

TOWN OF GREENWICH
PURCHASING DEPARTMENT
101 Field Point Road
Greenwich, CT 06830
203 622-7881

NO.: 6836 RFP

ISSUE DATE: 9/23/2011

DEADLINE DATE: 10/26/2011

DEADLINE TIME: 3:00 P.M.

X REQUEST FOR PROPOSAL

QUESTION DEADLINE: See Page 8

TIME DEADLINE: 4:00 P.M. on 10/12/2011

LOCATION: _____

ITEM/CATEGORY CONSULTANT SERVICES TO PERFORM AN ADMINISTRATIVE
CONSOLIDATION STUDY

LOCATION GREENWICH, CT

- PREQUALIFICATION
 X STANDARDS/SPECIFICATIONS (ATTACHED)
 X INSURANCE REQUIRED (SEE ATTACHED)

PLEASE NOTE:

1. Sealed Bids/Proposals are due at the Town of Greenwich Purchasing Department on date noted. NO bids/proposals will be accepted after the date and time specified above. Whether the bid/proposal is sent by mail or commercial express service, the bidder/proposer shall be responsible for actual delivery of the bid/proposal to the PURCHASING DEPARTMENT before the deadline time. Bids/proposals received after the deadline time will not be considered. PLEASE CLEARLY INDICATE BID/PROPOSAL NUMBER ON LOWER LEFT-HAND CORNER OF ENVELOPE.
2. BIDS/PROPOSALS ARE NOT ACCEPTED BY FAX OR E-MAIL.
3. COMPANY NAME AND ADDRESS MUST CONFORM ON ALL DOCUMENTS INCLUDING INSURANCE DOCUMENTS.
4. Bid/Proposal number must appear on all bids and related correspondence.
5. The Town of Greenwich is exempt from Federal and State Taxes.
6. Bids/Proposals should be on requested items only. If for any reason vendor makes substitutions, he must so indicate on his bid/proposal.
7. Stated prices are to be FOB destination inside delivery, unless otherwise specified herein.
8. Terms and Conditions indicated on reverse.


Joan T. Sullivan - Director of Purchasing and
Administrative Services

An Affirmative Action/Equal Opportunity Employer, M/F/H

Terms and Conditions

Bidders shall familiarize themselves with all provisions of the specifications and shall not at any time after submitting bid, dispute any of the specifications or assert that there was any misunderstanding in regard to the furnishing and delivering of the items called for in the proposal.

The Town of Greenwich reserves the right to issue addenda as needed on bids/proposals.

The Town of Greenwich reserves the right to reject any and all bids not deemed to be in the best interest of the Town of Greenwich, or to accept that bid which appears to be in the best interest of the Town of Greenwich. The Town of Greenwich reserves the right to waive any informalities in or reject any or all bids, or any part of any bid.

References to a particular trade name or manufacturer's catalog or model number are made for descriptive purposes to guide the bidder in interpreting the requirements of the Town of Greenwich. They should not be construed as, nor are they intended to exclude proposals on other types of materials, equipment and supplies. However, the bidder, if awarded a contract will be required to furnish the particular item referred to in the specification or description unless a departure or substitution is clearly noted and described in the proposal.

Bidders shall not include in their prices any Federal or State taxes from which the Town of Greenwich is exempt.

The successful bidder/s shall indemnify the Town of Greenwich against all losses, claims, actions and judgments brought or recovered against the contractor or the Town of Greenwich.

No proposal shall be received from, or contract awarded to, any person, firm or corporation who is in default or in debt to the Town of Greenwich for non-performance of any contract, or who is a defaulter as surety or otherwise from any obligation to the Town of Greenwich.

Bids must be signed in ink by the vendor. No bids shall be made in pencil. Any bids showing any erasures or alterations must be initialed by the bidder in ink. Failure to sign and give all information requested in the proposal may result in the bid being rejected.

Quantities as listed on the bid sheets are estimated for bidding purposes only. Award of contract shall be for the quantities actually ordered as needed during the contract period. However, the Town of Greenwich reserves the right to increase or decrease the quantities by 10%.

Unit prices quoted shall be net exclusive of all taxes, and must include all transportation, delivery and unloading costs; fully prepaid F.O.B. destination in place inside delivery. Debris, if any, removed.

The Town of Greenwich reserves the right to make awards on an item by item, total or lump sum basis. Where an award is made on an item by item basis, the unit price prevails. The Town reserves the right to make award in best interest of its own operation. All awards are contingent upon certification by the Town Comptroller that funds are available in appropriate accounts.

It is understood that prices shall hold firm and prevail for the actual quantities required or ordered as needed during the life of the contract whether more or less than estimated quantities. Unit prices shall not be subject to any increase during the life of the contract.

All deliveries are to be made within the time period specified in the bid proposal upon receipt of written purchase order or authorized verbal requests except as may be otherwise arranged by Supplier and Purchaser. Receipt of contract is not authority to ship. Emergency deliveries are to be made within twenty-four (24) hours from receipt of a telephone request from the Director of Purchasing and Supply. All deliveries are to be made on business weekdays between the hours of 9:00 A.M. and 4:00 P.M. except as may be otherwise arranged by the Supplier and Purchaser.

In the event deliveries are not made as specified to a Town delivery point, the Director of Purchasing and Supply shall reserve the right to purchase any such bid item on the open market and to charge any increase in price paid over the current contract price to the account of the vendor.

All bids will be awarded or rejected within sixty (60) days of bid opening date or for the stated period of validity, if different. Therefore, bidder agrees that prices will remain firm for acceptance for that period.

The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex or national origin. The contractor, however, will take affirmative action to insure that minority group members are employed and are not discriminated against during employment. Such actions shall include, but not be limited to the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection of training, including apprenticeship.

The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, religion, color, sex or national origin. The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract of understanding, a notice advising the labor union or worker's representative of the contractors' commitments under this specification and under rules, regulations and orders promulgated by the State.

"Affirmative Action" means procedures which establish hiring and employment goals, timetables, and practices to be implemented, with good faith efforts, for minority group members.

"Minority Group Members" as identified in EEO-4 reports shall mean Black, Hispanic, Asian or Pacific Islanders, American Indian, and Alaskan Natives.

The contractor or subcontractor offers and agrees to assign to the public purchasing body all right, title and interest in and to all causes of action it may have under Section 4 of the Clayton Act, 15 U.S.C. Section 15, or under Chapter 624 of the General Statutes of Connecticut, arising out of the purchase of services, property or intangibles of any kind pursuant to a public purchase contract or subcontract. This assignment shall be made and become effective at the time the public purchasing body awards or accepts such contract, without further acknowledgment by the parties.

RFP #6836 DEADLINE: 10/26/11 AT 3:00P.M.

Town of Greenwich, CT

Request for Proposals

CONSULTANT SERVICES TO PERFORM AN ADMINISTRATIVE CONSOLIDATION STUDY

ISSUE DATE: September 23, 2011

LAST DATE FOR QUESTIONS: WEDNESDAY, OCTOBER 12, 2011 BY 4:00 P.M.

RFP DUE NO LATER THAN: WEDNESDAY, OCTOBER 26, 2011, 3:00 PM

TOWN OF GREENWICH

RFP #6836 DEADLINE: 10/26/2011 AT 3:00 P.M.

CONSULTANT SERVICES TO PERFORM AN ADMINISTRATIVE CONSOLIDATION STUDY

PURPOSE

The Town of Greenwich Purchasing Department on behalf of the Finance Department and the Board of Estimate and Taxation (BET) is seeking proposals from consultants for the purpose of performing an administrative consolidation study, the scope of which is given below.

SCOPE OF SERVICES

The Town of Greenwich, CT (Town) seeks a qualified consultant to review, evaluate and prepare recommendations on how best to improve the administrative services functions of certain departments within the Town. These Departments are: Purchasing/Administrative Services, Assessor's Office, Tax Collector, Town Clerk, Registrar of Elections and Parks and Recreation. The areas to be considered include: the improvement of customer service, the sharing of administrative staff across Town departments, and the feasibility and practicality of consolidating of the Assessor and the Tax Collector's Office into one organization. Included within the study should be the following:

Customer Service

How best to greet, direct and respond to residents/visitors to Town government - in person, phone, Internet, etc. Please consider computer kiosk(s), customer service staff, front entrance layout and such other ideas that you deem appropriate for improving these services.

311 System

The feasibility, practicality and potential benefits of implementing a 311 system as means of improving daily operations and customer service for the residents of the Town of Greenwich.

Sharing of Administrative Staff

Identify opportunities to better utilize Town administrative staff to meet the seasonal or peak staffing needs of Town departments through the sharing of common staff.

