



WESTPORT CONNECTICUT
BOARD OF FINANCE

DRAFT MINUTES OF PUBLIC HEARING

The Board of Finance held its Public Hearing on Wednesday, March 2, 2016, at 8:00 p.m. in the Auditorium of Town Hall for the following purposes:

In attendance; L.Cany. S. Gordon, B. Stern, J. Tooker, M. Rea, C. Moore & J. Hartwell

1. The Board of Finance approved Minutes of the February 3, 2016, regular meeting. Motion to approve J. Hartwell, second by S. Gordon. Vote 7-0-0
2. Financial Report was given by Finance Director. (Discussion Only)
3. Status Update was given by the Internal Auditor. (Discussion Only)
4. First Selectman Jim Marpe presented the Town of Westport Budget for Fiscal Year 2016-17.
5. Board of Education Chairman Michael Gordon presented the Board of Education Budget for Fiscal Year 2016-17.
6. Upon the request of the Director of Public Works, approved an appropriation of \$200,000 to the Capital & Non-Recurring Fund Account 31503310-500218-23002 for the repair of the upper Main Street sidewalk and the construction of a new sidewalk on Imperial Avenue. Motion to approve M. Rea, second by L. Caney. Vote 7-0-0
7. Upon the request of the Director of Public Works, approved an appropriation of \$835,000 to the Municipal Improvement Fund Account 30503330-500126-13008 for the sanitary sewer extension at Joann Circle, Acorn Lane, Clover Lane. Motion to approve made by S. Gordon, second by J. Tooker. Vote 7-0-0
8. Upon the request of the Director of Public Works, approved an appropriation of \$500,000 to the Sewer Reserve Fund Account 32003330-500305 for the replacement of the existing Compo Road South force main serving Pump Station #11. Motion to approve by M. Rea, second by S. Gordon. Vote 7-0-0
9. Upon the request of the Office of Information Technology Director, to approve an appropriation of \$16,400 to the Office of Information Technology Budget Telecast Equipment Account #10101157-579001 for the purpose of upgrading the equipment used for live coverage of town meetings. Motion to approve M. Rea, second by S. Gordon. Vote 7-0-0
10. Upon the request of the Director of Planning and Zoning, for a transfer of \$850 from Software 10101185-547100 to Vehicle Maintenance 10101185-543000 to cover fuel and auto maintenance costs. (Discussion Only)
Motion by J.Hartwell, second by S. Gordon. Vote 7-0-0

Note: The practice for upcoming BOF regular meetings will be to close the meetings at 10:00 PM. Motions to extend individual meetings can be heard.



**WESTPORT CONNECTICUT
BOARD OF FINANCE**

DRAFT MINUTES OF FORMAL BUDGET HEARINGS MARCH 15th and MARCH 17th

Tuesday, March 15, 2016 - Town Hall Auditorium
Thursday, March 17, 2016 - Town Hall Auditorium
7:30 P.M.

Attendees: March 15, 2016 : S. Gordon, J. Tooker, B. Stern, M. Rea, J. Hartwell, C. Moore. Absent : L. Caney

Attendees: March 17, 2016 : S. Gordon, J. Tooker , L. Caney, B. Stern, M. Rea , J. Hartwell , C. Moore.

The Board of Finance held Formal Budget Hearings on **Tuesday, March 15, 2016, and Thursday, March 17, 2016**, beginning at **7:30 P.M.** to review the 2016-17 Budget Requests for the Town of Westport. Complete copies of the requested and approved Budgets are available electronically on the Town's web site. The following items, and any others properly presented before the Board, were considered:

2016-17 BUDGET REVIEW

- 1) General Fund was recommended at \$91,431,708, and approved as follows:
 - a) General Government \$6,022,779
Motion by S. Gordon to reduce line item 181- Historic District by 50%, Second by J. Hartwell. Vote - 2 For (Gordon, Hartwell) 3 Against (Tooker, Rea , Stern) One Abstention (Moore) Motion failed 2-3-1
Motion to approve General Government \$6,022,779.00 made by Rea, second by Tooker. Motion passed 6-0-0
 - b) Public Safety \$20,642,773
Motion to approve by M. Rea , second by J. Hartwell, Vote passed- 6-0-0
 - c) Public Works \$9,650,717
Motion to approve by M. Rea, second S. Gordon Vote passed 6-0-0
 - d) Health \$547,789- Motion to approve by S. Gordon, second J. Tooker :passed 6-0-0
 - e) Human Services \$1,129,405- Motion to approve by J. Tooker, second S. Gordon: passed 6-0-0
 - f) Parks and Recreation \$5,417,498- Motion to approve by S. Gordon, second by C. Moore. Passed 6-0-0
 - g) Miscellaneous \$27,124,679- Motion to approve C. Moore second by M. Rea -passed 6-0-0
 - h) Debt Service \$14,232,371 -Motion to approve by S. Gordon, second by B. Stern-passed 6-0-0
 - i) Other Financing Uses \$1,908,136- Motion to approve S. Gordon second B. Stern-passed 6-0-0
 - j) Library \$4,755,561 -Motion to approve by M. Rea, second C. Moore. Passed 6-0-0
- 2) Railroad Parking Fund was recommended at \$1,637,686, Motion to approve M. Rea second J. Tooker- passed 6-0-0

- 3) Wakeman Town Farm was recommended at \$193,283, Motion to approve M. Rea second B. Stern -passed 6-0-0
- 4) Sewer Fund was recommended at \$4,779,629-Motion to approve by M.Rea second by J.Hartwell-approved 6-0-0
March 15,2016 at 10:38 P.M. motion to adjourn by S. Gordon second by M.Rea passed 6-0-0

March 17, 2016

Meeting called to order 7:30 PM

- 5) General Fund Revenue: \$19,730,294.00- Motion to approve by B. Stern, second J. Hartwell - approved 5-1-0 (S. Gordon against)
- 6) Board of Education budget was recommended at \$113,128,166 and approved as follows:
 - a) Board of Education \$112,607,887
 - b) Board of Education - Preschool Tuition \$157,878
 - c) BOE Rentals/Reimbursements
 - d) Aid to Private and Parochial schools \$362,401
 Motion to approve by M. Rea second by L. Caney-approved 6-0-0

NOTE: [See summary of approved Budget by major line item below]

Grand Total: \$204,559,874.00 -motion to approve J. Hartwell second by M.Rea -passed 6-0-0
Motion to adjourn at 8:05 P.M. made by L. Caney second by J. Tooker-approved 6-0-0

ADJOURNMENT

The March 17th meeting was adjourned at 10:38 P.M.

The March 19th meeting was adjourned at 8:05 P.M.

ACCOUNTS FOR:	FY 2015	2016	FY 2016	FY 2017	PCT	\$
	ACTUAL	ORIG BUD	REVISED BUD	BOF APPROVED	CHANGE	CHANGE
(101) General Fund						
(01) General Government	5,761,039	5,977,859	6,035,347	6,022,779	-0.2%	(12,568)
(02) Public Safety	19,886,096	20,525,310	20,575,911	20,642,773	0.3%	66,862
(03) Public Works	9,707,491	9,568,470	9,583,258	9,650,717	0.7%	67,459
(04) Health	529,263	542,402	542,402	547,789	1.0%	5,387
(05) Human Services	1,099,590	1,113,856	1,126,922	1,129,405	0.2%	2,483
(08) Parks and Recreation	4,683,677	4,967,465	4,977,926	5,417,498	8.8%	439,572
(09) Miscellaneous	26,430,702	27,180,550	27,051,550	27,124,679	0.3%	73,129
(10) Debt Service	14,637,174	14,675,780	14,675,780	14,232,371	-3.0%	(443,409)
(11) Other Financing Uses	1,606,899	1,583,136	1,583,136	1,908,136	20.5%	325,000
(07) Library	4,588,170	4,702,998	4,702,998	4,755,561	1.1%	52,563
Special Appropriations			57,000			
TOTAL TOWN	88,930,100	90,837,826	90,912,230	91,431,708	0.6%	519,478

(06) Education						
(650) Board of Education	108,039,262	111,171,756	111,171,756	112,607,887	1.3%	1,436,131
(650) Board of Education-Preschool Tuition	162,385	153,298	153,298	157,878	3.0%	4,580
(651) BOE Rentals/Reimbursements	148,565	0	0	0	0.0%	0
(652) Aid to Pvt & Parochial Schools	321,747	342,415	342,415	362,401	5.8%	19,986
Education Total	108,671,958	111,667,469	111,667,469	113,128,166	1.3%	1,460,697
Grand total:	197,602,058	202,505,295	202,579,699	204,559,874	1.0%	1,980,175

ACCOUNTS FOR:	FY 2015	2016	FY 2016	FY 2017	PCT	\$	
	ACTUAL	ORIG BUD	REVISED BUD	BOF APPROVED	CHANGE	CHANGE	
(101) General Fund							
(01) General Government	5,761,039	5,977,859	6,035,347	6,022,779	-0.2%	(12,568)	
(02) Public Safety	19,886,096	20,525,310	20,575,911	20,642,773	0.3%	66,862	
(03) Public Works	9,707,491	9,568,470	9,583,258	9,650,717	0.7%	67,459	
(04) Health	529,263	542,402	542,402	547,789	1.0%	5,387	
(05) Human Services	1,099,590	1,113,856	1,126,922	1,129,405	0.2%	2,483	
(08) Parks and Recreation	4,683,677	4,967,465	4,977,926	5,417,498	8.8%	439,572	
(09) Miscellaneous	26,430,702	27,180,550	27,051,550	27,124,679	0.3%	73,129	
(10) Debt Service	14,637,174	14,675,780	14,675,780	14,232,371	-3.0%	(443,409)	
(11) Other Financing Uses	1,606,899	1,583,136	1,583,136	1,908,136	20.5%	325,000	
(07) Library	4,588,170	4,702,998	4,702,998	4,755,561	1.1%	52,563	
Special Appropriations			57,000				
TOTAL	TOWN	88,930,100	90,837,826	90,912,230	91,431,708	0.6%	519,478

(06) Education						
(650) Board of Education	108,039,262	111,171,756	111,171,756	112,607,887	1.3%	1,436,131
(650) Board of Education-Preschool Tuition	162,385	153,298	153,298	157,878	3.0%	4,580
(651) BOE Rentals/Reimbursements	148,565	0	0	0	0.0%	0
(652) Aid to Pvt & Parochial Schools	321,747	342,415	342,415	362,401	5.8%	19,986
Education Total	108,671,958	111,667,469	111,667,469	113,128,166	1.3%	1,460,697
Grand total:	197,602,058	202,505,295	202,579,699	204,559,874	1.0%	1,980,175

Item #5



WESTPORT, CONNECTICUT

JAMES S. MARPE
First Selectman

To: Brian Stern, Chair, Board of Finance

From: James S. Marpe, First Selectman

A handwritten signature in black ink, appearing to read "J. Marpe", is written over the name "James S. Marpe" in the "From:" line.

Date: March 16, 2016

Re: **Astronomical Society Lease Renewal**

In accordance with Section C6-2 of the Town Charter, I am requesting the recommendation of the Board of Finance for the renewal of the lease between the Town of Westport and the Westport Astronomical Society, Inc. I have attached a copy of the lease together with a lease term sheet which outlines its basic terms.

Please let me know if you need any further information in preparation for your meeting on April 6, 2016. Thank you.

cc: Gary Conrad, Finance Director
Gail Kelly, Assistant Town Attorney

BOARD OF FINANCE LEASE TERM SHEET

1. **LANDLORD:** Town of Westport
2. **TENANT:** Westport Astronomical Society, Inc.
3. **PROPERTY LOCATION:** 182 Bayberry Lane
4. **RENT:** \$100.00 annually
5. **TERM:** The term of this Lease shall be three (3) years, commencing May 1, 2016.
6. **OPTION TO RENEW:** None
7. **SECURITY DEPOSIT:** None
8. **TOWN SERVICES REQUIRED:** None. The Lessee is responsible for all maintenance and repairs.
9. **COMMENTS:** The Astronomical Society has occupied the property since 1975. This lease represents a renewal of the current three (3) year lease. During the course of its tenancy, the Astronomical Society has and will continue to be responsible for all maintenance, repairs and capital improvements at no expense to the Town.

Prepared By: Gail Kelly, Assistant Town Attorney
Date: March 15, 2016

TOWN OF WESTPORT LEASE AGREEMENT

LEASE AGREEMENT (hereinafter "the Lease") by and between the Town of Westport, a municipal corporation maintaining offices at 110 Myrtle Avenue, Westport, Connecticut, acting herein by its First Selectman, James S. Marpe ("LANDLORD"), and the Westport Astronomical Society, Inc., ("TENANT"), maintaining offices at 182 Bayberry Lane, Westport, Connecticut, acting herein by Dan Wright, its President.

In consideration of the mutual representations, covenants and agreements contained herein, LANDLORD and TENANT do promise, covenant and agree as follows:

I. DEMISE

In consideration of the rent and representations, covenants and agreements herein stipulated to be paid and performed and upon the terms and conditions specified, LANDLORD hereby demises and lets to TENANT all real property, buildings and structures shown as "Lease Area = 2.832 Ac" on that map entitled "Map Showing Land To Be Leased By Westport Astronomical Society, Inc. From Town Of Westport" which map is attached hereto as Exhibit A and which is on file in the land records of the office of the Town Clerk of the Town of Westport as map No.8960 (hereinafter "the Property").

II. TERM

The term of this Lease shall commence as of May 1, 2016 (hereinafter "the Commencement Date") and unless earlier terminated pursuant to the provisions of paragraph XV hereof, shall expire on the date which is three (3) years from the Commencement Date.

III. RENT

TENANT shall pay to LANDLORD rent of One Hundred (\$100.00) Dollars per year which shall be payable, in total, thirty (30) days from the Commencement Date.

IV. USE

TENANT may use the Property leased herein only for scientific, educational and recreational purposes related to astronomy and astronomical study. The Property must be made available to the public in a non-discriminatory manner. Fees or costs for use of the Property (such as fees for admission) may be assessed and collected only upon the express written permission of the LANDLORD. For purposes of this paragraph IV, the term "fees" shall not include (a) fees generated as a result of TENANT'S participation in the Westport

Adult Education Program or any classes held on site; (b) voluntary donations made by the public by use of the rite donation box; (c) general fund raising activities; and (d) any other voluntary donations made by the public.

V. IMPROVEMENTS

Except as specifically provided in this paragraph V, upon the expiration of this Lease, title to all improvements vest with and become the property of the LANDLORD. For purposes of this paragraph V, the term "improvements" shall not include any telescope, telescope related equipment, telescope mount, or allied equipment or any other removable fixture or item used by TENANT in the course of its astronomical activities (hereinafter referred to as "astronomical improvements") Any improvements, including astronomical improvements, requiring the modification, demolition or construction of a structural element such as a foundation, roof, load-bearing walls, or beams shall not be performed, nor shall exterior lights be installed, without the express written permission of the LANDLORD, which permission shall not be unreasonably withheld. The Property may be further cleared of vegetation at the TENANT's sole expense, provided that the TENANT shall not remove any tree of greater than two inches in caliper without the advance written consent of the LANDLORD.

VI. MAINTENANCE

At all times during this Lease and at its own expense, the TENANT shall keep and maintain the Property in repair and good condition and shall use all reasonable precautions to prevent waste, damage or injury thereto. TENANT shall, at its own expense, keep and maintain the septic system servicing the Property in repair and good condition and shall have the septic tank pumped as needed. During the term of this Lease, TENANT will, at its own cost and expense, keep and maintain the Property, including, but not limited to, walkways, stairs, roofs and exterior walls, in good condition and repair and, subject to the provisions of Section V hereof, will make all necessary repairs, both exterior and interior, structural and mechanical, to the Property. All maintenance and repairs shall be conducted in a workmanlike manner of a quality comparable to other town-owned facilities. Further, TENANT shall have sole responsibility for the grounds maintenance of the Property, including, but not limited to, removal of snow and ice, grass cutting and leaf removal.

VII. COMPLIANCE WITH LAWS

During the term of this Lease, TENANT shall, at its own expense, promptly observe and comply with all present and future statutes, codes, laws, acts, ordinances, requirements, orders, judgments, directives, decrees, rules and regulations ("Orders") of any governmental authority having jurisdiction over the Property or TENANT'S activities on the Property, or any portion thereof, whether the same are in force at the Commencement Date of this Lease or may in the future be passed, enacted or directed, and TENANT shall

pay all costs, claims and demands, including attorney fees, that may in any manner arise out of or be imposed because of the failure of TENANT to comply with the covenants of this paragraph.

VIII. RIGHT OF INSPECTION

The LANDLORD or its duly appointed agents shall have the right at all reasonable times upon the furnishing of reasonable notice to enter upon the Property to examine and inspect the Property.

IX. INSURANCE

Beginning not later than the Commencement Date of this Lease, the TENANT shall purchase from and maintain, for the term of this Lease, in a company or companies with an A.M. Best rating of A- (VII) or better. Such insurance will protect the Town from claims set forth below which may arise out of or result from the TENANT's obligation under this Lease, whether such obligations are the TENANT's or by a subcontractor or any person or entity directly or indirectly employed by said TENANT or by anyone for whose acts said TENANT may be liable.

A. Commercial General Liability Insurance:

TENANT shall provide commercial general liability insurance policy with an edition date of 1986 or later that includes products, operations and completed operations. Limits should be at least: bodily injury & property damage with an occurrence limit of \$1,000,000; personal & advertising injury limit of \$1,000,000 per occurrence; general aggregate limit of \$2,000,000 (other than products and completed operations); products and completed operations aggregate limit of \$2,000,000. Such coverage shall not exclude sexual abuse or molestation.

- The policy shall name the Town as an additional insured.
- Such coverage will be provided on an occurrence basis and will be primary and shall not contribute in any way to any insurance or self insured retention carried by the Town.
- Such coverage shall contain a broad form contractual liability endorsement or wording within the policy form.
- Deductible and self-insured retentions shall be declared and are subject to the approval of the Town.

B. Property Insurance:

TENANT shall provide Property Insurance in the amount sufficient to cover their business personal property located at the Premises.

C. Umbrella Liability Insurance:

TENANT shall provide an umbrella liability policy in excess (without restriction or limitation) of those limits described in items (A) through (C). Such policy shall contain limits of liability in the amount of \$1,000,000 each occurrence and \$1,000,000 in the aggregate.

TENANT shall deliver to the LANDLORD a certificate of insurance evidencing the insurance required above and, in particular, the required contractual liability endorsement.

X. INDEMNIFICATION

TENANT shall indemnify, defend and hold harmless the Town, its agents, servants, representatives and employees from any and all losses, claims, actions, costs and expenses (including but not limited to, court costs and attorney's fees), judgments, subrogations or other damages resulting from any injury to a person or persons or to property, arising out of the use of the Property by TENANT or out of the acts or omissions of TENANT, its officers, members, employees, agents contractors, guests, invitees and all other persons doing business with the TENANT.

XI. DAMAGE OR DESTRUCTION

TENANT shall keep all of its property at the Property at TENANT's risk and shall be insured against loss by fire and other casualties at TENANT's sole expense.

If all or any portion of the Property is damaged or destroyed by any cause, in whole or in part, it shall be repaired or replaced at the sole expense of the TENANT. Provided, however, that TENANT shall not be responsible for any loss or damage caused by the negligence of the LANDLORD, or any municipal service company or person entering onto the Property at the request of or acting on behalf of the LANDLORD

Notwithstanding the foregoing if, through no fault of the TENANT, the Property is totally destroyed, or so extensively damaged that the Property is dangerous for its intended use and the TENANT fails to repair or replace the Property, the LANDLORD has the right to terminate the lease and such termination shall not constitute a breach of TENANT's obligations hereunder.

XII. ASSIGNMENTS/SUBLEASES

TENANT covenants and agrees not to assign or sublet any interest in the Property leased herein.

XIII. DEFAULTS

The occurrence of any one or more of the following events which shall not have been remedied as hereinafter provided shall constitute an event of default:

- A. TENANT fails to pay rent fifteen (15) days after the same shall be due and payable.
- B. TENANT's material failure to perform or comply with covenants and conditions contained in paragraph V, VI, VII, IX, XI and XII of this Lease, and the continuance of such failure without cure of same for a period of thirty (30) days after receipt by TENANT of notice in writing from LANDLORD specifying in detail the nature of such failure.
- C. TENANT's use of the Property in a manner inconsistent with paragraph IV of this Lease.

Notices of such defaults or other written communications shall be sent to the following addresses by first-class, certified mail:

TO LANDLORD:

James S. Marpe
First Selectman
Town Hall, Room 310
110 Myrtle Avenue
Westport, CT 06880

TO TENANT:

Dan Wright
President
Westport Astronomical Society, Inc.
182 Bayberry Lane
Westport, CT 06880

XIV. RESERVED AREAS, RETAINED EASEMENTS AND RIGHTS OF WAY

LANDLORD herein reserves from the leased Property that area shown as "Radio Bldg" and "Antenna Tower" on the above referenced map. LANDLORD herein reserves the right to cross and recross the Property without notice to or approval from TENANT. LANDLORD also reserves the right for itself, its assigns, agents and designees to use the Property for any purpose not inconsistent with the use authorized under this Lease.

XV. TERMINATION

LANDLORD shall have the option to terminate this Lease upon an event of default described in paragraph XIII.

In the event of termination, LANDLORD may recover possession of the leased Property, and LANDLORD may exercise any other remedy available under the law to LANDLORD on account of a breach of lease by a tenant.

XVI. HOLDING OVER BY TENANT.

In the event that the TENANT shall remain on the Property after the expiration of the term of this Lease without having executed a new written lease with the LANDLORD, such holding over shall not constitute a renewal or extension of this Lease. The LANDLORD may, at its option, elect to treat the TENANT as one who has not removed at the end of the Lease term, and thereupon be entitled to all the remedies against the TENANT provided by law in that situation, or the LANDLORD may elect, at its option, to construe such holding over as a tenancy from month to month, subject to all the terms and conditions of this Lease, except as to duration thereof.

XVII. KEY

TENANT shall provide LANDLORD with a copy of the key used to lock the gate permitting access to the Property.

XVIII. ENTIRE AGREEMENT.

This Lease between LANDLORD and TENANT constitutes the only agreement between the parties and supersedes all other agreements either written or verbal. No subsequent alteration, amendment, change or addition to this Lease shall be binding upon either party unless in writing by the party to be charged.

XIX. SUCCESSORS AND ASSIGNS.

The provisions of this Lease are to apply to and bind the legal representatives, heirs, successors and assigns, if any, of the parties hereto.

IN WITNESS WHEREOF, the undersigned duly authorized representatives have set their hands and seals as of the _____ day of _____, 2016.

WITNESSES:

By: _____
James S. Marpe
First Selectman

WITNESSES:

By: _____
Dan Wright
President

Approved as to Form:

Approved as to compliance with the
Charter of the Town of Westport

Gail Kelly
Assistant Town Attorney

Gary G. Conrad
Finance Director



WESTPORT, CONNECTICUT

OFFICE OF THE FIRST SELECTMAN

TOWN HALL, 110 MYRTLE AVENUE

WESTPORT, CONNECTICUT 06880

(203) 341-1111 • (203) 341-1038 - fax

selectman@westportct.gov

TO: Brian Stern, Chair, Board of Finance

FROM: James S. Marpe, First Selectman 

DATE: March 10, 2016

RE: Appropriation Request

The Office of the First Selectman hereby requests to be placed on the April 6, 2016 Board of Finance Agenda for an appropriation of \$16,000 from Account #10114999-588033 for the purpose of funding an Adaptive Re-use Feasibility Study for 68 Compo Road South (Golden Shadows). Achilles Architects has been selected through a competitive RFP process to conduct the study. The original bid of \$18,500 has been negotiated down to \$16,000.

