



**CITY OF TORRINGTON
REQUEST FOR PROPOSAL
OPERATIONS ANALYSIS OF CITY OF TORRINGTON
STREET & PARKS DEPARTMENT AND EQUIPMENT MAINTENANCE DIVISION
RFP# OAS-011-111816**

The City of Torrington is requesting Proposals for Consultant Services to conduct an organizational efficiency and staffing analysis for the Street & Parks Departments and Equipment Maintenance Division to determine the appropriate level of staffing and help develop deployment strategies that utilize staff resources in the most effective manner. The study's primary aim is to investigate, assess, and recommend revisions to meet best practices where necessary to optimize components, processes, and positions within the City's Street & Parks Department and Equipment Maintenance Division and its corresponding policies, procedures, and systems in order to optimize staffing.

Specifications may be obtained at the office of the Purchasing Agent or by accessing the City's website at www.torringtonct.org. Each respondent is requested to submit one (1) original and eight (8) copies of the proposal and qualifications (the "proposal") in a sealed envelope, clearly marked "**RFP #OAS-011-111816, OPERATIONS ANALYSIS OF CITY OF TORRINGTON STREET & PARKS DEPARTMENT AND EQUIPMENT MAINTENANCE DIVISION**" (**with the cost proposal submitted in a separate sealed envelope**). Submitted proposals should be clearly marked on the outside with the name of the firm, full address, name of the project for which the proposal is submitted and the date and time this proposal is due, **November 18, 2016 by 11:30 AM**.


All questions must be submitted by email to Pennie Zucco, Purchasing Agent at pennie_zucco@torringtonct.org by **Monday, November 7, 2016 by 12:00 noon**. All questions determined to be of interest to all prospective firms will be answered in writing and provided to all firms by an addendum which will be posted on the City of Torrington web site. Interested firms should check the website 48 hours before the closing date. Firms mailing proposals should allow for normal delivery time to ensure timely receipt of their proposals. **Proposals may not be submitted by fax or e-mail.**

Except as authorized by Ms. Zucco, no vendor may contact any other employee or elected or appointed official of the City of Torrington with respect to the RFP or the submission of a proposal.

The City of Torrington reserves the right to accept or reject any or all proposals; to waive any informalities; or to accept any proposal deemed in the best interests of the City of Torrington.

All proposals will be considered valid for a period of ninety (90) days. The successful respondent shall not withdraw, cancel or modify their proposal.

AN AFFIRMATIVE ACTION/EQUAL OPPORTUNITY EMPLOYER
MBE'S WBE'S AND SBE'S ARE ENCOURAGED TO APPLY


Pennie Zucco
Purchasing Agent

City of Torrington
Dated: October 28, 2016



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INTRODUCTION:

The City of Torrington Street & Parks Department and Equipment Maintenance are responsible for the maintenance and repair of the City's 167 miles of roads, streets, bridges and parks throughout the city. The Street & Parks Department utilizes a pavement management system managed by the Engineering Department to prioritize preventive maintenance, repair and reconstruction activities.

STREET & PARKS DEPARTMENT

The Street & Parks Department is responsible for daily maintenance for 167 miles of city streets and 26 parks and recreational facilities. The department responsibilities include:

- Maintenance and installation of street name signs
- Maintenance of asphalt streets
- Maintenance of city owned storm water drainage systems
- Maintenance of catch basins and manholes
- Tree trimming and removal
- Maintenance of city buildings under Public Works control
- Maintenance of city parking lots
- Maintenance of snow and ice control activities on municipal roads, sidewalks and parking lots.
- Street Sweeping
- Mowing of city right of ways controlled by the city
- Maintenance of parks
- Seasonal maintenance and operation of:
 - Public Pool
 - Ball Fields
 - Public parks
 - Christmas Village
 - Ice Rink

EQUIPMENT MAINTENANCE

The Equipment Maintenance Department is responsible for the maintenance and repair of approximately 376 pieces of equipment. The vehicles and equipment vary: Plow trucks, heavy equipment, handicapped vans, and assorted lawn maintenance equipment.

Department responsibilities include: (depending on the equipment and use) oil changes, tire rotation, tune-up.

Repairs are initiated through a repair order system. As the repair orders are received, they are reviewed, prioritized and the work is scheduled. A repair can range from changing a light bulb to a major overhaul, involving replacement parts, in-house rebuilding, fabricating and welding. Our maintenance department has full service welding capabilities.