Deliverables shall include:

- A listing of the possible staff that could be utilized in this fashion, identify departments that could benefit from such a program
- Identification of limitations in labor relations agreements that must be resolved as well as quantification of the possible impact that could be achieved

- Organizational charts that detail the current model as well as any proposed model of staff development
- Implementation plans to resolve such personnel issues as: supervision, time keeping, and budgeting for the affected personnel

Consolidation of Assessor/Tax Collector’s Office

Consider and quantify the benefits and costs of consolidating the Assessor and the Tax Collector’s office. Issues studied should include but not be limited to:

- Legal implications
- Effect on operational effectiveness
- Organization space needs
- Budget factors
- Feasibility of implementation
- Projected timeline

The primary deliverable of this RFP is a report that responds to the issues identified above. While completing this deliverable, the Town expects a review sufficient to determine if the current organizational structure for these functions is appropriate or should change with well thought out recommendations with projected staffing levels. The Town’s expectations are as follows:

- All recommendations to be based upon a comprehensive review and analysis of the various functions listed.
- All recommendations should include qualitative and wherever possible quantitative data.
- The vendor must develop an understanding of the Town’s current organizational structures.
- All recommendations should be based upon good business practice and public sector governance requirements.
- All recommendations should be made with a thorough understanding of the collective bargaining environment of the Town of Greenwich.
- Recommendations should include prioritization for implementation including a timeline and any cost factors the proposed changes may incur.

BACKGROUND INFORMATION

Form of Government

The Town has a Representative Town Meeting (RTM) form of government with a Board of Selectmen and Board of Estimate and Taxation (BET).

The legislative power of the Town is vested in the RTM which presently has a membership of 230 elected on a non-partisan basis. In addition to the authority and rights established in the Town Charter, the RTM has the specific powers granted to all towns and cities under the Constitution and General Statutes of the State of Connecticut.

The First Selectman is the Chief Executive Officer of the Town. He is an ex-officio member of all boards, commissions, and committees within the town. The First Selectman also presides over and has full voting privileges on the three-member Board of Selectmen. A professional Town Administrator is employed on a full-time basis and reports to the First Selectman.

The Board of Estimate and Taxation (BET) consists of twelve members elected to serve two-year terms. The BET serves as policy and decision maker for Greenwich's financial affairs and subject to action by the RTM, the BET passes on all budgets and establishes the tax rate. A professional Comptroller is employed on a full-time basis and reports to the BET.

The Assessor is currently appointed by and reports to the BET with a staff of 10 Full Time and 1 Part Time. The Tax Collector is currently an elected official with a staff of 6 Full Time and 2 Part Time.

Town Structure

The Town of Greenwich employs approximately 2,400 full-time employees and 850 part-time employees including substitute teaching staff. More than 92% of these employees are union represented staff in nine different collective bargaining units. There are twenty departments including the Office of the First Selectman and the Board of Education.

DELIVERABLES

The consultant will be required to perform the following services:

- Interview a sufficient number of full-time employees assigned to the aforementioned areas to determine the duties and responsibilities for these functions and develop an understanding of the opportunities and obstacles presented.
- Determine that the respective functions within each department are properly structured organizationally and properly staffed.
- Conduct one interview each with members of the Board of Estimate and Taxation and the Office of the First Selectman to obtain their thoughts regarding the current organizational structure and provisions of services and assess their roles overseeing the various departments.
- Make recommendations to improve the operations of the respective departments/offices.

At the conclusion of the study, the consultant will be expected to submit a written report outlining findings and recommendations, which should include but not be limited to:

- Provide a description of the methodology and background of how the consultant performed this study and came to the conclusions submitted.
- Submit an analysis of the services provided and functional appropriateness and effectiveness of the reviewed departments. This should include consideration of consolidation, relocation or modification of operations, if recommended.
- Present specific and measurable recommendations for process improvement.
- Consider the feasibility and practicality of implementing a 311 system to enhance customer service.
- Document the cost and benefit of any suggested changes in staffing configurations and/or staffing levels.
- Provide other changes that the consultant believes could provide more effective utilization of resources and/or provide better services to Town residents.
- Attach a summary that includes the itemized estimated cost impact related to each recommendation.
- Submit a detailed implementation plan that incorporates each recommendation. This plan should identify possible impediments to implementation, possible remedies and choices.

After submission of the written report, the consultant will be required to make two presentations including one evening presentation (7:00 P.M.).

Organization Charts and Staffing

See attached appendix for organizational charts for the following departments:

- Purchasing / Administrative Services
- Tax Collector's Office
- Assessor's Office
- Town Clerk
- Registrar of Elections
- Parks and Recreation

Minimum Qualifications

The respondent must meet the following minimum qualifications to be considered:

1. The contractor must have five (5) years of successful experience providing organizational and functional analyses with staffing recommendations for local government functions and services including the implementation of 311 systems.
2. Demonstrated practical knowledge of good business practices for local government operations.
3. Experience conducting similar assignments with three (3) verifiable references for municipal clients in a unionized environment.
4. Proven track record of effectuating quantifiable organizational and business process improvements.
5. Experience in examining organizations with collective bargaining agreements in place, and making recommendations that are possible within the terms of those agreements.
6. Knowledge of federal and state laws governing municipal operations effecting employees.

TERMS AND CONDITIONS

Proposal Inclusions

Unless otherwise specified, all equipment, accessories, labor, and materials must be furnished by the consultant for completion of the project.

Proposal Costs

The respondent shall be responsible for all costs incurred in the development and submission of this proposal. The Town assumes no contractual obligation as a result of the issuance of this RFP, the preparation or submission of a proposal by a respondent, the evaluation of an accepted proposal, or the selection of finalists. The Town shall not be contractually bound until the Town and the successful respondent have executed a written contract for the performance of the work.

Presentations

Selected respondents may be required to present their proposals to the Town. The costs of such presentations shall be borne solely by the respondents.

Fee Proposal

The services described in the Scope of Services section of the RFP form the basis of the proposed fees. The method of payment will be set forth in the contract.

The Town of Greenwich reserves the right to negotiate the proposed fee with the top ranked finalist.

Taxes

The Town of Greenwich is exempt from the payment of taxes imposed by the federal government and/or the State of Connecticut, and such taxes shall not be in the prices.

Packaging

Each proposal must be sealed to provide confidentiality of the information prior to the submission date and time. The Town will not be responsible for premature opening of proposals not properly labeled.

Price Guarantee/Duration of Proposal

Proposals will remain in effect for a minimum period of sixty (60) days from the deadline for submission of the proposal.

Payments

The Town of Greenwich shall make payment net thirty (30) days of receipt of invoice, submittal of documentation and acceptance of services.

State, Local and Federal Laws

The respondent shall acknowledge and agree that, should it be awarded the contract, it shall be solely responsible for strict compliance with all federal, state and local statutes, laws, codes, rules, regulations and ordinances, and for the procurement and maintenance of all necessary licenses and permits relating to the consultant's performance of services.

Applicable Law

The laws of the State of Connecticut shall govern this Contract and any and all litigation related to this Contract. In the event of litigation related to this Contract, the exclusive forum shall be the State of Connecticut and the exclusive venue for such litigation shall be the Judicial District for Stamford/Norwalk at Stamford.

Exceptions

In order to be considered by the Town, any exceptions to the language of this RFP including exhibits such as the Town's contract format and Insurance Requirements Sheet, must be declared on the Exceptions Sheet.

Contract Format

The Town of Greenwich has included as part of the RFP, **Exhibit C**, the Personal Service Contract format to be used for this procurement. Respondents are encouraged to read the entire contract format before responding to this solicitation.

No Subcontracting of Work

No subcontracting of this work will be allowed unless the Consultant has requested and the Town has granted approval in writing to do so.

Joint Ventures

The Town of Greenwich reserves the right to reject any bid or proposal submitted by a joint venture unless such joint venture satisfies the Town of its ability to obtain and furnish to the Town a contract bond in the form prescribed by the Town, in the sum of the full amount of the bid or proposal, including allowance for contingencies and extra work, and/or the contract price, and duly executed and acknowledged by said bidder/joint venture as principal and by a surety company qualified to do business under the laws of the State of Connecticut and satisfactory to the Town, as surety, for the faithful performance of the contract and payment for labor and material. The premium for such bond shall be paid by the contractor. At the time of submission of the bid or proposal, the joint venture must provide a letter from the bonding company that the joint venture is able to receive the required bond within one (1) week after receipt of an award by the Town, in the total amount of the bid/proposal and/or contract price. The letter must be on the bonding company's letterhead with name, address and telephone number.