Thank you for your consideration.

cc: Gary Conrad, Finance Director

3/29/2016

**RFP 16-823T
GOLDEN SHADOWS**

RESPONDERS:		NOTES
Achilles Architects Bridgeport, CT	\$18,500.00	*** Agreed to waive meeting expense of \$2,500 Bid is now \$16,000
C. Williams Architects New Haven, CT	\$46,700.00	
Lothrop Assoc. Hartford, CT	\$9,500.00	***
Gill & Gill LLC Norwalk, CT	\$12,250.00	
Arch. Preserv. Studios New Canaan, CT	\$24,500.00	***
Paul Bailey Architects New Haven, CT	\$24,750.00	

--- NO OTHER BIDS RECEIVED ---

PRESENT: Richard Kotchko _____
and other interested parties

TYPED BY: Richard Kotchko _____

BID CLOSED: 11:00 A.M. EDT

***** Finalists interviewed.**



Achilles Architects

498 ANSON STREET, BRIDGEPORT, CT 06606 (203) 259-5828, 203-226-2210 FAX (203) 259-5683

WWW.ACHILLESARCHITECTS.COM FACEBOOK.COM/ACHILLESARCHITECTS WACHILLES@AOL.COM

Transmittal

From: William A. Achilles, Jr. AIA
Company: Achilles Architects
Phone: 203-259-5828
Fax: 203-259-5683
To: Richard Kotchko
Purchasing Officer
Town Hall-Finance Dept.
Room 313
110 Myrtle Avenue
Westport, CT 06880
Date: January 12, 2016
Re: PROPOSAL FOR
TOWN OF WESTPORT, CT
RFP 16-823T
ADAPTIVE REUSE FEASIBILITY STUDY
FOR 68 COMPO ROAD SOUTH
WESTPORT, CT

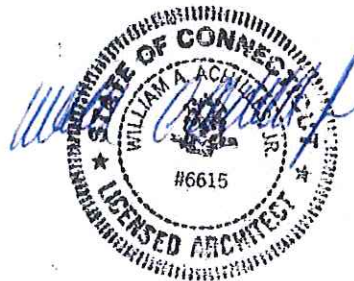
Attached please find one original, two copies and one electronic copy of Achilles Architects proposal for the above referenced project.

Contact Bill Achilles, principal of Achilles Architects, for all inquiries or contractual information.

WILLIAM A. ACHILLES JR. AIA
ACHILLES ARCHITECTS
498 ANSON STREET
BRIDGEPORT, CT 06606

(O) 203-259-5828
(F) 203-259-5683
(C) 203-613-3216

EMAIL: WACHILLES@AOL.COM
WEBSITE: ACHILLESARCHITECTS.COM
FACEBOOK: FACEBOOK.COM/ACHILLESARCHITECTS





Achilles Architects

498 ANSON STREET, BRIDGEPORT, CT 06606 (203) 259-5828, 203-226-2210 FAX (203) 259-5683
WWW.ACHILLESARCHITECTS.COM FACEBOOK.COM/ACHILLESARCHITECTS WACHILLES@AOL.COM

**PROPOSAL FOR
TOWN OF WESTPORT, CT
RFP 16-823T
ADAPTIVE REUSE FEASIBILITY STUDY
FOR 68 COMPO ROAD SOUTH WESTPORT, CT**

January 12, 2016





Achilles Architects

498 ANSON STREET, BRIDGEPORT, CT 06606 (203) 259-5828, 203-226-2210 FAX (203) 259-5683

WWW.ACHILLESARCHITECTS.COM FACEBOOK.COM/ACHILLESARCHITECTS WACHILLES@AOL.COM

PROPOSAL FOR TOWN OF WESTPORT, CT RFP 16-823T ADAPTIVE REUSE FEASIBILITY STUDY FOR 68 COMPO ROAD SOUTH WESTPORT, CT January 12, 2016

Project Narrative & Scope of Work:

As stated in the RFP, the property known as Golden Shadows was constructed in 1959 as a residence for Baron Walter Langer von Langenhoff. The 1959 residence was constructed on a tract of land that also contained a perfume laboratory, a green house, and several landscaped gardens. The house was rented as a residence and office to a dentist through the 1970s. The property was purchased by the Town in 1999. It has approximately 4,250 square feet of living area (12 rooms). The building is listed on the Town of Westport's Historic Resources Inventory, and is being studied for Local Historic Designation.

The Town is interested in having a review conducted to determine how the existing structure and interiors can be preserved and adaptively reused potentially as: possible rental office space to one or more not-for-profits/ similar organizations, private professional use or as a single family residence.

The general task at hand is to review and evaluate the existing building, its' amenities and grounds with the intention to rehabilitate the building for adaptive re-use. The building is presently vacant and outdated for current uses, with minor structural deficiencies and in need of updating and maintenance. Achilles Architects would provide a comprehensive review of the building, grounds, and property for various future uses and additionally evaluate how any future use would impact the Town's master plan, adjacent properties and uses, vehicular and pedestrian traffic patterns, and open space desires. Included would be preliminary alternative designs, costs analysis, evaluation of the real estate market for intended uses, financing options and options to integrate the facility in any long term Town open space and/or development goals.

Services & Fees,

1. Identification & Examination of Current Facility Conditions.....\$ 3,500.00

Initially Achilles Architects would conduct site visits to review the condition of the building and confirm the accuracy of the existing conditions plans provided in the RFP. Existing interior spaces would be reviewed for size, SF, location and present use for adequacy of future use. A new set of existing documents would be produced for use in future design development concepts.

A comprehensive review of the building MEP systems and structure would be conducted, along with consultants, to evaluate the present conditions & identify the extent of work required to update ~~the building~~ for suitable re-use as a commercial or residential facility. Concurrently, a site and property evaluation will be conducted along with a real estate evaluation of the property as it relates to potential uses and the current Westport market forces.

2. Preliminary Design Alternatives & Design Solutions.....\$ 7,500.00

Preliminary design alternatives will be developed to document various potential re-use options. It is anticipated that uses from residential single family to multi-family uses would be considered along with commercial & professional offices and NGO type uses for single tenant or multi-tenant occupancy. Recreational or community uses should also be considered.

All uses are to be considered feasible at this point. It should be recognized that the building is part of a large +/-22 acre site and its use may need to compliment future uses of the remainder of the property. The Senior Center along with a few accessory buildings exist on the lot. The property is also uniquely located between Compo Road S. and Imperial Ave with portions reaching the Post Road East. Opportunity exists for expansion of the Senior Center, Senior Housing, or an Open Space Park development interconnecting the three roadway locations and potentially the Playhouse and Winslow Park through pedestrian, bicycle or vehicular access points & a connection to downtown. There should be no reason why the building cannot interface with future uses.

Research and review of the current Zoning, Building & Fire code regulations will be conducted in this phase. Potential issues will be identified and solutions will be documented. Handicapped access, parking and fire safety will be major considerations, both as may be required by the codes and as practically necessary.

At the end of this phase, floor and site plans, building elevations and schematic design development drawings of all relevant concepts would be produced for review and presentation to interested parties and potentially the public.

- 3. **Final Concept Design Conclusions.....\$ 5,000.00**
Based on the various design and use alternatives developed and in conjunction with input from the committee and Town bodies, the most reasonable concepts will be identified and further reviewed with regards to costs associated with each concept, feasibility of their approval and ultimate implementation. Advantages and disadvantages of each concept will be identified with regards to costs, codes, market needs and future considerations. Potential phasing of the work, along with identifying Town vs user responsibilities will be identified. Budget costs, time and life cycle analysis will be provided to compare concepts.
- 4. **Meetings & Presentations.....\$ 2,500.00**
It is understood that meetings and presentations to various committees and Town bodies would be required along with material needed for publication. Achilles Architects will attend all necessary meeting and provide the necessary documents.

TOTAL Professional Fees*..... \$ 18,500.00

** The above fees represent an already discounted amount as Achilles Architects is sincerely interested in assisting the Town on this project and feels an obligation to offer the professional services at a minimum cost. Achilles Architects would be willing to discuss an alternate fee schedule where Mr. Achilles time is volunteered and only the costs of the staff, consultants and materials is charged. A typical fee schedule is attached for reference & to identify hourly rates.*

Project Schedule:

Achilles Architects virtually always meets the client's project scheduling needs. All team members are available to perform 24/7/360. True architects are accustomed to project charrettes to meet time benchmarks as necessary. Regarding this specific project, Achilles would begin work immediately upon authorization. Initial scope of work review and data collection would be coupled with the on-site building structure & systems review & would be complete in within 3 weeks of authorization to proceed. The conceptual plans will be developed as initial work is being done. Concept plans and alternates could be complete within 2 weeks. This may be the point where documents could be review by various interested parties. Notwithstanding a preliminary review, refining the various concept plans into one comprehensive plan would be complete in 1 week. Final documentation, including budget cost estimates could be completed in an additional 2 weeks. The project could be completed in 8 weeks, perhaps 10, depending on meeting schedules & unforeseen events.

Project Experience:

Westport has been the main base of operations for Achilles Architects for 30 years. The office was located in Westport for decades until moving to Bridgeport. Bill Achilles is intimately familiar with the entire town, its infrastructure, aesthetics & style, master plan, zoning regulations, politics and amenities. Bill is acquainted with virtually all land use authorities in Town and is known to be a fair, knowledgeable & honest professional, unaffiliated, without any agenda other than what is best for the individual projects & the Town of Westport.

Achilles Architects has extensive and recent experience in similar projects, in particular with projects that involve extensive renovation and restoration of old or historic structures and repurposing of them. Typically associated with all project is the reconfiguration of spaces, space planning and often a change of use of portions or all of the space. A few examples are the Old Town Hall, the Mansion Clam House, the old Red Cross Building, 311 Post Road East & 15 Powers Court office building restorations, 33 Meeker Road historic residential renovation, King Mansion addition and renovations, Nash's Plaza and many other projects, both completed and in process.

Mr. Achilles personally ushers projects from inception to completion and uniquely implements all of the land use applications, hearings, approvals & permits along with the architecture and structural considerations without need for additional consulting professionals. Projects are normally successfully approved through all of the Town of Westport processes without fanfare. Mr. Achilles has a trusted relationship with virtually all of the Town personnel and a keen ability to collaborate with all interested parties in the Town of Westport.

Attached are photos of representative projects in the vicinity of the project site, and an overall descriptive narrative of Achilles Architects.

Achilles Architects Organization & Staffing

Achilles Architects is solely owned by William A. Achilles Jr. and is comprised of a team of architects and architectural designers on an associate level. The firm has varied in size over the years and presently has 4 architects associated with the firm. We maintain a small personal organization with no administrative staff and therefore clients contact the professional personnel directly without communication layering. We pride ourselves in professional and efficient services to our clients, with an emphasis on the architectural services, timing and fee structure. With no administrative staff, limited advertising & marketing functions, the focus remains on the project needs. Therefore, the professional fees and project timing are reduced, and communication is direct.

Mr. Achilles is always the lead architect on all projects and is actively involved in all facets of all projects on a daily basis. Krista Willett is the senior architect and is involved in all projects and works side by side with Bill Achilles daily. The majority of projects will have both Bill & Krista as contacts for the clients. Brief resumes are attached.

Gus Palmieri Jr., a CT registered architect, has been associated with Achilles for decades and has exceptional varied experience in all facets of architecture. Beatriz de Santiz, with architectural credentials from South America, is involved in interior design and production for the firm.

References:

Recent client references are attached and Achilles Architects has a proud reputation of successful relationships with clients and their associates, before, during and after the project. Contact with the Achilles references is encouraged.

Many of Achilles' clients are repetitive and have numerous buildings in their portfolio. Achilles assists these clients manage their properties and has become a confidant of these clients, acting as a team member in all facets of the client's needs, often above and beyond the role of an architect.

Insurances:

The firm maintains professional errors & omissions, general commercial liability and workman's compensation insurance, and upgrades the policies depending on client requirements.



Achilles Architects

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Standard Fee Schedule for Architectural Services

January 2016

For professional services rendered on a small scale or without a definitive scope of the work, the professional fees will be based on this fee schedule. If the project details develop further, a more comprehensive professional fee agreement, including lump sum amounts for specific tasks, may be negotiated.

The hourly rates charged are based on professional levels of service as indicated below:

Architect time, out of office	\$ 250.00 per hour
Architects time, in office	\$ 225.00 per hour
Designer time, out of office	\$ 200.00 per hour
Designer time, in office	\$ 175.00 per hour
Drafting Time	\$ 150.00 per hour
Administrative Time	\$ 100.00 per hour

Evening, or weekend meetings or services, except in emergency, will be charged at \$250.00 per hour regardless of professional service level, and the minimum charge will be set at \$ 500.00 per event, regardless of time spent.

Per diem, (9-5), rate to be \$ 2,000 day and \$1,000 half day, (9-1 or 1-5) or portion thereof, w/ full or half day rates charged regardless of duration of event. This may be waived by Achilles Architects at its sole discretion.

De-archiving past project file charge - \$ 250.00, in advance, plus printing costs. All past invoices must be paid

Incidental telephone, mail or e-mail consultation, billed at \$200/Hr, (1/2 Hr minimum)

Consultants retained by Achilles Architects will be billed at the cost of their services plus 30%

Small quantity, small format copying or printing will be free of charge. Prints/plots for meetings and client use will be at a cost of \$ 6.00 each print. Reproduceables would be at a cost of \$ 7.50 each. Photos, express freight and other reimbursables will be billed at cost plus 25%. E-mails w/ attachments will be charged at \$ 25.00 per event. Travel time will be charged at 30 cents a mile, and direct expense will be billed for tolls, and meals as necessary. Telephone communication line costs will be included in the hourly rate, and will be billed for time spent.

A retainer is required to begin any work, unless waived by Achilles Architects, and progress payments are billed as the work progresses. Payments are due immediately upon receipt of the invoice. Achilles Architects reserves the right to temporarily cease work on a project whose invoices are outstanding. Interest on uncollected fees will accrue at 1.5% per month, or the legally prevailing rate, tabulated every 15 days, from the date of invoice. The Client will be responsible for any collection fees and or legal fees incurred if payments are not made, as stated.

No time frame will be implied or agreed upon for the work unless specifically stated herein and a retainer is received.

William A. Achilles, Jr. AIA, NCARB
Achilles Architects

Project Name & Address

Project Description:

Amendments to above:

Accepted by: (signed & written) _____ Date: _____
(Payment, in any amount, indicates acceptance of terms above and no signature required)



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Client References

The below references are long standing clients of Achilles Architects and each entity owns and maintains numerous properties as well as undertaking new projects. Achilles Architects not only serves as their architect on projects, but is involved as a 'team' member and is on call with on-going tenancy concerns, construction, maintenance, real estate, building and zoning code issues,

Contacting them to discuss and understand the value of having Achilles Architects as a part of your professional development & real estate team is highly suggested.

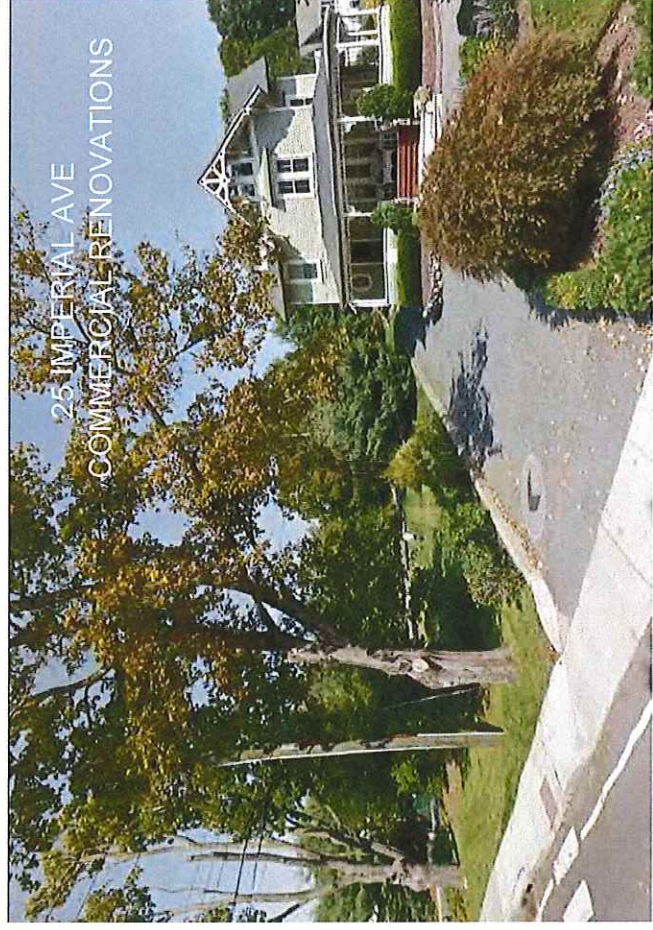
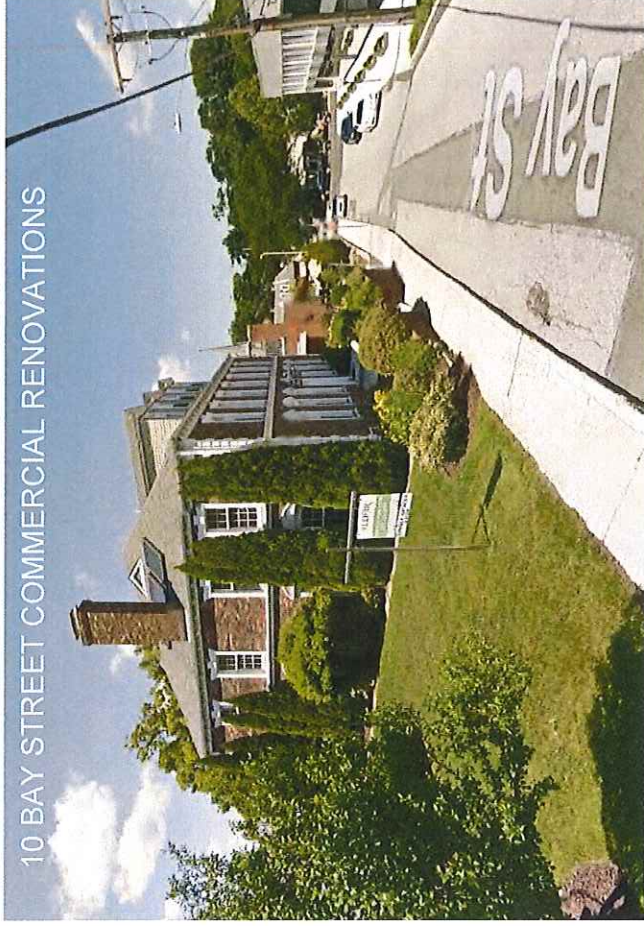
With the majority of the projects located in Westport, CT over the last 30 years, Achilles Architects has developed a trusted professional relationship all of the with the local authorities and encourages potential clients to inquire as to their opinion of Achilles Architects.

Additional references or specific information on prior work is also available upon request.

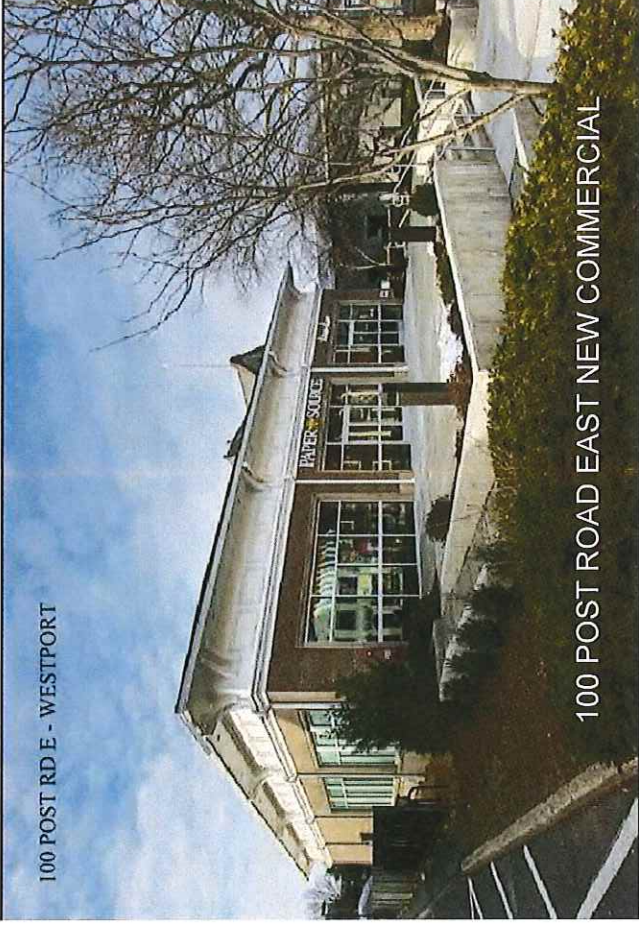
1. Roger Leifer, Leifer Properties – Westport, CT
Various projects, Westport/Norwalk, CT area
Roger Leifer, Partner, 203-227-8463, 203-858-8808
roger@leiferproperties.com
2. Robert Haroun, S.I.R. Development LLC – Westport, CT
Many Various Locations in Westport/Norwalk,
Commercial & Residential projects
Robert Haroun 203-227-6616, 203-858-7913
rharoun2000@yahoo.com
3. James Ezzes, Soundview Builders – Westport, CT
Various Residential & Historic buildings & additions
James Ezzes 203-856-5567, jimezzes@gmail.com
4. Scott Rochlin, Rochlin & Sons Builders – Westport, CT
Various Residential, Historic & Commercial Projects
Scott Rochlin 203-515-0338, sroch@optonline.net
5. Rick Benson - R. B. Benson & Company – Westport, CT
Many Various Residential projects in Westport, CT
including +/- 10 FEMA house lift projects
Rick Benson, 203-856-9792, ben3rb@aol.com
6. Adrian Little – Merlin Petroleum – Westport, CT
Historic Commerical Building Renovation & Residential projects
203-858-0503, ajglittle@gmail.com
7. Permission LLC – Wilton, CT
Various Residential/Commercial Locations
Westport, Norwalk, Darien, New Canaan
Jim & Ann Newton 203-414-9847
8. Fraulo Agency – Norwalk, CT
Retail & Residential Properties, Norwalk & Westport
Frank Fraulo, 914-629-8649
frank.fraulo.puyg@statefarm.com

Additional references, corporate or individual, commercial or residential are available upon request

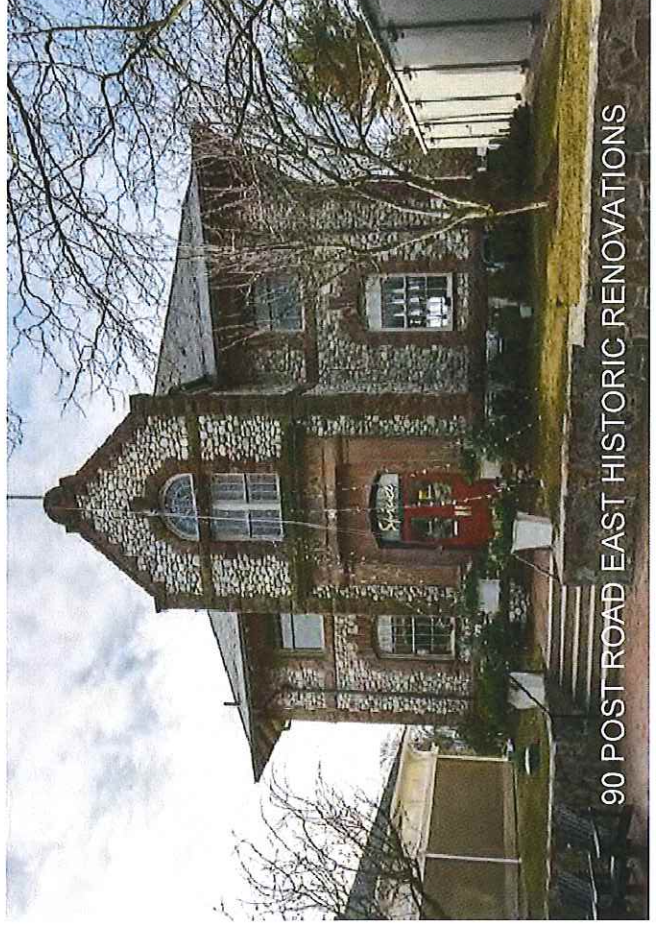
RELEVANT SAMPLE PROJECT BY ACHILLES ARCHITECTS



