



STATE OF CONNECTICUT

OFFICE OF POLICY AND MANAGEMENT

October 2, 2018

Nancy Rossi
Mayor
City of West Haven
355 Main Street
West Haven, CT 06516

Dear Mayor Rossi:

I believe that you and I are both hopeful that the City's efforts to gain approval of a five-year turnaround plan from the MARB are approaching a successful conclusion. While I do not wish to prejudge the MARB's ongoing deliberations, I do think it makes sense to begin some discussion with you regarding the timing and conditions that OPM will place on the granting of Municipal Restructuring funds. This will not only allow us to resolve any issues without delaying a grant, it will also provide the MARB with an opportunity to make any recommendations it sees fit to make, and to consider potential funding conditions alongside its deliberations on the plan itself.

Below please find a proposed schedule of payments and set of conditions. I welcome any comments that you or your staff may have, and will try to accommodate them in a proposed grant agreement once the MARB has approved a plan and made any recommendations regarding the amount, timing, and conditions of a Municipal Restructuring award to West Haven.

1. Payment Schedule

- FY18 amount of up to \$8 million payable by 12/31/18
- 25% of FY19 amount payable by 12/31/18
- 25% of FY19 amount payable by 4/30/19
- 50% of FY19 amount payable by 6/30/19

2. OPM Conditions for Payments:

- Any portion of 12/31/18 payment, or future payment, may be withheld if: 1) the \$1.750 million for prior deficit reduction in the FY19 budget is used for any other purpose or 2) the \$250,000 for MARB expenses has not been transferred to OPM.
- Any portion of the 12/31/18 payment payable on 12/31/18 may be withheld until (1) the submittal and acceptance of the MARB of the City's plan to undertake a complete study, with recommendations, of West Haven's three fire departments, which plan may seek a portion of the MARB expense budget for needed consulting or professional service in this regard and (2) a vendor has been selected to complete the work.
- No payment will be made related to the scheduled payments after 12/31/18 until the receipt of the City's final independent audit for FY18.

- The 4/30/18 payment will be held until such time as the Mayor submits to the MARB: 1) an organizational plan to address the administrative capacity needs associated with executing the City's financial plans; 2) a reserve policy related to its General Fund and its health insurance plans; and 3) the completed analysis and recommendations regarding the fire departments.
- That the 6/30/19 payment will be held until such time as the MARB approves (1) the City's FY20 budget; (2) an update to the City's 5-Year Plan, which plan shall include actions to address the City's long-term liabilities, including those of the fire districts, with FY20 being the first year of the plan and 3) evidence that the City has contributed or included the Actuarial Determined Contribution (ADC) related to the Pension Plan and Allingtown Fire Plan in FY19, in its FY 20 adopted budget and in each year of its updated 5-year plan.
- Based on the recommendation of the MARB, the Secretary may withhold all or a portion of any remaining payments if the MARB determines that the City has a projected operating deficit for FY19 in its General Funds, Sewer Fund or the Allingtown Fire Department and the City fails to submit and execute a remedial plan, acceptable to the MARB, to eliminate such deficit.

Thank you for your efforts so far.

Kind Regards,



Ben Barnes

Cc: Governor Dannel P. Malloy
Hon. Denise Nappier, Co-Chairperson, MARB
Thomas Hamilton, MARB
Commissioner Scott Jackson, MARB
Sal Luciano, MARB
Mark D. Waxenberg, MARB
Patrick J. Egan, MARB
Bart C. Schuldman, MARB
Robert A. White, MARB
David M. Walker, MARB
Matthew Brokman, MARB
Robert Dakers, Office of Policy and Management
MaryAnn Palmarozza, Office of Policy and Management
Julien Freund, Office of Policy and Management
Michael Milone

MUNICIPAL ACCOUNTABILITY REVIEW BOARD (MARB)

MEMORANDUM

TO: Members of the Municipal Accountability Review Board
FROM: Julian Freund, OPM
SUBJECT: West Haven 5-Year Plan
DATE: October 18, 2018

Status of Five-Year Plan

As you know, the MARB's approval of the City's 5-Year Financial Plan has been established by the MARB as a critical prerequisite for recommending to the Secretary of OPM that the City receive State Municipal Restructuring Funds (MRF).

