

**REQUEST FOR QUALIFICATIONS
18-15**

Public Works – Highway Operations Comparative Analysis

for the

Town and City of Groton, Connecticut

Closing Date: October 20, 2017, 2:30 PM

Town of Groton, Connecticut
Town Manager
45 Fort Hill Rd
Groton, Connecticut 06340

City of Groton, Connecticut
Office of the Mayor
295 Meridian St
Groton, Connecticut 06340

Request for Qualifications: Highway Operations Comparative Analysis

Notice is hereby given that qualifications will be received by the Town and City of Groton Connecticut for a Highway Operations Comparative Analysis.

The Town and City of Groton (the Municipalities) invite qualified individuals or firms to submit qualifications to provide a Highway Operations Comparative Analysis based upon the scope of work contained herein.

Information regarding the RFQ process, if not found within this document, may be obtained from the contracting officer as listed in Para 1-4 – Official Contact.

Find additional information about the municipalities at www.groton-ct.gov and www.cityofgroton.com.

SECTION 1: GENERAL INFORMATION

1-1 Request for Qualifications

The municipalities invite qualified individuals or firms to submit qualifications for a Highway Comparative Analysis as described in the scope of work set forth in Section 2 of this Request for Qualifications (RFQ).

1-2 Compliance with Rules

Respondents must follow the procedures and requirements stated within. Adherence to these rules and the procedures and requirements of this RFQ will ensure a fair and objective analysis of your qualifications. Failure to comply with or complete any part of this RFQ may result in rejection of your proposal.

1-3 Schedule (tentative)

Issue Date: 9/20/2017

RFQ Due Date: no later than 2:30 p.m. on 10/20/2017

Anticipated Award Notice: 11/9/2017

Anticipated Contract Approval: 11/30/2017

Service to Begin: 12/1/2017

Service Completion: 90-180 days (final date will be agreed upon at time of award)

1-4 Official Contact

Questions regarding the scope of services shall be directed to:

Eileen Cardillo, Purchasing Agent at ecardillo@groton-ct.gov no later than 7 days before RFQ due date.

1-5 Proposal Due Date

Sealed Request for Qualifications should be submitted as two originals (2) and four (4) copies of the proposals and must be delivered to Town of Groton, Purchasing Department, 45 Fort Hill Rd., Groton, CT 06340, no later than 2:30 pm on October 20, 2017. RFQ proposals should be marked "RFQ 18-15 for a Highway Comparative Analysis." Late proposals will be kept by the Town and City, but not considered for award. Proposals must be sealed and clearly addressed and marked with the RFQ number and title.

1-6 Proposal Withdrawal

Any proposal may be withdrawn at any time by contacting Eileen Cardillo, 860-441-6681. Withdrawal of a proposal will not prejudice the right of the proposer to file a new proposal.

1-7 Cancellation, Delay or Suspension of Solicitation: Rejection of Proposals

The Municipalities may cancel, delay or suspend this solicitation if in the best interest of both Municipalities as determined by the Municipalities. The Municipalities may reject any or all proposals, in whole or in part, if in the best interest of the Municipalities as determined by the Municipalities. The Municipalities reserve the right to reject any or all proposals not in compliance.

1-8 Irregularities

The Municipalities reserve the right to waive any non-material irregularities or information in the RFQ.

1-9 Multiple Contracts

The intent is to select one individual/firm to provide all services outlined in this RFQ. Town and City Staff will be the primary contact for services rendered.

1-10 Incurred Costs

The Municipalities are not liable for any costs incurred by a proposer in the preparation and/or presentation of a qualification. The Municipalities are not liable for any cost incurred by a proposer in protesting the Municipalities' selection decision.

1-11 Ownership of Documents

Any material submitted by a proposer shall become the property of the Municipalities. Materials submitted after a contract is signed will be subject to the ownership provision of the executed contract.

1-12 Confidentiality of Information

All information and data furnished to the proposer, by the Municipalities, and all other documents to which the proposer's employees have access during the preparation and submittal of the qualifications shall be treated as confidential to the Municipalities. Any oral or written disclosure to unauthorized individuals is prohibited.

1-13 Public Record

Qualifications are not open for public inspection until after the notice of intent to award a contract is issued. Except for exempt materials, all qualifications and information submitted by proposers will be available for viewing after the evaluation process is complete and the notice of intent to award is sent to all participating parties. Requests for information will be treated as public records requests

1-14 Equal Opportunity Policy for Contractors

The Municipalities requires all proposers to comply with equal opportunity policies. The Municipalities' programs, services, employment opportunities, and volunteer positions and contracts are open to all

persons without regard to race, religion, color, national origin, sex, age, marital status, handicap, genetic makeup or political affiliation.

