

**TOWN/BOROUGH  
OF  
NAUGATUCK,  
CONNECTICUT**

**REQUEST FOR  
PROPOSALS (RFP)  
FOR A  
STRATEGIC PLAN**

Issued March 6, 2012

## **TOWN/BOROUGH of NAUGATUCK, CONNECTICUT REQUEST FOR PROPOSALS (RFP) FOR A STRATEGIC PLAN**

The Town/Borough of Naugatuck is seeking a qualified person or firm to contract for consulting services to guide a town wide Strategic Planning process. **The deadline for submittals is 4:00 p.m. March 22, 2012.** See below for specific information and requirements.

### **SUBMIT PROPOSAL TO:**

Wendy Hozer  
Office of the Purchasing Agent  
Town/Borough of Naugatuck  
229 Church Street  
Naugatuck, CT 06770  
203-720-7025  
[whozer@naugatuck-ct.gov](mailto:whozer@naugatuck-ct.gov)

### **ABOUT NAUGATUCK**

The Town of Naugatuck was incorporated in 1844, and the Borough was incorporated in 1893. In 1895, the Town and Borough Governments were consolidated by an act of the Connecticut General Assembly.

Naugatuck encompasses a land area of 16.2 square miles and is located in north-central New Haven County, approximately five miles south of Waterbury, 15 miles northwest of New Haven, 25 miles north of Bridgeport, And 33 miles southwest of Hartford. Major roadways, including Connecticut Routes 8 and 63, the Merritt Parkway, and Interstates 84, 91 and 95 traverse Naugatuck or are readily accessible.

Naugatuck is a residential community with a diverse commercial and industrial base. Naugatuck's population increased from 30,989 in 2000 to 31,862 in 2010, according to the U.S. Census. The housing distribution in Naugatuck is predominantly single-family detached, but there are a substantial number of condominiums as well as an inventory of low-density multi-family units. Naugatuck has 3.027.5 acres, or 14% of Naugatuck's total land area, designated as open space.

Naugatuck remains an important manufacturing center. Traditional industries include chemicals, plastics, dairy products, surgical supplies, data processing equipment and health care products. Small manufacturers with 25-100 employees have been one of Naugatuck's strengths.

Naugatuck operates under a Mayor-Board of Burgesses form of government. The Mayor and the nine members of the Board of Burgesses are elected. The Board of Finance is appointed by the Mayor and approved by the Board of Burgesses. The Board of Finance and the Board of Mayor and Burgesses share policy-making for financial affairs.

Naugatuck's 2011-2012 Adopted Budget totals \$105,548,765. The Board of Education allocation is \$57,000,000 and the Town allocation is \$48,548,765.

More information about Naugatuck is available on our website: [www.naugatuck-ct.gov](http://www.naugatuck-ct.gov)

## **WHAT NAUGATUCK IS LOOKING FOR**

Naugatuck is seeking sealed proposals from qualified persons or firms to contract for consulting services to guide a Strategic Planning process for the Town/Borough. Consultants are invited to submit a proposal which includes an outline of their experience and qualifications in performing work directly related to the services required.

Strategic planning determines where an organization is going over the next few years or more and how it's going to get there. A Strategic Plan is intended to help the Town/Borough direct its efforts and resources toward a clearly defined vision for its future. The plan should include benchmarks for milestones that measure the Town/Borough's efforts along the way.

Naugatuck is interested in having this plan completed proactively and transparently with community acceptance. The process should allow for both active and passive involvement ensuring diverse and extensive community participation. While the details of the strategic planning process are to be determined and negotiated with the chosen consultant, a four step process to be considered may include:

- 1) Setting Direction (Scan and Vision)
- 2) Focusing Efforts (Goals and Priorities)
- 3) Implementation (Town Wide/Department Plans)
- 4) Reporting (Progress)

A strategic plan is a "living document" and should undergo periodic review and adjustment to reflect progress towards achievement of goals and/or modifications of goals. As a process and eventual working document, the Naugatuck Strategic Planning process and final document should provide a plan with 5, 10 and 20 year horizons to address the following issues:

- \* Help the Town/ Borough of Naugatuck decide what it wants to be in the future, including identification of what makes Naugatuck unique and special, and how Naugatuck can position itself to be prepared for the future while still retaining those qualities.
- \* Transform the conceptual goals of the visioning process into realistic, achievable targets.

