

# **Village of Lake George**

## **REQUEST FOR PROPOSAL**

Village Dissolution/Consolidation Study

Lake George, New York

(Sponsor – Village of Lake George)

(Partner - Town of Lake George)



Issued: February 12, 2021

Proposal Deadline: March 12, 2021

***Submit proposals to:***

Village of Lake George

Attn: Dissolution Study RFP

26 Old Post Road

Lake George, NY 12845

(518) 668-5771

[lgvmayor@nycap.rr.com](mailto:lgvmayor@nycap.rr.com)

[dbarusch@lakegeorgetown.org](mailto:dbarusch@lakegeorgetown.org)

[Supervisor@lakegeorgetown.org](mailto:Supervisor@lakegeorgetown.org)

*Applicants can assume that this feasibility study will be prepared with funds provided by the New York State Department of State under the Citizen Re-Organization Empowerment Grant (CREG) Program.*

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## **1. Invitation to Bid**

The Village of Lake George, in conjunction with the Town of Lake George has prepared this request for proposals (RFP) and is seeking proposals from interested and qualified consultants who can demonstrate their capacity to inventory, analyze and make practical recommendations regarding government re-organization resulting in the dissolution of the Village of Lake George or consolidation with the Town of Lake George, and who will propose realistic alternatives for the potential of dissolution or consolidation. Proposals that meet the requirements contained in this RFP will be evaluated by the Mayor of Lake George Village, the Town Supervisor, and the Director of Planning and Zoning. The award will be made by the Village of Lake George Board of Trustees in April or May 2021. It can be assumed that this feasibility study will be prepared with funds provided by the New York State Department of State under the Citizens Re-Organization Empowerment Grant (CREG) Program.

## **2. Background**

The Village of Lake George has analyzed dissolution and/or consolidation several times before. This project and its hopeful goals/outcome is not only a priority of the Department of State in terms of local government re-organization and efficiency, but it is also a priority of the Governor's office, which is looking to increase shared services in local municipalities, and possible dissolution of Village governments where possible. To that end, the Governor has incorporated a Citizen Empowerment Tax Credit (CETC) that is now available to the community resulting from dissolution or consolidation, which was not available the last time re-organization was studied in Lake George.

The Village and Town are seeking a professional consultant to prepare a new, high-level feasibility plan to provide the municipal boards and the residents with a comprehensive and specific study that include viable options for the dissolution of the Village or consolidation with the Town. The goal will be to illustrate potential net fiscal impact of re-organization by exploring all ways in which both municipalities can improve efficiency while decreasing the burden placed upon taxpayers. The Study will include all options for the Village and Town, including but not limited to dissolution and consolidation. The proposed Study would provide the necessary blueprint to progressing re-organization efforts in a responsible, cohesive and carefully calculated manner.

The selected consultant will demonstrate experience in government reorganization, success in implementing a public participation study strategy, including meetings/public hearings and distribution of information via internet, experience in providing high-quality deliverables in a timely manner. It should be noted that all documents created as part of grant funds will need to specify the following, if the Village is successful in a NYS DOG CREG application: “This (document/map/report/etc.) was prepared, in part, with funds provided by the New York State Department of State under the Citizens Re-organization Empowerment Grant program”.

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### 3. Project Vision

The Village of Lake George believes they will be a prime candidate to receive a matching grant from the New York State Department of State in the amount of \$25,000 from the Citizens Re-organization Empowerment Grant program, to complete this Study. Therefore, the estimated total project budget is not to exceed \$50,000. The three objectives of the study include:

- A. Identify and develop existing conditions analysis of Village and Town governments, the services provided and associated cost;
- B. Develop a dissolution plan that will identify how Village services will be continued should the Village government be dissolved, the fiscal and non-fiscal advantages and disadvantages of dissolution (including incorporation of the CETC), and an orderly process for the disposition of Village assets and liabilities should the Village government be dissolved;
- C. Develop alternatives to dissolution, including the fiscal and non-fiscal advantages and disadvantages of consolidation with the Town, coterminous government, or maintaining a Village government.

The deliverable for this project will be the feasibility study, with a hopeful outcome of an identified preferred alternative that can be followed up on, and implemented if the alternative passes approvals and/or referendum.

### 4. Scope of Work

- A. Prepare Study: Produce a dissolution/consolidation study, plan and alternatives that will provide factual and unbiased information to residents and officials of the Village and Town on all viable options for cost savings through the streamlining of government. This will include the three objectives of the study noted above, as well as public participation efforts with the Committee and the public, for a minimum of two workshops.
- B. Coordination with Committee: The selected consultant will meet with an appointed committee (“Dissolution Study Committee” or “DSC”) until completion of the project. The Committee will consist of several project managers for the Town and Village, elected officials and Village citizens and/or business owners. Consultant may propose an alternative to physical meetings such as Zoom; however, the committee will meet monthly as regularly as possible.
- C. Coordination with Project Management: The Planning Project Manager for the Town and Village, Dan Barusch - Director of Planning and Zoning, will complete all quarterly reports for the NYS DOS, and will assist the consultant in the development of the study, including the data collection, analysis, public meetings, and re-organization alternatives. The Policy Project Managers will consist of the Mayor of Lake George Village Robert Blais and the Town Supervisor Dennis Dickinson. Consultant must provide information required by the grant Work Plan on a quarterly basis in order for the Town’s Planning Project Manager to complete Quarterly Reports and Expenditure/Reimbursement requests with NYS DOS.