1-15 Independent Contractors

The individual(s) or firm(s) selected shall be recognized by both parties as an “independent contractor(s).” All persons employed by the firm to furnish services in accordance with any contract resulting from this RFQ will be employees (or subcontractors) of the firm and not in any way employees of the Municipalities.

1-16 Technical Qualifications

By responding to this RFQ, the proposer warrants that they are qualified and has knowledge of the various methodologies used to perform a comparative analysis of highway functions and an understanding of industry best practices and standards. The proposer must be fully insured and able to do business in the State of Connecticut. The omission of a particular task in the Scope of Work shall not relieve the proposer from the duty to perform same if it is necessary for the successful completion of the projects.

1-17 Insurance Requirements

Insurance shall be written with carriers approved in the State of Connecticut and with a minimum AM Best Rating of "A-" VIII. In addition, all carriers are subject to approval by the Town of Groton and no coverage shall contain special limitations on the scope of protection afforded to the Town, its officers, officials, employees or volunteers. The Town of Groton shall be named as the certificate holder. The Town of Groton shall be named as an Additional Insured on a primary and non-contributory basis to all policies except Workers' Compensation and Professional Liability. **A waiver of subrogation shall apply on all lines.**

General Liability		(Minimum Limits)
	Each Occurrence	\$1,000,000
	General Aggregate	\$2,000,000
	- Contractor must notify the Town whenever claims	
	Reduce the General Aggregate below \$1,000,000	
	- The Town should be notified if the Aggregate limits	
	Include defense costs	
Auto Liability	Combined Single Limit	
	Each Accident	\$1,000,000
Professional Liability	Each Claim	\$1,000,000
(If required)	Aggregate	\$1,000,000
Workers' Compensation and	WC Statutory Limits EL Each	
Employers' Liability	Accident EL Disease Each	\$500,000
	Employee EL Disease Policy	\$500,000
	Limit	\$500,000

For Contractors:

(Should a Contractor be involved in operations requiring coverage under special State or Federal Acts, such as Maritime or Railroad, the Contractor must provide evidence of this coverage. Should a Contractor be exempt from the Workers' Compensation Laws of the State of Connecticut, or any other State or Federal requirements, evidence of such exemption must be provided and a "Hold-Harmless" agreement provided in language satisfactory to the Town, holding it harmless in the event of any claim for injury or damages. Contractors based out-of-state must provide evidence that their Workers' Compensation policy will cover injuries/illnesses sustained while working in the State of Connecticut. The Contractor is responsible for ensuring that all of its subcontractors carry Workers' Compensation Insurance, as described above. If any policy is written on a "Claims Made" basis, the policy must be continually renewed for a minimum of three (3) years from the completion date of this contract. If the policy is replaced and/or the retroactive date is changed, then the expiring policy must be endorsed to extend the reporting period for claims for the policy in effect during the contract for three (3) years from the completion date. Original, completed Certificates of Insurance must be presented to the Town of Groton Public Works prior to purchase order/contract issuance. Contractor agrees to provide replacement/renewal certificates at least 60 days prior to the expiration of any policy. Should any of the above described policies be cancelled before the expiration date, written notice must be made to the Town thirty (30) days prior to cancellation).

Certificates of Insurance should be sent to the Town of Groton Human Resources Department for review except ones that go thru Purchasing.

SECTION 2: BACKGROUND AND SCOPE OF SERVICES

2-1 Background

The Town of Groton, Connecticut (Town) and the City of Groton, Connecticut (City) are distinct but interrelated municipalities. The Town and City each maintain a Highway Division as part of their Public Works Departments. The City maintains all of the Town's streets and roads located within the City of Groton. The Town maintains all of the other streets and roads, with the exception of State of CT DOT roads and roads located within Groton Long Point .

The Town is required to fund the City Highway Department by Connecticut Special Act No. 362 (1933 and amended in 1963 and 1977) "the amount of money which shall be necessary and proper for the making or repairing of the streets and highways of said town" within the City boundaries and to provide these funds annually to the City to manage its infrastructure.