At the October 4 meeting of the MARB, the City and its consultant, UHY LLP, presented the current version of the 5-Year Plan (plan dated 9/28/2018). A summary of the Plan's major assumptions and features is attached at the end of this memo.

Possible Committee Action

The Committee has several options with respect to a recommendation to the full MARB on the 5-Year Plan. The Committee may:

- Recommend to the MARB approval of the Plan
- Recommend approval of the Plan conditional upon certain revisions to the Plan
- Recommend that the MARB not approve the Plan
- Make no recommendation

Cc: Mayor Nancy Rossi, City of West Haven
Ron Cicutelli, Directory of Finance, City of West Haven
Robert Dakers, OPM
Alison Fisher, OPM
Riju Das, OTT
Michael Milone

Summary of West Haven 5-Year Plan (9/28/18 version)

Revenues:

- Grand List growth between 6/100th of a percent to 3/10th of a percent in each year except for one revaluation year that results in a projected 4% increase in the GL
- General Fund mill rate increases on RE and PP that bring the mill rate from 36.26 in the current year to 39.99 by FY 2022.
 - Mill rate for FY 2022 and 2023 that is 10% higher than the FY 2019 mill rate
- Allingtown Fire Fund mill rate on RE and PP that increases by 14.85% in FY 2020 and continues to increase through the rest of the plan.
 - A supplemental tax of about one mill in the current year.
- State Aid, including ECS, show no increase throughout the 5-year plan
- MARB Restructuring Funds are included in each of the first four years of the Plan in declining amounts (beginning with \$8M in FY 2019)
- Sources other than State Aid and Property Taxes are adjusted to varying degrees:
 - Many are increased by 3% in each year of the plan
 - Some are adjusted to reflect special initiatives, such as increased facility fees or new parking meter installations
 - Some are adjusted downward in the first two to three years to reflect recent trends, increasing modestly in the out-years
 - In the aggregate, these Other Sources (non-property tax, non-state aid), which total \$5.2 million in FY 2019, decline slightly between 2019 and 2021, before increasing by 2% and 3% in 2022 and 2023

Expenditures:

- Baseline expenditures in FY 2019 reflect a list of position cuts and operational reductions compared to the FY 2018 budget (page 6)
- Total Expenditures increase between 1.1% and 1.7% from 2019 to 2022 before declining -2.4% in 2023.
 - Decrease attributable largely to significant drop off in debt service requirements – POB paid down
- FY 2018, Health Insurance costs in 2019 are budgeted at levels recommended by Segal Consulting.

- In subsequent years, health insurance costs are projected using Segal's recommended 7.6% cost inflation factor.
 - Provides for a health insurance claims margin of 3% of projected net costs each year.
 - In total, health insurance funding rises by about \$3.5 million over the five-year period for the City in the General Fund and by a half million in the Allingtown Fire Fund
 - Beginning of contributions to OPEB trust: \$50K in 2020, increasing by \$25K each year thereafter
- The plan provides for fully funding actuarially determined contributions for both the Police and Allingtown Fire pension funds.
 - Contributions for the Police pension fund increase from just under \$2 million in FY 2019 to approximately \$3.5 million in FY 2023.
 - In the Allingtown Fire Fund, pension contributions account for about 29% of the total budget at \$2.17 million in FY 2019 and reaching \$2.4 million in FY 2023
- Debt Service funding is included in the General Fund that will support the following:
 - Existing debt service requirements, including the November 2017 issue
 - West Haven High School project
 - A CIP for 2019-2023 consistent with what was outlined by IBIC in its July presentation
- Operationally, expenditures allow for no new positions (other than two positions specifically for the purpose of increasing financial administrative capacity) through the 5-year period.
 - No salary increases are factored in, though some salary contingency in years 4 and 5 of the plan are included.
 - Operational Efficiencies are assumed to generate savings equivalent to .75% of expenditures in the General Fund (net of the cost of implementing efficiency measures) in each year from FY 2020 – 2023.
 - The status of efficiency measures range from the idea stage to some that have been initiated (ex. consultants retained in areas of benefits administration, consultants retained to help enhance PP and MV tax collection