100 POST RD E - WESTPORT



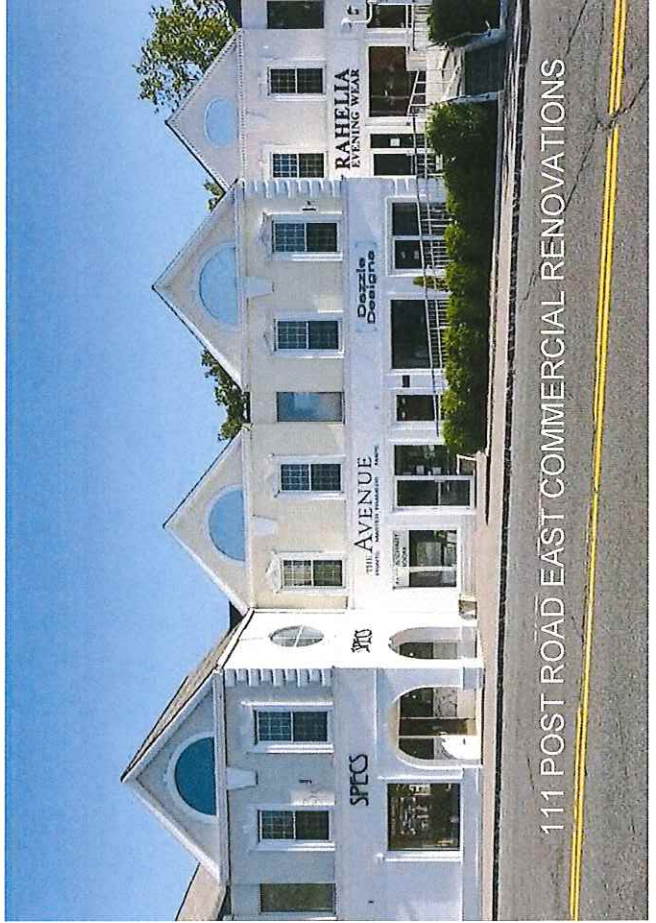
100 POST ROAD EAST NEW COMMERCIAL



90 POSTROAD EAST HISTORIC RENOVATIONS



66 POST ROAD EAST COMMERCIAL RENOVATIONS



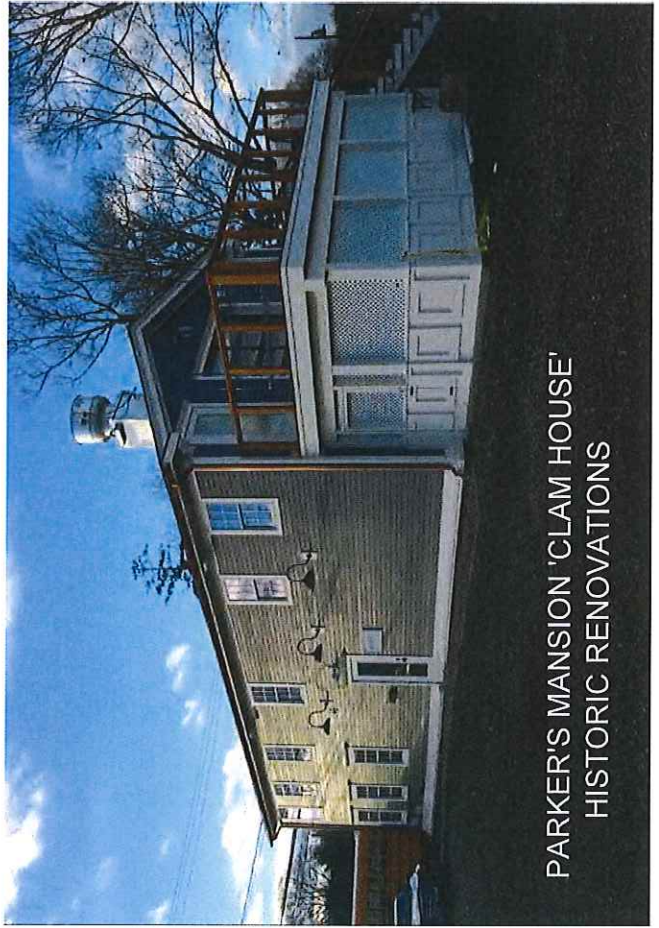
111 POST ROAD EAST COMMERCIAL RENOVATIONS



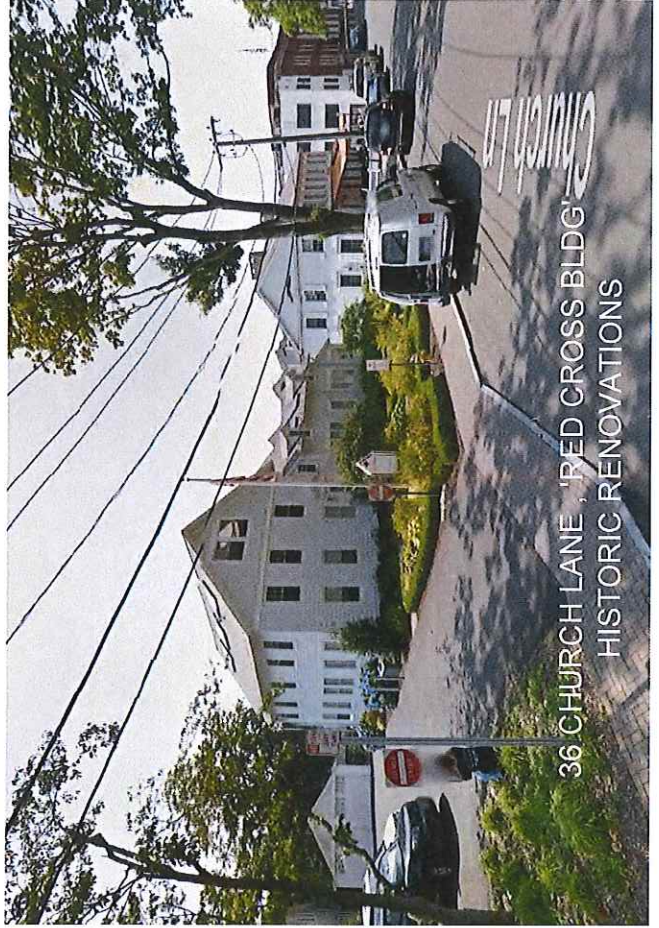
PARKER'S MANSION 'CLAM HSE' HISTORIC RENOVATIONS



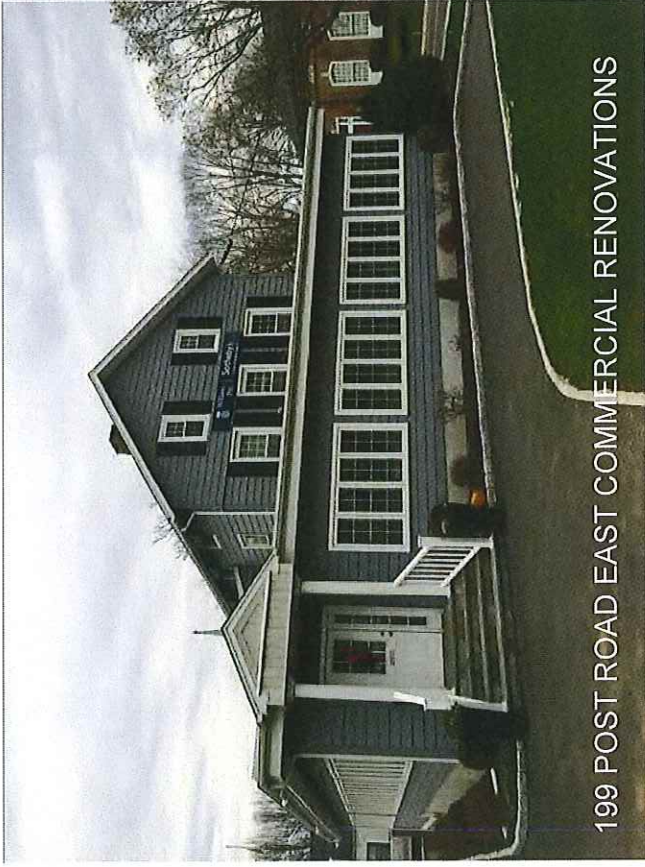
60 CHURCH LANE HISTORIC RENOVATIONS



PARKER'S MANSION 'CLAM HOUSE'
HISTORIC RENOVATIONS



36 CHURCH LANE 'RED CROSS BLDG'
HISTORIC RENOVATIONS



199 POST ROAD EAST COMMERCIAL RENOVATIONS



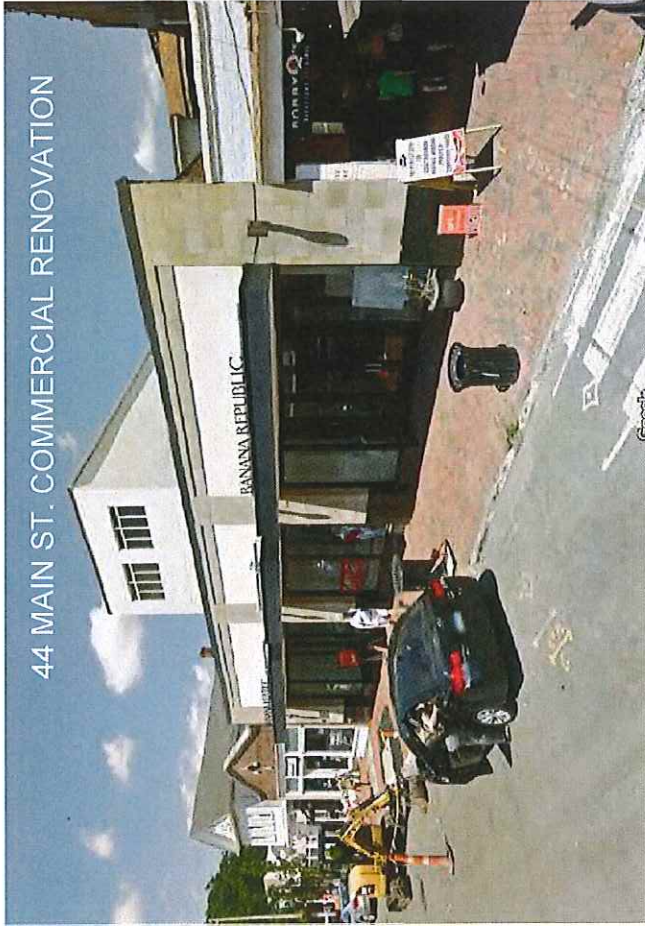
311 POST ROAD EAST HISTORIC RENOVATIONS



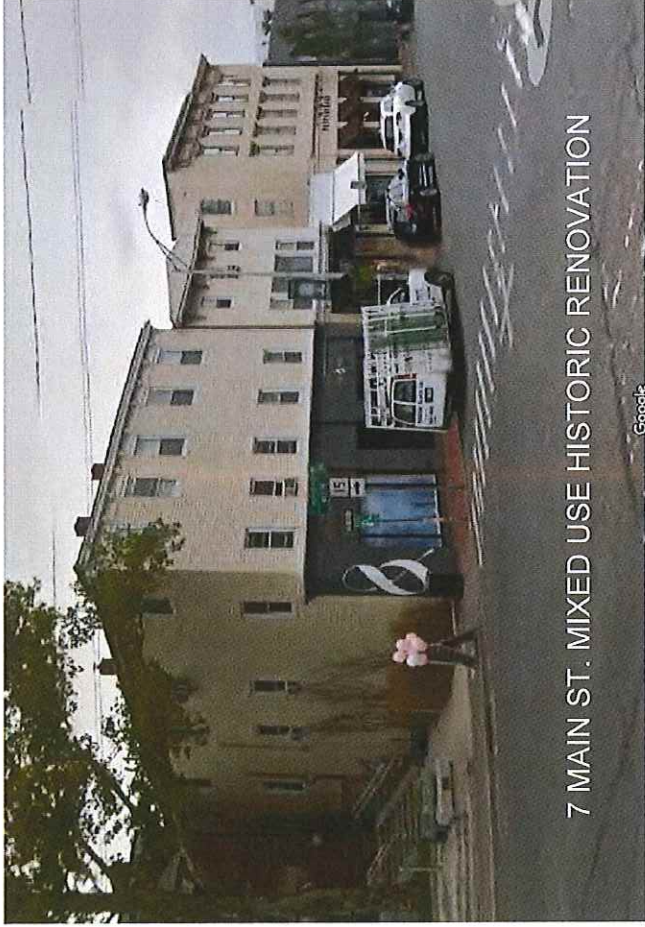
15 POWERS COURT HISTORIC RENOVATIONS



272 POST ROAD EAST COMMERCIAL RENOVATIONS



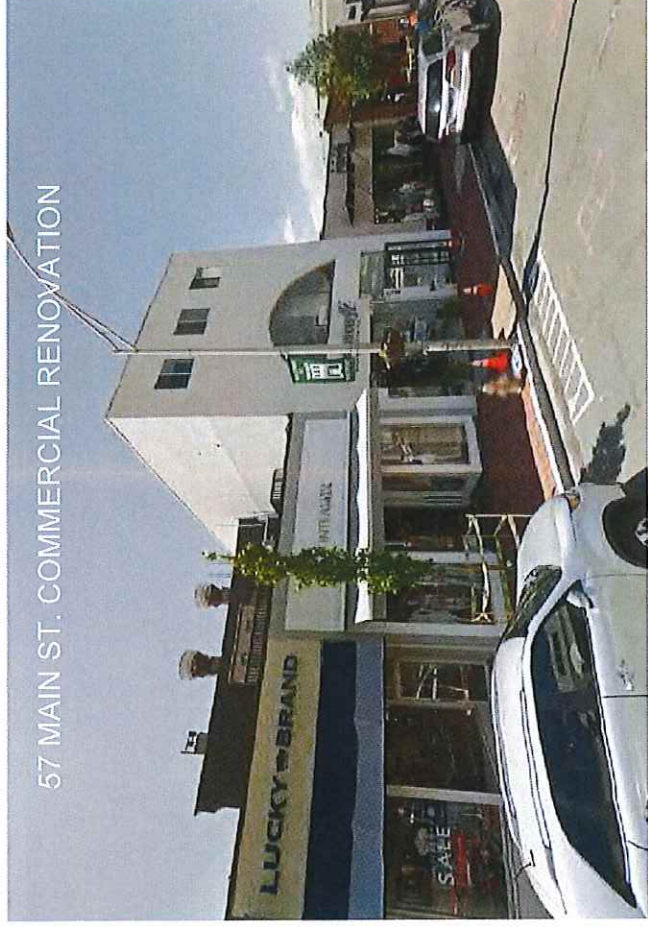
44 MAIN ST. COMMERCIAL RENOVATION



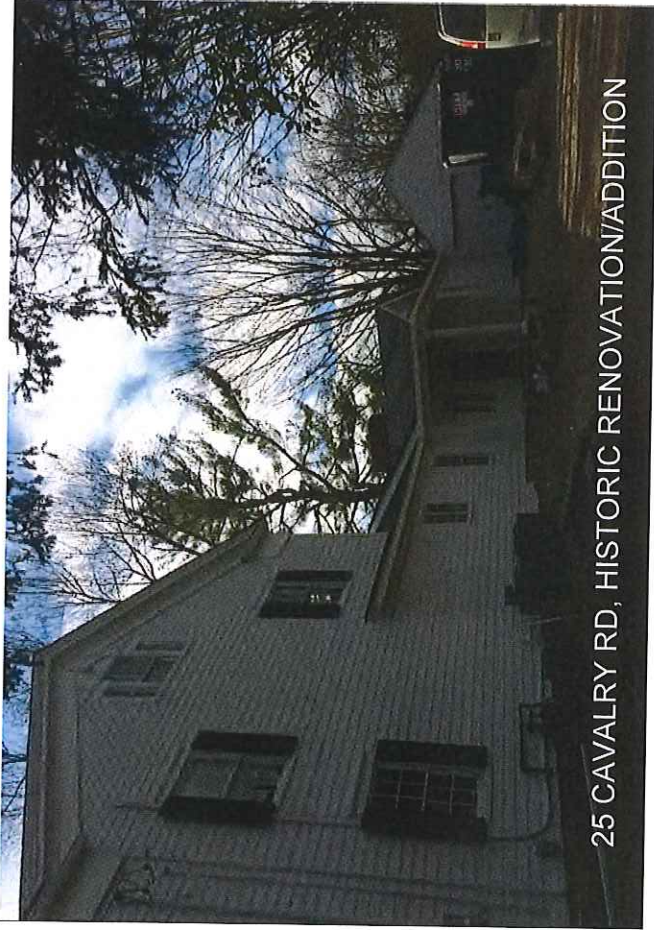
7 MAIN ST. MIXED USE HISTORIC RENOVATION



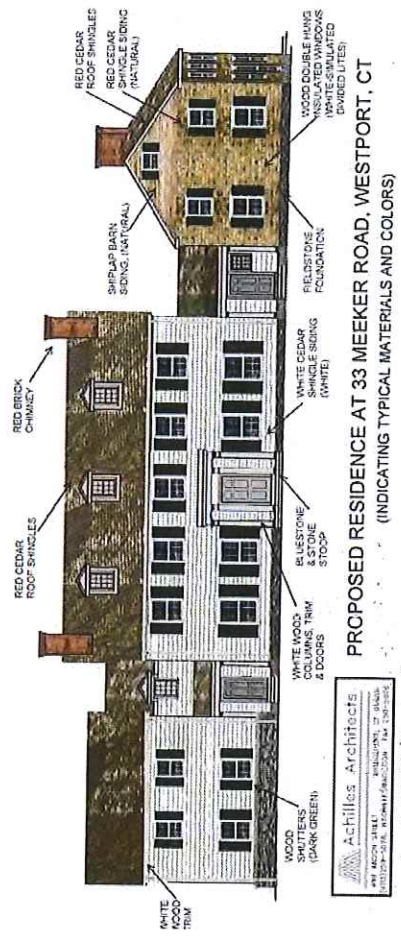
12 AVERY PLACE HISTORIC RENOVATION



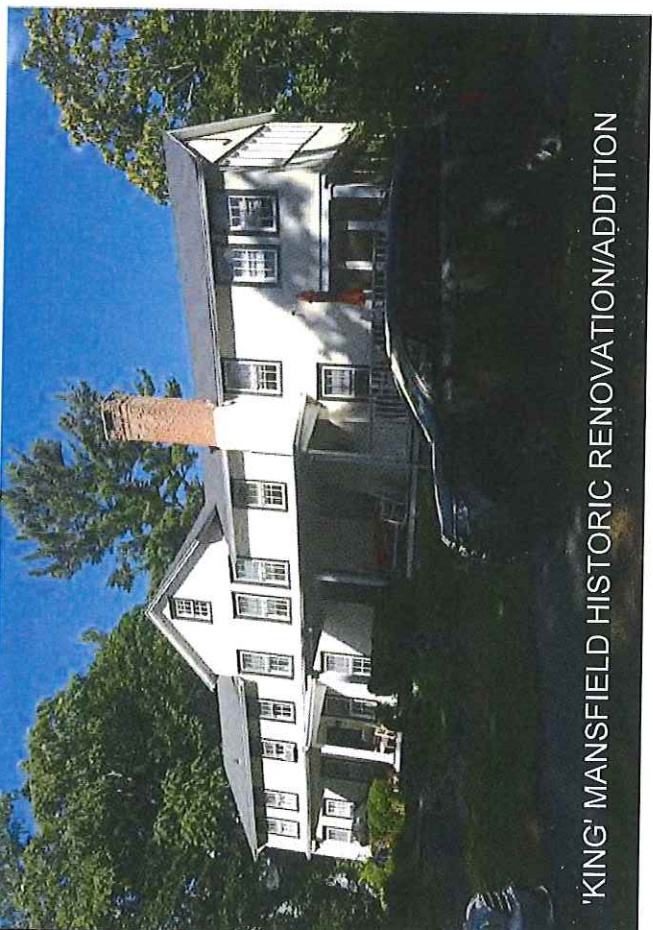
57 MAIN ST. COMMERCIAL RENOVATION



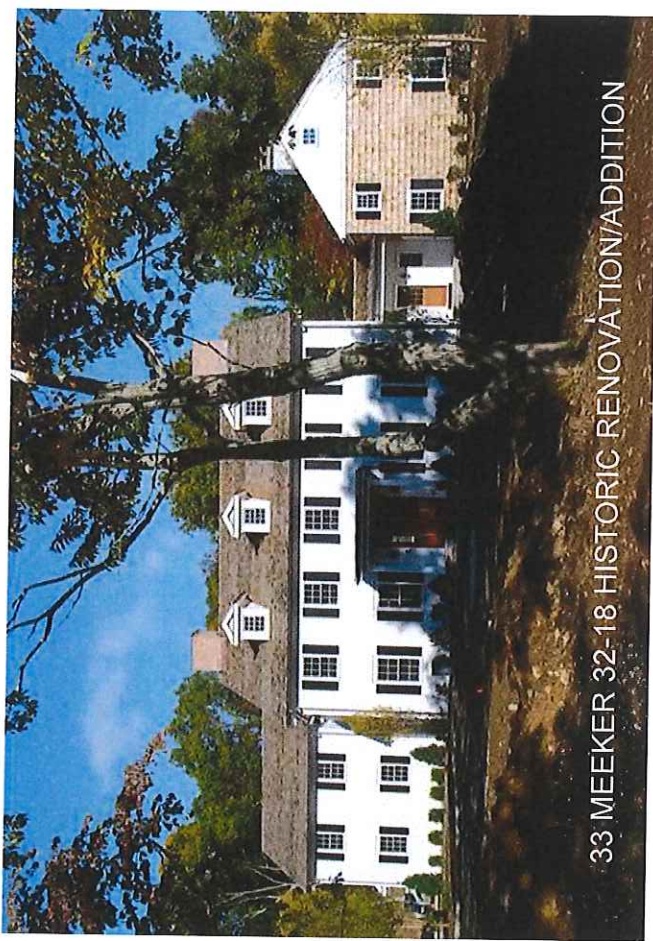
25 CAVALRY RD, HISTORIC RENOVATION/ADDITION



33 MEEKER 32-18 HISTORIC RENOVATION/ADDITION



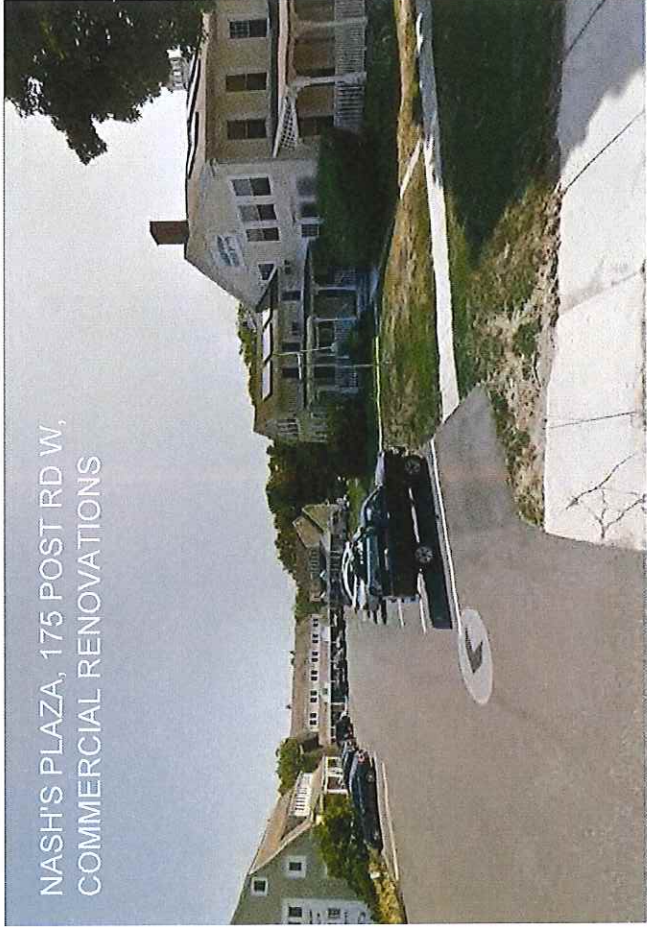
'KING' MANSFIELD HISTORIC RENOVATION/ADDITION



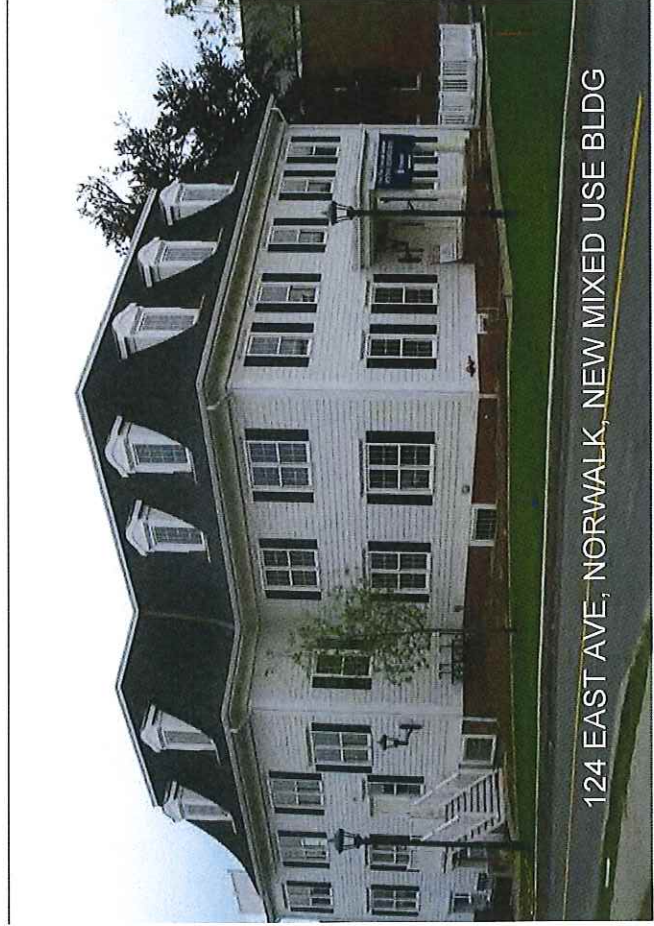
33 MEEKER 32-18 HISTORIC RENOVATION/ADDITION



