

<p style="text-align: center;"><b>Consultant</b> <b>[Name of Consultant]</b></p> <p>By: _____</p> <p>Date: _____</p>
--

<p style="text-align: center;"><b>City of Burlington</b> <b>[Department]</b></p> <p>By: _____ <b>[Name]</b> <b>[Title]</b></p> <p>Date: _____</p>
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**Attachment A:**  
**Request for Proposals dated [REDACTED]**

DRAFT

**Attachment B:**  
**Consultant's Response to Request for Proposals dated [ ]**

DRAFT

**Attachment C:**  
**Burlington Standard Contract Conditions For Consultants**

DRAFT

**Attachment D:  
Burlington Livable Wage Ordinance Certification**

DRAFT

**Attachment E:  
Burlington Outsourcing Ordinance Certification**

DRAFT



**Attachment F:**  
**Burlington Union Deterrence Ordinance Certification**

DRAFT

**Attachment G:  
Consultant's Certificate of Insurance**

DRAFT

# Exhibit E - Union Deterrence Ordinance

## ARTICLE VIII. UNION DETERRENCE

### **21-100 Policy.**

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It is the policy of the City of Burlington to limit letting contracts to organizations that provide union deterrence services to other companies.

(Ord. of 3-27-06/4-26-06)

### **21-101 Definitions.**

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(a) *Contractor or vendor.* A person or entity that has a contract with the City of Burlington primarily for the furnishing of services (as opposed to the purchasing of goods), including any subcontractors of such contractor or vendor.

(b) *Government funded project.* Any contract for services which involves any City funds and the total amount of the contract is fifteen thousand dollars (\$15,000.00) or more. Burlington School Department contracts shall not be considered government funded projects under this article.

(c) *Union deterrence services.* Services provided by a contractor, subcontractor or vendor that are not restricted to advice concerning what activities by an employer are prohibited and permitted by applicable laws and regulations, but extend beyond such legal advice to encouraging an employer to do any of the following:

- 1) Hold captive audience, (i.e., mandatory) meetings with employees encouraging employees to vote against the union;
- 2) Have supervisors force workers to meet individually with them to discuss the union;
- 3) Imply to employees, whether through written or oral communication, that their employer may have to shut down or lay people off if the union wins the election;
- 4) Discipline or fire workers for union activity;
- 5) Train managers on how to dissuade employees from supporting the union.

(d) *Substantial portion of income.* For the purposes of this article, substantial portion of income shall mean greater than ten (10) percent of annual gross revenues or one hundred thousand dollars (\$100,000.00), whichever is less.

(Ord. of 3-27-06/4-26-06)

### **21-102 Implementation.**

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- (a) No contract for a government funded project shall be let to any contractor, subcontractor, or vendor who
  - 1) Advises or has advised an employer to conduct any illegal activity in its dealings with a union.
  - 2) Advertises union deterrence services as specialty services;
  - 3) Earns a substantial portion of its income by providing union deterrence services to other companies in order to defeat union organizing efforts.
- (b) Prior to the commencement of work on a government funded project a contractor, subcontractor or vendor shall provide written certification that it has not advised the conduct of any illegal activity, it does not currently, nor will it over the life of the contract provide union deterrence services in violation of this article.

(Ord. of 3-27-06/4-26-06)

### **21-103 Enforcement.**

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- (a) Any contractor, subcontractor or vendor who files false or materially misleading information in connection with an application, certification or request for information pursuant to the provisions of this article or provided union deterrence services during the life of a contract for a government funded project shall be deemed to be in violation of this article.
- (b) The City of Burlington shall have the right to modify, terminate and or seek specific performance of any contract for a government funded project if the contractor, subcontractor or vendor has not complied with this article.

(Ord. of 3-27-06/4-26-06)

### **21-104—21-110 Reserved.**

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## Exhibit F - Union Deterrence Certification

Certification of Compliance with the City of Burlington's  
Union Deterrence Ordinance

I, \_\_\_\_\_, on behalf of \_\_\_\_\_  
(Contractor) and in connection with \_\_\_\_\_ (City  
contract/project/grant), hereby certify under oath that \_\_\_\_\_  
(Contractor) has not advised the conduct of any illegal activity, and it does not currently, nor will  
it over the life of the contract advertise or provide union deterrence services in violation of the  
City's union deterrence ordinance.

Dated at \_\_\_\_\_, Vermont this \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

By: \_\_\_\_\_  
Duly Authorized Agent