Operating Results and Fund Balance:

- Plan moves the City from a position of operating deficits and negative cumulative fund balance in the General Fund at the close of FY 2018 to a position of operating surpluses and a fund balance of 5% by FY 2023.
- Relies on continued Restructuring Funds assistance in declining amounts:
 - \$8 million in each of FY 2018 and FY 2019
 - \$6 million FY 2020
 - \$4 million FY 2021
 - \$2 million FY 2022 (though the projected deficit in FY '22 absent the restructuring funds would only be \$114K)
 - City achieving operating surpluses in FY 2023 without restructuring funds
- Allingtown Fire Fund
 - Opening deficit of \$425K (would grow to \$800K+ were it not for the supplemental mill)
 - Gradually eliminating the cumulative deficit over the course of the plan
 - Reaching a Fund Balance of 4.9% at the end of the plan.

| Efficiency Initiatives | | | |
|--|---------------------------|---|---|
| Initiative | Consultant | Status | Milestone |
| <p>Restructure the City of West Haven's internal controls. (i.e. revamp the purchasing system and greater accountability of time punch records).</p> <p>Cross train all staff.</p> <p>Impliment a city wide training in MUNIS.</p> | Blum Shapiro | We are in the process of scheduling time to allow city employees to be trained in MUNIS. Representatives from Blum Shapiro have warned us that December is a very busy month for MUNIS training. As a result, we are trying to expedite this process. | On October 9th, we have received a study that details how city employees utilize MUNIS. |
| Compile an accurate collection of data on past and present employees in an effort to accurately determine the West Haven PD Pension and Other Ppost Employment Benefits (OPEB). | Milliman | We are in the early stages of collecting data from our Police Department, Human Recourses Department and health care provider. | We hope to have this objective completed as quickly as possible because the information Milliman provides will be used for the audit conducted by O'Connor Davies. |
| Provide an FY18 Audit by December 31, 2018 | PFK O'Connor Davies | O'Connor Davies is waiting on data submissions from Milliman and Morgan Stanley to conduct their audit. | <p>It has been standard operating procedure of previous administrations to have the audit completed 12 months after the end of the FY in question.</p> <p>It is this administrations' goal to provide a timely audit, which would enable an accurate FY20 budgetary construction.</p> |
| Conduct a study that can identify operational, administrative and fiscal ramifications associated with possible consolidation or restructuring. | TBD-Fire Study RFP Issued | The RFP is Currently out to bid. | The fire study would ideally be completed before March of 2019. |
| Assist in the compilation of the "5 Year Plan." | UHY Advisors LLC. | Pending MARB approval | We hope the 5 Year Plan is approved on the November 1st full MARB Board meeting. |
| Provides financial advice for the City of West Haven | Bill Lindsey | He has been retained as a financial consultant for the City of West Haven for more than 15 years. | Ongoing |
| Determine which former city employees are currently Medicare eligible and no longer are in need of health coverage by the City of West Haven. | Joyce Forte | She is away on vacation, she will return on October 22nd. | TBD |
| Provide support to Finance Department | Michael Milone | Agreement in place. Begin assessing needs and prioritizing efforts. | Ongoing support based on prioritization |

INITIATIVES IN THE "IDEA STAGE"

A. Banking Options

- i. Can West Haven solicit banking services with a higher yield of interest?