- \* Encourage engagement and spark the interest and excitement of active/passive residents, business and property owners, Town/Borough officials/ administration and staff, and others in the future potential of Naugatuck.
- \* Evaluate existing and future public facilities and services; priorities, phasing; help identify how Naugatuck's resources should be allocated and how to maintain customer service levels.
- \* Chart an effective, considered, and innovative course of action for Naugatuck's future, setting priorities and maximizing innovative opportunities.
- \* Serve as a way to organize and prioritize Naugatuck initiatives and resources to achieve specific goals within a specific period of time, e.g., 3-5 year timeframe in the short term, and 6-20 year timeframe in the long term, with specific performance measures.
- \* Identify and analyze potential partnerships with other entities such as public/public and public/private.
- \* Plan for fiscal sustainability.

Through this planning process, Naugatuck is also interested in the successful prioritization of services and the following objectives:

- \* Ability to evaluate the services we provide, one versus another.
- \* To better understand our services in the context of the cause-and-effect relationship they have on the organization's priorities.
- \* To provide a higher degree of understanding among decision makers as they engage in a process to rank services based on priorities.
- \* Articulate to people with the Town/Borough and to the public how we value our services, how we invest in our priorities, and how we divest ourselves of lower priority services (if necessary).

**A preliminary flow chart and proposed schedule are attached to this RFP for informational purposes only.**

## **SCOPE OF SERVICES**

Please see Attachment A.

## **QUALIFICATIONS**

Any combination of skills and experience that can successfully and effectively address the scope of services.

## **PROCESS FOR QUESTIONS**

For questions regarding the RFP process or the services being sought, please contact Wayne McAllister via email at [wmcallister@naugatuck-ct.gov](mailto:wmcallister@naugatuck-ct.gov) or via telephone at 203-720-7021.

## **PROCESS AND TIMELINE FOR SELECTION**

The Town/Borough's process and timeline for selection of a Consultant are as follows:

### **March 22, 2012 at 4:00 p.m. - Deadline for RFP submittals**

Submittals must be received at Town Hall, located at 229 Church Street, Naugatuck, CT 06770 by the above deadline. Submittals should be marked to the attention of Wendy Hozer, Office of the Purchasing Agent.

### **March 26, 2012 Consideration of Proposals and Selection of Interview Candidates**

The Strategic Planning Action for Naugatuck Committee will select candidate(s) from submittals received for interviews. This process will include review of submittals, references, and other information as necessary.

### **April 10, 2012 Interviews with Selected Candidates**

Please ensure that the appropriate representative, including the Designated Project Manager, will be available to attend the interview if selected as a finalist.

### **April 10, 2012 Selection of Preferred Candidate**

The Committee will select a preferred candidate, based on the interviews, written proposal, and other information. As well as the results of the reference checks.

### **May 1, 2012 Appointment of Preferred Candidate**

The Board of Mayor and Burgesses will approve the recommendation of the Committee's Preferred Candidate and authorize the Town/Borough Attorney to enter into contract negotiations with the preferred candidate and will authorize the Mayor to sign said negotiated contract.

## **SUBMITTAL REQUIREMENTS**

To be considered, interested parties must submit by the deadline seven copies of a proposal package that includes the following:

- \* Letter of interest - include contact information and signature
- \* Summary of qualifications, experience and availability. It should summarize qualifications, relevant experience, and availability to participate in the RFP process (including interviews) and provide services to the Town/Borough. It should also identify key staff members who will be participating.
- \* Proposed approach to the process, including a proposed schedule and description of proposed public involvement methods. Please review the Town/Borough's preliminary flow chart and be sure to indicate major differences between it and the consultant's proposed approach.
- \* Proposed budget - include detailed project costs, by task and estimated hours. Actual compensation is subject to contract negotiation.
- \* List of professional references listing most recent professional references and their contact information.
- \* A minimum of three examples of relevant work related to Strategic Planning: at least one of which will represent a strategic plan prepared on behalf of a municipality or comparable entity.
- \* Ability to meet the Town/Borough's insurance requirement for minimum amounts of insurance: commercial general liability insurance and professional (errors and omissions) insurance in amounts not less than \$1 million for the duration of the project.