Issuing Authority

Joan T. Sullivan, Director of Purchasing, CPPO, CPPB, C.P.M. has been designated to be responsible for the conduct of this procurement. **Any questions or requests regarding this procurement must be submitted in writing to Joan Sullivan to the address below by Wednesday, October 12, 2011 at 4:00 p.m.**

Town of Greenwich
Purchasing Department
101 Field Point Road
Greenwich, CT 06830

Fax: (203) 622-7776
Email: jsullivan@greenwichct.org

Issuance of Addenda

The Town of Greenwich reserves the right to amend this solicitation by an addendum. Addenda will be posted to the Town's website (www.greenwichct.org/bids) up to 48 hours in advance of the bid/proposal's due date and time. **It is the bidder's responsibility to check the Town's website for addenda.** If in the Town's opinion revisions are of such a magnitude, the deadline for this solicitation may be extended in an addendum. In addition, addenda can change specifications, times and dates for pre-bid meetings as well as due dates/deadlines for questions and bids/proposals. **No notification of addenda issuance will be made other than on the Town's website.**

Withdrawal of Bids (Or Proposals) Prior to Deadline

A bidder wishing to withdraw a bid/proposal prior to the deadline may do so by preparing a formal written request on company letterhead. The person who signs the letter must be the same person who signs the reply sheets. The Town will verify that the signature on the letter matches the signature on the reply sheets.

The Town will also verify the request to withdraw the bid/proposal by calling the bidder at the telephone number supplied on the reply sheets.

After the Town is satisfied that a request to withdraw a bid/proposal before the established deadline is valid, the bid/proposal will be returned to the bidder. The bidder may then withdraw completely from the bidding process, or may modify the bid/proposal and resubmit before the deadline.

Withdrawal of Bids (Or Proposals) After the Deadline

If bid security is required and a bidder does not honor his/her bid for the specified time, the bid check shall become the property of the Town; or, if a bid bond was furnished, the bid bond shall become payable to the Town.

After the bid/proposal deadline has passed, the submitted bids/proposals become the property of the Town and are valid offers to be honored by the bidder for sixty (60) days or longer, as specified in the Request for Bid/Proposal.

Bidders who do not honor their bids/proposals for the sixty (60) day (or as specified) period, shall be declared irresponsible bidders.

Insurance Requirements

The awarded vendor will be required to provide insurance coverage as specified on the Insurance Requirements Sheet, **Exhibit A**, of this RFP. Upon award, the Acord certificate of insurance form must be completed by the vendor's insurance agent/broker and submitted to the Purchasing Department. It must be stated on the Acord form that the Town of Greenwich has been added as an additional insured under the General Liability coverage. The signing agent/broker must also

certify in writing that the Town of Greenwich has been endorsed as an additional insured on the General Liability insurance policy. This letter shall be addressed to the Town's Director of Purchasing and **must follow exactly the format of the letter attached as Exhibit B.** The **authorized representative who signs the Acord form must sign the letter as well.** The **Acord certificate of insurance must be signed by an individual authorized representative, not with the agency name.** The signature must be an original ink signature, not a stamped signature.

The Town of Greenwich will not accept insurance coverage, other than Excess Liability coverage; from insurance providers that are surplus lines writers in Connecticut. All insurance companies providing coverage, other than excess liability coverage, must be licensed in the state of Connecticut.

The Contractor shall be responsible for maintaining the specified insurance coverage's in force to secure all of the Contractor's obligations under the Contract with an insurance company or companies with an AM Best Rating of B+: VII or better, licensed to write such insurance in Connecticut and acceptable to the Risk Manager, Town of Greenwich. For excess liability only, non-admitted insurers are acceptable, provided they are permitted to do business through Connecticut excess line brokers per listing on the current list of Licensed Insurance Companies, Approved Reinsurers, Surplus Lines Insurers and Risk Retention Groups issued by the State of Connecticut Insurance Department.

The vendor should submit with the proposal the signed, original **"Insurance Procedure"** form, **page 19**, which states that the vendor agrees to provide the specified insurance coverage for this proposal at no additional charge above any insurance charge declared in the bid.

Execution of Agreement

The respondent whose proposal is accepted will be required and agrees to duly execute the contract and furnish the required contract bonds and insurance certificates within ten (10) days after award of the contract.

Cancellation of Award/Contract

If the contractor fails to perform or observe any material term or condition of the contract and such failure continues for thirty (30) days after the contractor's receipt of written notice, the Town may cancel the personal service contract without liability for cancellation/termination charges.

Reservation of Rights

The Town of Greenwich reserves the right to reject any and all bids/proposals not deemed to be in the best interest of the Town, or to accept that bid/proposal which appears to be in the best interest of the Town. The Town reserves the right to waive any and all formalities or to reject

any or all bids/proposals or any part of any bid/proposal. The Town reserves the right to award this contract as a lump sum or on a line-by-line basis. The Town reserves the right to award to more than one contractor.

Proposal Format and Requirements

Respondents shall deliver **one (1) complete paper original proposal, 1 (8) complete photocopies, and one (1) CD containing a complete PDF of their complete proposal** to the Purchasing Department before the deadline.

At the very beginning of the proposal, the respondent shall include a letter of transmittal signed by an individual authorized to bind the consultant.

The following questions and RFP form requirements are designed to solicit information critical to the Town's evaluation of the respondent's capabilities. The responses in this section will be a critical component in the evaluation. The respondent should repeat each question, followed by the answer and/or form. Answers should be concise, but complete. Forms, where required, must be included. Respondents are expected to respond specifically to each question in this section. Failure to respond to all applicable questions and form requirements in this section may result in rejection of the proposal.

QUESTIONNAIRE

1. State the consultant's full name and office address. Describe the organizational structure (e.g., publicly held corporation, private non-profit, partnership, etc.) If it is incorporated, respondent shall indicate the state in which it is incorporated and the date of incorporation or founding date. List the name and occupation of those individuals serving on the organization's Board of Directors, and list the name of any entity or person owning 10% or more of the organization.
2. List the name, title, mailing address, telephone number, facsimile number and email address of the contact person for this proposal.
3. Describe the organization, management philosophy, and provide a brief history of the company.
4. Provide details on the level of the consultant's current knowledge of federal and state employment law.
5. Provide a list of three (3) business references for projects with a similar scope of work that the consultant has performed within the past five (5) years. Include contact names, locations, phone numbers, description of service provided and the length of time the service was provided.

6. Provide the names and resumes of the employees who will provide service and perform the work for the Town, and a brief statement as to why each employee is qualified to perform the scope of work.
7. State when this consulting project can be done by the respondent if awarded.
8. List the key features that distinguish the consultant's services from the consultant's competitors. Indicate what the consultant perceives as the consultant's competitive advantages.
9. Describe any significant government action or litigation taken or pending against the consultant or any of the consultant's entities during the past ten (10) years.
10. Advise if the consultant is currently debarred from performing work for any entity in America.
11. Describe any professional or ethical conflicts that may interfere with handling this contract.
12. Complete and submit all of the Reply Sheets with the proposal. **(Pages 14 to 17)**
13. Complete and submit the Insurance Procedure Form with the proposal. **(Page 19)**
14. Complete and submit the Statement of Qualifications Form. **(Page 18)**

Criteria for Evaluation

Proposals and respondents will be evaluated using the following criteria:

Criteria	Maximum Points
Price of services	20
Level of experience and expertise of the firm and staff assigned	30
Work performance as evaluated by references	20
Level of experience working with CT municipalities	15
Content, completeness and quality of the proposal	15
TOTAL	100

In addition to the criteria listed above, exceptions raised by the respondents will be factored into the evaluation. The financial strength of the finalist(s) may also be considered. The Town may also elect to interview one or more of the finalists. The results of the interview process will also be factored into selecting the contractor.

Evaluation Committee

The Evaluation Committee will consist of the following persons:

1. Al Cava
2. John Crary
3. Maureen Kast
4. Michael Mason
5. Randall Huffman
6. Tom Greco

Larry Simon will be an observer.

The Evaluation Committee members will read and score (privately and individually) all responsive proposals based on the evaluation criteria and associated possible points specified in this RFP. All score sheets will then be turned in to the Director of Purchasing.

Each evaluator's scoring of respondents' proposals will be converted to an ordinal ranking number, with the number "1" indicating the highest ranked respondent. The ordinal numbers for each respondent will then be averaged, with the highest ranked respondent(s) being interviewed.

The Evaluation Committee members and the Director of Purchasing will go through a similar process for the interviews.

If the Town elects to make an award, the top ranked finalist will receive the award.

TOWN OF GREENWICH

RFP #6836 DEADLINE: 10/26/2011 AT 3:00 P.M.