B. Reevaluate Tax Collection Methods

- i. The technology associated with West Haven's public facing portal for tax collection is antiquated and we are considering an RFP to a vendor with capabilities that can generate an annual increase in collections. (i.e. Hartford recently made a similar change).



CITY OF WEST HAVEN

**DEPARTMENT OF FINANCE
355 MAIN STREET
WEST HAVEN, CT 06516
(203) 937-3620**

REQUEST FOR PROPOSAL

**NOTICE IS HEREBY GIVEN THAT SEALED BIDS ON THE FOLLOWING WILL BE RECEIVED AT THE
DEPARTMENT OF FINANCE UNTIL: 11:00 AM, WEDNESDAY, OCTOBER 24, 2018**

FIRE DEPARTMENT CONSOLIDATION STUDY

SOLICITATION # 2018-35

**AT THE FOLLOWING TIME THEY WILL BE PUBLICLY OPENED AND READ
THE CITY OF WEST HAVEN RESERVES THE RIGHT TO ACCEPT ANY OR ALL THE OPTIONS, BIDS OR
PROPOSALS; TO WAIVE ANY TECHNICALITY IN A BID OR PART THEREOF SUBMITTED, AND TO
ACCEPT THE BID DEEMED TO BE IN THE BEST INTEREST OF THE CITY OF WEST HAVEN**

PLEASE NO PHONE CALLS

QUESTIONS MUST BE EMAILED TO ROBERT SANDELLA AT:

rsandella@westhaven-ct.gov

**CITY OF WEST HAVEN
GENERAL INFORMATION TO BIDDERS**

I. PROPOSAL:

Proposals must be enclosed in a sealed envelope. The envelope shall be addressed to the Comptroller's Office, City of West Haven, 355 Main Street, West Haven, CT. 06516 with the particular bid No., The name and address of the bidder should appear in the upper left-hand corner of the envelope. Failure to have this information on the envelope or bid in an envelope will result in disqualification from bidding. Failure to enclose a Bid Surety with your proposal and failure to sign proposal sheet and fill out proposal sheet, vendor background or any form enclosed in the bid or acknowledgement of addendum will result in disqualification from bidding. Bidders are required to submit **five copies** of their proposals.

Bidders are cautioned that it is the responsibility of each individual bidder to assure that his/her bid is in the possession of the responsible official (city of West Haven, Comptroller's Office) prior to the stated time and place of bid opening. Owner (city) is not responsible for bids delayed by **MAIL or DELIVERY SERVICES** of any nature.

II. BID SURETY:

A bid surety is not required. The bid surety may be in the form of a Bid Surety written by a company authorized to write Bid Surety's in the State of Connecticut, a certified check or legal tender may be drawn-pay to the order of **TREASURER CITY OF WEST HAVEN.**

Successful Bidder (s) surety will be retained by the City until they have fulfilled their obligation with the City of West Haven. All unsuccessful bidders surety's will be returned upon award of bid.

A. PERFORMANCE, PAYMENT BONDS:

CGS Sec. 49-41, all municipal construction projects exceeding \$ 100,000.00 dollars are required to provide a bond to insure the faithful execution of the contract according to its provisions, the contractor will be required to give, at his own expense, to the City of West Haven a 100% Performance & Payment Bonds for the full amount of the contract (s) awarded to him. Said Bonds are to be written by a company that writes bonds in the State of Connecticut. A certificate of insurance naming the City of West Haven as additional insurer (see attached insurance information) must accompany the Payment and Performance Bonds.

B. LETTER OF CREDIT:

If a letter is submitted the following information must be included: Irrevocable letter of credit, International Chamber of Commerce 1CC400, this letter of credit must extend 5 to 10 years after final acceptance of completion.

III. ACCEPTANCE OF CHARTER REQUIREMENTS:

The submission of a bid proposal by a supplier, vendor or contractor for the whole or any part of these specifications shall constitute an acceptance by such persons
Conditions as set forth in the Charter and Ordinances of the City of West Haven in relation to bid proposal, and the award of the contract.