SCOPE OF WORK

Consultant will work with the Mayor, Human Resources Director, Public Works Director and other appropriate City staff in the creation of an organizational efficiency and staffing analysis.

The Consultant shall be expected to present the following:

Recommendations and Deliverables

- Specifically recommend an organizational structure capable of unifying all Equipment Maintenance, Street & Parks Department functions.
- Review and recommend appropriate levels of supervision/management to ensure optimal service delivery
- Identify staffing requirements, both current and future
- Compare the Equipment Maintenance, Street & Parks Department staffing, workload and services to other municipalities to determine regional prevailing practices.
- Evaluate the efficiency of Department operations relating to staffing, workload distribution, supervisory structure, allocation of resources, scheduling, productivity and inter-department cooperation and opportunities for shared resources.
- Provide assessment of organizational structure and functional area of responsibilities with regards to its compatibility for delivering responsive and efficient municipal services.
- A summary of recommendations regarding improvement opportunities, increased effectiveness of the operation, modifications to processes or changes in job design and structure.
- Conduct personal interviews with employees in the Street Department as well as Public Works Department and solicit employee input regarding improvement opportunities.
- Presentations to City staff and/or Governing Body as determined by the Mayor (at least one presentation to City Council to review findings/Final Document)
- Technology – Maintenance management systems utilizing technology such as work order systems and best practices
- Identify Policies and procedures and internal controls that support better management of inventory, small equipment, tools and other resources.
- Identify ways to enhance accountability for work assigned and completed (i.e. account for location and description of work, time spent, equipment and materials expended in its accomplishment)
- Analyze cost effectiveness of conducting Equipment Maintenance in house.

TERM OF CONTRACT AND PRELIMINARY SCHEDULE

The City is seeking to have the scope of services completed and delivery of a draft report and recommendations within ninety (90) days of the execution of the contract, and a final report and presentation within the 120 days from the date of award.

SUBMITTAL REQUIREMENTS

Responses must set forth accurate and complete information. At the City's discretion, failure to do so could result in disqualification.

- **Cover Letter.** Provide on company letterhead the contact person for the consultant including name, address, telephone number, fax, and email address; acknowledgement of receipt of all clarifications and addenda issued by the City and any other pertinent information regarding the consultant's proposal.
- **Project Understanding and Approach.** Include a description of the consultants' understanding of the work including critical and key issues and approach.
- **Resumes.** Provide brief, one page resumes for each key individual listed in the organizational chart.
- **Project Experience.** Provide a list of similar projects completed by the consultant(s) and key individuals including a minimum of three project references. The list should include the contact name, address, and phone numbers of the client contact person. Include specific experience in efficiency studies and performance review, and examples of demonstrable impact on organizations due to the work performed.
- **Scope of Work.** Consultants may use or modify the City's proposed scope of work or propose an alternate scope with an explanation of why an alternate scope of work is proposed.
- **Schedule.** Consultants must provide a graphic depicting project milestones including meeting dates and work product delivery once the agreement is finalized. An updated project schedule will be required periodically during the project.
- **Required Forms:** Non-Collusion Affidavit, Appendix A & B and any additional forms the City may require
- **Cost.** Submit total cost, including all direct and indirect costs, in order to perform the Scope of Work as proposed in a **separate sealed envelope**.

STATEMENT OF INTENT

The City of Torrington reserve the right to accept or reject any or all bids, to waive technicalities, or, to award the contract to a bidder other than the lowest bid, and to award the contract as it feels will best serve the public interest. The City of Torrington reserves the right to cancel the award of contract any time before the execution of the contract by both parties. The City of Torrington reserves the right to ask for clarification in the proposal if the need arises.

TIMELINES

Consultants interested in providing the services described in this Request for Proposal are asked to submit one (1) original and eight (8) copies of the proposal in a sealed envelope (**with the cost proposal submitted in a separate sealed envelope**) and clearly marked "**RFP #OAS-011-111816, OPERATIONS ANALYSIS OF CITY OF TORRINGTON STREET & PARKS DEPARTMENT AND EQUIPMENT MAINTENANCE DIVISION**" by **11:30 A.M. on November 18, 2016**. Proposals received later than time and date specified will not be considered.