The Town and City have been unable to agree upon the amount of funding that is necessary and proper for the making and repairing of the streets and highways. In this event, the Connecticut Special Act states that the amount will be determined by a committee of three, composed of an individual appointed by the State of CT DOT Highway Commissioner or Deputy Commissioner, an individual appointed by the Town Council and an individual appointed by the City Council. In the most recent arbitration ruling, the Connecticut Department of Transportation (DOT) strongly recommended the City and Town,

"...jointly engage appropriate maintenance and budgetary expertise to develop a comparative analysis of the City and Town budgets to determine the difference as to cost structures and standards and levels of efforts."
Reference: CT DOT letter dated October 5, 2016 (attached)

The overarching purpose of this project is to develop the comparative analysis recommended by DOT.

2-2 Reference Materials

See the attached arbitration ruling from the committee of three; DOT Deputy Commissioner Ms. Barry, Mr. Lancor and Mr. Antipas, and Mr. Antipas' dissenting opinion and associated analysis.

2-3 - Purpose of Request for Qualifications

The Municipalities are soliciting qualifications in order to select an individual or firm with the appropriate maintenance and budgetary expertise to develop a comparative analysis of the City and Town budgets to determine the differences as to cost structures and standards and levels of effort.

2-4 Qualifications

Eligible individual or firm need to have and demonstrate the following qualifications:

- Experience and expertise in regard to operations, structure, staffing, procedures and other issues critical to the operation of a local highway department.
- Knowledge of municipal budgeting practices and financial analysis.
- A proven track record of analyzing the operations of highway departments.
- Knowledge of federal and state laws and regulations governing municipalities.
- Experience analyzing departments whose operations are influenced by employee collective bargaining agreements.
- Practical knowledge and expertise in regard to best practices related to highway department operations
- Abilities and experience with applying analytical and quantitative tools and models needed to undertake the work required in this RFQ.

2-5 Scope of Services to be provided

The Town and City are seeking a comprehensive comparative analysis. The scope of work shall include, but not be limited to:

1. Review historical data necessary to develop a complete understanding of expenses, services provided, labor hours expended, direct/indirect costs associated with Town and City maintenance and repair efforts. Historical data review should be limited to the amount needed to fulfill the deliverable and should not exceed the preceding five (5) fiscal years for both the Town and City.
2. Consultant shall limit investigation and analysis to only those Public Works functions related to roads, streets, highways and directly related infrastructure including but not limited to drainage, snow and ice control, sidewalks, roadside maintenance, traffic control, administration, engineering, fleet maintenance, building maintenance, etc. Specifically exclude from consideration: wastewater collection and treatment (including piping within street rights of way); solid waste collection; and repair, operation and maintenance of vehicles and buildings not used for road maintenance.
3. Include directly attributable overhead costs including benefits, insurance, administrative oversight. Prorate costs as appropriate to account for only the amounts associated for the roads, streets, and highway activities.
4. Capital funded projects relating to roads, excluding all costs associated with the 2012 Town Road Bond Fund.
5. Identify and analyze similar Southern New England municipal highway departments and develop common benchmarks which can be used to compare costs and services of municipal service providers.

6. Compare City and Town provided services to the benchmarks and identify areas in which the parties exceed, meet or fail to meet the benchmarks.
7. Identify activities that result in higher or lower comparative costs between the City and Town. Identify and discuss variations in procedures, frequency, quality, etc. that may impact costs.
8. Determine and discuss any economies of scale or premium costs associated with smaller quantities which may be related to size variation between Town and City.

2-6 Anticipated Deliverables

1. A report which details the work performed by the City and Town; methods and standards of service delivery; quantities associated with the work (i.e counts of structures to be maintained; frequencies of performance, miles covered for each function); appropriateness of the tasks performed in relation to the road type and use; material, labor, and contractual costs associated with each function; overhead and departmental and non-departmental costs necessary to support the work performed.
2. An analysis of how the City and Town highway services compare to those provided by other communities and benchmarks. Particularly note areas in which the City and/or Town services greatly exceed or greatly fail to meet the benchmarks.
3. Identify steps to bring the City and Town into alignment with the benchmarks. Determine the costs or savings associated with enactment of each step.
4. An estimate of the cost to implement each recommendation
5. Presentations to staff as well as the Town and City Councils.