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## 5. Submission Instructions

### A. Proposal Format

Qualified firms shall provide the following items in the proposal:

1. Project understanding and demonstration of ability to deliver project intent.
2. Discuss the experience of key personnel as related to this project. Illustrate how the project will be assigned to the key personnel. Brief resumes of the proposed Consultant Project Manager and other team members to be assigned to the project including but not limited to any project engineers, planners or other public administration professionals. Include resumes of any sub-consultant members if teaming.
3. Examples of similar projects completed by the project team, and three references for them.
4. Detailed project approach, utilizing a fashion similar to the breakdown of approach identified below, and addressing the objectives identified on page 3.
5. A project schedule that is designed in a similar fashion to a Gantt chart. The schedule should include detailed tasks, time frames by task, and deliverable dates for tasks and subtasks.
6. Fee proposal including personnel hours and rates, cost per task for services. Provide subtotals for each task and each firm, if teaming. The fee proposal should culminate in a basic services fee, which is a not-to-exceed fee that should be presented on a lump sum basis and shall include all labor, materials and equipment necessary to complete the scope of work.

### B. Breakdown of Project Approach

The proposed scope of work for the Dissolution/Consolidation Study must address the following:

1. Summary of the Dissolution and/or Consolidation Process
  - a. Conduct Study
  - b. Develop Plan and Proposition
  - c. Public Hearings and Adoption
  - d. Village Vote on Dissolution, or both Town/Village Vote on Consolidation
  - e. Implementation of the Plan
2. Data Collection and Existing Conditions Analysis
  - a. Services Inventory – All Village departments and services
  - b. Asset Inventory – Land and Buildings, Vehicles, Equipment
  - c. Personnel Inventory / Surveys – Employees, Elected & Appointed Officials
  - d. Financial Inventory – Budget Analysis including Expenses, Revenues and Debt
3. Needs Assessment
  - a. Services
  - b. Assets, Vehicles and Equipment
  - c. Personnel
  - d. Fiscal Sustainability

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### 4. Analysis of Alternatives

- a. Provide Alternatives for Re-organization including but not limited to dissolution and/or consolidation
- b. For each Dissolution Alternative:
  - i. Describe the strategy, i.e. Dissolution w/ no special districts for services; Dissolution with only certain special districts; Dissolution w/ all special districts.
  - ii. Describe what efficiencies may be realized by each strategy, i.e. specific improvements and benefits to be achieved. Identify and explain measurable improvements in efficiency and management of public assets, as well as possible re-organization of government departments, if applicable.
  - iii. Develop cost analysis for alternatives. Identify re-financing methods, tax and debt limitations, impacts on the general and special tax levies, as well as incorporation of the possible CETC into the cost analyses.
- c. For non-Dissolution Alternatives:
  - i. Generally describe the strategy, possible efficiencies/benefits if any, as well as possible cost implications or differences from that of Dissolution. Also generally analyze the feasibility of those other alternatives, operationally, fiscally, politically and organizationally.

### 5. Dissolution Plan

- a. Identify the preferred method of Dissolution from the Dissolution alternatives identified in Item #3.
- b. Outline the steps, tasks and schedule for that potential alternative to be implemented.
- c. Draft the Dissolution Plan and associated Proposition
- d. Draft plan for disposition of assets and debts, including schedule of debts and payments

## 6. Schedule and Submission Requirements

### A. RFP Timetable

The anticipated schedule for the RFP and contract approval is as follows:

- RFP Advertisement date: February 12, 2021
- Proposal Due date: March 12, 2021
- Interviews, if needed: March 22-April 9, 2021
- Contract Award date: April or May, 2021

The Village and Town believe that a study could be completed in 9 months, and in no case longer than one (1) full calendar year.

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## **B. Proposal Submission**

Signed proposals must be received by 4pm on Friday March 12, 2021. Five (5) hard copies of the proposal must be submitted (mailed) to:

Village of Lake George  
Attn: Dissolution/Consolidation Study RFP  
26 Old Post Road  
Lake George, NY 12845  
(518) 668-5771

Additionally, one electronic PDF version must also be submitted from each applicant to:

- [dbarusch@lakegeorgetown.org](mailto:dbarusch@lakegeorgetown.org)
- [lgvmayor@nycap.rr.com](mailto:lgvmayor@nycap.rr.com)
- [Supervisor@lakegeorgetown.org](mailto:Supervisor@lakegeorgetown.org)