In the event of the closure of City Hall, the bid will be opened on the following business day that City Hall is opened. Firms mailing proposals should allow for normal delivery time to ensure timely receipt of their proposals. **No fax or e-mail Bids will be accepted.**

The City will not be liable for any costs incurred by vendor in the preparation or submission of a proposal. All proposal submissions and materials become property of the City and will not be returned.

Additional questions or clarifications regarding this Proposal must be addressed and submitted in writing to Ms. Zucco no later than **Monday, November 7, 2016 by 12:00 noon** to be considered. Oral explanations will not be binding on the City.

Pennie Zucco, Purchasing Agent
City of Torrington
140 Main Street
Torrington, CT 06790
Email: Pennie_Zucco@torringtonct.org

RESERVATION OF RIGHTS

The City of Torrington reserves the right to reject any or all proposals or any part thereof; to waive any informalities or technicalities, to advertise for new proposals, to negotiate and award a contract that it determines best meets their needs and best serve the public interests of the City of Torrington.

This Request for Proposals does not commit the City of Torrington to award a contract or be liable for any costs incurred by vendor in the preparation or submission of a proposal. The successful respondent shall not withdraw, cancel or modify their proposal.

The City of Torrington reserves the right to make an award based solely on the proposals or to negotiate further with one or more respondent.

Acceptance of any firm's response does not place the City of Torrington under any obligation to accept the lowest priced response.

PROPOSAL REVIEW AND SELECTION OF CONSULTANT

The selected consulting firm will work under the direction of a project Steering committee consisting of members of the City of Torrington.

BUDGET, SAMPLE AGREEMENT & INSURANCE

The Proposal shall include a sealed lump-sum fee with an estimated number of hours to be performed by each staff member(s) assigned to this project. The lump sum fee should include all anticipated reimbursable or other expenses. The Proposal shall include a sample agreement to be entered into with the Consultant at the time of award. **Fee proposal shall be submitted in a separate sealed envelope and clearly marked.**

SPECIAL CONDITIONS:

ORAL AGREEMENTS – Any alleged oral agreement or arrangement made by a consultant with any agency or employee will be superseded by the written agreement.

COLLUSION – By responding, the firm implicitly states that the proposal is not made in connection with any competing firm submitting a separate response to the RFP, and is in all respect fair and without collusion or fraud. It is further implied that the firm did not participate in the RFP development process, had no knowledge of the specific contents of the RFP prior to its issuance, and that no employee of the

City participated directly or indirectly in the firm's proposal preparation. The respondent shall be required to complete and submit the Non-Collusion Statement incorporated herein with their proposal.

COMPLIANCE WITH LAWS:

Each firm shall at all times, observe and comply with all laws, ordinances and regulation of the Federal, State of Connecticut and Local governments.

MISCELLANEOUS:

Respondent should submit as part of their proposal a copy of their standard terms and conditions of the contract.

HOLD HARMLESS CLAUSE:

Proposals shall provide that during the term of the engagement, for the firm indemnifying, defending, and holding harmless the City, it's officials, employees, agents, and representatives thereof from all suits, actions, or claims of any kind, including attorney's fees, brought on account of any personal injuries, or violation of rights, sustained by any person or property in consequence of any neglect in safeguarding engagement work, or on account of any act or omission by the Proposers or his employees, or from any claims or amounts arising from violation of any law, bylaw, ordinance, regulation or decree. The firm agrees that this clause shall include claims involving infringement of patent or copyrights. This indemnification shall expressly apply to any failure to comply with state, federal and/or municipal laws, statutes, ordinances, rules and regulations. This indemnification shall not be affected by any other portions of the Agreement relating to insurance requirements. The provider agrees that it will procure and keep in force at all times at its own expense insurance in accordance with these specifications.

NON-DISCRIMINATION:

The respondent agrees and warrants that in the performance of the contract pursuant to this solicitation he/she will not discriminate or permit discrimination against any person or group of persons on the grounds of sex, race, color, religion, age, marital status, ancestry, national origin, past history of mental disorder, mental retardation or physical disability or other basis in any manner prohibited by the laws of the United States, the State of Connecticut or the City of Torrington.

INSURANCE REQUIREMENTS:

Certificate of Insurance: All insurance policies must include a Waiver of Subrogation whereby the insured waives its right to subrogate against the City, its subsidiaries, employees, volunteers, directors and officers. Proof of proper insurance coverage, Workers Compensation Insurance, Liability and Property damage, and Vehicle Insurance shall be filed with the City of Torrington Purchasing Agent within 10 days after the award of the bid. The Certificate of Insurance must name the City of Torrington, 140 Main St., Torrington, CT, its subsidiaries, employees, volunteers, directors & officers as the "Additional Insured" and filed with the Purchasing Agent prior to commencement of work. Renewal Certificates of Insurance must be mailed to the Purchasing Agent 10 days prior to the expiration of the required coverage.