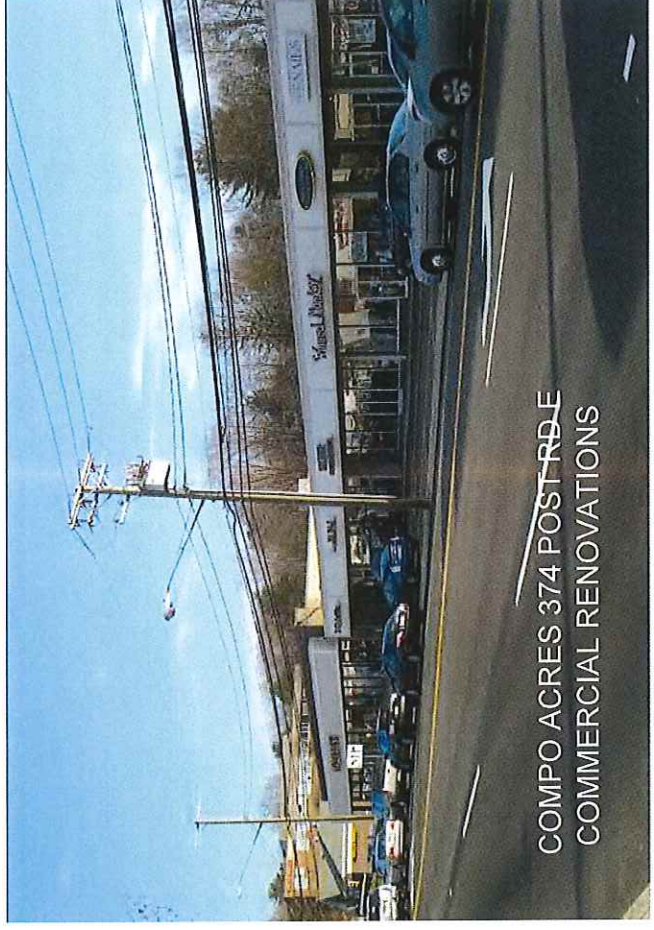
Cantina Sforza - Westport, CT



NASH'S PLAZA, 175 POST RD W,
COMMERCIAL RENOVATIONS



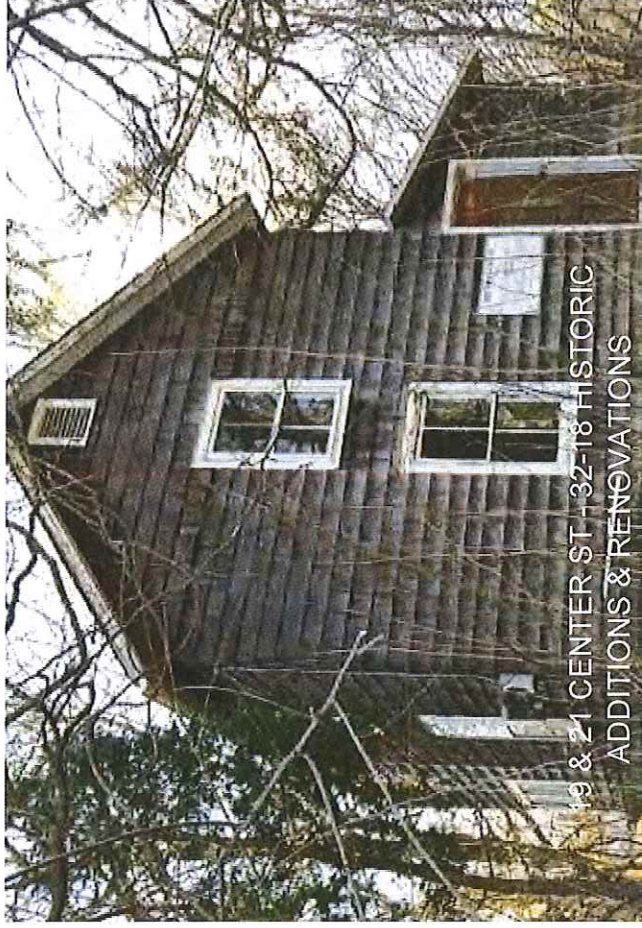
124 EAST AVE, NORWALK, NEW MIXED USE BLDG



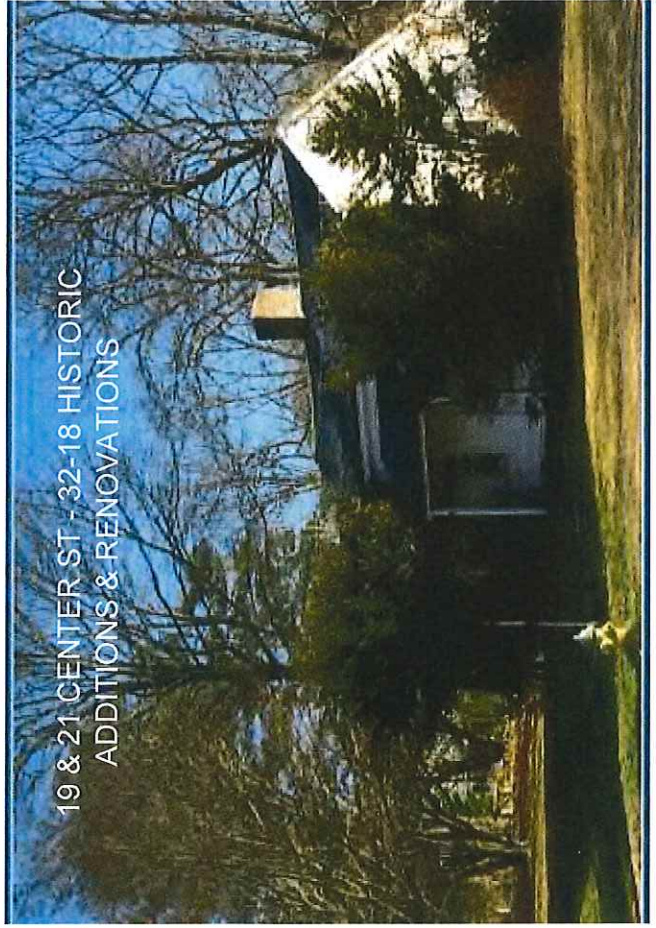
COMPO ACRES 374 POST RD E
COMMERCIAL RENOVATIONS



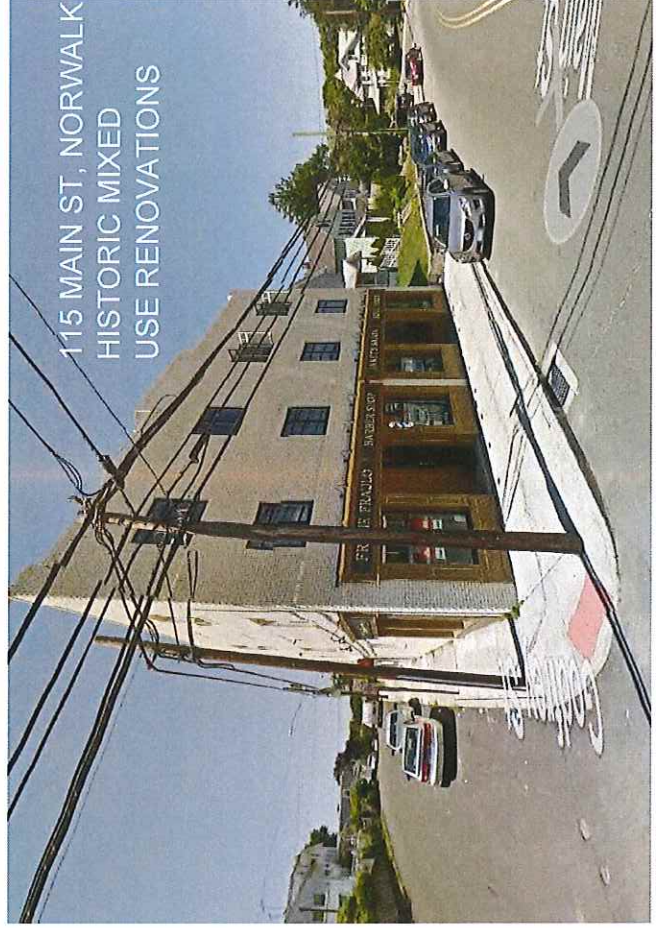
19 & 21 CENTER ST - 32-18 HISTORIC
ADDITIONS & RENOVATIONS



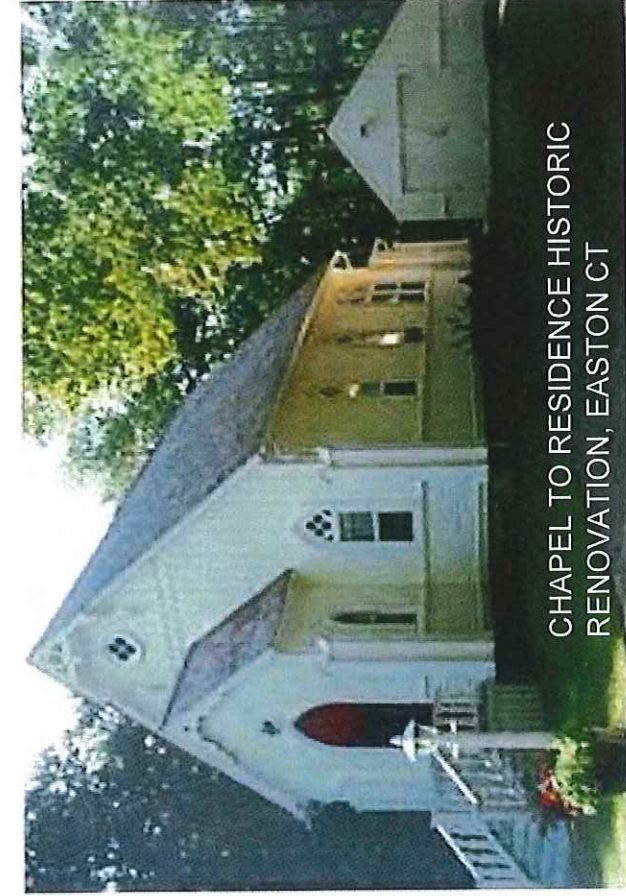
19 & 21 CENTER ST - 32-18 HISTORIC
ADDITIONS & RENOVATIONS



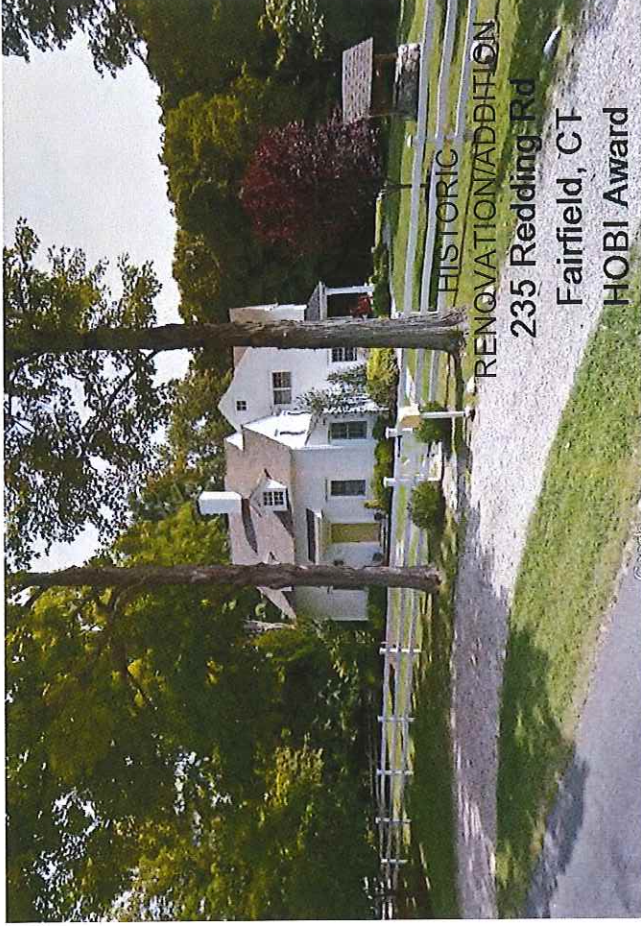
19 & 21 CENTER ST - 32-18 HISTORIC
ADDITIONS & RENOVATIONS



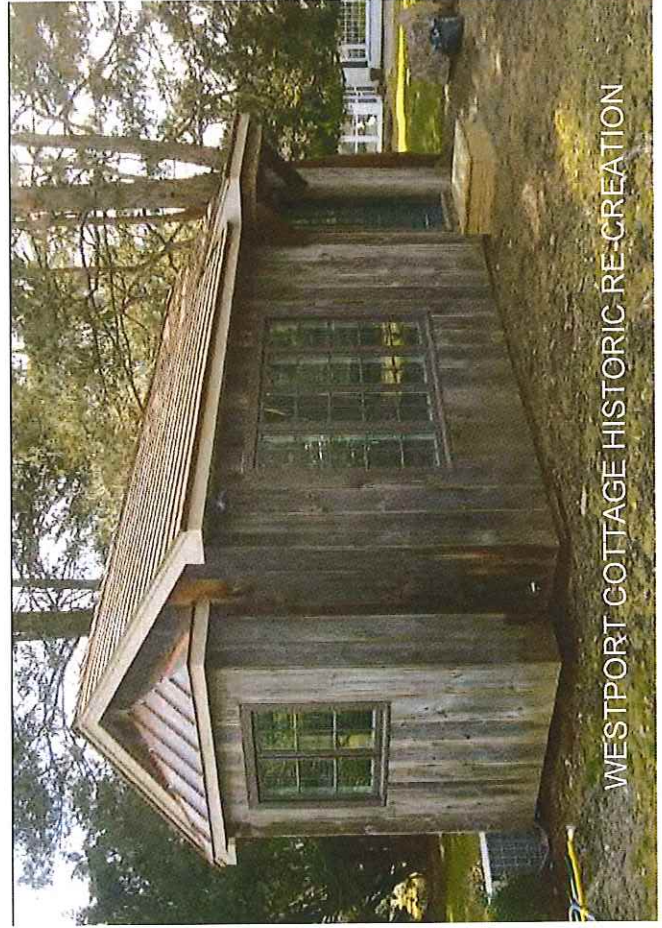
115 MAIN ST, NORWALK
HISTORIC MIXED
USE RENOVATIONS



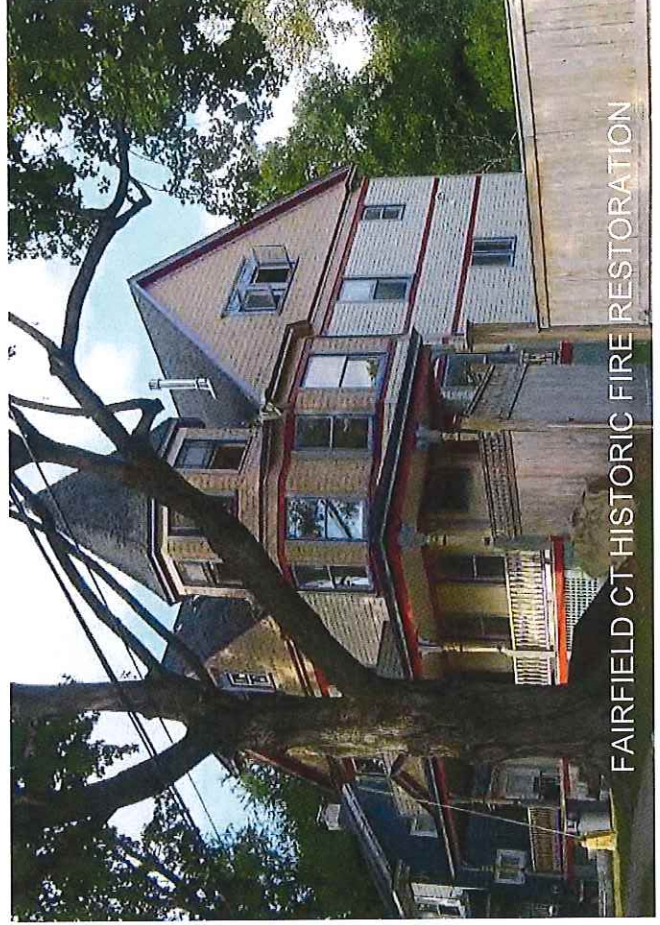
CHAPEL TO RESIDENCE HISTORIC
RENOVATION, EASTON CT



HISTORIC
RENOVATION/ADDITION
235 Redding Rd
Fairfield, CT
HOBI Award



WESTPORT COTTAGE HISTORIC RE-CREATION



FAIRFIELD CT HISTORIC FIRE RESTORATION



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INTRODUCTION AND SERVICES

Achilles Architects has been a notable Architectural Services firm in the Fairfield County area for over twenty five years. Services offered are all that are normally acquainted with the practice of Architecture. The Firm is highly versed in restaurants, retail, commercial projects, historic renovations, building code evaluation, FEMA projects, office space planning, construction management, and building inspections. The residential projects range from multi-million dollar custom homes, spec houses and basic residences, to historic restorations, small additions and interior renovations, and are always a part of the Firm's annual work load.

Westport has been the main base of operations for Achilles Architects. The office was located in Westport for decades until moving to Bridgeport. Bill Achilles is intimately familiar with the entire town, it's infrastructure, aesthetics & style, master plan, zoning regulations, politics and amenities. Bill is acquainted with virtually all land use authorities in Town and is known to be a fair, knowedeable & honest professional without any agenda other than what is best for the projects & the Town. Along with Bill Achilles, architect Krista Willett is the senior member & the team is supported by designers/draftsman and consultants.

Achilles Architects has a strong base of knowledge in the Building and Fire Codes and is familiar with most of the local Zoning Regulations and officials. Memberships in ICC/BOCA & NFPA keep the Firm up to date on all of the latest codes. Providing cost efficient solutions and corrections to code problems and violations is one of Achilles Architects' fortes, along with adapting buildings to conform with the Americans with Disabilities Act, (ADA).

Through consultants, landscape design, structural design, mechanical & electrical engineering, and specialized services can be provided. Achilles Architects will be responsible and will provide all of the coordination, cost effectiveness and quality control when consulting engineers are retained through the Firm. We work with various consultants and endeavor to select the best suited for each particular project.

Construction administration & detailed Cost estimating can be performed in-house or by consultants, as the project need arises.

William Achilles Jr., AIA, NCARB

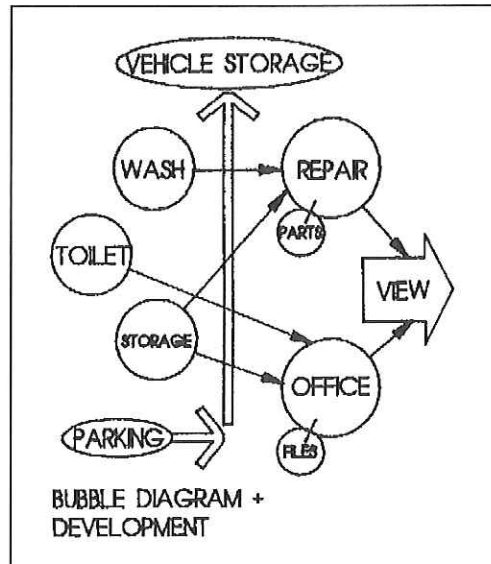


Krista Willett Architect

ARCHITECTURAL ATTITUDES

Awareness of the client's program and budget, end user needs, zoning codes, building technology and growth patterns is key to a project's success. We provide this intimate awareness on every project, regardless of size.

The Firm bases its success on a strong ethic where the needs of the client and project are paramount. The belief that service and communication is the key to good results is a major determining factor in a project.



Giving the client only the specific services needed in a timely, efficient manner provides for a successful project, mutually beneficial to all parties involved. The Firm is able to bring to projects, not only its professional expertise, but an intimate understanding of user needs, and a firm understanding of today's economy. The attitudes stem from being straightforward and honest, and providing prompt answers or alternatives through diligence & research, not salesmanship.

References are always the Firm's most valuable resource. We maintain an extremely high standard of successful project completion and client satisfaction. Contacting our past clients and references will assist any prospective client in determining the benefits of retaining Achilles Architects.

AREAS OF EXPERTISE

Tenant space planning & interior design is one area of expertise of the Firm. We have been the building architect's for many real estate development companies, such as Market Corp. Real Estate, SIR Development, Mendik Realty Co., Leifer Properties, Rand Real Estate, MetLife, and RocConn Associates.

We are aware that inherent in this type of work is interior design, space planning, energy conservation, code updating, general maintenance, and handicap renovations. We also feel that of equal importance is the planning and coordination of the department or facility as a whole.

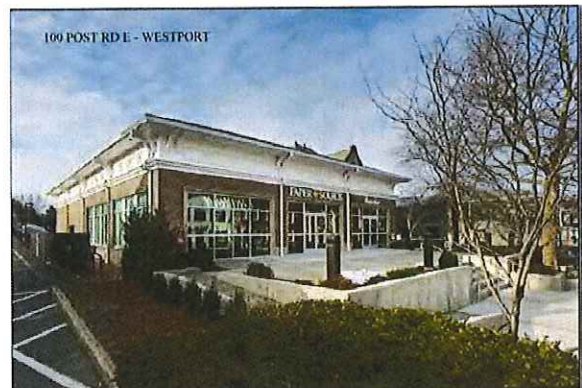


The relationship between the needs, both present and future, and the proposed budgets must be analyzed accordingly. Any master plan of a building complex must be logical and realistic in order for the more routine renovations to be properly implemented.



Restaurant & hospitality design has been a long time area of expertise for Mr. Achilles. As a managing partner of Architrac, Inc., a Washington, D.C., area design firm, Mr. Achilles established the firm as top rate restaurant & hospitality design firm. The firm received various awards & accolades for both independent first-class restaurants and numerous fast food chains. Achilles Architects has continued to excel in restaurant design. Recent projects include: Cantina Sforza, Mansion Clam House, Pane E Bene, Riverdale, Darien Donut, Chowder Pot, Dressing Room, Sunset Grille, Arby's, Roy Roger's, Ralph N' Rich's, Tonic Bistro, & many others.

Commercial, industrial, and government project round out the public sector of experience. Independent retail projects include several common area and retail projects for Taubman Co. at Stamford Town Center and various malls in the D.C.area. Also, projects for the Danbury Fair Mall are a part of the normal work load. Public offices (MetLife), auto garages and facility planning (State Police Barracks), Public Utilities (Norwalk 2nd Taxing District Water), bus garages (HART Transit Facility), and car washes (Darien Car Clinic) are typical of industrial and governmental projects.



Residentially, a number of new custom homes and additions are on the boards at any particular time. Unsurpassed personal attention to the client's emotions, needs, and budgets, along with superior design and attention to detail, prove to be the success of all of the Firm's residential projects.



CONSTRUCTION ADMINISTRATION

Construction bidding, negotiation, and administration services are considered essential services if clients wish to have projects delivered timely, within budgets, and per plans and specifications. We provide on-site inspections, communication and negotiation with the contractors, along with crucial review of the construction process and payments. The good of the project always remain the focus of the Firm's efforts.

In some cases, we realize that budgets do not allow intensive administration, and our services are adjusted accordingly. Nevertheless, the good of the project always remains the focus of the Firm's efforts, even if duties above and beyond the call of duty are required.



The Firm has a strong working relationship with many local contracting firms. We frequently work with contractors during the design process to ensure that the project is staying within the proposed budget and time schedule. This extra effort helps in affecting realistic cost estimates of projects and enables us to readily analyze cost cutting measures or future needs, as the project develops. These efforts also enable us to forecast the cost of anticipated future maintenance needs, as well.

The Firm endeavors to perform projects as efficient as possible and with the options suitable for that project. Although, bidding is the best means to arrive at the least expensive initial cost, other methods of contracting should be investigated on an individual project basis. Achilles Architects investigates the options most suited to each project.

AVAILABILITY

Although the majority of the work is based in and around the Tri-State area, Mr. Achilles is registered in many states throughout the country, and is nationally certified by NCARB. We have completed projects from Seattle, Washington to Ft. Lauderdale, Florida, with a strong base of knowledge of the entire East Coast.

We would be both pleased and anxious to meet and discuss any project type with perspective clients to further detail the scope and experience of our services. An initial gratis meeting may determine how Achilles Architects can assist in developing your successful project.



PROPOSED 1300 FOST ROAD EAST BUILDING, VIEW FROM THE EAST



Achilles Architects

498 ANSON STREET, BRIDGEPORT, CT 06606 (203) 259-5828, 203-226-2210 FAX (203) 259-5683
WWW.ACHILLESARCHITECTS.COM WACHILLES@AOL.COM

WILLIAM A. ACHILLES JR., A.I.A. – FIRM PRINCIPAL/ARCHITECT

HOME & OFFICE ADDRESS: 498 Anson Street, Bridgeport, CT 06606

EDUCATION: Temple University, Philadelphia, PA, B.S. in Architecture 1978

PROFESSIONAL REGISTRATIONS: Connecticut, Maryland, Virginia, New York, District of Columbia, Massachusetts, NCARB Certified, AIA Member

MEMBERSHIPS: American Institute of Architects - AIA, National Council of Architectural Registration Boards - NCARB, National Fire Protection Assoc. - NFPA, International Code Council - ICC, Holy Trinity Greek Orthodox Church.