**CONSULTANT SERVICES TO PERFORM AN ADMINISTRATIVE CONSOLIDATION
STUDY**

REPLY SHEET (Page 1 of 4)

Please note that it is the responsibility of all potential bidders to check the Town's website, "greenwichct.org/bids" for any addenda that may be issued. In addition to changing specifications, addenda can change times and dates for pre-bid meetings as well as due dates/deadlines for questions and bids/proposals. **No notification of addenda issuance will be made other than on the Town's website.**

The respondent shall provide complete pricing below. Pricing shall include all costs, including travel expenses and attendance at the night meeting, and shall remain firm fixed for the duration of the term of this contract.

	PRODUCT / SERVICE	PRICE
1		\$
2		\$
3		\$
4		\$
5		\$
6	Total Cost:	\$

Respondent's Company Name: _____

Authorized Signature: _____

TOWN OF GREENWICH

RFP #6836 DEADLINE: 10/26/2011 AT 3:00 P.M.

**CONSULTANT SERVICES TO PERFORM AN ADMINISTRATIVE CONSOLIDATION
STUDY**

REPLY SHEET (Page 2 of 4)

Exceptions

The respondent shall list below all exceptions that are being taken (if any) to the language contained in this RFP:

Respondent's Company Name _____

Authorized Signature _____

TOWN OF GREENWICH

RFP #6836 DEADLINE: 10/26/2011 AT 3:00 P.M.

**CONSULTANT SERVICES TO PERFORM AN ADMINISTRATIVE CONSOLIDATION
STUDY**

REPLY SHEET (Page 3 of 4)

Non-collusion Language

In submitting this bid/proposal, the undersigned declares that this is made without any connection with any persons making another bid/proposal on the same contract; that the bid/proposal is in all respects fair and without collusion, fraud or mental reservation; and that no official of the Town, or any person in the employ of the Town, is directly or indirectly interested in said bid/proposal or in the supplies or work to which it relates, or in any portion of the profits thereof.

In submitting this bid, the undersigned further declares that it has not, and will not, induce or attempt to induce any Town of Greenwich employee or officer to violate the Greenwich Code of Ethics in connection with its offer to provide goods or services under or otherwise in the performance of, such contract.

The undersigned further understands that the above declarations are material representations to the Town of Greenwich made as a condition to the acceptance of the bid/proposal. If found to be false, the Town of Greenwich retains the right to reject said bid/proposal and rescind any resulting contract and/or purchase order and notify the undersigned accordingly, thereby declaring as void said bid/proposal and contract or purchase order.

Respondent's Company Name: _____

Street Address: _____

Telephone #: _____ **Fax #** _____

Email: _____

Website: _____

Taxpayer Identification #: _____

Print Name: _____

Title: _____

Authorized Signature: _____

Incorporated in the State of _____

TOWN OF GREENWICH

RFP #6836 DEADLINE: 10/26/2011 AT 3:00 P.M.

**CONSULTANT SERVICES TO PERFORM AN ADMINISTRATIVE CONSOLIDATION
STUDY**

REPLY SHEET (Page 4 of 4)

Non-collusion Language (continued)

The Greenwich Code of Ethics can be found at www.greenwichct.org. Relevant provisions of the Code of Ethics state as follows:

2. **DEFINITION.** (1) Indirect interest, without limiting its generality, shall mean and include the interest of any subcontractor in any prime contract with the town and the interest of any person or his immediate family in any corporation, firm or partnership which has a direct or indirect interest in any transaction with the town. (2) Substantial financial interest shall mean any financial interest, direct or indirect, which is more than nominal and which is not common to the interest of other citizens of the town. (3) Town officer shall mean and include any official, employee, agent, consultant or member, elected or appointed, of any board, department, commission, committee, legislative body or other agency of the town. (4) Transaction shall mean and include the offer, sale or furnishing of any real or personal property, material, supplies or services by any person, directly or indirectly, as vendor, prime contractor, subcontractor or otherwise, for the use and benefit of the town for a valuable consideration, excepting the services of any person as a town officer.
3. **GIFTS AND FAVORS.** No town officer or his immediate family shall accept any valuable gift, thing, favor, loan or promise which might tend to influence the performance or nonperformance of his official duties.
4. **IMPROPER INFLUENCE.** No town officer having a substantial financial interest in any transaction with the town or in any action to be taken by the town shall use his office to exert his influence or to vote on such transaction or action.

By signing below, the undersigned declares that he/she has read the non-collusion language contained herein and agrees to abide by its contents:

AUTHORIZED SIGNATURE _____

PRINT NAME _____

COMPANY NAME _____

STATEMENT OF PROPOSING COMPANY'S QUALIFICATIONS

Company Name _____

Address _____

Phone Number _____

When organized _____

State of incorporation _____

How many years has company been engaged in business related to this proposal under the present company's name: _____

Contracts now in hand (gross amount) _____

Company officers _____

Have you ever defaulted on a contract or failed to complete a contract within the specified time?

Yes No

If so, please explain: _____

AUTHORIZED SIGNATURE: _____

PRINT NAME: _____

TITLE: _____

TEL. NO.: _____

TAXPAYER IDENTIFICATION NO.: _____

TOWN OF GREENWICH
INSURANCE PROCEDURE

PLEASE NOTE:

RETURN THIS COMPLETED FORM WITH YOUR BID/PROPOSAL. FAILURE TO DO SO MAY RESULT IN YOUR BID/PROPOSAL BEING REJECTED.

Please take the insurance requirements of the Contract to your agent/broker immediately upon receipt of the bid documents to determine your existing coverage and any costs for new or additional coverage required for the work noted in this Request for Bid/Proposal. Any bids/proposals which contain exceptions to the insurance requirements may be considered nonresponsive and may be rejected.

STATEMENT OF VENDOR:

I have read the insurance requirements for this work and have taken the documentation to my insurance agent/broker. The bid/proposal cost reflects any additional costs relating to insurance requirements for this work.

If I am awarded this contract, I or my insurance agent shall submit all of the required insurance documentation to the Town of Greenwich Purchasing Department within ten (10) days after the date of the award of the contract.

Signature

Date

Contractor

Insurance Requirement Sheet

EXHIBIT A

Insurance Requirements: Before starting and until final completion and acceptance of the work called for in the Contract and expiration of the guarantee period provided for in the Contract, the Contractor and its subcontractors, if any, shall procure and maintain insurance of the types and amounts checked in paragraphs A through F below for all Contract operations.

- A. **General Liability, with minimum coverages for combined bodily injury and property damage liability of \$2,000,000 general aggregate, \$1,000,000 per occurrence including:**
 - 1. **Commercial General Liability.**
 - 2. **Town as additional insured.**
 - 3. **Owners and Contractors Protective Liability (separate policy in the name of the Town).**
- B. **Comprehensive Automobile Liability, with minimum coverages of \$1,000,000 combined single limit for bodily injury and property damage, including, where applicable, coverage for any vehicle, all owned vehicles, scheduled vehicles, hired vehicles, non-owned vehicles and garage liability.**
- C. **Excess Liability, with minimum coverage of \$2,000,000 in umbrella form, or such other form as approved by Town Department Head and Risk Management Director.**
- D. **Workers' Compensation and Employer's Liability, with minimum coverages as provided by Connecticut State Statutes.**
- E. **Professional Liability (for design and other professionals for Errors and Omissions), with minimum coverage of \$1,000,000 single limit, \$2,000,000 aggregate. If the policy is on a claims-made basis, coverage shall be continually renewed or extended for three (3) years after work is completed under the Contract.**
- F. **Other (Builder's Risk, etc.): _____.**
- G. **CERTIFICATE HOLDER: TOWN OF GREENWICH
ATTN: PURCHASING DEPT. (Also fill in on ACORD Certificate of Insurance)
101 Field Point Road, Greenwich, CT 06830.**

The Acord certificate of insurance form must be executed by your insurance agent/broker and returned to this office. Company name and address must conform on all documents including insurance documentation. It is required that the agent/broker note the individual insurance companies providing coverage, rather than the insurance group, on the Acord form. The Contract number (provided to the awarded Contractor), project name and a brief description must be inserted in the "Description of Operations" field. It must be confirmed on the Acord Form that the Town of Greenwich is endorsed as an additional insured by having the appropriate box checked off and stating such in the "Description of Operations" field. A letter from the awarded vendor's agent/broker certifying that the Town of Greenwich has been endorsed onto the general liability policy as an additional insured is also mandatory. This letter must follow exactly the format provided by the Purchasing Department and must be signed by the same individual authorized representative who signed the Acord form. If the insurance coverage required is provided on more than one Acord certificate of insurance, then additional endorsement letters are also required. Contract development will begin upon receipt of complete, correct insurance documentation.