## **EVALUATION CRITERIA**

The following will be considered in evaluating each proposal:

- \* Completeness of response to the RFP requirements
- \* Experience with similar projects
- \* Creativity of Approach
- \* Experience in effective public involvement and incorporating citizen input
- \* Demonstrated facilitation skills in successfully working with city councils/staffs, boards and commissions, community organizations, businesses and citizens
- \* Demonstrated knowledge/experience with actual development of strategic plans and implementation of possible strategies
- \* Demonstrated experience in municipal finance
- \* References
- \* Cost

## GENERAL INFORMATION

- A. The Town/Borough of Naugatuck, as an Equal Opportunity Employer, requires all consultants to affirm that they do not discriminate against individuals or firms because of their race, color, marital status, age, sex, national origin, handicap, creed, or sexual orientation.
- B. All proposals submitted become public information and may be reviewed by anyone requesting to do so at the conclusion of the evaluation process.
- C. All proposals received by Naugatuck in response to this RFP shall remain valid for ninety (90) days from the date of submittal.
- D. The Town/Borough reserves the right to cancel or reissue the RFP or to revise the timeline at anytime. The Town/Borough reserves the right to reject any and all proposals and to waive minor irregularities in the proposal process. The Town/Borough may accept any proposal if such action is believed to be in the best interest of the Town/Borough.
- E. The Town/Borough is not liable for any cost incurred by the proposer prior to execution of a contract.
- F. The contract between the successful proposer and Naugatuck shall include all documents mutually entered into specifically, including the contract instrument, the RFP, and the response to the RFP. The contract must include, and be consistent with, the provisions stated in the RFP.
- G. The prime consultant will be required to assume the responsibility for all services offered in the proposal whether or not directly performed by the prime consultant. Further, the prime consultant will be the sole point of contact for the Town/Borough of Naugatuck with regard to contractual matters.
- H. The project team shall be approved by the Strategic Planning Action for Naugatuck Committee. The Committee must approve any changes in the project team.
- I. The Committee expects that the project will be completed no later than December 31, 2012.

## ATTACHMENT A - SCOPE OF SERVICES

The proposed scope of services must include, at a minimum, the following items.  
The successful candidate will be able to:

### Phase I - Visioning

- \* Facilitate a community visioning process. One component of the strategic planning process includes a community visioning process consisting of public meetings, focus group sessions, open houses, and other outreach forums. These gatherings would result in the submission of a multitude of suggestions from the Naugatuck community. The desired outcome is a community vision entailing guiding goals, each with specific visioning targets that could serve as a framework for the strategic planning process.

### Phase II

- \* Gather and analyze information to become familiar with the Town/Borough of Naugatuck. This includes conducting an internal and external scan, i.e., looking at or reviewing Naugatuck's resources, strengths and assets in light of trends and influences affecting the community.
  - \* Internal scan would include an inventory of community services, e.g., Town/Borough resources and finances, people, health, education, business and job opportunities, housing, art and culture, leisure, recreation and entertainment, and geography.
  - \* External scan would look at what is happening outside of the community on a local, regional and national level that may affect a community, e.g., demographics, economy and lifestyle trends.
- \* Describe the overall strategy and identify key challenges and opportunities.
- \* Develop an Action Plan and establish implementation steps and schedule.
- \* Establish benchmarks or milestones that measure Naugatuck's progress throughout the Strategic Planning process.
- \* Develop and initiate a public involvement program that engages the community in the Strategic Planning process. Electronic Surveys, community open houses, and other forms of community outreach could be used to achieve this objective. In addition, a statistically valid survey must be used to solicit feedback from the community. Provide summaries and analyses of all public input.
- \* Coordinate the process with the Strategic Planning Action for Naugatuck Committee.
- \* Facilitate Board (BOMB) discussion at regular meetings.
- \* At a minimum, provide the following deliverables:
  - \* A recommended brochure detailing the Strategic Planning process for distribution to the public.
  - \* A recommended final Strategic Plan document that includes an implementation plan with benchmarks or milestones than measure the Town/Borough's progress.
  - \* A recommended Strategic Plan Executive Summary.