2-7 Meetings and Review of Deliverables

1. Kickoff meeting no more than 7 days after the contract is awarded
2. Progress meetings as requested by the Town and City of Groton
3. Review of the report at 50% completion
4. Review of the report at 90% competition
5. Review of the report at 100% completion

SECTION 3: PROPOSAL FORM AND CONTENT

3-1 Proposals Submittal

The RFQ proposals shall be prepared simply and economically, providing a straightforward, concise description of the proposer's capabilities to satisfy the requirements of the RFQ. Emphasis should be on completeness and clarity of content and cost effectiveness of the qualifications. All pages of the proposal must be numbered consecutively. The proposals shall not exceed twenty (20) pages in length. Resumes, references and licenses shall not count against this page limit. The proposal shall be organized in accordance with the list of qualifications contents.

3-2 Proposal Form and Content

Proposals should include the following items in their qualifications addressing the scope of work in Section 2. All items must fall within the maximum page count. Proposals and cost schedule shall be valid and binding for sixty (60) days following the qualifications due date and will become part of the contract that is negotiated with the Municipalities.

1. Letter of Transmittal - All proposals must include a cover letter addressed to Eileen Cardillo, Purchasing Agent, Town of Groton, 45 Fort Hill Rd., Groton, CT 06340, and signed by a duly constituted official legally authorized to bind the applicant to both its proposal and cost schedule. The cover letter must include name, address, and telephone number of the proposer, as well as the name, title, address, telephone number, fax number and email address of the contact person, or persons, who are authorized to represent the proposer and to whom correspondence should be directed.
2. Statement of Understanding - The proposer shall include a detailed statement of understanding of the services to be provided. If there are services listed in this RFQ that you will not be able to provide, describe those services in this section. The statement of understanding shall also clearly define any known or potential conflicts of interest and confirm that the firm will represent the Municipalities even to the exclusion of all other clients.
3. Proposed Provider's Qualifications:
 - a. Summarize your or the firm's background and history; include the depth and breadth of your firm's collective highway analysis experience. The number of years in business and scope of services you or your firm have provided.
 - b. Provide a statement describing your or the firm's experience as outlined in Section 2.
 - c. Provide at least three examples of similar studies you have, or your firm has, successfully handled for municipal highway departments.
 - d. Confirm that you or your firm would be able to begin providing services to the Municipalities by November 15, 2017;
 - e. Identify the analysts who would work on matters and provide their resumes, highlighting any relevant work and experience.
 - f. Propose a primary relationship manager for the engagement.
4. References - Proposals shall list a minimum of three (3) references from similar size organizations for which similar services have been completed. These references should be knowledgeable of you or your firm's municipal work. Include the contact name, email, address, current telephone number, and nature of relationship for each reference. References listed should include a short written description of the work performed.
5. Additional Information - Any other information that the proposer feels applicable to the evaluation of the proposal or of their qualifications for accomplishing the services should be included in this section. You may use this section to address those aspects of your services that distinguish your firm from other firms.
6. Fee Schedule:
 - a. Provide a proposed fee broken down to address the items in the scope of work separately.
 - b. Provide a list of all reimbursable costs along with the rates, if any that would be billed separately.
 - c. Once an individual or firm is selected by the evaluation committee fees, including a not to exceed amount will be negotiated between both parties.

SECTION 4: EVALUATION / SELECTION OF QUALIFICATIONS

4-1 Evaluation Criteria

The following information will be taken into consideration during the evaluation process.

- a. Included complete, clear and satisfactory responses to items in the RFQ proposal.
- b. Demonstrated expertise and experience in highway analytics.
- c. Range of services offered and available support staff.

- d. Demonstrates sound judgment, integrity, and reliability as determined by the references provided.
- e. Proposed fees may be considered in the evaluation process, however the focus is an individual or firms qualifications.

4-2 Clarifications

The Municipalities reserves the right to seek clarification of each proposal submitted. The Municipalities also reserves the right to require other evidence of technical, managerial, financial, or other abilities prior to selection.

4-3 Interviews

In connection with the RFQ evaluation process, the Municipalities may select one or more applicants to make an oral presentation to the Evaluation Committee and or Municipalities Councils. In addition the Evaluation Committee may require submission of supplemental materials.

4-4 Method of Selection

The Evaluation Committee shall review all RFQ proposals and may select one or more finalists for interviews.

4-5 Notice of Intent to Award

Upon completion of the evaluation process the Municipalities will notice the proposers of the selected proposer.

4-6 Agreement

The contract will define the extent of services to be rendered, method and amount of compensation. When an agreement is reached, a contract for the work will be prepared and executed. The successful proposer agrees to enter into a contract with the Municipalities. The Municipalities reserve the right to negotiate a final contract that is in the best interest of the Municipalities.