The Contractor shall be responsible for maintaining the above insurance coverages in force to secure all of the Contractor's obligations under the Contract with an insurance company or companies with an AM Best Rating of B+:VII or better, licensed to write such insurance in Connecticut and acceptable to the Risk Manager, Town of Greenwich. For excess liability only, non-admitted insurers are acceptable, provided they are permitted to do business through Connecticut excess line brokers per listing on the current list of Licensed Insurance Companies, Approved Reinsurers, Surplus Lines Insurers and Risk Retention Groups issued by the State of Connecticut Insurance Department.

**AGENT/BROKER
(LETTERHEAD)**

(Date)

Town of Greenwich
Joan T. Sullivan, Director of Purchasing
101 Field Point Road
Greenwich, CT 06830

Re: **(Name of the Insured)**
Town of Greenwich Contract No. XXXX

Dear Mrs. Sullivan:

The undersigned hereby certifies as follows:

- (1) I am a duly licensed insurance agent under the laws of the State of **[insert state]** and an authorized representative of all companies affording coverage under the Acord form submitted herewith;
- (2) The Town of Greenwich has been endorsed as an additional insured under general liability policy no. **[insert policy number]**, issued by **[insert company affording coverage]** to **[name of insured]**;
- (3) The general liability policy referenced in paragraph (2) above meets or exceeds the coverage in Commercial General Liability ISO form CG 00 01 10 01, including contractual liability;
- (4) The policies listed in the Acord form submitted to the Town of Greenwich in connection with the above referenced contract have been issued to the insured in the amounts stated and for the periods indicated in the Acord form; and
- (5) The Town of Greenwich shall be given thirty (30) days prior written notice of cancellation, lapse or restrictive amendment (except ten days notice of nonpayment) of the policies listed in the Acord form.

Sincerely,

(Signature)

Type Name
Authorized Representative for all companies listed in the Acord form

PERSONAL SERVICE CONTRACT

Contract No.

THIS AGREEMENT made and entered into this _____ day of _____ 2009, by and between the TOWN OF GREENWICH (hereinafter referred to as "Town"), acting herein by the undersigned official, and _____ (hereinafter referred to as "Contractor"), whose principal office is located at _____, acting herein by _____ its _____, hereunto duly authorized,

WITNESSETH:

WHEREAS, the Town contemplates:

WHEREAS, the Town desires to retain the services of the Contractor to perform the following work:

NOW THEREFORE, in consideration of the mutual covenants and agreements herein contained, the parties agree as follows:

1. Describe services to be performed:

2. Describe method and terms of payment:

This agreement consists of:

Personal Service Contract form (pp. 1-7);
 Exhibit A, Insurance Requirements & Certificate of Insurance (pp. XX-XX);
 Other exhibit(s) (yes/no) entitled _____ (pp. _____);
 Other attachment(s) (yes/no) entitled _____ (pp. _____);
 for a total number of _____ numbered pages (hereinafter collectively referred to as "Contract")

3. Any conflict between this Contract and any invitation to bid, request for proposal, bid or response to request for proposal shall be resolved in favor of this Contract, with the exception that any provision of an invitation to bid, request for proposal, bid or response to request for proposal, that is attached as an Exhibit to this Contract, which Exhibit provides for a higher standard of obligation or service by Contractor, shall control as to the standard of obligation and service required of the Contractor and shall thereby supplement this Contract.

4. The Town may at any time, and for any reason, direct the discontinuance of the services and work contemplated under this Contract for a period of time. Such direction shall be in writing and shall specify the period during which the work shall be discontinued. The work shall be resumed on the dates specified in such direction, or upon such other date as the Town may thereafter specify in writing. The period during which such work shall have been discontinued shall be deemed added to the time for performance. Stoppage of work under this article shall not give rise to any claim against the Town.

5. The service and work contemplated under this Contract shall be completed in full on or before

6. The Town may at any time and for any reason terminate this Contract by written notice specifying the termination date, which shall be not less than seven (7) days from the date such notice is given. In the event of such termination, services shall be paid for in such amount as shall compensate for the portion of the work satisfactorily performed prior to termination. Such amount shall be fixed by the Town after consultation with the Contractor and shall be subject to audit by the Town Comptroller. Termination under this section shall not give rise to any claim against the Town for damages for compensation in addition to that provided hereunder.

7. It is the intent of this Contract to secure the personal services of the Contractor or a duly authorized and competent representative(s) of the Contractor acceptable to the Town. Failure of the Contractor for any reason to make the personal service of such a person available to the Town to the extent necessary to perform the services required skillfully and promptly shall be cause for termination of this Contract.

8. The Contractor shall not assign this Contract without prior consent of the Town in writing.

9. In the event of death or disability of the principal of the Contractor, any qualified partner or associate of the Contractor may be authorized, at the option of the Town, to continue to perform and complete all the terms, covenants and provisions contained in this Contract.

10. If the Contractor has been delayed and as a result will be unable, in the opinion of the Town, to complete performance fully and satisfactorily within the time allowed therefor, the Contractor, upon submission of evidence of the cause of the delay, satisfactory to the Town, shall at the discretion of the Town, be granted an extension of time for performance equal to the period that the Contractor was actually and necessarily delayed.

11. When the Town shall have reasonable grounds for believing that a) the Contractor will be unable to perform this Contract fully and satisfactorily within the time fixed for performance, or b) a meritorious claim exists or will exist against the Contractor or the Town arising out of the negligence of the Contractor or the Contractor's breach of any provision of this Contract, then the Town may withhold payment of any amount otherwise due and payable to the Contractor hereunder. Any amount so withheld may be retained by the Town for such period as it may deem advisable to protect the Town against any loss and may, after written notice to the Contractor, be applied in satisfaction of any claim herein described. This provision is intended solely for the benefit of the Town. No person shall have any right against the Town or claim against the Town by reason of the Town's failure or refusal to withhold monies. No interest shall be payable by the Town on any amounts withheld under this provision. This provision is not intended to limit or in any way prejudice any other right of the Town.

12. The acceptance by the Contractor, his successors or assigns, of any payment made on the final requisition under this Contract, or of any final payment due on termination of this Contract, shall constitute a full and complete release of the Town from any and all claims, demands and causes of action whatsoever which the Contractor, his successors or assigns, have or may have against the Town under the provisions of this Contract.

13. The Contractor shall not assert any claim arising out of any supervisory act or omission by any agent, officer or employee of the Town in the execution or performance of this Contract against any such agent, officer or employee. The Contractor shall require each person supplying labor or materials to the Contractor to agree in writing to the Contractor not to make any claim against the Town, its officers, agents or employees by reason of such labor or materials, or by reason of any acts or omissions of the Contractor.

14. The Contractor shall indemnify and save harmless the Town and its officers, agents, servants and employees, from and against any and all claims, demands, suits, proceedings, liabilities, judgments, awards, losses, damages, costs and expenses, including attorneys' fees, on account of bodily injury, sickness, disease, death or other

damages sustained by any person or persons injury or damage to or destruction of any property, directly or indirectly arising out of, relating to, or in connection with the work called for in the Contract, whether or not due or claimed to be due in whole or in part to the active, passive or concurrent negligence, fault, or contractual default of the Contractor, its officers, agents, servants or employees, any of its subcontractors, the Town, any of its respective officers, agents, servants, or employees and/or any other person or persons, and whether or not such claims, demands, suits or proceedings are just, unjust, groundless, false, or fraudulent, and the Contractor shall and does hereby assume and agrees to pay for the defense of all such claims, demands, suits and proceedings, provided, however, that the Contractor shall not be required to indemnify the Town, its officers, agents, servants, or employees, against any such damages occasioned solely by acts or omissions of the Town, its officers, agents, servants or employees, other than supervisory acts or omissions of the Town, its officers, agents, servants, or employees, in connection with the work called for in the Contract.

15. The Contractor shall take out and maintain during the life of this Contract the types and amounts of insurance as are set forth in the attached Exhibit B. Before commencing the work called for in this Contract, the Contractor shall furnish the Town with a completed certificate of insurance on the Acord form that is referenced in the attached Exhibit B evidencing such coverage.

16. Contractor agrees to comply in every respect with applicable State and Town laws, regulations and ordinances.

17. Contractor shall at all times be deemed to be an independent contractor and shall be wholly responsible for the manner in which it performs the services required of it by the terms of this Contract. Nothing herein contained shall be construed as creating the relationship of employer and employee or principal and agent, between the Town, its agencies, employees, agents and Contractor, its employees and agents. Contractor assumes exclusively the responsibility for the acts of its employees and agents as they relate to the services to be provided during the course and scope of their employment. Contractor, its agents and employees shall not be entitled to any rights and privileges of Town employees and shall not be considered in any manner to be Town employees.