A. PREFERENCE FOR LOCAL VENDORS:

An ordinance effective on 6/22/95 regarding “**PREFERENCE FOR LOCAL VENDORS**” If any Local Bidder whose quote is within 10% of the Low Bidder, the Local Bidder may accept the award of the low bid.

B. TAX EXEMPT:

The City of West Haven is exempt from payment of Federal and State Taxes including Transportation tax.

C. TIME OF DELIVERY:

Any materials or services contracted for under said bid shall be delivered at such times and to such places as may be ordered by the Comptroller's Office for the City of West Haven or an authorized representative (s); provided, however, that the contractor shall in no case, make deliveries exceeding in value the amount of the purchase orders issued for such deliveries.

D. INTENT:

Name of makes, models, brand names mentioned herewith are intended to be descriptive only and not restrictive. They are intended to indicate to the bidders the type of equipment desired. The City of West Haven reserves the right to select the materials or services best suited for its needs.

The bidder is to clearly state in his bid exactly what he intends to supply, and he is to furnish with his bid a cut or illustration or other descriptive matter which will clearly indicate what, he proposes to supply.

The City of West Haven reserves the right to accept or reject any or all the options, bids or proposals; to waive any technicality in a bid or part thereof submitted, and to accept the bid deemed to be in the best interest of the City of West Haven.

Bid forms that are illegible or that contain omissions, alterations, additions, or items not called for in the bidding documents may be rejected . In the event any bidder modifies, limits, or restricts all or any part of his bid form in a manner other than that expressly provided for in the bid documents; its bid form may be rejected.

IV. EQUAL EMPLOYMENT OPPORTUNITY CLAUSE:

The supplier, vendor, contractor, and/or bidder agrees: To incorporate Equal Opportunity Employment as described by State and Federal Statute

A). He will not discriminate against any employee or applicant for employment because of race, color, sex, creed, national origin or ancestry. He will take affirmative action to insure that applicants are employed and that employees are treated during employment without regard to race, color, sex, creed, national origin or ancestry. Such action shall include, but not be limited to the following:

B). Employment, upgrading, demotion or transfer, recruitment or recurrent advertising; layoff or termination; rates of pay or other forms of compensation, and selection for training, including apprenticeship. He further agrees to post in conspicuous places available to employees and applicants for employment, notices to be provided by the City setting forth the provisions of this non-discrimination clause.

C). The supplier, vendor, contractor and/or bidder will, in its solicitations for employees, agree that all qualified applicants will receive consideration for employment without regard to race, color, sex, creed, national origin or ancestry.

D). The supplier, vendor, contractor and/or bidder agrees to cooperate fully with the City of West Haven and/or any of its agencies to insure that the purposes of the non-discrimination clause are being carried out.

PROPOSAL SHEET

Pursuant to and in compliance with your advertisement for bids and the information to bidders related thereto, the undersigned hereby offers to furnish all labor, materials, supplies, equipment and other facilities and things necessary to proper for, or incidental to furnishings and installing as required by and in strict accordance with the specifications and all addenda issued by the City of West Haven, for sum (s) set forth on the proposal sheets immediately following. The undersigned further agrees to make good any damages incident to delivery and/or installation.

The specifications for these items, including installation where required, and hereby recognized and considered a part of this contract. Any deviations from attached specifications are to be noted in detail.

ADDENDUM RECEIPT: Receipt of addenda acknowledged. *It is the bidders responsibility to secure any addendums to projects or services.*

| ADDENDUM | DATE | ADDENDUM | DATE |
|----------|-------|----------|-------|
| 1. _____ | _____ | 2. _____ | _____ |

Date of Completion _____ (construction projects)

Total amount of bid \$ _____
Figures

Total amount of bid \$ _____
Words

COMPANY _____

Address _____

Authorized
Signature _____

For above proposal

Title _____

Date _____

BID SURETY:

Bid Bond _____ Bank CK. \$ _____ # _____

Certified CK. \$ _____ CK. # _____

LITIGATION DISCLOSURE

Failure to fully and truthfully disclose the information required by this litigation disclosure form may result in disqualification of your proposal from consideration or termination of the contract, once awarded.