PROFESSIONAL HISTORY: A native of Bridgeport, CT with a family background in Architecture. After obtaining professional degree, worked in Philadelphia for three years. Joined the firm of A.J. Palmieri Architects in Bridgeport, for five years as a project manager for large commercial projects. In 1983, Became a managing partner of Architrac, Inc., a Washington D.C. area firm, specializing in restaurants, retail and hospitality areas. The firm received many design awards and was highly recognized. In 1987, joined Ed Campbell/USA Architects in Westport, CT as the Senior Architect. After running the firm for three years, founded Achilles Architects in 1990. Achilles Architects was based in Westport, CT for 10 years, and subsequently Southport, CT for 3 years. The office was moved to Bridgeport in 2003.

SPECIAL FOCUS: Experienced in most types of government procedures, i.e., DPW, GSA, FHA, HUD, DOE, Veterans Administration. Expertise in FEMA Flood Guidelines.

Extensive knowledge of Building & Fire Codes. Strong base of knowledge of Fairfield County, CT area local authorities. Highly versed in Commercial, Restaurant & Day Care Center Design. Expertise in Westport, CT codes.

AWARDS: Received two Government Grants for energy conservation, utilizing a tandem of passive solar and wind energy in a portable device.

Five individual Washington Post Awards for “Best Restaurant Design”, 86-88.

Westinghouse Lighting Award, Hooper’s Choice Restaurant, NY,NY 1989.

HOBBI awards for numerous Residential design projects.

PUBLISHED MATERIAL: Fairfield County Magazine, March 2002, “Unconventional Conversions” for the conversion of a Historic Chapel into a Residence.



Achilles Architects

498 ANSON STREET, BRIDGEPORT, CT 06606 (203) 259-5828, 203-226-2210 FAX (203) 259-5683
WWW.ACHILLESARCHITECTS.COM WACHILLES@AOL.COM

KRISTA WILLETT, REGISTERED ARCHITECT – ASSOCIATE, SENIOR ARCHITECT

HOME & OFFICE ADDRESS: 30 Seth Low Mountain Road, Ridgefield, CT 06877

EDUCATION: Syracuse University, Syracuse, NY, B.Architecture, 1980.
Architectural Association, London, UK, 1978-79.
Studied under Rem Koolhaas & Zaha Hadid.

REGISTRATION: New York, Connecticut, AIA member

CORPORATE

ARCHITECTURE: SPGA, NYC
Orion Pictures NYC Headquarters, Estee Lauder Companies, Adidas Headquarters, Madison Equities, Warner Brothers, Continental Insurance.
SOM, NYC, NY
Drexel Burnham, Columbia Presbyterian Hospital Mainframe, La Salle ADA, New Milford, CT
Mount Sinai Medical Center—various departments
Johansen Bennett. Mary Boone, Dannheiser, Diane Brown Galleries.
RBSD, NYC, Bank and Hospital renovations. Corporate interiors.
SWC&F, Syracuse, NY- Schools, Hotels.
KWH Architect, Ridgefield, CT- Commercial & residential projects

RESIDENTIAL ARCHITECTURE: SEAN O’KANE Architect, Ridgefield, CT- High end residential, NYC apt.
Faesy-Smith Architects, Wilton, CT - High end residential, site planning
KWH Architect, Ridgefield, CT - Commercial & residential projects.
SUSAN ALISBERG Architect, Greenwich, CT- High end residential.
LLOYD TAFT Architect, Ridgefield, CT - High end residential.

SIMILAR PROJECT: Winged Foot Country Club, Mamaroneck, NY. Women’s shower and toilet rooms. 2010. Krista Willett Architect.

AWARDS: HOBBI and Alice Walker awards for numerous Residential design projects while working on projects for firms.

PUBLISHED MATERIAL: House Beautiful cover and feature story for Darien house, May 2009.

Responses should be in a sealed envelope clearly marked:

RFP 16-823T

ADAPTIVE REUSE FEASIBILITY STUDY

FOR 68 COMPO ROAD SOUTH WESTPORT, CT

THE TOWN OF WESTPORT RESERVES THE RIGHT TO WAIVE ANY DEFECTS AND INFORMALITY IN ANY PROPOSAL, TO REJECT ANY OR ALL PROPOSALS FOR WHATEVER REASON AND TO ACCEPT THAT PROPOSAL DEEMED TO BE IN THE BEST INTEREST OF THE TOWN.

INSURANCE REQUIREMENTS

A. Workers Compensation:

Vendor shall provide workers compensation insurance required by law with employer's liability limits for at least the amounts of liability for bodily injury by accident of \$500,000 each accident and bodily injury by disease of \$500,000 each employee and a policy limit by disease of \$500,000.

B. Commercial General Liability Insurance:

Vendor shall provide a commercial general liability insurance policy with an edition date of 1986. Limits should be at least: Bodily injury and property damage with an occurrence limit of \$500,000: Personal and advertising injury limit of \$500,000 per occurrence: General aggregate limit of \$1,000,000.

C. Commercial Automobile Insurance:

Vendor shall provide a commercial automobile insurance for any owned autos (symbol 1 or equivalent) in the amount of \$1,000,000 each accident covering bodily injury and property damage on a combined single limit basis. Such coverage shall also include hired and non-owned automobile coverage.

5/16/2016

TOWN OF WESTPORT, CT

RFP 16-823T

ADAPTIVE REUSE FEASIBILITY STUDY

FOR 68 COMPO ROAD SOUTH WESTPORT, CT

The Town of Westport, CT is seeking interior architectural design firms, space planning firms, historic restoration firms, realtors, and other interested parties to submit a Request for Proposal for an adaptive reuse feasibility study for the property located at 68 Compo Road South Westport CT 06880 known as "Golden Shadows". This analysis will consist of a formal report and conceptual designs that address and make recommendations with regard to potential adaptive reuse alternatives, related issues and opportunities/costs as discussed below:

Background:

The property known as Golden Shadows was constructed in 1959 as a residence for Baron Walter Langer von Langenhoff. The 1959 residence was constructed on a tract of land that also contained a perfume laboratory, a green house, and several landscaped gardens. The house was rented as a residence and office to a dentist through the 1970s. The property was purchased by the Town in 1999. It has approximately 4,250 square feet of living area (12 rooms). The building is listed on the Town of Westport's Historic Resources Inventory, and is being studied for Local Historic Designation.

Current Situation

The Town is interested in having a review conducted to determine how the existing structure and interiors can be preserved and adaptively reused potentially as: possible rental office space to one or more not-for-profits/ similar organizations, private professional use or as a single family residence.

General Scope of Work Requested

- Identify and Examine Current Facility Conditions, Adequacy and Deficiencies
 - Age of Facility – Technological impediments
 - Structural Issues – Use/change limitations
 - Condition Assessment of mechanical, electrical and plumbing (MAP) infrastructure and required repair/replacement needs
 - Size (sq. ft.) and usable sq. footage
 - Bathrooms
 - Storage

- Meeting/Conference space – sq. footage and adequacy

- Future Facility Needs
 - Identify Existing Space suitable for potential utilization/adaptation
 - Workspace – Potential office layouts
 - Staffing Capacity – Range of staff building can reasonably accommodate (include maximum)
 - Storage
 - Perform ADA Compliance Review of the facility under potential different uses
 - Perform a complete Code Review of the facility and corrective actions needed to bring into current compliance.
 - Parking needs and road accessibility for staff, public and emergency vehicles
 - Identify general MEP systems locations (Mechanical, Electrical & Plumbing) and any potential new space requirements or potential reductions.
 - Provide or suggest possible funding sources for renovation including state or federal historic restoration or other grants.

 - Conceptual Design Solutions
 - Provide recommendation on best adaptive reuse alternative
 - Provide conceptual design(s) alternatives for building/repurposing of space needs to better accommodate building utilization.

- Timeline and Cost Estimates
 - Recommend a timeline for implementing changes identified in the assessment. Indicate how changes might be made in a phased manner.
 - Provide general cost estimates of possible design alternative modifications/rebuilding/repairs related to recommendations/conceptual designs

- Meetings and Presentations

There will need to be meetings with the Selectman's office and our Bldg. facilities group to gain input, and review findings and recommendations. The consultants should anticipate a number of public presentations to our Town bodies such as the Representative Town Meeting and the Board of Finance and the Board of Selectman (3 total).

Submission Requirements

Please provide the following information as part of your submission:

- A. A narrative relating to your general approach and methodology for this project
- B. Proposed scope and project work plan
- C. Deliverables Description
- D. Company History
- E. Examples of work in the past five (5) years with adaptive reuse, facility planning and space analysis.
- F. Cite experience in working with historical buildings
- G. Resumes, including responsibilities, background, and relevant experience of key personnel assigned to this project.
- H. Additional information or materials that you believe communicate the capabilities of your firm to perform this project.
- I. A proposed timeline for completion of your services.
- J. Proposed budget for study report and conceptual designs.

Submission Timeframe and Process

- A. The Town will hold a **MANDATORY BUILDING TOUR AND CONFERENCE AT 2:00 PM ON WEDNESDAY DECEMBER 16, 2015, AT THE SITE.**
- B. Please submit one (1) original plus two (2) copies and one (1) electronic version of your response to Richard Kotchko Room 313 Town Hall-Finance Dept. 110 Myrtle Avenue Westport, CT 06880 no later than **11:00 AM on TUESDAY JANUARY 5, 2016.** No responses will be accepted after this time. The Proposal shall be signed by an authorized official. The Proposal shall also provide name, title, address, telephone number, fax number and email address for the individual or individuals with authority to negotiate and contractually bind the respondent, and for those who may be contacted for the purpose of clarifying the information provided. Responses will be opened immediately after the submission deadline in a Town Hall conference room. No decisions will be made at that time.

Item #7



WESTPORT CONNECTICUT

DEPARTMENT OF PUBLIC WORKS

TOWN HALL, 110 MYRTLE AVE.
WESTPORT, CONNECTICUT 06880

March 11, 2016

The Honorable James S. Marpe
First Selectman
Town Hall
Westport, CT 06880

Re: **Request for Appropriation – Replacement Radio System**

Dear Mr. Marpe:

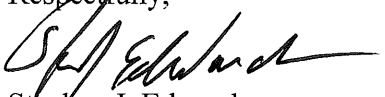
This Department herein requests an appropriation from the General Fund, in the amount of one hundred fifteen thousand dollars (\$115,000.00) to replace the existing low band Public Works radio system with a new digital UHF repeater system.

The public works fleet consists of 36 pieces of equipment that are used throughout town on various maintenance and emergency response efforts. Each of these pieces of equipment are linked to each other and all six base locations by a low band radio system operating on 45.76 MHz under a radio license and call sign of KDX954. This radio system installed in 1998 using a band width of 25 KHz, has served the department well for 18 years.

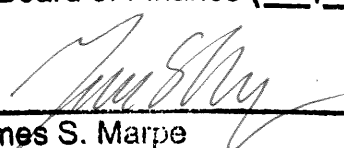
In 2013 the FCC ruled that all public safety and business industrial land mobile radio systems operating in the 150 – 512 MHz radio bands must cease operating using the 25 KHz efficiency technology and must switch over to the more efficient 12.5 MHz technology. Essentially, the FCC was initiating a process of Narrowbanding. These bands are highly congested and there often is not enough spectrum available for licenses to expand their existing systems or implement new systems. The good news is that at 45.76 MHz, we were operating below the regulated threshold. This has enabled us to carry on for the past two years under the older inefficient 25 KHz technology. The problem that we have now encountered is that the older technology is no longer supported by the industry and we are not able to get parts to repair or maintain our existing radios.

In order to maintain a safe and efficient work environment for the public works employees, it is time to replace the existing radios with new technology.

Respectfully,


Stephen J. Edwards
Director of Public Works

Approved for submission
To Board of Finance (3/11/16)


James S. Marpe
First Selectman

cc: Gary Conrad, Finance Director

NORTHEASTERN Communications Inc.

661 Brentwood Road
Orange, Connecticut 06477

Phone (203) 568-6937 • Fax (203) 568-6938
Main Office 1-800-223-9100

March 9, 2016

Scott Sullivan
Westport Public Works Department
300 Sherwood Island Connector
Westport, CT 06680

RE: Existing Low Band Radio System 45.76 MHz

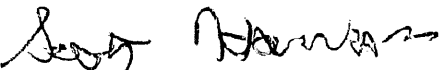
Dear Mr. Sullivan,

Northeastern Communications Inc. has maintained your current radio system for many years. It is a low band (base to mobile) system operating on 45.76 MHz.

The existing system is obsolete and no longer supported. Motorola no longer manufactures low band base stations and mobiles and parts are no longer available for the majority of equipment. The existing 100 Watt base station cannot be repaired should it fail and a replacement unit is not available. Mobiles and portables are also available and parts availability is extremely limited.

The Town of Westport applied for and was issued a license to operate on an assigned frequency of 469.337 MHz for a state-of-the-art digital UHF repeater system.

Sincerely yours,



Scott Harrison
Area Sales Manager
Northeastern Communications, Inc.

Item #8



WESTPORT CONNECTICUT

PARKS AND RECREATION DEPARTMENT

LONGSHORE CLUB PARK

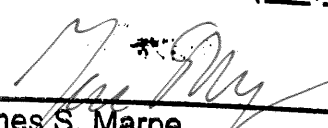
260 SOUTH COMPO ROAD, WESTPORT, CT 06880

(203) 341-5090

March 17, 2016

The Honorable James S. Marpe
First Selectman
Town Hall
110 Myrtle Avenue
Westport, CT 06880

Approved for submission
To Board of Finance (3/17/16)



James S. Marpe
First Selectman

Dear Mr. Marpe:

The Parks and Recreation Department respectfully requests to be placed on the Board of Finance Agenda for an appropriation of \$40,000 from the Capital and Non Recurring Fund.

This request is to fund a new sand filter for the lap pool located at the Longshore Pool. The current filter is 22 years old and is in need of replacement.

Respectfully,

A handwritten signature in cursive script, appearing to read "Jennifer A. Fava".

Jennifer A. Fava
Director of Parks and Recreation

cc: Gary Conrad



WESTPORT CONNECTICUT


PARKS AND RECREATION DEPARTMENT

LONGSHORE CLUB PARK

260 SOUTH COMPO ROAD, WESTPORT, CT 06880

(203) 341-5090

MEMO TO: Board of Finance

MEMO FROM: Jennifer Fava, Director 

DATE: April 6, 2016

RE: **Request for an Appropriation for New Sand Filter for Lap Pool at Longshore**

The current sand filter for the lap pool located at Longshore Pool is 22 years old. The Town purchased it "used" 10 years ago. The sand filter is responsible for filtering the pool water and keeping the water quality in line with the Board of Health Regulations. The baffles on the current filter are beginning to deteriorate, therefore requiring the need for a new filter. This filter has exceeded the life expectancy of pool filters which varies greatly but is typically 10-20 years.

The description of work will be to provide all pool filtration/recirculation equipment and necessary work to completely install the specified equipment as indicated in the bid specifications. The filter is to be a horizontal fiberglass sand filter meeting the necessary capacities required for this pool. The bid will also include the removal and disposal of the old filter sand and tank as well as warranties on the new filter.

The cost of the new sand filter and installation (including removal and disposal of the old filter) is expected to cost approximately \$40,000.00. This project, including all time and materials will be bid out through the Town's formal bid procedure.

This project is incorporated in the 5 Year Capital Plan and is to be a Capital and Non-Recurring expense.

Timing of this project is to finalize bid documents and bid out the project with the work to take place in the fall as soon as the pool closes for the season.

The Parks and Recreation Commission reviewed and approved this request at their meeting held on February 24, 2016.

Thank you for your consideration of this request.



WESTPORT CONNECTICUT

PARKS AND RECREATION DEPARTMENT

LONGSHORE CLUB PARK

260 SOUTH COMPO ROAD, WESTPORT, CT 06880


(203) 341-5090

March 17, 2016

Approved for submission

To Board of Finance (3/17/16)

The Honorable James S. Marpe
First Selectman
Town Hall
110 Myrtle Avenue
Westport, CT 06880



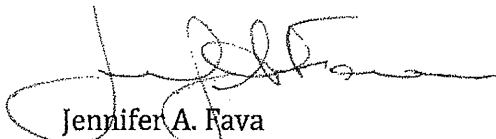
James S. Marpe
First Selectman

Dear Mr. Marpe:

The Parks and Recreation Department respectfully requests to be placed on the Board of Finance Agenda for an appropriation of \$50,000 to the Municipal Improvement Fund with bond and note authorization for construction services related to improvements at Compo Beach.

This request of \$50,000 is to be used for the rehabilitation and beautification of the Soundview Lot.

Respectfully,


Jennifer A. Fava
Director of Parks and Recreation

cc: Gary Conrad



WESTPORT CONNECTICUT


PARKS AND RECREATION DEPARTMENT

LONGSHORE CLUB PARK

260 SOUTH COMPO ROAD, WESTPORT, CT 06880

(203) 341-5090

MEMO TO: Board of Finance

MEMO FROM: Jennifer Fava, Director 

DATE: April 6, 2016

RE: **Request for an Appropriation for the Rehabilitation and Beautification of the Soundview Lot**

Background

The Soundview Lot is located off Soundview Drive across from Compo Beach. This lot is heavily used by Westport residents during the summer beach season months. The lot and its surroundings are in disrepair and requires both rehabilitation and beautification.

The parking lot surface is currently in poor condition with potholes and uneven areas which need to be addressed. The stone walls between the lot and Compo Beach Road have collapsed and need to be restored/repared. In addition, much of the vegetation around the perimeter of the property is of poor quality, invasive and not aesthetically pleasing.

Purpose/Scope

We would like to address these issues by repairing the lot and beautifying the perimeter of the property. For safety reasons, it is also important that we install appropriate fencing or some mechanism to control pedestrians crossing between the lot and Compo Beach.

As this is a large area with a variety of issues to address, it is recommended that a designer/landscape architect be hired to design a planting and beautification plan. The intent will be to utilize appropriate plants for the environment and location that will also require minimal maintenance.

This project will entail the repair of the lot surface, the restoration/repair of the stone walls, the design of the replanting and beautification plan and implementation of such plan.

Projected Cost Breakdown

Design & Planting Plan	\$ 2,000
Stone Wall Repair	\$ 5,000
Fencing	\$10,000
Tree/Plant Removal	\$ 5,000
Re-grading of Lot	\$10,000
Plant Material & Installation	<u>\$18,000</u>
Total Request	\$50,000

It is requested that these funds be taken from the 5 Year Capital Plan listed as "Parks and Open Space Improvements" which is a Capital and Non-Recurring expense.

The Parks and Recreation Commission approved this request at their February 24, 2016 meeting.

Thank you for your consideration of this request.

**Proposal to Conduct Current Assessment and
Future Strategic Study of the Fire Department**

TOWN OF WESTPORT, CONNECTICUT

TABLE OF CONTENTS

March 10, 2016

	Page
A. LETTER OF TRANSMITTAL	i
B. EXECUTIVE SUMMARY	1
C. PROJECT TIMELINE	5
D. PROPOSED PROJECT TEAM	6
E. PROPOSED WORK PLAN AND APPROACH	18
F. QUALIFICATIONS AND EXPERIENCE	31
G. REFERENCES	34
H. COST PROPOSAL	36



March 10, 2016

Mr. Dewey J. Loselle III
 Operations Director, Office of Selectman
 Town of Westport
 110 Myrtle Avenue
 Westport, CT 06880

Dear Mr. Loselle:

The Matrix Consulting Group is pleased to provide you with our revised proposal to conduct a Current Assessment and Future Strategy of the Westport Fire Department. A review of our services, experience, qualifications and work plan will show that the Matrix Consulting Group is highly qualified because of its extensive experience evaluating fire operations, emergency medical services, and management and resource deployment in New England and throughout the United States. We have provided public safety consulting services for more than ten years, with senior members of the firm having over 30 years experience in consulting and public safety management. Our references can attest to the depth, quality and value of our analysis.

For this project we have teamed with Lothrop Associates LLP of White Plains (NY) and Hartford (CT) to conduct the detailed station evaluations. Our team's fire and emergency medical service analytical experience includes over 250 projects in New England and throughout the United States, including these representative assignments (with recent New England projects in **bold**):

Amesbury, Massachusetts	Hermosa Beach, California	Peoria, Illinois
Anchorage, Alaska	Highland, California	Pinellas Sun Coast FD, Florida
Boston, Massachusetts	Hoboken, New Jersey	Placer County, California
Augusta, Maine	Indio, California	Plano, Texas
Auburn, Maine	Keene, New Hampshire	Plymouth, Massachusetts
Barnstable, Massachusetts	Killington, Vermont	Portland, Oregon
Bedford, New York	Mason, Ohio	Portsmouth, New Hampshire
Brattleboro, Vermont	Meriden, Connecticut	Portsmouth, Virginia
Canandaigua, New York	Middleborough, MA	Pueblo, Colorado
Charlottesville, Virginia	Milwaukee, Wisconsin	Red Bluff, California
Chelsea, Massachusetts	Monrovia, California	Reno, Nevada
Clive, Urbandale, WDM, Iowa	Montpelier, Vermont	Sacramento, California
Dinuba, California	Mountain View, California	San Antonio, Texas
El Paso, Texas	Napa, California	Somerville, Massachusetts
Fort Lauderdale, Florida	North Kingstown, RI	Spokane, Washington
Glenview, Illinois	Norwalk, Connecticut	Suffolk, Virginia
Grants Pass, Oregon	Pacific Grove, California	Sunnyvale, California
Hanford, California	Peachtree City, Georgia	Wilbraham, Massachusetts

The following points characterize our approach to conducting fire studies:

- All of the staff for our proposed team are extremely experienced, having themselves conducted up to hundreds of fire service studies.
 - We would dedicate the President of the firm to this assignment. He has over 35 years of fire service analytical experience, including all of our firm's projects in New England and the Northeast.
 - Robert Finn, our proposed lead analyst, is a peer assessor, team leader and technical reviewer for the Commission on Fire Accreditation International (CFAI) and a former Fire Chief.
 - George Rosamond is a Technical Partner with Lothrop Associates and would oversee the staff assigned to assess the fire stations in Westport. They bring significant experience in fire station design and evaluation including recently in Norwalk (CT), Pelham (NY), Port Chester (NY), White Plains (NY), Scarsdale (NY), Elmsford (NY) and Peekskill (NY).
- We are a 'fact based' firm providing detailed data collection and analysis.
- We obtain extensive input from 'stakeholders' in all of our studies, including municipal managers and elected officials, fire service managers and staff.
- We work closely with our clients through interim reports and review meetings.

While we are a national firm, we have an office in New England (in Worcester, Massachusetts). We have had a New England presence longer than the firm has been in existence.

We have read and understand the insurance requirements of this project and will provide insurance documents if selected.

This proposal is not made in connection with any competing company submitting a separate response to the RFP, and is in all respects fair and without collusion or fraud.

As President of the firm, I am authorized to negotiate, bind the firm, and execute the contract for the study. If you have any questions, please do not hesitate to contact me at 650-858-0507 or via email at rbrady@matrixcg.net.

Matrix Consulting Group

Richard P. Brady
President

B. EXECUTIVE SUMMARY

This section of our proposal provides a summary of our understanding of the consulting services desired by the Town and a summary of our proposed approach to conducting the scope of services described in the Request for Proposals. A detailed work plan is provided later in the proposal that will serve as basis for our initial data collection efforts, interviews and other project tasks.

1. PROJECT APPROACH

The Matrix Consulting Group believes very strongly in the science of our craft. As a result, we utilize formal project management techniques in conducting our studies, to best meet the needs of our clients. These techniques include:

- **Fact-Based and Jurisdiction Specific Analysis:** The central tenet of our approach is collecting facts and data specific to the jurisdiction to ensure all analysis and recommendations are specific to the agency and its requested scope of services.
- **Understanding of the Project:** Prior to beginning any study, the project team familiarize themselves with basic information regarding the jurisdiction, including collecting any service level data information, such as number of calls for service, financial data, current staffing approaches, apparatus deployment plans, response times, service area, etc. This fact based approach continues throughout the project.
- **Interactive Study Process:** A successful project needs to be based on a study process that involves Department / Town staff and their input regarding recommendations. This approach includes meeting with Fire Department personnel from all operational areas.
- **Detailed Project Management Plan:** All project work activities, including team member roles, deliverables, schedule, and budget is detailed in a project management plan along with regular status updates during the study.
- **Cross-Trained Project Team:** Our project team's background as both career consultants and former fire service and public safety managers provides a unique understanding of the various components that need to be explored to arrive at recommendations that are able to be implemented while providing accurate and timely financial projections.
- **Work Product Reviews:** All interim and final work products are reviewed by the client and designated project manager before being delivered or presented at any public meeting.