18. The laws of the State of Connecticut shall govern this Contract and any and all litigation related to this Contract. In the event of litigation related to this Contract, the exclusive forum shall be the State of Connecticut and the exclusive venue for such litigation shall be the Judicial District for Stamford/Norwalk at Stamford.

EXHIBIT C

Dated at Greenwich, Connecticut,
this _____ day of _____ 2009.

Witnessed by:
GREENWICH

L.S.

Witnessed by:

L.S.

THE TOWN OF

By _____

Its _____

THE CONTRACTOR

By _____

Its _____

STATUTORY SHORT FORMS OF ACKNOWLEDGMENT

FOR AN INDIVIDUAL ACTING IN HIS OWN RIGHT:

STATE OF _____)
) ss: _____
COUNTY OF _____)

The foregoing instrument was acknowledged before me this _____ day of _____, by _____
(name of person acknowledged)

Notary Public
My Commission Expires:

FOR A CORPORATION:

STATE OF _____)
) ss: _____
COUNTY OF _____)

The foregoing instrument was acknowledged before me this _____ day of _____ 2009 by _____
name and title of officer/agent
of _____ a _____
name of corporation State or place of incorporation
corporation, on behalf of the corporation.

Notary Public
My Commission Expires:

FOR A PARTNERSHIP:

STATE OF _____)

EXHIBIT C

) ss: _____
COUNTY OF _____)

The foregoing instrument was acknowledged before me this _____ day of _____, by _____ acknowledging partner or agent partner (or agent) on behalf of _____, a partnership.
name of partnership

Notary Public
My Commission Expires:

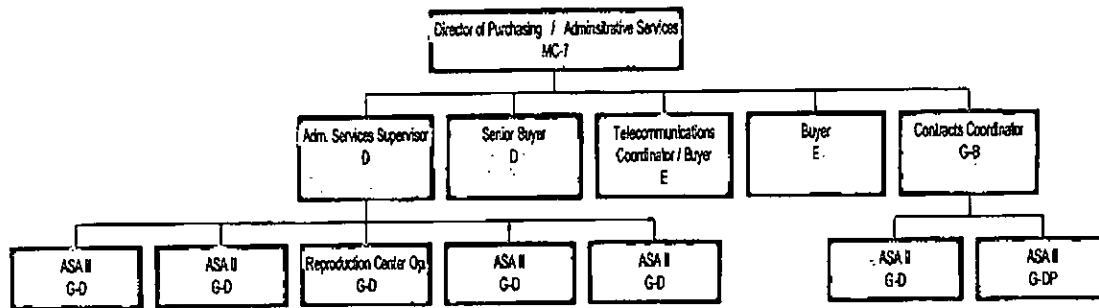
BY ANY PUBLIC OFFICER, TRUSTEE, OR PERSONAL REPRESENTATIVE:

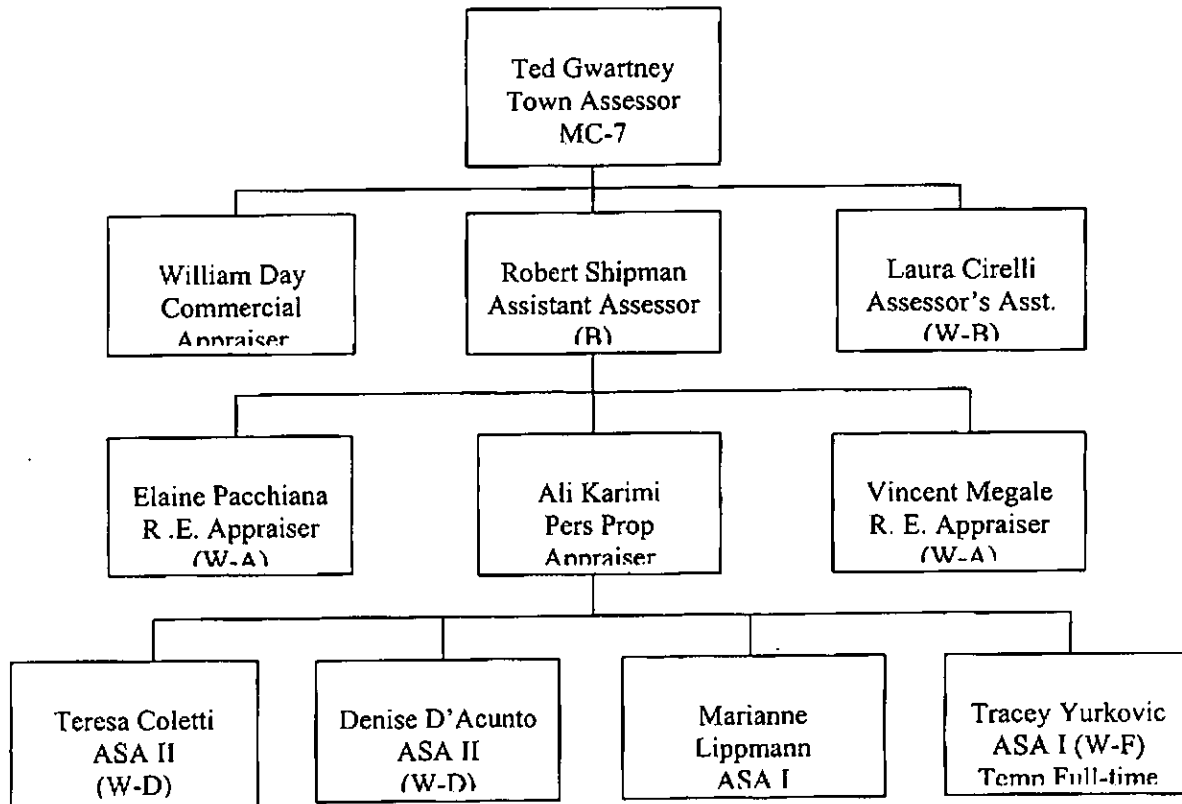
STATE OF _____)
COUNTY OF _____) ss: _____

The foregoing instrument was acknowledged before me this _____ day of _____, by _____ name and title of position

Notary Public
My Commission Expires:

**Purchasing & Administrative Services
Department Table of Organization**

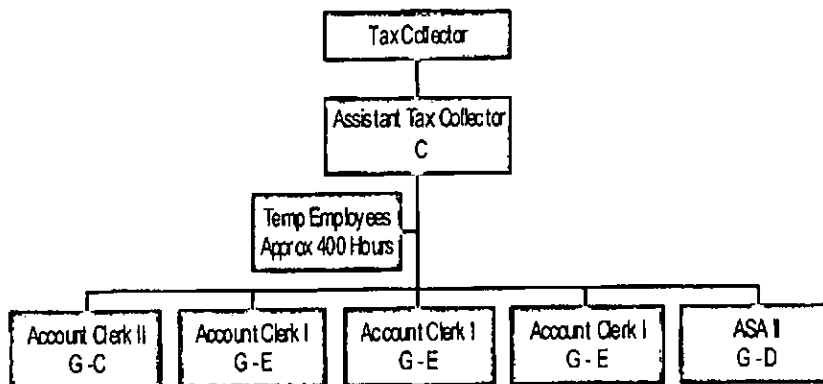


9. Department Table of Organization**ASSESSOR ORGANIZATIONAL CHART**

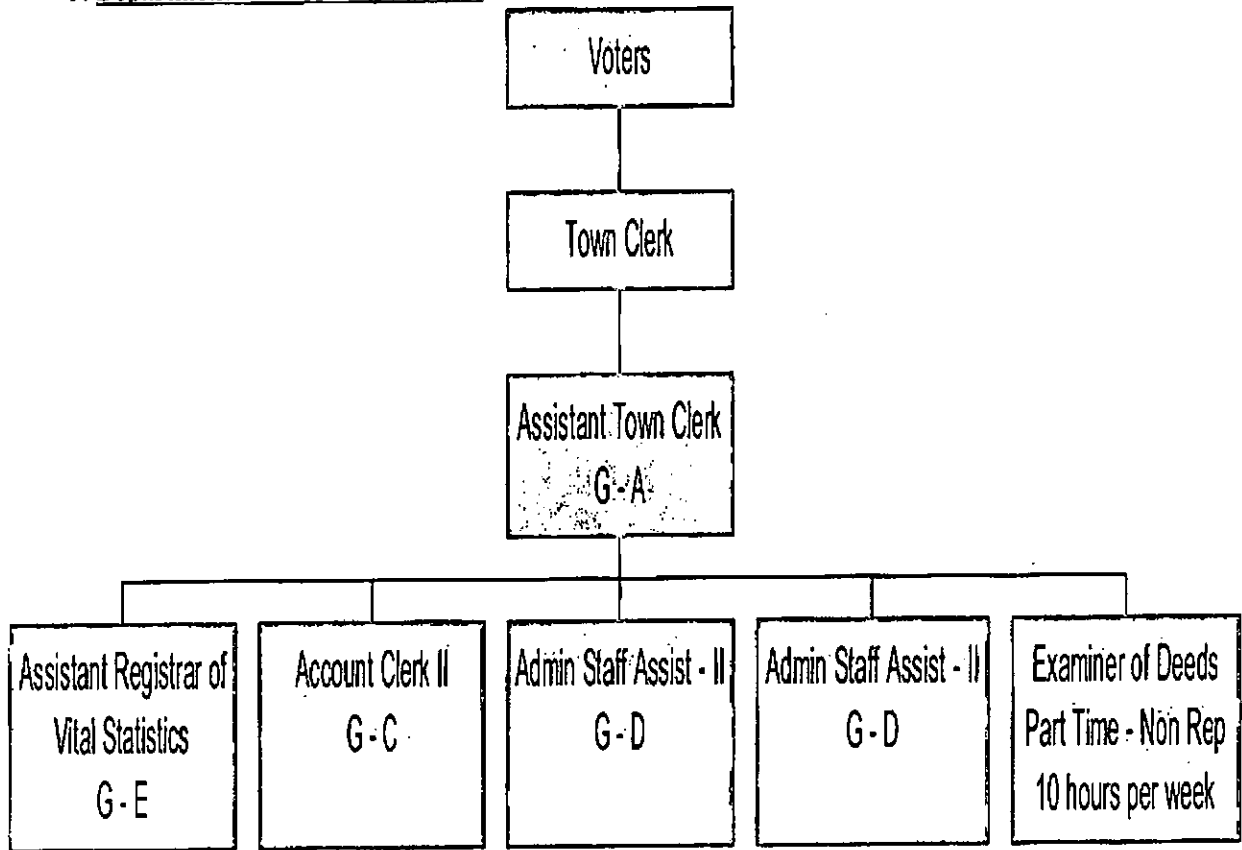
8. Other Key Department Issues
None Reported