SELECTION PROCESS:

Review Process: All proposals will be reviewed by the Steering committee.

The City reserves the right to waive non-material deficiencies in any proposal.

Proposals will be evaluated based on what is deemed to be in the best interests of the City, including such factors as the consultant's experience and expertise in providing an Organizational Efficiency and Staffing Analysis of City of Torrington Street & Parks Departments and Equipment Maintenance Division. Cost will not be the sole factor in evaluating proposals.

Selection as the preferred proposal does not provide any contract rights to that firm. Any such rights shall accrue only if and when the City and the firm execute a binding contract. The City reserves the right to negotiate with the successful firm in any manner necessary to best serve the interests of the City. If the City fails to reach an agreement with the selected firm, the City may commence negotiations with an alternative firm or reject all firms and reinstitute the RFP process.

TERMINATION:

Following implementation, should the City find that the firm has failed in any material respect to perform its agreed upon obligations under the agreement, the engagement may be terminated by the Mayor upon thirty (30) days advance written notice to the other party. In the event of termination of this agreement as a result of a breach by contractor hereunder, the City shall not be liable for any fees and may, at its sole option, award an agreement for the same services to another qualified firm with the best proposal or call for new proposals and award the agreement thereunder. The contractor shall be responsible for direct and consequential damages as a result of its breach, including but not limited to extra costs required under the new agreement for similar services.

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RFP #OAS-011-111816**

Issued: October 28, 2016

Reply Date: November 18, 2106, 11:30 AM

To: City of Torrington
Pennie Zucco, Purchasing Agent
140 Main Street, Room 206, Torrington, CT 06790

THE PROPOSAL MUST BE SIGNED BY THE RESPONDENT TO BE ACCEPTED:	
_____	_____
COMPANY NAME	SIGNATURE AND TITLE

We, the undersigned submit our proposal to provide an Organizational Efficiency and Staffing Analysis in accordance with the Scope of Services outlined in this request and submit for your consideration the following:

RESPONDENT CHECKLIST

We have submitted the following for your review:

- 1. Letter of Transmittal _____
- 2. Statement of Firms Experience & Qualification _____
- 3. Resume of Key Personnel _____
- 4. Fee Schedule (separate sealed envelope) _____
- 5. Non-Collusive Statement _____
- 6. Submit eight (8) copies of proposal _____

Receipt of Addenda is acknowledged:

Addendum No. _____ Date _____
Addendum No. _____ Date _____

We understand that the proposal page must be submitted with this request and be signed by an authorized agent of our organization to be accepted by the City of Torrington.

Date: _____

Name of Organization: _____

Address of Local Office: _____

Address of Principal Office: _____

Name and Title of Agent Submitting Proposal (Who may be contacted with questions regarding this proposal).

Telephone Number: _____ Fax Number: _____

Name and Title of Individual with engagement authority:

**APPENDIX A
CITY OF TORRINGTON
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The undersigned has read, understands, and agrees to comply with the requirements contained in the Request for Proposal for Organizational Efficiency and Staffing Analysis. The undersigned submits this proposal in good faith and without collusion with any other person, individual or firm.

Name and Address of Firm:

Name, Title and Contact Information (phone, fax, email) of Authorized Representative:

Social Security or Federal ID# _____

Signature of Authorized Representative:

Date _____

**APPENDIX B
CITY OF TORRINGTON
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Acceptance of Terms of this Agreement

Name of Proposer: _____

Contact Person: _____

Address: _____

City/State/Zip: _____

Telephone: _____ Fax: _____

E-mail: _____

Authorized Signature _____ Title: _____

Name Printed: _____ Date: _____

It is agreed by the above signed proposer that the signature and submission of this proposal represents the proposer's acceptance of all terms, conditions, and requirements of the proposal specifications, and, if awarded, the proposal will represent the agreement between the parties.

The proposer agrees that the cost of any work performed, materials furnished, services provided, or expenses incurred, which are not specifically delineated in the proposal documents, but which are incidental to the scope, intent, and completion of this contract, shall be deemed to have been included in the prices for the various items scheduled.