Our approach and philosophy has provided our clients with valuable assistance and advice in dealing with important public policy, organizational and operational issues. It has also resulted in projects with high implementation rates.

For the comprehensive station assessment portion of the project, we have teamed with Lothrop Associates of White Plains (NY) and Hartford (CT) to conduct the building, MEP and structural assessments.

2. BACKGROUND TO THE STUDY

The goal of this study is to conduct a comprehensive efficiency and effectiveness analysis of the Westport Fire Department (WFD) by examining the location and conditions of the fire stations, fire apparatus and equipment, staffing levels, training, operations, and organization structure to determine recommendations for improvement now and in the future. Specifically the study will:

- Provide an analysis of the organizational structure of the fire station locations and staffing assignments. Fully describe any conditions and capabilities of each current fire station.
- Provide an analysis of the assigned response area for each fire station to include dispatch times to the identified key locations and the further point of the response areas.
- Provide a 10-year analysis of incidents by type and severity responded to by each stations. The analysis will assess the incident counts, distribution, and locations to identify changes and trends.
- Provide a risk analysis for each station by incident type and severity of the response areas.

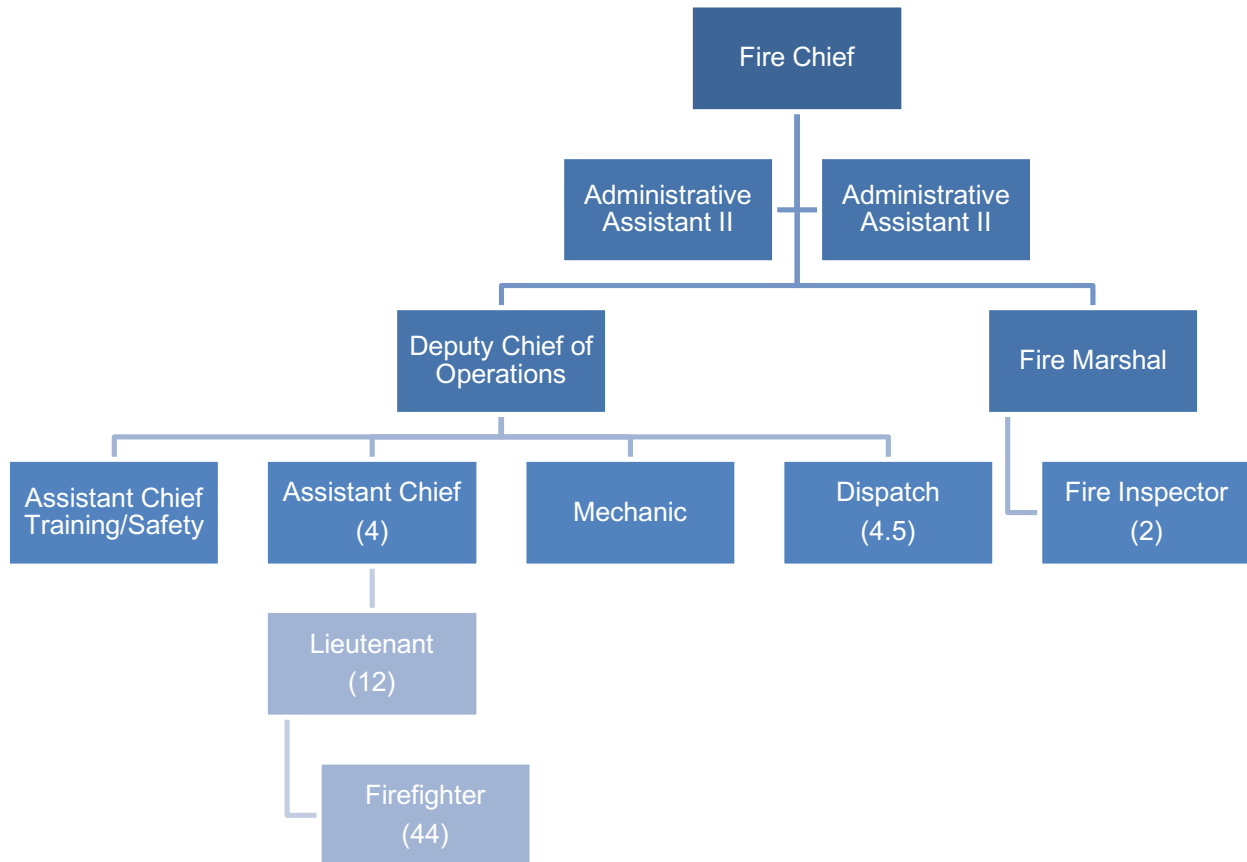
Based on the four points above the project team will provide an overall analysis to determine the potential need and feasibility for new station(s) as well as potential locations and any potential consolidation of stations that would still allow effective and efficient fire service to the Town.

The results of this study will include detailed analyses of each study component described above together with recommended actions, implementation plans and costs. In the preparation of this proposal and to ensure that we can meet the goals as described above, we obtained the organizational information about the Department. A brief summary of the Department is provided in the points below:

- The Westport Fire Department protects a Town of approximately 26,891 residents according the 2010 US Census, with a land area of approximately 22 square miles.

- The Westport Fire Department organizational chart is shown below.

Westport Fire Department Organization Chart



As shown above, the Fire Department operates with a total of 73 full time and 1 part time staff members. Additionally, the Westport Volunteer Fire Department (WVFD) provides assistance to the WFD with 7 qualified active volunteers.

The following table shows the apparatus units for the Westport Fire Department assigned to of the four stations.

Station	Address	Unit	Year	Model	Status
HQ	515 Post Road East, Westport, CT 06880	Engine 2	2012	KME Predator	Frontline
		Engine 7	1995	Sutphen Pumper	Reserve
		Truck 1	2011	Sutphen Tower Ladder	Frontline
		Rescue 3	2005	Spatan/Rescue I	Frontline
		Hazmat 1			Frontline
		Field Comm 1			Frontline
		Car 3		Chevrolet	Frontline
		Car 4		Ford F350	Frontline
		Marine 6			Frontline
		Utility 1			Frontline

TOWN OF WESTPORT, CONNECTICUT

Proposal to Conduct a Current Assessment and Future Strategic Study of the Fire Department

Station	Address	Unit	Year	Model	Status
4	557 Riverside Ave, Westport, CT 06880	Engine 4	2010	KME Predator	Frontline
		Engine 9	1953	American LaFrance	Antique
		Utility 2			Frontline
5	66 Center Street, Westport, CT 06880	Engine 5	2001	Sutphen Pumper	Frontline
6	61 Easton Road, Westport, CT 06880	Engine 6	2001	Sutphen Pumper	Frontline
		Engine 8	1995	Sutphen Pumper	Reserve

The FY 2015-16 Board of Finance's (BOF) Recommended Budget for the Westport Fire Department is \$8,766,941. The Department's budget has increased approximately 8.8% from the actual expenditures in the FY 2012-13 to the recommended expenditures in the FY 2015-16. The salaries expenditure represents approximately 72.4% of the total recommended expenditures in the FY 2015-16, while the extra help and overtime expenditure represents approximately 18.2%.

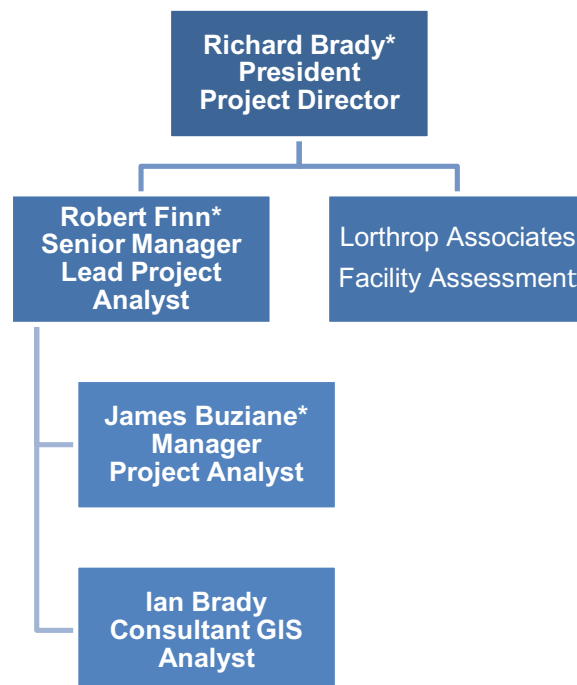
C. PROJECT TIMELINE

The Matrix Consulting Group proposes to conduct this assignment over a period of four (4) months, but is committed to remain available to the Town to assist with any issues related to the implementations of recommendations both short and long-term that are a result of this project.

Task / Month	1	2	3	4
1. Introductory Meetings / Interviews and Comm. Survey	■			
2. Employee Survey	■			
3. Data Collection and Profile	■			
4. Comparative Analysis		■		
5. Resource and Station Analysis		■	■	
6. Organizational Structure Analysis		■	■	
7. Management Systems		■	■	
8. Draft/Final Report				■

D. PROPOSED PROJECT TEAM

The Matrix Consulting Group proposes to utilize a senior project team, including our President and other personnel with fire and emergency medical service analytical experience. The senior professional members of the team have between 10 and 30 years of professional experience as consultants and/or fire professionals. The organizational chart, which follows, depicts the project team, with Key Professionals noted with an *: This team will ensure the highest level of assistance will be provided during the evaluation of the Fire Department and development long-term strategic goals for the WFD.



Our management studies philosophy is based on providing detailed analysis through extensive data collection, input and interaction with our clients:

- A principal of the firm is always involved in each of our studies. This includes developing project plans, ensuring projects remain on schedule and reviewing all deliverables to ensure quality.
- Our projects are approached with a firm grounding in formal analytical methodologies. Our clients receive detailed analysis of their specific issues. All impacts are identified and analyzed in detail to ensure that recommendations are implemented and that our clients (and the public they serve) can understand the reasons for recommended changes. This is achieved by:

- Use of substantive project management techniques.
- Extensive input of staff through interviews and surveys; extensive input from other stakeholders (e.g., community representatives).
- Detailed data collection and analysis derived from primary sources.
- Extensive internal reviews at the departmental and steering committee levels of facts, findings, conclusions and recommendations.
- Detailed implementation plans.

Our philosophy and approach has provided our clients with valuable assistance and advice in dealing with important public policy issues. It also provides a high level of buy-in from all affected stakeholders, as they have multiple opportunities for participation in the study and have the opportunity to be apprised of our progress throughout the term of the engagement.

We do not propose the utilization of any sub-consultants during the project as we possess the relevant experience in-house and find using sub-consultants dilutes the quality of the project.

Summary descriptions of each senior team member are provided below, with more detailed resumes provided immediately following this section of the proposal:

Consultant	Summary of Experience
Richard Brady President Project Manager	<ul style="list-style-type: none">• President, Project Manager and Police Lead Analyst• Overall responsibility for the firm's management studies.• 30 years of fire / emergency services consulting experience.• Project manager and lead analyst on almost 500 projects.• Extensive experience conducting over 150 fire / EMS studies nationwide involving over 300 jurisdictions.• BA Cal State University, Hayward; PhD, Oxford University, UK.
Robert Finn Senior Manager Lead Project Analyst	<ul style="list-style-type: none">• Senior Manager with the Matrix Consulting Group• 20+ years of experience as a public safety manager and consultant.• Experience as a Fire Chief – and prior experience as a Coordinator of EMS and Firefighter / Driver / Paramedic.▪ MBA, BS in Public Safety Management, Grand Canyon University.▪ Peer Assessor, Team Leader, and Technical Reviewer with the Commission on Fire Accreditation International (CFAI).
James Bouziane Manager Project Analyst	<ul style="list-style-type: none">• Manager with the firm with over 25 years of California Fire and EMS experience.• Former Deputy Chief with the City of Sunnyvale (CA).• Extensive administrative Fire and EMS experience for municipal, County EMS and Social Service provisions.• BA in Public Administration from the University of San Francisco, MPA from Golden Gate University

Consultant	Summary of Experience
Ian Brady Senior Consultant GIS Analyst	<ul style="list-style-type: none">• Senior Consultant for the Matrix Consulting Group.• Experience working with project team on various management and public safety studies. Developed our geo-spatial analysis for public safety services including recently for Berkeley (CA), Birmingham (AL), DeKalb County (GA), Hayward (CA), Raleigh (NC) and Suffolk (VA). He is currently completing a study of the Redding Fire Department (CA).• BA in Political Science from Willamette University, Salem, Oregon.• Project focus on data collection and analysis under direction of one or more of the senior staff assigned to the project.
George Rosamond Technical Partner Lothrop Associates	<ul style="list-style-type: none">• Technical Partner with Lothrop Associates, AIA, FCSI, CCS, LEED• 51 years of architectural experience• Registered Architect in CT, NY and NJ.• Extensive firehouse experience in CT and NY.• BS, New York Institute of Technology
Arthur Seckler, III Senior Project Director Lothrop Associates	<ul style="list-style-type: none">• Senior Project Director with Lothrop Associates, Associate AIA• 32 years experience in project management and construction oversight.• Works with firms municipal government and institutional clients.• AS from Mercy College
Phil Ceriglia Senior Project Manager Lothrop Associates	<ul style="list-style-type: none">• Senior Project Manager with Lothrop Associates, AIA• 30 years experience in architecture focusing on firehouse, municipal and healthcare clients.• Registered in NY, CT and PA.• Bachelor of Architecture from Pratt Institute and Associates of Liberal Arts, DCC.
John Anastasiou Project Manager Lothrop Associates	<ul style="list-style-type: none">• Project with Lothrop Associates, AIA• 32 years experience in municipal, medical and commercial projects.• Adjunct Professor at Westchester Community College• Masters and Bachelor of Architecture from Pratt Institute School of Architecture.

The resumes, which follow, provide the qualifications for the Matrix Consulting Group and the Lothrop Associates staff that are identified as key professionals and would be assigned to this project if we are selected.

RICHARD BRADY
President, Matrix Consulting Group
Project Manager

BACKGROUND

Richard Brady is the President of the Matrix Consulting Group. Mr. Brady has been a management consultant to local government for more than thirty years. Prior to founding Matrix, he was a Vice President for a national management consulting firm, and before that the managing partner of the California-based management consulting firm of Hughes, Heiss & Associates. Mr. Brady worked with Hughes, Heiss and Associates for over 15 years.

The list, which follows, summarizes Mr. Brady's project experience on fire and emergency medical management studies and selected other studies. It should be noted that Mr. Brady has managed or participated in over 200 studies of police, fire and emergency communications in his career. While the breadth of Mr. Brady's experience encompasses virtually all local government functions, his principal areas of expertise include public safety (police and fire).

EXPERIENCE RELEVANT TO THE PROJECT

- Management audits, each of which have included evaluation of all departmental programs (e.g., Hazmat; public education; plan check and development review, etc.); service level analysis for fire suppression and emergency medical services; financial analysis of all fees and revenues; and training program evaluation. Also included staffing level evaluation and revenues; and training program evaluation of all functions and review of departmental management practices. For example:
 - Alachua County, Florida
 - Albany, New York
 - Americus, Georgia
 - Augusta-Richmond County, Georgia
 - Bellingham, Washington
 - Boston, Massachusetts
 - Brattleboro, Vermont
 - Bremerton, Washington
 - Broward County, Florida
 - Burlington, Massachusetts
 - Charlotte County, Florida
 - Chelsea, Massachusetts
 - Hilton Head Island, South Carolina
 - Lansing, Michigan
 - Montpelier, Vermont
 - Newark, California
 - Norwalk, Connecticut

- Omaha, Nebraska
 - Palo Alto, California
 - Peoria, Illinois
 - Reno, Nevada
 - Salt Lake City, Utah
 - San Rafael, California
 - Sarasota County, Florida
 - Tallahassee, Florida
 - Venice, Florida
- Developed comprehensive fire master plans for the following clients. Each project included evaluation of service levels for both fire protection and emergency medical services; recommendation of service level standards related to response times; company staffing; fire flow capabilities; and built-in protection. Also included development of multi-year facilities plans; capital equipment requirements; and detailed program recommendations involving prevention programming and hazardous materials control.
 - Redmond, Washington
 - Woodinville, Washington
 - Monroe, Washington
 - Orange County, California
 - Corte Madera, California
 - Sacramento, California
- Station location studies/plans for:
 - Broward County, Florida
 - Dougherty Regional Fire Authority (Dublin-San Ramon), California
 - Fort Lauderdale, Florida
 - Fulton County, Georgia
 - Hanford, California
 - Monterey, California
- Fire Department feasibility studies which involved projecting service demand; recommending service level standards and objectives; identifying revenue sources; and developing detailed facilities, staffing and apparatus requirements including budgets for in-house fire departments for cities which contract for service or are served by a larger fire protection district or other fire department. Each project also included evaluation of service contracts and recommendation of the most cost-effective alternative. Clients include:
 - Cupertino, California
 - San Ramon, California
 - Scottsdale, Arizona

- Emergency medical service feasibility studies which also involved projecting service demand; recommending service level standards and objectives; identifying revenue sources and cost recovery strategies. Clients include:
 - Coral Springs, Florida
 - Escambia County and Pensacola, Florida

- Regional analyses of fire service systems to identify consolidation opportunities; potential to improve service cost-effectiveness by contracting for service in specific areas; and assessing the feasibility of multi-agency cooperation in such areas as training; communications and dispatch; and hazmat response and control. Projects include:
 - Burlingame and Hillsborough, California
 - Carlsbad; Oceanside; Vista, California
 - Dixon and Dixon FPD, California
 - La Mesa and Lemon Grove, California
 - Lee County, Florida
 - Monterey County – Three studies
 - San Mateo County, California
 - Sonoma County, California
 - Stanislaus County, California
 - Santa Cruz County, Capitola and Central FPD, California
 - South Snohomish County, Washington
 - Tiburon and Alto-Richardson in Marin County, California
 - Tulare County, California

EDUCATION

Mr. Brady received his BA degree from California State University at Hayward and his MA and PhD degrees from Oxford University, U.K.

ROBERT FINN

Senior Manager, Matrix Consulting Group – Lead Project Analyst

BACKGROUND

Robert Finn is a Senior Manager with the Matrix Consulting Group and previously served as the Chief of the Southlake (TX) Department of Public Safety. Mr. Finn has a strong educational background coupled with a successful track record that includes strategic planning, budgeting, change management, community relations, and building collaborative partnerships.

EXPERIENCE AS A FIRE SERVICES CONSULTANT

Clients for whom Mr. Finn has recently provided fire consulting services include the following:

- Anchorage, Alaska
- Auburn, Maine
- Boston, Massachusetts
- Pacific Grove, California
- Bedford, New York
- Chelsea, Massachusetts
- Cleveland, Ohio
- San Antonio, Texas
- Mat Su Borough, Alaska
- Mesa County, Colorado
- Monterey, California
- Peachtree City, Georgia
- Perrysburg, Ohio
- Springdale, Arkansas
- Hanford, California
- Sterling, Illinois
- Suffolk, Virginia
- Winter Garden, Florida

EXPERIENCE AS A PUBLIC SAFETY PROFESSIONAL

Mr. Finn has served at many levels in public safety, including as the following:

- Chief of Police (2008 to 2011)
- Chief of Fire Services (2004 to 2008)
- Lieutenant of Professional Standards (1999 to 2004)
- Lieutenant of Training (1995 to 1999)
- Coordinator of Emergency Medical Services (1993 to 1995)
- Firefighter / Driver / Paramedic (1987 to 1993)

PUBLIC SAFETY ASSOCIATION AFFILIATIONS/AWARDS

Mr. Finn has served with various public safety related associations, including:

- Center for Public Safety Excellence as a Peer Assessor, Team Leader and Technical Reviewer (2006 to Present).
- City of Southlake Citizen of the Year, 2008

EDUCATION AND TRAINING

He has a Master of Business Administration in Executive Leadership and a Bachelor of Science in Public Safety Administration from the Grand Canyon University, Phoenix (AZ), as well as a FBI National Academy graduate and various National Fire Academy courses.

JAMES BOUZIANE
Manager, Matrix Consulting Group
Project Analyst

BACKGROUND

James Bouziane brings over 25 years of progressive experience leading, managing and providing vision and direction to the fire service. His focus is on ensuring the effective delivery of fire, EMS and emergency management services to the community.

EXPERIENCE IN FIRE AND EMS SERVICES

Mr. Bouziane has served at many levels in public safety, including as the following:

- Consultant on public safety studies in DeKalb County (GA) and Asheville (NC)
- Public Safety Deputy Chief, City of Sunnyvale (CA) – Responsible for emergency planning, developing fire and EMS response strategy and tactics and coordinating with local, regional and state organizations to ensure issues of mutual concern are appropriately addressed.
- Public Safety Captain, Lieutenant and Officer, City of Sunnyvale (CA)

EDUCATION AND TRAINING

Mr. Bouziane has a Master of Public Administration from Golden Gate University and a Bachelor of Arts in Public Administration from the University of San Francisco.

He has also attended numerous classes at the National Fire Academy and completed the Sherman Block Leadership Institute

IAN BRADY

Senior Consultant, Matrix Consulting Group

Project Analyst

BACKGROUND

Ian Brady is a Senior Consultant with the Matrix Consulting Group as part of our Management Services Division, and is based in our Mountain View (CA) office. He began with the firm as an intern but now has 4 years of consulting experience. He specializes in public safety and is dedicated to providing analytical support for all of our police, fire, emergency communications and criminal justice system studies. Mr. Brady also developed the firm's GIS analytical tools for analyzing field service workloads and service levels, beat design and efficiency, and alternatives to deployment and scheduling of resources.

EXPERIENCE IN PUBLIC SAFETY STUDIES

Mr. Brady has experience conducting fire service management, staffing and operations studies, including recently for the following clients:

- Anchorage, Alaska
- DeKalb County, Georgia
- Hanford, California
- Suffolk, Virginia

He is currently working with us to complete a fire study in Redding (CA)

Mr. Brady has experience conducting GIS (beat) law enforcement analysis, including recently for the following clients:

- Arlington, Washington
- Berkeley, California
- Birmingham, Alabama
- Hanford, California
- Hayward, California
- Laguna Hills, California
- Orange County, Florida
- Portland, Oregon
- Raleigh, North Carolina
- Suffolk, Virginia

He is currently completing beat studies in Columbia (MO) and Roseville (CA).

EDUCATION

Mr. Brady received his BA in Political Science from Willamette University in Oregon.

GEORGE ROSAMOND, AIA, FCSI, CCS, LEED ACCREDITED

Technical Partner

Lothrop Associates, LLP

George has 51 years of architectural experience and has been a Technical Partner with Lothrop Associates since 1987.

He has served a variety of government, institutional, historic, corporate, recreation and municipal clients. He will be responsible for managing the technical staff, quality control, code compliance and in-house cost estimating for this project.

George's representative firehouse experience includes:

- Village of Pelham (NY)
- Village of Porth Chester (NY)
- Stewart International Airport (NY)
- Greenville Fire District (NY)
- Elmsford (NY)
- Marbletown (NY)
- Norwalk (CT)
- Westchester County Airport (NY)
- White Plains (NY)
- Lake Mohegan Fire District (NY)
- Peekskill (NY)

George is a Registered Architect in Connecticut, New York and New Jersey and is registered with the National Council of Architectural Registration Boards (NCARB). His professional affiliations include membership with the American Institute of Architects (AIA), Construction Specification Institute (CSI), National Institute of Building Sciences and National Fire Protection Association (NFPA).

George attended New York Institute of Technology and graduated Cum Laude with a Bachelor of Science.

ARTHUR J. SECKLER, III, ASSOCIATE AIA
Senior Project Director
Lothrop Associates

Arthur joined Lothrop Associates as a Senior Project Manager in 2006 and is currently and Associate Partner with the firm.

He has more than 32 years experience including Project Management and Construction Oversight for a wide variety of project types for municipal, not-for-profit and private clients.

Arthur will be responsible for the day-to-day operations of the in-house architectural staff and consultants during this project

Arthur has experience working with municipal and firehouse projects, including:

- Norwalk Fire Department (CT)
- Bridgeport Housing Authority (CT)
- Continental Village Fire (NY)
- City of Harford (CT)
- Port Chester Fire (NY)
- Peekskill Ambulance (NY)

Arthur is also experienced in building exterior and resoration projects, including:

- Herbert Lehman College – Roof repair/restoration, emergency façade repair, façade restoration, plaza restoration. Bronx (NY)
- New York Medical College – Exterior building survey and report to identify deficiencies with exterior masonry and façade for several buildings on campus. Valhalla (NY)
- State University of New York – Complete exterior building restoration for the repair of roff and exterior walls. Delhi (NY).