1. Has any member of your Firm/Company to be assigned to this engagement ever been indicted or convicted of a felony in the last five (5) years?

YES **NO**

2. Has any member of your Firm/Company been terminated (for cause or otherwise) from any work being performed for any Federal, State or Local Government, or Private Entity?

YES **NO**

3. Has any member of your Firm/Company been involved in any claim or litigation with any other Federal, State or Local Government, or Private Entity during the last five (5) years?

YES **NO**

If you have answered "YES" to any of the above questions, please indicate the name(s) of the person(s) and firm, the nature, and the status and/or outcome of the indictment, conviction, termination, claim or litigation, as applicable. Any such information should be provided on a separate page, attached to this form and submitted with your proposal.

Signature/Title of Authorized Representative

Date

PROPOSER'S NON COLLUSION AFFIDAVIT FORM

The undersigned proposer, having fully informed himself/herself/itself regarding the accuracy of the statements made herein, certifies that:

- (1) The proposer developed the proposal independently and submitted it without collusion with, and without any agreement, understanding, communication or planned common course of action with, any other person or entity designed to limit independent competition;
- (2) The proposer, its employees and agents have not communicated the contents of the proposal to any person not an employee or agent of the proposer and will not communicate the proposal to any such person prior to the official opening of the proposal and award.
- (3) No elected or appointed official or other officer or employee of the City of West Haven is directly or indirectly interested in the proposer's proposal, or in the supplies, materials, equipment, work or labor to which it relates, or in any of the profits thereof.

The undersigned proposer further certifies that this affidavit is executed for the purpose of full disclosure to the City of West Haven to consider its proposal and make an award in accordance therewith.

Legal Name of Proposer

(signature)
Proposer's Representative, Duly
Authorized

Name of Proposer's Authorized
Representative

Title of Proposer's Authorized
Representative

Subscribed and sworn to before me this _____ day of _____, 2018.

Notary Public
My Commission Expires:

AWARDED CITY OF WEST HAVEN CONTRACTS

Has your ever been awarded a contract to do work for the City of West haven in the past?

If yes to the question above, please list.

Has your company ever failed to complete a contract with the City Of West Haven?

Yes _____ No _____

If yes to the question above , please explain.

I _____ Principal _____
(Name) (Title)

OF _____
(Company)

Certify that the above information is true and my company is located in the City /Town of _____ above address.

Date: _____

Signed: _____

CONTRACTORS LIABILITY INSURANCE REQUIREMENTS

The Insurance required by this contract shall be written for not less than the following, and greater if required by law: ***Failure to maintain insurance requirements will result in the immediate termination of the contract.***

1. Worker's Compensation:
 - a. State: Connecticut – Statutory
 - b. Applicable Federal (e.g. Longshoremen's): Statutory
 - c. Employer's Liability: \$1,000,000.00 per accident

2. Comprehensive or Commercial Liability (Including Premises – Operations; Independent Contractors Protective; Products and Completed Operations; Broad Form Property Damage): Contractual Liability and personal Injury
 - a. 1,000,000.00 each occurrence C.S.L.
 - b. 1,000,000.00 Personal & Advertising Injury
 - c. Products and Completed Operations Insurance shall be maintained for five (5) years after final payment.
 - d. Property Damage Liability Insurance shall provide X,C. and U coverage
 - e. Broad form property damage coverage shall include completed operations

3. Comprehensive automobile Liability: (included owned, non-owned and hired vehicles)
Limited: \$1,000,000.00 each accident (CSL) (BI & PD)

4. Umbrella Excess liability \$1,000,000. each occurrence

BID SPECIFIC DOCUMENTS

CITY OF WEST HAVEN FIRE DISTRICT CONSOLIDATION STUDY

1.0 PURPOSE

The intent of this Request for Proposal (RFP) is to obtain firm fixed hourly price proposals from qualified firms specializing in the evaluation and analysis of consolidation of public safety or municipal operations for the City of West Haven, Connecticut.