9. Department Table of Organization

Tax Collector

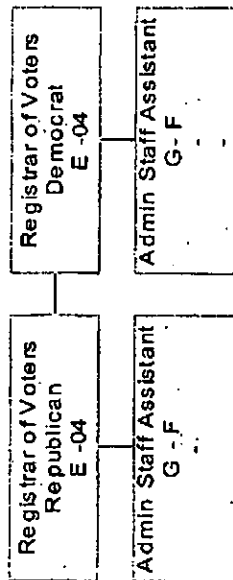


9. Department Table of Organization

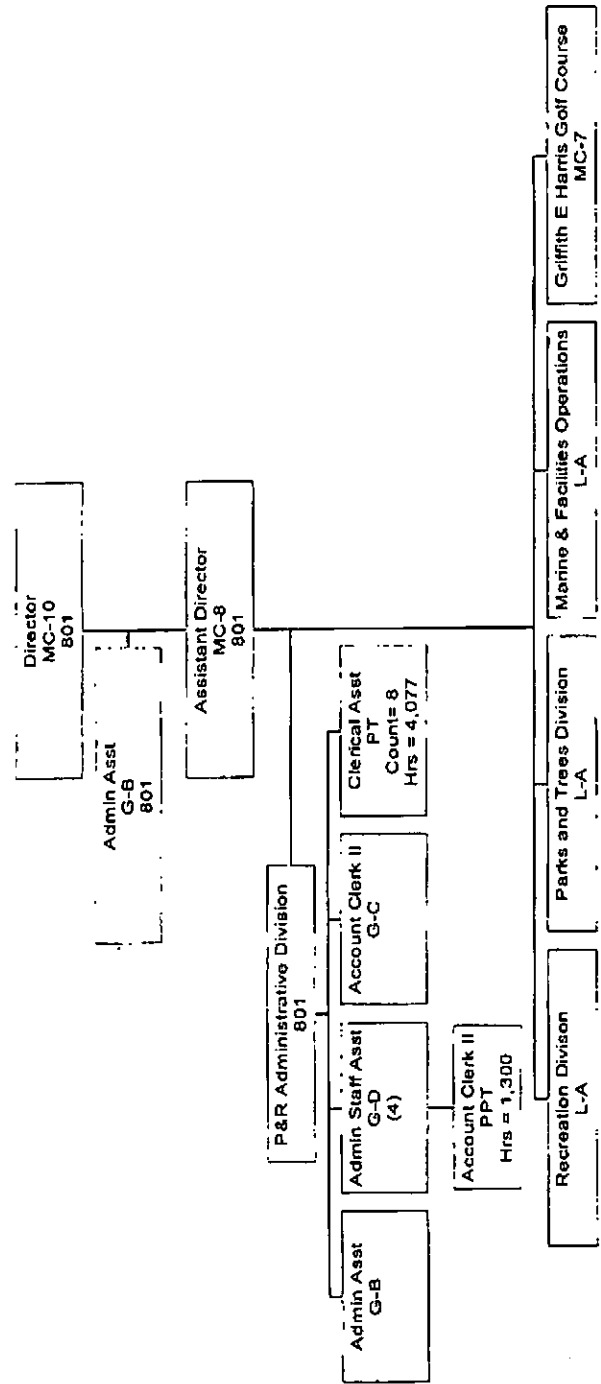


9. Department Table of Organization

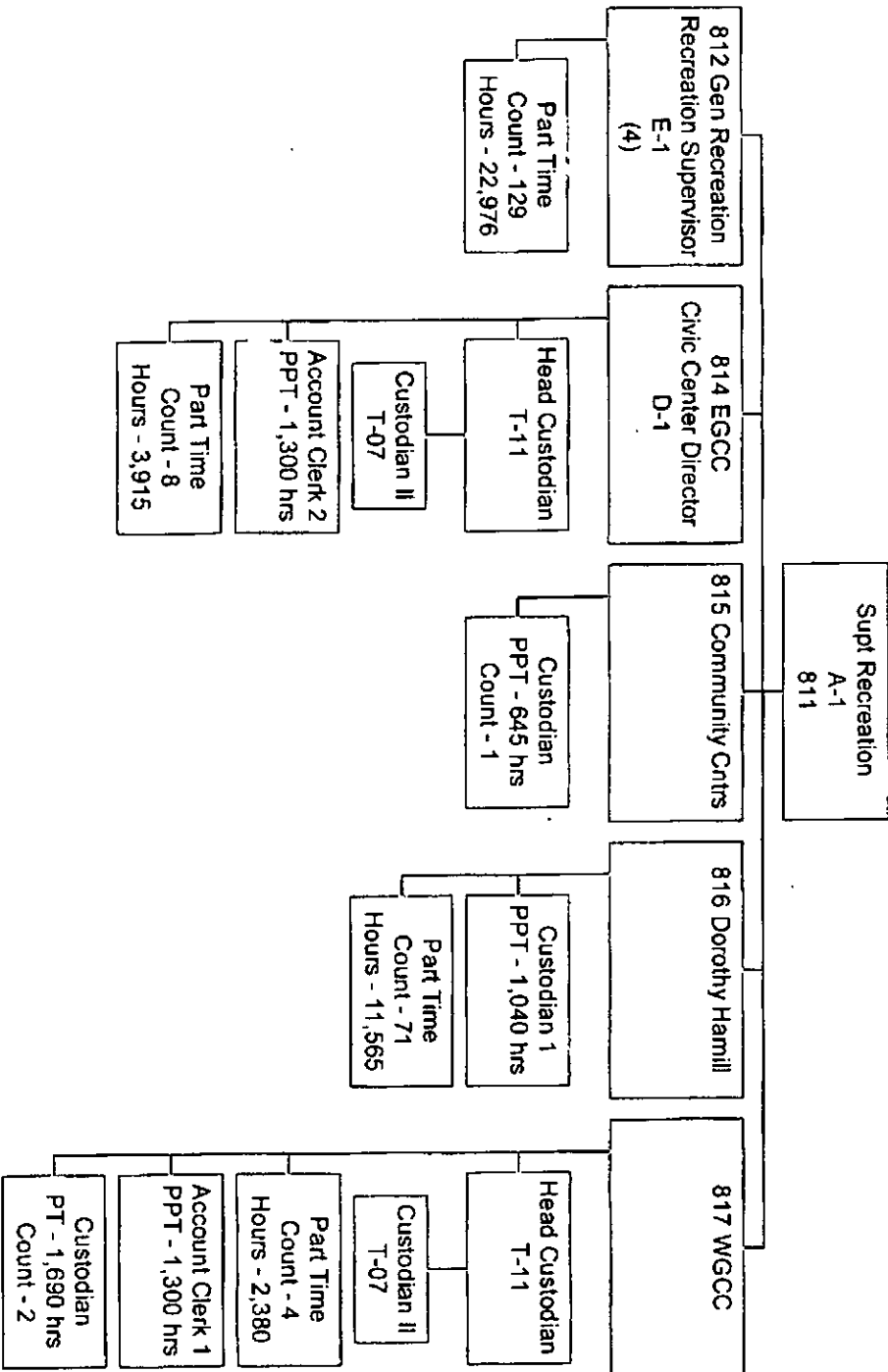
Registrars of Voters



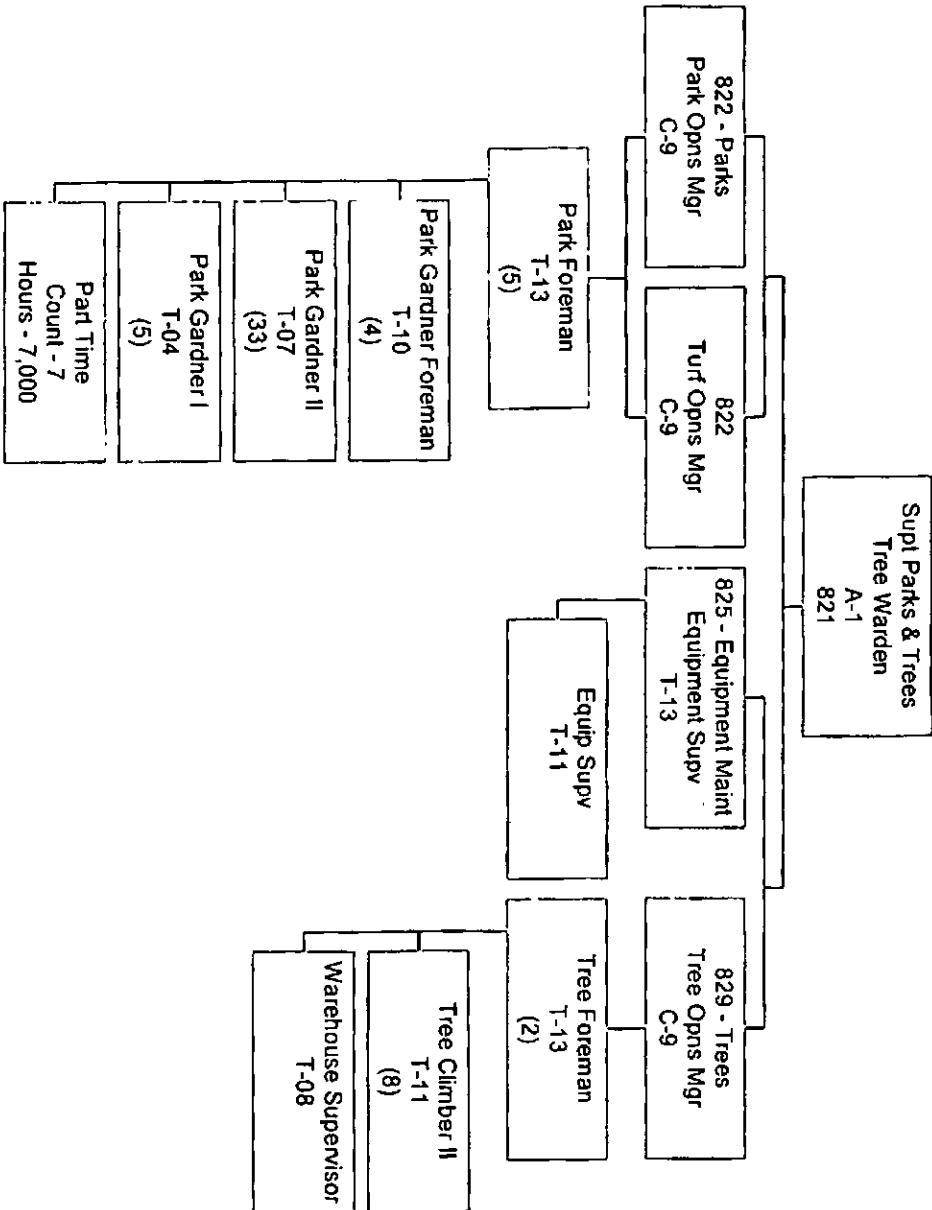
Department of Parks and Recreation



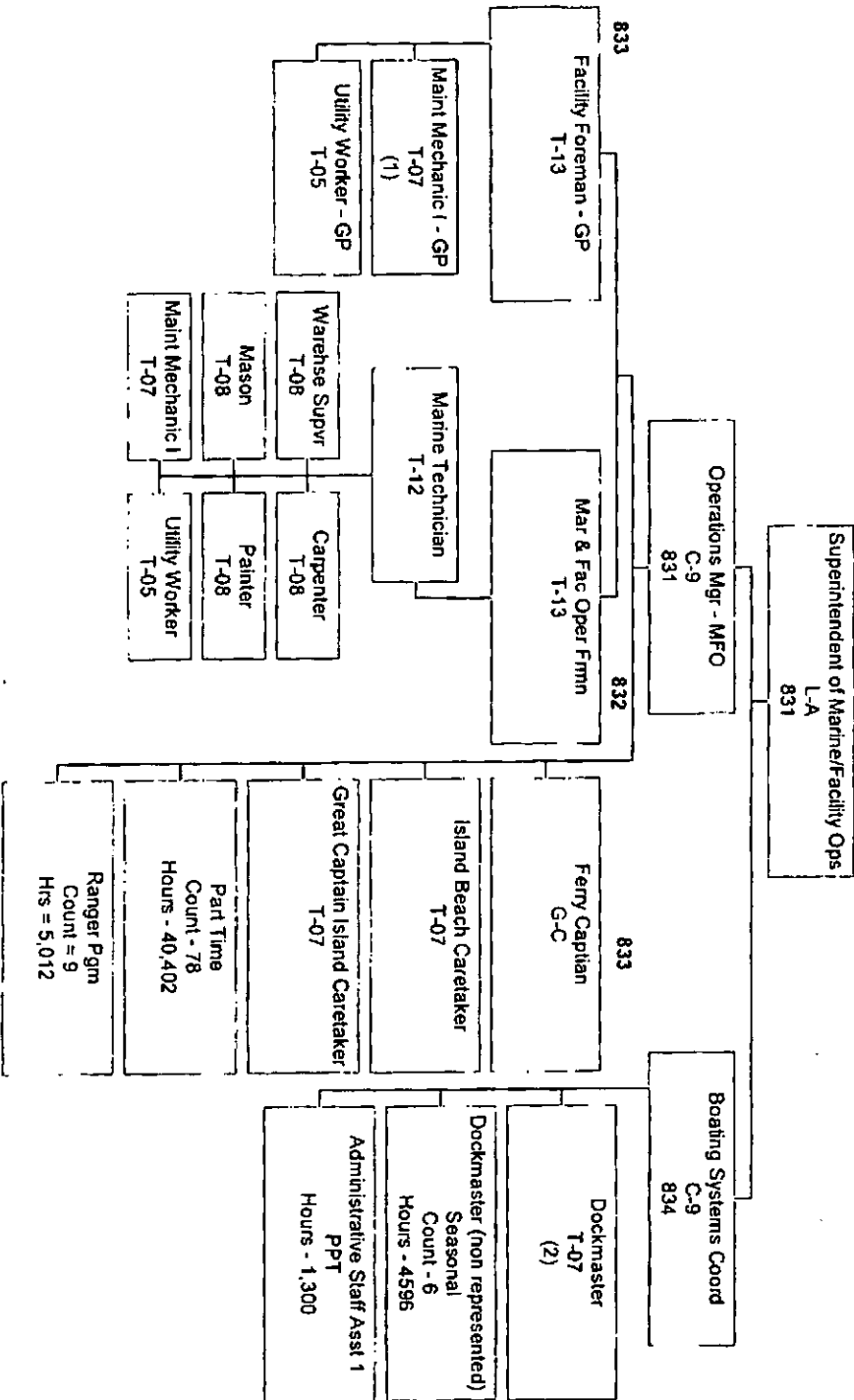
Recreation Division



Parks and Trees Division



Marine & Facilities Operations



Griffith E. Harris Golf