Arthur's professional affiliation and activities include membership with the AIA. He also held the position of Associate Board Member for the Westchester/Mid Hudson Chapter of AIA from 2000 – 2007.

Arthur hods an Associate of Science Degree from Mercy College and is currently pursuing professional licensure in New York State.

PHIL CERNIGLIA, AIA
Senior Project Manager
Lothrop Associates

Phil has over 30 years of experience in architecture in firehouse, municipal, healthcare, corporate, commercial, industrial and adaptive re-use projects.

Phil will be coordinating the programming and planning process for the project. He will also be responsible for client interface, code analysis, ensuring project schedules are met. His other focus areas will include the needs assessment and analysis

Phil has experience working with municipal and firehouse projects, including:

- Hopewel Hose Company 1 (NY)
- Hartsdale Fire District Station 1 & 2 (NY)
- Town of East Fishkill (NY)
- Fairview Fire District (NY)
- Dutchess County (NY)
- NY Bridge Authority (NY)

He is registered in New York, Connecticut and Pennsylvania. He is also registered with the National Council of Architectural Registration Boards.

Phil has professional affiliations with the Mid Hudson Patterns for Progress and has received design awards and recognition from the Town of Hyde Park Visual Environmental Committee for the Staatsburg Fire District No. 1.

Phil holds a Bachelor of Architecture degree from Pratt Institute and an Associates of Liberal Arts from DCC.

JOHN ANASTASIOU, AIA, LEED ACCREDITED PROFESSIONAL
Project Manager
Lothrop Associates

John is a Project Manager with Lothrop Associates and has 32 years experience in working on municipal, medical, community and healthcare projects

He is a registered architect in New York and New Jersey as well as a LEED Accredited Professional.

He has experience working with municipal, firehouse and renovation projects, including:

- Port Chester Fire Department (NY)
- New Rochelle DPW (NY)
- White Plains Housing Authority (NY)
- Pelham Fire Department (NY)
- Society Hill Renovation (NY)
- New Rochelle Housing Auth (NY)

John is also an Adjunct Professor at Westchester Community College (SUNY) where he teaches Architectural Drawings and Materials and Methods of Construction.

He holds and Masters and Bachelors of Architecture from Pratt Institute School of Architecture.

E. PROPOSED WORK PLAN AND APPROACH

This section of the proposal provides a description of our proposed approach to assist the Town of Westport in conducting an in depth analysis of the Fire Department.

Task 1 Initial Interviews and Conduct of a Community Survey

In this task, the project team will meet with a range of internal and external 'stakeholders' to review the major issues resulting in the need for this project. The project team will conduct one-on-one interviews with the First Selectman, other elected officials if desired, the Fire Chief and top command staff, representatives from the collective bargaining group, as well as other stakeholders identified in the community. The topics to be discussed during these interviews will include:

- Status of the Department and approaches utilized to provide services to the Town.
- Concerns about risk management, personnel management, training programs, technology, apparatus and equipment.
- Service delivery objectives and issues.
- Financial issues facing the Town.
- Functional areas where the Town and WFD think could benefit from regionalization or cross training.
- Other issues which may impact this assignment or are of concern to the stakeholders.

External stakeholders will be identified by our initial interviewees and contacted by us for an interview or focus group meeting.

Finally, we also propose developing an online survey for the community to allow residents and business owners to provide input regarding their perceptions of the current services provided by the WFD as well as any improvement opportunities.

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none"> • On-site initial meeting with Executive staff to review goals, objectives, and project plans • Kick-Off presentation to appropriate staff • Detailed project management plan – outlining dates for monthly status reports. • Development of community survey. 	<ul style="list-style-type: none"> • Attendance at kick-off presentation and initial Executive staff meetings. • Designate a project management representative from each participating agency. • Availability for one on one interviews. • Review of employee and community surveys.

Task 2 Conduct an Anonymous Survey of Fire Department Personnel

While the project team will conduct a number of one on one interviews with personnel of the WFD to gain the initial understanding of the organization, operations and management systems in place, it is important to allow all employees to provide input regarding the current strengths and improvement opportunities in the operations and management of the WFD. To accomplish this, we propose developing an online survey that will allow all personnel of the Fire Department to provide anonymous feedback to the project team. A survey link will be sent to all WFD personnel via email and completed online. The Matrix Consulting Group will provide the results to the Town and Fire Department with analysis and write-up of the survey findings.

Matrix Consulting Tasks / Deliverables	Client Services Required
<ul style="list-style-type: none"> • Development of online survey questions. • Issue link to survey to all personnel. • Receive results of the survey. • Analysis and write-up of survey findings. • Delivery of the survey findings to the Town and WFD Management for review and discussion of identified strengths and improvement opportunities from the employee perspective. 	<ul style="list-style-type: none"> • Review and approval of survey questions • Availability for review and discussion of survey results and employee perceptions.

Task 3 Develop a Descriptive Profile of Services Provided by the Westport Fire Department

In order to further our understanding of service delivery and service objectives in Westport, the project team will develop a descriptive profile of current operations. The following are indicative of the types of information that will be collected by the project team:

- Mission and Vision statements, values and goals and objectives.
- Service level performance objectives.
- Policies, procedures and other formal documents guiding operations, including collective bargaining agreements.

- Locations of all facilities and major pieces of apparatus.
- Deployment plans.
- Organizational structure of the Department.
- Staff by classification (i.e., number and rank of command and line staff members, administrative staff, etc.).
- Calls for service, response time performance, and other measures of service delivery will be reviewed for the previous 10 years. These include:
 - Call type
 - Date and time stamps to include:
 - Time call received.
 - Time call was dispatched.
 - Time units went en-route.
 - Time units arrived on-scene.
 - Time units cleared.
 - Address of the call.
 - Resources responding.
- Training records and history for all staff.
- Current workloads of the fire prevention and fire investigation personnel and other Department functions.
- Operating and capital budgets – including both expenditure and revenue categories.
- The level of support that is provided directly by the Town – finance, human resources, information technology, etc.
- Fire hydrant locations along with flow testing and maintenance records.

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none">• Data collection and compilation for analysis.• Development of a draft profile detailing the factual understand of the current operations of the Westport Fire Department.	<ul style="list-style-type: none">• Provide Data as requested.• Availability for follow-up interviews and questions.• Review of the draft profile to ensure accuracy.

Task 4 Conduct a Comparative Assessment of the Westport Fire Department Against Current Industry Best Practices and Peer Agencies

This project task will involve the assessment of the current operations and management of the WFD against current industry best practices to identify the operational and management strengths of the Department and areas where there are improvement opportunities. Benchmarks will be developed in a collaborative discussion with Fire Department management and can include National Fire Protection Association (NFPA) standards, Center for Public Safety Excellence (CPSE) standards, Insurance Services Organization (ISO) standards as well as generally accepted best management practices. The project team will work closely with the Fire Department to develop the list of best practices that WFD will be compared against.

The task will also include a comparative assessment of the WFD against identified peer agencies with similar population, population density, proximity to a major metropolitan city and other features similar to Westport to gain an understanding of how their Fire Departments are staffed, management and services delivered. While no community will perfectly match Westport, the project team will work closely with the Fire Department to identify potential peer agencies utilizing the following elements:

Population and Demographics	Economic Characteristics	Environmental Characteristics	Fire Department Characteristics
<ul style="list-style-type: none"> Population Diversity Proximity to Metro area 	<ul style="list-style-type: none"> Per capita income Projected Growth Economic diversity 	<ul style="list-style-type: none"> Residential vs. Commercial Risks / Target Hazards 	<ul style="list-style-type: none"> Size and composition Services provided FD cost in relation to total Town budget.

The results of this issues oriented / comparative assessment task are described below:

Matrix Consulting Tasks / Deliverables	Client Services Required
<ul style="list-style-type: none"> Development of best practices list for discussion and incorporation into the assessment document. Development of peer agency survey questions for review and discussion. Collaboration with Town and Fire Department on Peer agencies Analysis and write-up of best practices and peer agency assessment findings. Development of an issues list for discussion with the Town and WFD Management to guide further analysis and recommended solutions. 	<ul style="list-style-type: none"> Availability for review and discussion of issues identified in the best practices and peer agency assessments.

Task 5 Assess the Fire Department's Resources and Deployments.

Once the various fire and emergency medical service delivery options have been thoroughly evaluated, the project team will have the database to evaluate the current station and response unit network. This task will involve the following approaches for assessing alternatives regarding the fire suppression and emergency medical network in the Town:

- Evaluate existing fire and emergency medical call response and service level policies in light of actual service demand faced by the Westport Fire Department.
- Tour each fire station to conduct a conditional assessment of the stations and ability to effectively and efficiently provide fire services to the Town.
- **Complete a detailed facilities inventory.** We will meet with City/Department facilities management personnel to review maintenance histories for each of the four (4) fire stations. This will include collection of code & zoning regulations; easements; and setbacks for each facility. This will allow the team to have background information prior to touring the facilities.
- **Conduct a functional analysis of each station.** We will tour each fire station to analyze the building condition, efficiency, square footage, staff per square foot and adjacencies. We will identify underutilized and crowded spaces/conditions. What is the access/egress from the facility? Is the station efficient? Can it accommodate other site amenities? Are there immediate maintenance or improvements needed? Is there proper ingress and egress at the facility? What is the long-term projection for the station life cycle?
- **Conduct an analysis regarding ADA requirements.** Are the current fire stations compliant with Americans with Disabilities Act (ADA) guidelines? What modifications are required to bring the stations into compliance?
- **Conduct an inspection for any hazardous materials.** This assessment will identify any hazardous materials stored or present at the fire stations. Materials to be assessed shall include, but not be limited to; VAT, acoustic ceilings, paint, insulation, vehicle fueling systems (age, functionality need), etc.
- **Inspect the general site conditions.** This assessment will examine all parking lot conditions such as surfacing, sealing and striping, as well as sidewalks and access ramps, steps and entrances in to the building. Any deficiencies will be identified and reported. Drainage, fencing and signage, including direction and safety, will also be examined.

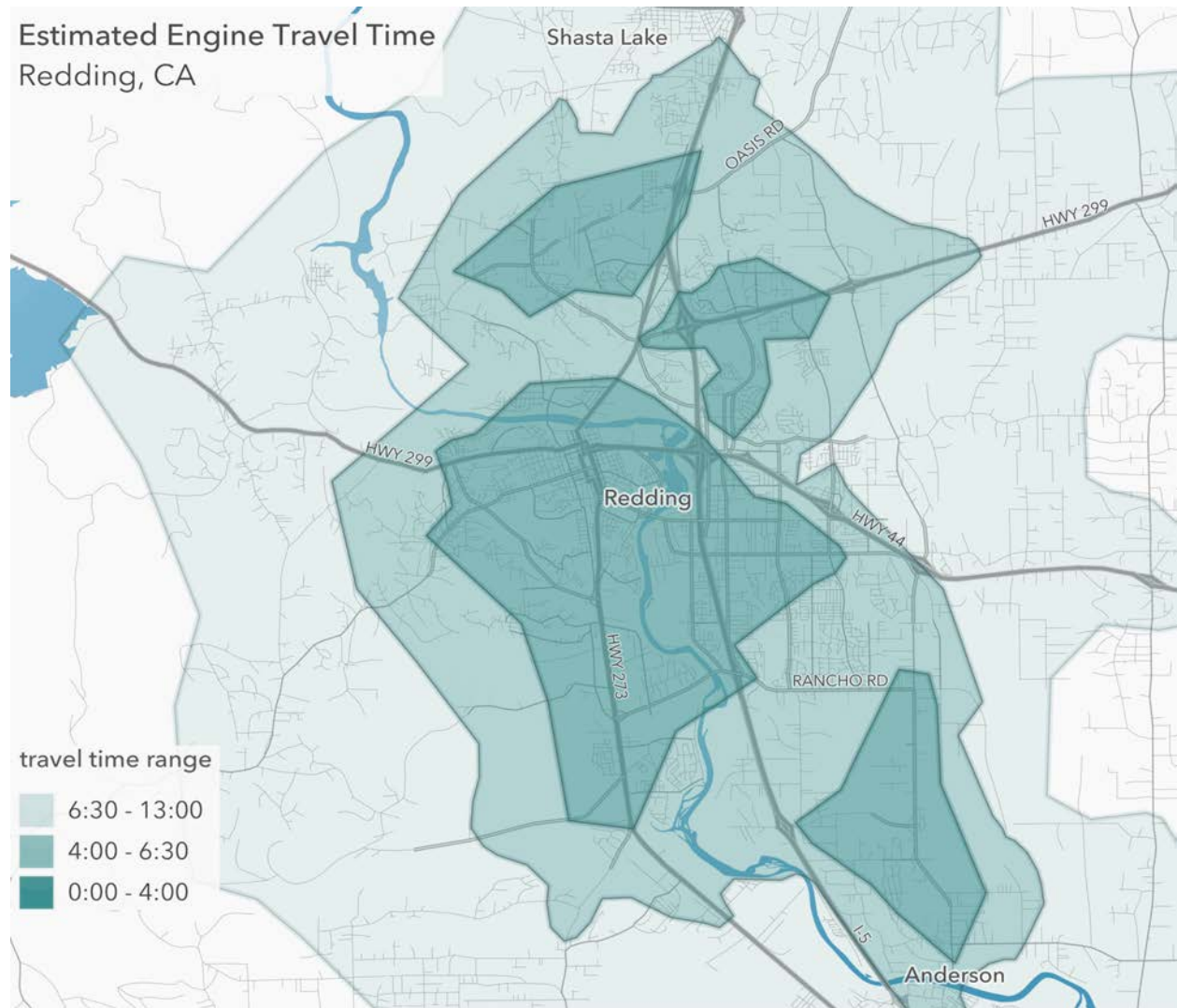
- **Evaluate the building structure.** The existing floor(s) and roof framing systems will be evaluated in terms of their structural integrity to ensure the structure meets Building Code requirements for the occupancy and appropriate dead load scenarios. What is the age and useful life of the station? Is the station capable of holding modern apparatus? Are there any flooding issues? The Project Team will immediately notify the City of Westport of any unsafe conditions found.
- **Evaluate the building envelope.** The condition of exterior walls, windows, doors and the roof will be assessed and any required repairs noted, including prior leaks and previous repair attempts. Adequacy of existing parking on-site? Maintenance needs to avoid costly decay of the building elements will be included in the assessment and included in the report.
- **Evaluate the building interior.** The general conditions of the interior finishes and substrates including walls, floors, insulation, ceilings, doors/hardware and casework/millwork will be assessed for any inefficiencies and required corrections.
- **Evaluate the Mechanical Systems.** This assessment will include a review of all mechanical systems, including HVAC, plumbing, fire suppression and elevators. All systems will be denoted with requirements to bring them in compliance with local, state and federal codes and regulations.
- **Evaluate the plumbing systems.** The plumbing will be assessed to include presence of adequate water pressure, conditions of plumbing fixtures, piping and insulation, drain/sewer line flow, presence of back-flow and pressure reducing valves.
- **Evaluate the electrical systems.** All electrical systems shall be inspected and addressed as to any and all deficiencies, including, but not limited to, panels, circuit breakers and or fuses, disconnect switches, wiring/conduit, expandability, lighting fixtures, receptacles, as well as any data and communications wiring and equipment.
- **Identification of life safety issues.** All life safety issues will be identified and recommendations made to bring all such deficiencies into compliance. Issues to review include, emergency egress, emergency lighting, alarms and pull boxes, fire suppression systems and the quantity and placement of fire extinguishers.
- Assessment of the apparatus housed at each station to ensure it meets the current and project needs of the response area.

- Tour the response area of each fire station to develop a risk analysis to the fire and non-fire risks present in the first due response area.
- Compare projected call and service demand for the existing field fire and emergency medical units. Based on the analysis, identify opportunities for changes in resource deployment based on initial and multi-unit response needs.
- Based on an understanding of demand and field unit deployment, evaluate existing company staffing policies, unit deployment and response approaches.
- Evaluate the current and expected use of overtime to meet daily staffing requirements.
- Specifically examine the emergency medical response system and roles of the first responders to identify opportunities to expand the first responder roles and system to improve utilization.
- Analyze the effectiveness and efficiency of the dispatch system. Are units dispatched according to best practice timelines? Is the dispatch center effective at providing units with timely and accurate information? Are times recorded accurately to reflect actual performance?
- Analyze opportunities to adjust the mutual aid and automatic aid response system in the region.
- Assessment of the water and hydrant system based on the data provided to determine if there are areas of the Town requiring improvements in the hydrant system to improve water flow and availability at fire scenes.
- Develop projections of resource requirements over 10 - 20 years taking into consideration general fund revenues.

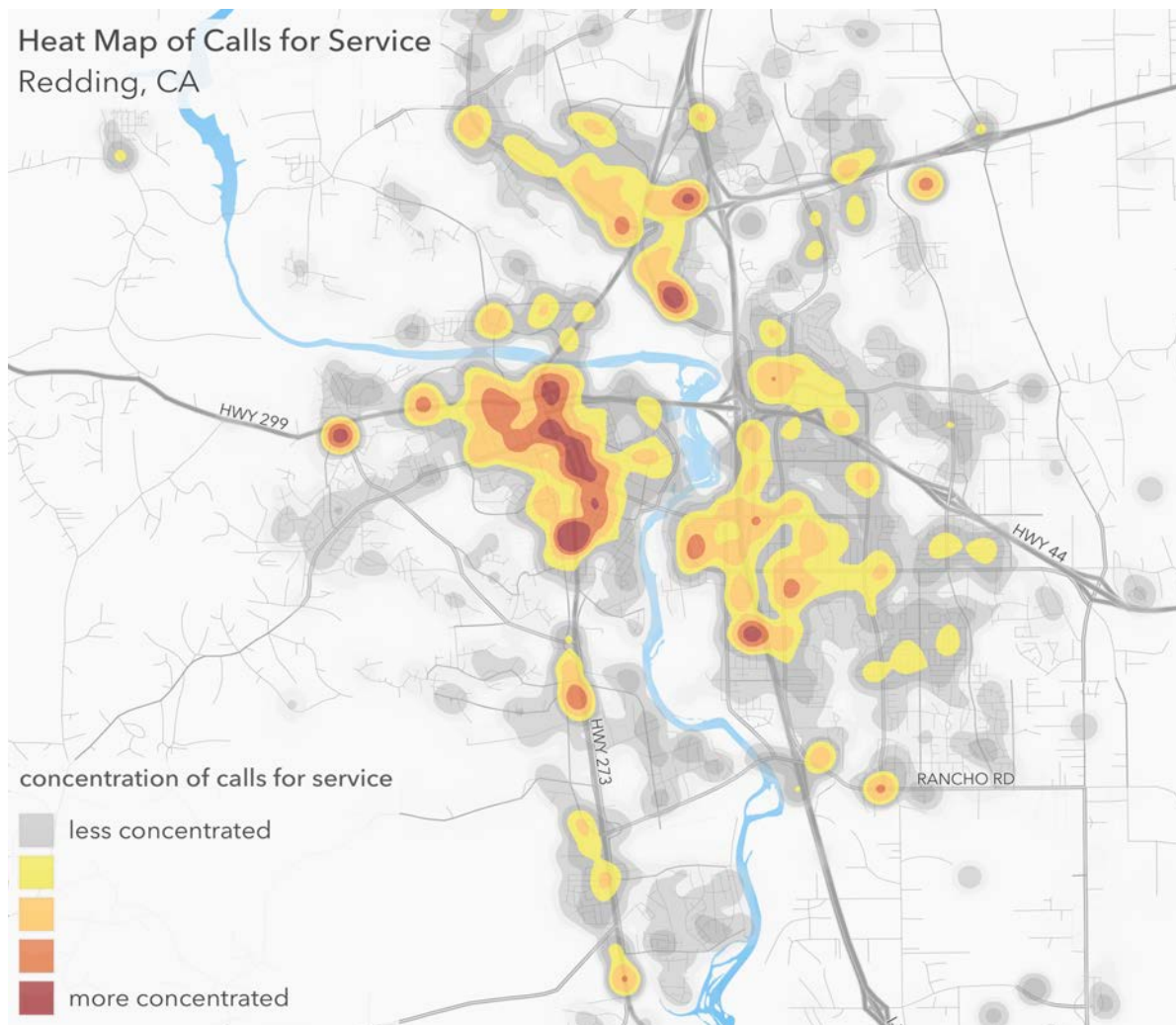
The Matrix Consulting Group has a comprehensive analytical, statistical and GIS-based approach for assessing the impact of various station locations. The Matrix Consulting Group uses a process that examines the ramifications of station locations and unit deployments across a wide range of potential decision factors. In the following recently developed map the ability of different fire companies to reach a scene in a specific period can be seen.

TOWN OF WESTPORT, CONNECTICUT

Proposal to Conduct a Current Assessment and Future Strategic Study of the Fire Department



The second map shows the effect of clustering of calls – an important factor in determining appropriate unit locations.



The results of this critical project task are described below:

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none"> • Development of project maps and deployment capabilities. • Analysis of growth projections and impact on fire operations • Analysis of staffing requirements and deployment options • Detailed assessment of the condition of each fire station. 	<ul style="list-style-type: none"> • Evaluation of staffing and deployment options available. • Availability for follow up questions or additional interviews.

Task 6 Evaluate the Current Organizational Structure of the Westport Fire Department.

In this project task the project team will conduct a full review of the current staffing of the Westport Fire Department, to allow a review against best practices for

staffing, deployment and scheduling of WFD operations. The project team will perform detailed analysis of the current staffing and deployment of the WFD to include:

- Is the Fire Department too "tiered" or too "flat" from a command and supervisory staffing perspective?
- Are functions placed too high or too low in the Fire Department in relation to their importance in meeting fire / EMS service objectives?
- Are spans of management and supervisory control too broad or too limited?
- Are command and supervisory personnel spending the majority of their time on high priority work and responsibilities?
- Are management and supervisory personnel properly classified in relationship to the type of work they do?
- Do opportunities exist to utilize civilian personnel in functions now occupied by uniformed officers?
- Are there opportunities to cross train personnel and consolidate some of the functions into a "public safety" model?
- Based on interviews and analysis, are there opportunities to provide services regionally or share services that are currently provided by the Town?

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none">• Continued analysis of organizational structure and spans of control, management roles, reporting relationships and overall organizational structure.	<ul style="list-style-type: none">• Availability for additional interviews and follow-up questions.

Task 7 Assess Management Systems in the Department.

In this work task, the project team will evaluate the Westport Fire Department's current approaches to managing human resources, including training, other services provided (such as fire prevention) and its overall management. Evaluation will take into account the capability of the organization to respond to operating and administrative requirements. In conducting this management analysis, a variety of issues will be addressed, including:

- **Evaluate key management systems.** The project team will assess the organizational structure and key management systems in use:
 - Are current policies and procedures up to date and relevant for the WFD?

- Are missions, goals, and values published and known in the organization?
- Does the WFD maintain appropriate financial controls? Is there appropriate transparency in their use of funds?
- Evaluate operations management, including incident command and large-scale emergency preparedness.
- Are policies and procedures consistently applied?
- Does the WFD utilize post-incident critiques to learn from incidents, to identify training needs, to assess performance, etc.?
- Are there appropriate policies regarding shift assignments, incident management, overtime, vacation and sick time?
- Does the First Selectman and the Board of Selectmen receive the information that they need to provide an on-going assessment of WFD performance?
- Are technology systems being appropriately utilized and leveraged by the WFD? Are there opportunities to utilize emerging technologies?
- **Evaluate training and staff development systems and practices.** The project team will assess the positive features and improvement opportunities that may exist in recruitment, training and other related personnel management programs.
 - Identify and evaluate training provided to enhance management and supervision in the Fire Department.
 - Assess the current efforts to provide training to career staff to ensure that they are performing at targeted levels.
 - Document how training needs are assessed and in-service training provided at the field unit level.
 - Are the appropriate controls in place to ensure licenses and certifications are maintained? Do WFD personnel have the appropriate certifications for the risks and services provided to the community?
- **Assess the current and future need to be involved in other services,** including the following:

- Fire prevention and public education. Does the agency conduct inspections in timelines according to best practice? Is the WFD actively involved in community life safety education?
- Analysis of the fire inspection function to determine the workload of fire inspectors and any backlog of required inspections. Are there opportunities to improve the productivity of inspectors or use shift personnel to inspect lower hazard occupancies?
- Are there opportunities to improve construction standards using emerging technologies or materials?
- Emergency management.
- Equipment maintenance as well as apparatus replacement.
- General security of WFD facilities and fire stations.

Project Deliverable – MCG	Client Services Required
<ul style="list-style-type: none">• Analysis of the current non-operational and support services in the Fire Department.• Recommendations for providing non-operational and support services.• Development of a non-operational and support services staffing plan.	<ul style="list-style-type: none">• Review of the non-operational and support area recommendations for feedback prior to development of the draft and final report.