The City seeks firms that will evaluate, benchmark and provide best practices information pertaining to the consolidation of public safety services and implementation methods for achieving this goal efficiently. This analysis will include, but not be limited to the following:

- 1.1. Conduct a comprehensive review and evaluation of the City's two independent fire departments and one City operated fire department
- 1.2. Conduct a comprehensive review and evaluation with the purpose of making recommendations on the feasibility of consolidating the City's two independent fire districts and one City operated fire department into one City operated fire department. This will include current facilities, infrastructure and personnel.
- 1.3. Provide recommendations, including staffing recommendations, for implementing any changes to the organizational model arising from the study and especially focused on providing operational efficiency and effectiveness and overall public safety.
- 1.4. Provide financial analysis of pension, healthcare and, workers compensation with recommendations assessing long term impact on City finances.

2.0 COMPETITION INTENDED

It is the City's intent that this RFP encourage competition. It shall be the respondents responsibility to advise the Purchasing Agent in writing if any language, requirement, specification, etc., or any combination thereof, inadvertently restricts or limits the requirements

stated in this RFP by writing the Purchasing Agent not later than fifteen (10) days prior to the date set for acceptance of proposals.

3.0 BACKGROUND INFORMATION

- 3.1 The City of West Haven currently has two independent fire districts and one City operated fire department. Each of the departments covers a specific geographic area and population. Each department has its own command structure, facilities and apparatus. Each enjoys certain legal rights under Connecticut law. All three departments have the ability to levy a separate mill rate to fund services.

4.0 RESPONDENTS MINIMUM QUALIFICATIONS

Respondents must demonstrate that they have the resources and capability to provide the materials and services as described herein. All respondents must submit the documentation indicated below with their proposal. Failure to provide any of the required documentation shall be cause for proposal to be deemed non-responsible and rejected.

The following criteria shall be met in order to be eligible for this contract:

- 4.1 Respondents shall provide proof of experience in performing consolidation of government services consulting/analysis work for organizations with a similar size and scope of the City, for a minimum of five (5) years.
- 4.2 Respondents shall include with their proposal a list of all comparable contracts, to include the number of years in use. The list shall include company name, company contact, address and telephone number, description of work performed, and the total value of the contract.
- 4.3 Respondents shall provide resumes of all key personal .

5.0 SCOPE OF SERVICES

All proposals must be made on the basis of, and either meet or exceed the requirements contained herein. All respondents must be able to provide:

- 5.1 A comprehensive review and evaluation of all three fire departments. Make recommendations to consolidate into a single entity all three departments by providing a model for implementation in legal, financial and organizational terms.
- 5.2 An evaluation and comprehensive review of the City's current fire structure public safety dispatch operations, facilities, apparatus and financial viability organizational models, governance and accountability structure.
- 5.3 A comprehensive report, including but not limited to: an executive summary, a description of the project and methodology, description of the work performed, a summary of all findings for West Haven. A detailed description of all recommendations (including estimated costs and staffing impacts), an outline of recommended next steps to implement the recommendations, and appendices, or compendium document as necessary for relevant data collected, analyzed and developed as part of this report.
- 5.4 Attendance at any meetings with City Administrators and/or his/her designated staff to discuss the project and tasks to be performed, the methodology to be used, the key personnel to be involved in the project and the accessibility of the Firm's point of contact.
- 5.5 Conduct meetings with key stakeholders as necessary to clarify, identify and validate relevant issues and challenges,
- 5.6 Provide written progress reports to the City, if requested.
- 5.7 A comprehensive presentation in-person summarizing the written report inclusive of a Microsoft PowerPoint document to be given on up to four (4) occasions to key personnel

7.0 EVALUATION OF PROPOSALS:

The criteria set forth below will be used in the receipt of proposals and selection of the successful respondent. The City will review and evaluate each proposal and selection will be made on the basis of the criteria listed below.