## **C. Contact Person(s)**

Firms shall contact Dan Barusch, Director of Planning and Zoning, at (518) 668-5722 (ext. 5) or at [dbarusch@lakegeorgetown.org](mailto:dbarusch@lakegeorgetown.org) to clarify any point in the RFP. All questions that arise prior to the established proposal due date shall be directed in writing to all three project managers, via email to [dbarusch@lakegeorgetown.org](mailto:dbarusch@lakegeorgetown.org), [lgvmayor@nycap.rr.com](mailto:lgvmayor@nycap.rr.com) and [Supervisor@lakegeorgetown.org](mailto:Supervisor@lakegeorgetown.org), by March 5, 2021. Questions received after the established date may not receive an answer due to lack of time before the proposal is due. Any unauthorized contact shall not be used as a basis for responding to this RFP and also may result in the disqualification of the proposer's submittal.

## **D. Addenda/Additional Information**

The Village of Lake George will issue responses to inquiries and any other correction or amendments it deems necessary in written addenda issued prior to the proposal due date or amended due date. Firms should not rely on any representations, statements, or explanations other than those made in this RFP or in any addendum to this RFP. Where there appears to be conflict between the RFP and any addenda issued, the last addendum issued will prevail.

## **E. Late Proposals, Late Modifications, and Withdrawals**

Proposals received after the due date and time will not be considered. Modifications received after the due date and time will not be considered. No responsibility shall attach to the Village of Lake George for prematurely opening a proposal not properly addressed and identified, and/or delivered.

## **F. Rejection of Proposals**

The Village of Lake George may reject any and all proposals and reserves the right to waive any irregularities or informalities in any proposal or in the proposing procedure.

## **G. Non-Collusion Affidavit**

By submitting a proposal, the Firm represents and warrants that such proposal is genuine and is not a sham or collusive or made in the interest or behalf of any person not therein named, and that the

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Firm has not directly or indirectly induced or solicited any other firm to put in a sham proposal, or any other person, firm or corporation to refrain from proposing and that the Firm has not in any manner sought by collusion to secure to that Firm any advantage over any other firm.

## **H. Cost incurred by Firms**

All expenses involved in the preparation and submission of proposals to the Village and Town of Lake George, or any work performed in connection therewith is the responsibility of the Firm(s) and will not be reimbursed or included as part of the project budget.

## **I. Hold Harmless and Indemnification**

Firm(s) agree, insofar as it is legal, to indemnify and hold harmless the Village of Lake George, its elected officers, employees, and agent from and against all loss, costs, expenses, including attorney's fees, claims, suits, and judgments whatsoever in connection with injury to or death of any person or persons or loss of or damage to property resulting from any and all operations performed by the Firm, its officers, employees, and agents under any of the terms of this contract.

## **J. Termination for Cause**

The Village of Lake George reserves the right to terminate the resulting contract, in whole or in part, for failure to comply with any provisions of the contract as outlined by providing a written notice to the successful vendor at least ten (10) days before the effective date of termination. The successful vendor will not be relieved of any outstanding responsibilities or unfinished obligations under this contract. The successful Firm also has a right to terminate this contract for cause by providing a written notice of intent to terminate at least ten (10) days prior to the effective date of the contract termination.

## **K. Independent Contractor**

No member of the Firm shall be an employee of the Village or Town of Lake George. Nothing in this agreement shall be construed as authority of the Firm to make commitments that shall bind the Village of Lake George or to otherwise act on behalf of the Village of Lake George, except as the Village of Lake George may expressly authorize in writing.

## **L. Equal Opportunity**

The Village of Lake George is an equal opportunity employer and does not discriminate on the basis of race, color, national origin, sex/gender, age, mental or physical disability, sexual orientation, HIV status or place of birth. Selected consultants will receive extra credit in their evaluation if they provide MWBE participation or MWBE subconsultant participation.

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## 7. Evaluation Criteria

- A. The Firm's understanding of the project and proposed approach (20 points)
- B. Similar experience and/or projects (20 points)
- C. Firm's capability to perform the work, including the Firm's workload and the proposed project schedule and the ability to complete the work in the required time frame (10 points)
- D. Qualifications and experiences of the Firm's key staff and any subconsultants (20 points)
- E. The Firm's staff (and subconsultants) hourly rates, including the names of all staff involved and the organizational structure (i.e., Cost proposal) (10 points)
- F. The Firm's responsiveness to the Request for Proposal and the ability to respond to government challenges and develop re-organization alternatives (10 points)
- G. Minimum of three (3) references from other clients of similar projects (10 points)
- H. MWBE participation or MWBE subconsultant (bonus of 5 points)

Proposals will be evaluated by the Project Management Team, comprised of the Mayor of Lake George Village, the Town Supervisor, and the Director of Planning and Zoning and will be shared for review and comment to New York State DOS.

Firms will be selected based on their written proposals. If more than one Firm is selected to interview with the Project Management Team, the firms may present to an audience including the Project Management Team and the Dissolution Study Committee members, if they are available. A recommendation will be made to the Village Board of Lake George for contract award.