Task 8 Develop the Draft and Final Project Report

This task is the development of the draft and final project report. The process for this will include:

- The Matrix Consulting Group will develop a detailed draft report for delivery to the Town for review and comment. The review by the Town and Fire Department personnel is designed to ensure all elements required in the report have been adequately and factually addressed.
- All analysis, findings, issues and recommendations from the previous tasks will be utilized in the development of the draft report. As each element had already been previously reviewed with the Town and Fire Department, there should be no surprises in the report. The draft and final report will include:
 - An Executive summary detailing key findings and recommendations.
 - Geographical displayed information including charts, graphs, tables and maps.

- Detailed recommendations for each identified solution to identified issues along with prioritization, timelines for action and implementation plans will be fully addressed.
- Detailed capital improvement plans for identified issues with facilities as well as an apparatus replacement schedule for apparatus and vehicles.
- Full financial and operational impact estimates for recommended solutions.

We will provide 20 hard copies and an electronic copy of the draft and final report.

Matrix Consulting Tasks / Deliverables	Client Services Required
<ul style="list-style-type: none">• Development of recommendations to address the identified issues.• Development of the draft report and strategic plan.• Collaboration with Town and Fire Department on development of the draft report.• Delivery of the draft report and strategic plan for review by the Town and Fire Department management.• Presentation of the revised project report and strategic plan to the First Selectman and Board of Selectmen in a venue determined by the Town.	<ul style="list-style-type: none">• Review of the draft report.• Designating a mutually acceptable date, time and location for presenting the report findings.

F. QUALIFICATIONS AND EXPERIENCE

This section of our proposal provides relevant background information regarding our firm, services provided, office locations, approach to providing municipal consulting services, and information about our experience and past performance on prior projects.

1. INFORMATION ABOUT THE MATRIX CONSULTING GROUP

The Matrix Consulting Group specializes in providing analytical services to local governments, to assist them in providing highly responsive, efficient, and effective services to their residents. Our market and service focus is financial, management, staffing and operations analysis of local government. Our firm's history and composition are summarized below:

- We were founded in 2002. However, the principals and senior staff of our firm have worked together in this and other consulting organizations *as one team* for between 10 and 30 years.
- Our *only* market and service focus is management, staffing and operations analysis of local government.
- Since our founding, we have worked with hundreds of municipalities and counties, conducting management studies of their operations and recommending improvements.
- Our firm maintains offices in Mountain View, California; Worcester, Massachusetts; Illinois (St. Louis Metropolitan area); Washington (Spokane area), and Texas (Dallas Metro).

We are proud of our service philosophy based on detailed analysis, as well as our customized strategy and partnership with our clients. This has resulted in high levels of implementation of our project recommendations – exceeding 85%.

The following table provides some additional general demographic and contact information on our firm.

Legal Name of Firm	Matrix Consulting Group, Ltd. Incorporated domestically in California (January 2003). Also incorporated in Massachusetts as a foreign corporation (January 2003). We have operated under this name since our incorporation.
Location / Mailing Address for Corporate Headquarters	201 San Antonio Circle, Suite 148 Mountain View, CA 94040 650.858.0507 (voice) 650.917.2310 (fax)

Corporate Contact	Richard P. Brady, President 650.858-0507 rbrady@matrixcg.net
New England Office	17A Steele Street Worcester, MA 01607 508.887.6564
Current Staff	We currently have 15 full-time and 5 part-time staff.
Services Provided	Management, organizational, shared-services, staffing and operational (efficiency and effectiveness) analysis for public sector entities across the various functions, including: Administration (HR, Finance, IT, etc.) Business Process Documentation Community Development Finance studies, including user fee analysis Fire and Emergency Medical Services Law Enforcement (police, corrections, courts) Organizational Structure Analysis Parks, Recreation and Community Services Public Works Utilities / Infrastructure Maintenance We have been providing these services for over 13 years under the same business name.
Type of Business	We are an incorporated in California domestically and in Massachusetts as a foreign corporation.

2. INFORMATION ABOUT LOTHROP ASSOCIATES, LLP

Lothrop Associates LLP is a full service architectural and interior design firm. They offer clients highly personalized service backed by comprehensive technical resources and experience. The partnership is managed by four (4) partners with each project managed from inception to completion by one of the firm's partners.

The services provided by Lothrop Associates include:

- Architecture Basic Services (Design, Documents, Administration)
- Planning (Master Planning, Renovations, Feasibility, Code Compliance)
- Approval Process (State and Local Approvals, Building Code Review)
- Sustainable Design (LEED Certification)
- Interiors (Interior Design, Space Planning, Programming)
- Extended Services (Construction Administration, Program Management, CAD)

Lothrop is currently working with the Town of Westport on the Master Planning and Building Renovations at Compo Beach Park. They are also currently in design with the renovation of the Broad River Fire Station for the City of Norwalk (CT) Fire Department.

3. FIRE SERVICE CONSULTING EXPERIENCE

We have extensive experience analyzing fire service organization and operations in New England and around the country, including analysis of deployments, staffing, scheduling, staff utilization, fire station locations, organizational and management. Our experience is both personal and corporate – our team has worked together on hundreds of public safety management and efficiency studies in New England and elsewhere throughout the United States.

- Our primary focus is on the analysis of public safety operations (fire / rescue and police services). We have personally served over 250 fire agencies.
- We have extensive experience working with public safety agencies in New England and the Northeast generally.
- Each of our senior consultants has between 10 and 30 years of analytical and management experience.

The table, below, portrays our experience working for recent clients (with New England agencies in **bold**):

Amesbury, Massachusetts	Hermosa Beach, California	Peoria, Illinois
Anchorage, Alaska	Highland, California	Pinellas Sun Coast FD, Florida
Boston, Massachusetts	Hoboken, New Jersey	Placer County, California
Augusta, Maine	Indio, California	Plano, Texas
Auburn, Maine	Keene, New Hampshire	Plymouth, Massachusetts
Barnstable, Massachusetts	Killington, Vermont	Portland, Oregon
Bedford, New York	Mason, Ohio	Portsmouth, New Hampshire
Brattleboro, Vermont	Meriden, Connecticut	Portsmouth, Virginia
Canandaigua, New York	Middleborough, MA	Pueblo, Colorado
Charlottesville, Virginia	Milwaukee, Wisconsin	Red Bluff, California
Chelsea, Massachusetts	Monrovia, California	Reno, Nevada
Clive, Urbandale, WDM, Iowa	Montpelier, Vermont	Sacramento, California
Dinuba, California	Mountain View, California	San Antonio, Texas
El Paso, Texas	Napa, California	Somerville, Massachusetts
Fort Lauderdale, Florida	North Kingstown, RI	Spokane, Washington
Glenview, Illinois	Norwalk, Connecticut	Suffolk, Virginia
Grants Pass, Oregon	Pacific Grove, California	Sunnyvale, California
Hanford, California	Peachtree City, Georgia	Wilbraham, Massachusetts

We are also currently completing fire studies in Cooper City (FL) and Gulf Stream (FL).

G. REFERENCES

The Matrix Consulting Group has conducted over 250 fire and emergency medical services studies. The table on the following page summarizes recently completed fire projects, which serve as contact references for our work:

Client / Project Staff	Project Summary	Reference
<p>Chelsea, Massachusetts</p> <p>Management and Staffing Study of the Fire Department</p>	<p>In this project we evaluated organization, staffing and management of this industrial City adjacent to Boston. Key recommendations included strengthening mutual and automatic aid arrangements with neighboring communities to better meet fire flow requirements, changes to management roles and organizational structure and better use of fire details to mitigate hazards. The project also found that current station locations were adequate to serve the current needs of the City and recommended innovative alternatives to mitigate the need to add additional emergency response resources.</p>	<p>Ed Dunn City Auditor</p> <p>617-466-4030</p> <p>edunn@chelseama.gov</p>
<p>Auburn, Maine</p> <p>Fire Department Performance and Management Analysis Study</p>	<p>The Matrix Consulting Group was retained by the City of Auburn to conduct a performance and management analysis of the Fire Department. Key recommendations included the entrance into further regional agreements with the City of Lewiston; including a full automatic aid agreement to better leverage resources, developing response time measures to monitor agency performance, career development programs, improved inspection processes and improving community relations.</p>	<p>Geoff Low Deputy Fire Chief</p> <p>(207) 333-6633 ext. 5</p> <p>glow@ci.auburn.me.us</p>
<p>Boston, Massachusetts</p> <p>Operational Audit</p>	<p>The Matrix Consulting Group conducted a comprehensive management study / audit of selected Fire Department functions, primarily support and administrative areas. The project team found several opportunities to improve investments in technology, facilities and inspection services. There were also opportunities to utilize civilians with proper technical skills in place of commissioned fire personnel</p>	<p>John Natoli Special Advisor to the CFO</p> <p>(617) 635-4233</p> <p>john.natoli@boston.gov</p>

TOWN OF WESTPORT, CONNECTICUT

Proposal to Conduct a Current Assessment and Future Strategic Study of the Fire Department

Client / Project Staff	Project Summary	Reference
Suffolk, Virginia Staffing and Efficiency Study	In this study, the Matrix Consulting Group evaluated the current staffing and operations of the Suffolk, Virginia Fire Rescue Department. Key recommendations included options to revise staffing methods, which will result in annual savings of \$389,000. Other recommendations included improving dispatch call processing and turnout times, revising performance standards, moving plan review functions to the planning department, developing a public fire education program and developing a policy for adjusting leave hour balances of 24-hour staff transferring to an 8-hours.	Jeff Gray Administrative Analyst (757) 514-4037 jgray@suffolkva.us

On request, we would be pleased to provide additional references for fire and EMS projects completed by the project team and the firm.

H. COST PROPOSAL

The Matrix Consulting Group's fee for conducting this assessment of the Westport Fire Department is proposed as a fixed price of **\$67,500** including all time and expenses. The table, below, shows the allocation of hours by task and hourly rate for personnel assigned to the project.

Task	Project Manager	Senior Manager	Manager	Lothrop LLP	Analyst	Total Hours	Task Cost
1. Initiation / Comm. Survey	8	8	8	6	8	38	\$6,000
2. Employee Survey	0	8	0	0	8	16	\$2,000
3. Data Collection and Profile	8	20	12	0	12	52	\$7,800
4. Comparative Analysis	4	4	4	0	16	28	\$3,300
5. Resource and Stations	4	4	4	40	0	52	\$10,100
6. Organizational Analysis	8	12	8	0	16	44	\$6,100
7. Management Systems	4	8	8	0	0	20	\$3,400
8. Draft/Final Report	8	24	16	75	8	131	\$23,800
TOTAL HOURS	44	88	60	121	68	381	
RATE PER HOUR	\$200	\$175	\$150	\$200	\$75		
TOTAL COST	\$8,800	\$15,400	\$9,000	\$24,200	\$5,100		\$62,500
TRAVEL RELATED EXPENSE							\$5,000
TOTAL PROJECT COST							\$67,500

Our usual practice is to invoice our clients monthly for time and materials up to the total project amount. We are also amenable to alternative invoicing arrangements, such as on a deliverable basis.

3/29/2016

**RFP 16-822T
FIRE DEPT.
ASSESSMENT/STRATEGY**

BIDDERS:		NOTES
Tri-Data LLC Arlington, VA	\$74,240.00	
JLN Associates LLC Old Lyme, CT	\$21,435.00	
Manitou Inc Peekskill, NY	\$40,700.00	
Matrix Consulting Group Worcester, MA	\$67,500.00	
Resource Management Assoc Tinley Park, IL	\$79,595.00	
Municipal Resources Merideth, NH	\$69,940.00	no e-copy received
Berkshire Advisors Inc Bay Village OH	\$87,500.00	
McGrath Consulting Group Wonder Lake, IL	\$59,750.00	
Public Safety Solutions Inc. Chester, MD	\$39,850.00	
Fitch & Associates LLC Platte City, MO	\$58,550.00	

--- NO OTHER BIDS RECEIVED ---

PRESENT: Richard Kotchko _____
and other interested parties

TYPED BY: Richard Kotchko _____

BID CLOSED: 11:00 A.M. EDT

INTEROFFICE MEMORANDUM

TO: Gary Conrad, Director of Finance, Town of Westport
FROM: Elio Longo, Jr.
Director of School Business Operations
SUBJECT: Use of Board of Education Carryover Account
DATE: March 21, 2016
Cc: Elliott Landon, Superintendent of Schools

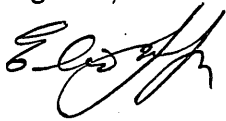
Gary –

In accordance with section 3 of the Memorandum of Agreement dated August 31, 2015, between the Westport Board of Education and Town of Westport Board of Finance, establishing a Board of Education Carryover Account, I submit to you the following notice and request for approval to be added to the April 6, 2016 Board of Finance agenda:

An expenditure proposal (Exhibit A) totaling \$222,949 consisting of select Schools Facilities and Grounds Projects. Formal approval of \$22,949 (the amount in excess of the \$200,000 notice-only threshold) is hereby requested.

Please call me should you have any questions.

Regards,



Approved for submission
To Board of Finance (3/21/16)



James S. Marpe
First Selectman

EXHIBIT A

SELECT FY17 FACILITIES PROJECTS/GROUNDS PROJECTS

<u>SCHOOL/BUILDING ACCOUNT</u>	<u>PROJECTS</u>	<u>ITEM TOTAL</u>	<u>SCHOOL/BUILDING TOTAL</u>
Coleytown El.	435 BOILER BREECING REPAIR	11,000	
	437 REMODEL BATHROOMS (9)	18,151	
Greens Farms	435 INSTALLATION OF TWO (2) DEHUMIDIFIERS	5,928	29,151
	435 MAIN OFFICE TILE/CARPET INSTALLATION	12,200	
Kings Highway	435 INSTALLATION OF CARD READERS ON PORTABLES	4,995	18,128
	436 RE-POINTING REAR BRICK CORE BUILDING	13,720	
	436 RE-POINTING REAR BRICK WEST WING	15,810	
Long Lots	436 REAR DRIVEWAY ASPHALT REPAIR	17,645	34,525
	436 STAIR TREADS REPLACEMENT (7) LOCATIONS	21,000	
Saugatuck	436 COURTYARD SIDEWALK	8,000	38,645
Bedford Middle	435 ZONE MANAGER UPGRADE #3	17,000	8,000
Coleytown Middle	435 INSIDE CONCRETE WORK EXPANSION JOINTS	45,000	17,000
	435 HVAC MODIFICATION - B. FRIMMER'S ROOM	17,500	
Staples High School	437 REMOVAL OF CARPET AND INSTALL CARPET IN GUIDANCE- 2 ROOMS	15,000	62,500
			15,000
			\$ 222,949

SUMMARY BY OBJECT CODE:

435	BUILDING PROJECTS	113,623
436	GROUNDS PROJECTS	76,175
437	RESTOR/PREVENT MAINTENANC	33,151
		\$ 222,949

ITEM #15

BUDGET SUMMARY - EXPENSE

	2015 ACTUAL	2016 ORIG BUD	2016 REVISED BUD	2017 BOF Proposed BUD
General Fund				
110 R T M	46,017.48	48,441.00	48,441.00	49,248.00
120 Selectmen	418,448.43	360,000.00	371,608.00	364,608.00
132 Probate Court	11,696.98	14,000.00	14,000.00	14,000.00
140 Registrars	100,633.53	112,508.00	112,508.00	114,792.00
142 Elections	81,110.41	141,674.00	141,674.00	120,798.00
150 Board of Finance	4,273.90	2,500.00	2,500.00	2,500.00
151 Finance Department	767,594.25	757,286.00	763,173.00	772,793.00
152 Audit	189,549.38	197,903.00	200,313.00	147,500.00
153 Personnel	310,324.69	352,538.00	358,241.00	365,807.00
154 Assessor	504,772.69	506,648.00	513,607.00	519,045.00
156 Tax Collector	325,177.51	344,289.00	349,866.00	357,678.00
157 Information Technology	824,552.01	872,957.00	878,790.00	871,650.00
158 Board of Assessment Appeals	861.77	4,300.00	4,300.00	2,025.00
170 Town Attorney	657,030.14	728,761.00	728,761.00	763,761.00
180 Town Clerk	397,972.84	402,277.00	406,643.00	408,982.00
181 Historic District	167,854.60	69,837.00	71,078.00	71,078.00

BUDGET SUMMARY - EXPENSE

	2015 ACTUAL	2016 ORIG BUD	2016 REVISED BUD	2017 BOF Proposed BUD
182 Conservation	363,605.75	379,016.00	381,509.00	389,971.00
185 Planning & Zoning	562,562.06	655,787.00	661,198.00	658,795.00
187 Zoning Board of Appeals	27,000.20	27,137.00	27,137.00	27,748.00
General Government	5,761,038.62	5,977,859.00	6,035,347.00	6,022,779.00
210 Police	7,824,580.78	8,221,881.00	8,244,145.00	8,126,108.00
214 Police Vehicle Maintenance	348,999.33	371,206.00	371,206.00	346,706.00
216 Dog Warden	135,640.79	146,497.00	146,497.00	143,799.00
218 Emergency Medical Services	1,160,639.01	1,215,547.00	1,215,547.00	1,218,804.00
220 Fire Department	8,799,836.70	8,935,573.00	8,959,993.00	9,163,476.00
221 Water Service-Fire	1,125,773.42	1,101,612.00	1,101,612.00	1,106,796.00
225 Building Inspection	354,708.07	383,247.00	385,705.50	380,106.00
235 Public Site & Building	76,046.75	74,547.00	76,005.50	77,328.00
250 Emergency Management	59,870.85	75,200.00	75,200.00	79,650.00
Total Public safety	19,886,095.70	20,525,310.00	20,575,911.00	20,642,773.00
310 Engineering	796,658.99	864,552.00	873,675.00	891,182.00
320 Highway	2,120,725.53	1,816,232.00	1,818,967.00	1,752,375.00
321 Equipment Maintenance	394,792.43	394,292.00	394,292.00	381,635.00
322 Road Maintenance	2,372,398.83	2,066,365.00	2,066,365.00	2,287,575.00
324 Street Lighting	241,276.86	240,000.00	240,000.00	245,000.00
332 Solid Waste Disposal	1,689,450.45	1,878,015.00	1,878,015.00	1,840,395.00

BUDGET SUMMARY - EXPENSE

	2015 ACTUAL	2016 ORIG BUD	2016 REVISED BUD	2017 BOF Proposed BUD
350 Building Maintenance	1,205,087.10	1,262,839.00	1,265,769.00	1,215,569.00
352 Building Custodians	308,612.04	329,275.00	329,275.00	331,586.00
360 Property Maintenance	10,871.95	25,000.00	25,000.00	25,000.00
361 P&R Property Maintenance	292,143.72	378,500.00	378,500.00	367,000.00
370 Tree Maintenance	275,472.67	313,400.00	313,400.00	313,400.00
Total DPW	9,707,490.57	9,568,470.00	9,583,258.00	9,650,717.00
410 Health District	525,563.00	538,702.00	538,702.00	544,089.00
412 Health Services	3,700.00	3,700.00	3,700.00	3,700.00
Total Health	529,263.00	542,402.00	542,402.00	547,789.00
510 Youth Services	268,465.00	265,174.00	267,874.00	269,578.00
520 Social Services	367,041.74	359,688.00	365,858.00	446,097.00
530 Senior Services	464,083.30	488,994.00	493,190.00	413,730.00
Total Human Services	1,099,590.04	1,113,856.00	1,126,922.00	1,129,405.00
750 Library Board	4,448,497.00	4,556,340.00	4,556,340.00	4,617,851.00
751 Library Pension Fund	139,673.00	146,658.00	146,658.00	137,710.00
Total Library	4,588,170.00	4,702,998.00	4,702,998.00	4,755,561.00
810 P&R Administration	517,611.83	536,740.00	542,119.00	581,776.00
812 Guest Services	215,581.03	223,751.00	223,751.00	262,947.00
820 Maintenance Administration	581,251.32	589,489.00	591,550.00	570,495.00
830 Boating	341,003.81	442,527.00	442,527.00	437,482.00
831 Parks Maintenance	409,413.91	466,741.00	466,741.00	563,869.00
832 Golf	898,987.12	885,861.00	885,861.00	929,166.00

BUDGET SUMMARY - EXPENSE

	2015 ACTUAL	2016 ORIG BUD	2016 REVISED BUD	2017 BOF Proposed BUD
833 Athletic Fields Maintenance	331,533.60	333,779.00	333,779.00	339,869.00
834 Tennis	82,089.32	92,979.00	92,979.00	111,067.00
835 Skate Park	25,906.90	25,300.00	25,300.00	31,415.00
836 Beach & Pool	245,495.15	268,814.00	268,814.00	319,494.00
838 Recreation Programs	1,025,958.37	1,092,484.00	1,095,505.00	1,260,918.00
840 Memorial & Veterans Days	8,845.00	9,000.00	9,000.00	9,000.00
Total P&R	4,683,677.36	4,967,465.00	4,977,926.00	5,417,498.00
901 Pensions	15,622,710.19	16,011,540.00	16,011,540.00	14,861,962.00
902 Insurance	9,004,078.37	9,285,920.00	9,285,920.00	10,368,622.00
903 Social Security	1,095,654.69	1,120,000.00	1,120,000.00	1,160,000.00
905 Unemployment Compensation	91,563.31	110,000.00	110,000.00	90,000.00
907 Earthplace	185,000.00	95,000.00	95,000.00	95,000.00
911 Miscellaneous	147,143.42	106,131.00	106,131.00	88,750.00
915 Transportation Services	273,292.00	310,359.00	310,359.00	292,645.00
917 Reserve: Salary Ad	0.00	129,000.00	0.00	160,000.00
921 Employee Productivity	11,260.00	7,600.00	7,600.00	7,700.00
925 Accrued Vacation	0.00	5,000.00	5,000.00	0.00
Total Pension, Opeb, Insurance & Mis	26,430,701.98	27,180,550.00	27,051,550.00	27,124,679.00

BUDGET SUMMARY - EXPENSE

	2015	2016	2016	2017
	ACTUAL	ORIG BUD	REVISED BUD	BOF Proposed BUD
941 Transfer to Sewer Fund	383,136.00	383,136.00	383,136.00	383,136.00
942 Transfer to Other Funds	1,223,762.73	1,200,000.00	1,200,000.00	1,525,000.00
Other Financing Uses	1,606,898.73	1,583,136.00	1,583,136.00	1,908,136.00
951 Interest on Bonds -General Fund	647,017.86	570,875.00	570,875.00	519,589.00
953 Bond Principal Payments-General	1,991,753.71	2,190,300.00	2,190,300.00	2,307,978.00
654 Debt Service-Long Term-Board of I	11,998,402.26	11,914,605.00	11,914,605.00	11,404,804.00
Total Debt Service	14,637,173.83	14,675,780.00	14,675,780.00	14,232,371.00
999 Special Appropriations	0.00	0.00	57,000.00	0.00
TOTAL TOWN BUDGET	88,930,099.83	90,837,826.00	90,912,230.00	91,431,708.00
650 Board of Education	108,039,261.60	111,171,756.00	111,171,756.00	112,607,887.00
650 Board of Education-Preschool Tuit	162,384.77	153,298.00	153,298.00	157,878.00
651 BOE Rentals/Reimbursements	148,565.23	0.00	0.00	0.00
652 Aid to Pvt & Parochial Schools	321,747.00	342,415.00	342,415.00	362,401.00
TOTAL Board of Education	108,671,958.60	111,667,469.00	111,667,469.00	113,128,166.00
TOTAL BUDGET	197,602,058.43	202,505,295.00	202,579,699.00	204,559,874.00

BUDGET SUMMARY - EXPENSE

	2015 ACTUAL	2016 ORIG BUD	2016 REVISED BUD	2017 BOF Proposed BUD
Railroad Parking Fund				
02 Public Safety	1,968,549.52	1,801,974.00	1,801,974.00	1,637,686.00
TOTAL	1,968,549.52	1,801,974.00	1,801,974.00	1,637,686.00
Wakeman Farm Fund				
850 Wakeman Farm	109,977.38	115,600.00	115,600.00	193,283.00
TOTAL	109,977.38	115,600.00	115,600.00	193,283.00
Sewer Fund				
330 Sewage Treatment	1,180,194.38	1,239,958.00	1,239,958.00	1,234,400.00
331 Sewage Collection	606,230.61	511,260.00	511,260.00	524,039.00
901 Pensions	111,320.00	116,886.00	116,886.00	95,480.00
902 Insurance	389,035.00	408,487.00	408,487.00	392,942.00
951 Interest on Bonds	633,912.00	586,570.00	586,570.00	597,575.00
953 Bond Principal Pay	1,833,521.67	1,876,159.00	1,876,159.00	1,935,193.00
TOTAL	4,754,213.66	4,739,320.00	4,739,320.00	4,779,629.00