- A. Demonstrated ability to meet or exceed all requirements

- B. Credentials and related experience
- C. Cost of Service
- D. Compliance with Contract Terms and Conditions contained in Section 5.0

8.0 PROPOSAL SUBMISSION FORMAT

Respondents are to make written proposals that present their qualifications and understanding of the work to be performed. Respondent shall address each of the specific evaluation criteria listed below, in the following order. Failure to include any of the requested information may be cause for the proposal to be considered nonresponsive and rejected.

8.1 Executive Summary Letter to include:

- A. A commitment to perform the work as required in the RFP.
- B. A statement as to why the firm believes itself to be the best qualified to perform the work.
- C. Any uniquely specific information the respondent wishes to highlight.

8.2 Ability to meet or exceed all requirements

- A. Capability to demonstrate knowledge of consolidation of public safety or municipal operations. Ability to perform detailed and comprehensive analysis. Capable of writing comprehensive reports inclusive of detailed analysis and recommendations. Competent at presenting concepts and recommendations to executives in a clear, concise and effective manner. Effective at delivering high quality work on time as scheduled.
- B. Describe firm's process for analyzing such projects.
- C. Respondent shall include a proposed timeline for completion of the project.

8.3 Staffing, credentials and related experience

- A. Describe the staff and other resources you will assign to this contract.
- B. The respondent shall include the principal project manager for the study and include information on who will be responsible for authoring the study report.
- C. All respondents shall include, with their proposals, a list of at least three

current references for whom comparable work has been performed. This list shall include company name, person to contact, address, Telephone number and email address.

- D. Describe your firm's experience in providing similar services.

8.4 Cost of Services

Provide a detailed breakdown of all hourly charges and estimated hours to complete.

9.0 INSTRUCTION FOR SUBMITTING PROPOSALS

9.1 Preparation and Submission of Proposals

- A. Before submitting a proposal, read the ENTIRE solicitation including the Terms and Conditions. Failure to read any part of this solicitation will not relieve an respondent of the Contractual obligations.
- B. Pricing must be submitted on RFP pricing form only. Include other Information, as requested or required.
- C. All proposals must be submitted to the department of finance in a sealed envelope. The face of the sealed container shall indicate the RFP number, time and date of opening and the title of the RFP.
- D. All proposals shall be signed in ink by the individual or authorized principals of the firm.
- E. **Submissions must made to the: City of West Haven, Department of Finance, 355 Main St, West Haven, CT 06516 by 11:am, October 24, 2018 . Attn Robert Sandella**

10.0 COST PROPSAL

Hourly Cost \$ _____

Total Study Cost _____

Firm

Authorized Agent

Date

MEMORANDUM

Municipal Accountability Review Board

To: Members of the Municipal Accountability Review Board

From: Julian Freund, OPM

Subject: Segal Review of West Haven Health Insurance Alternatives

Date: October 18, 2018

Segal Consulting has been contacted by Secretary Barnes and will be initiating the second stage of their health insurance review for the City of West Haven. Segal's analysis will include the following:

- Analysis of participating in the CT State Partnership Plan
- Analysis of the cost of moving to a fully insured arrangement from current self-funding
- Market Check of Carrier Provider Discounts - including discount analysis of Anthem, Aetna, Cigna and United using UDS (Uniform Data Specification).
- Analysis of competitiveness of Anthem Pharmacy Pricing
- Analysis of Actuarial Values of current plans, proposed plans and Partnership plan

Segal's analysis is expected to be completed by the end of November to be followed by a presentation of the results at a subsequent meeting of the West Haven Committee.