

LEGAL NOTICE

REQUEST FOR PROPOSALS PROFESSIONAL SERVICES CONTRACT REVIEW OF BUDGET & EXPENDITURE REPORTING FORMAT, EVALUATION OF NON-EDUCATIONAL SERVICE DELIVERY STRUCTURE, AND REVIEW OF SCHOOL ADMINISTRATIVE STRUCTURE Town of Wayland, MA

The Town of Wayland, Massachusetts is seeking Proposals from individuals and firms qualified to review the budget and expenditure reporting format of the Town of Wayland and the Wayland Public Schools, to evaluate the non-educational service delivery structure, and to review school administrative structure. Copies of the RFP may be obtained from the Office of the Town Administrator, Wayland Town Building, 41 Cochituate Road, Wayland, MA 01778 or electronically by emailing fturkington@wayland.ma.us. Proposals must be received at the Office of the Town Administrator, 41 Cochituate Road, Wayland MA 01778, no later than 3:00 p.m. on Tuesday, August 24, 2010.

Fred Turkington
Town Administrator
July 27, 2010

REQUEST FOR PROPOSALS PROFESSIONAL SERVICES CONTRACT

REVIEW OF BUDGET & EXPENDITURE REPORTING FORMAT, EVALUATION OF NON-EDUCATIONAL SERVICE DELIVERY STRUCTURE, AND REVIEW OF SCHOOL ADMINISTRATIVE STRUCTURE TOWN OF WAYLAND, MASSACHUSETTS

GENERAL INFORMATION

The Town of Wayland requests proposals from qualified operational and financial consultants to perform a review of current budget and expenditure reporting formats, identifying and recommending best practices for reporting at the subsidiary account level; to analyze non-educational operational and administrative functions, identifying efficiencies and recommending improvements to the current service delivery structure within the School department and like areas within Town operations; and to review and comment on the current administrative structure throughout the Wayland Public Schools.

All interested parties must submit a single, unbound copy of their proposal suitable for copying (and a separate single copy if the proposal includes color or photographs) and submit the proposal electronically to fturkington@wayland.ma.us in PDF or Microsoft Word / Excel format suitable for distribution to the review committee containing complete information as requested in the Proposal Submission Requirements described herein by **Tuesday, August 24, 2010 at 3:00 p.m.** All proposals shall be for the entire work required to complete the project, and the fee shall be negotiated using the submitted sealed price proposals and allocated funds as a basis for said negotiations.

BACKGROUND

The Town of Wayland is engaged in an effort to conduct a timely and comprehensive review of the budget and expenditure reporting formats for the Town of Wayland and the Wayland Public Schools, an analysis of potentially redundant non-educational operational and administrative service delivery structures within the School department and like areas within Town operations, and a review of the administrative structure throughout the Wayland Public Schools. The Town proposes to engage a consultant to conduct this analysis to ensure these functions and services are reported and delivered in an efficient and effective manner. The ideal support structure would be one that is able to sustain, oversee, review and improve its operations, while responding to external pressures and changes, such as budget reductions, mandates and technological innovation, and is provided at the lowest cost possible.

The Consultant will undertake a three-phase review. The first phase of the engagement will consist of a review of budget and expenditure reporting formats, requiring the Consultant to examine the current format utilized by the Town and School departments and identify best practices for reporting at the subsidiary account level based on the expertise of the Consultant and an analysis of formats utilized by other Massachusetts school districts and municipalities. The recommendation should result in a format that is compliant with Massachusetts Department of Elementary and Secondary Education and Department of Local Revenue requirements and compatible with the Town's financial management software (MUNIS).

The second phase of the engagement will consist of a review of potentially redundant non-educational operational and administrative service delivery structures and expenses. The Consultant shall identify efficiencies within the School department and like areas within

Town operations, including recommendations for areas for potential alternative service delivery methods and cost saving strategies. These methods and strategies may include consolidation of Town and school departments, shared service agreements with other towns and school districts, outsourcing, expanded regional purchasing collaborative, consolidation of contracted services with a single vendor, and using temporary workers in lieu of permanent hires. School department non-educational functions shall include, but not be limited to, payroll and benefits transactional activities; personnel processing and expenses; custodial and building maintenance services and expenses; student transportation assumptions and expenses; information technology maintenance and support services and related expenses; food services and expenses; and grounds maintenance services and expenses.

Town and school officials have made some progress over the past five years improving both the efficiency and effectiveness of these functions. A joint town and school facilities manager was hired in 2008 to oversee capital projects and maintenance for all Town and school buildings. Maintenance contracts were consolidated, joint purchasing practices tightened, and a pool of trade contractors assembled. In 2009, common accounts payable processes were established and in 2010, payroll functions were consolidated in the Town finance department. The result of this effort is reflected in the table immediately below, showing the former positions eliminated or consolidated on the school side and an increase of 0.5 FTE to town staff to accomplish this consolidation. Some of the savings was used to fund a school Human Resources Director position. As of this writing, the Town has joined the schools in establishing fiber connectivity between all schools and key town buildings.

Payroll, Benefits & Personnel Services

The finance and human resources positions under review for Phase 2 of this project are listed below:

Current Positions - Schools	Head Count	FTE	Union/Non-Union
Benefits Manager (eliminated)	0	0.0	Non-Union
Payroll Manager (eliminated/ consolidated)	0	0.0	Non-Union
Accounts Manager	1	1.0	Non-Union
Admin. Asst. to the Business Administrator (eliminated)	0	0.0	Non-Union
Human Resources Director	1	1.0	Non-Union

Current Positions - Town	Head Count	FTE	Union/Non-Union
Finance Assistant - Benefits	1	0.65	SEIU (union)
Finance Assistant - Payroll	1	1.0	SEIU (union)
Finance Assistant - Accounting	1	0.8	SEIU (union)
Accountant	1	1.0	AFSCME (union)
Human Resources Assistant	1	1.0	Non-Union

Custodial and Building Maintenance Services

The custodial and building maintenance positions under review for Phase 2 of this project are listed below:

Current Positions - Schools	Head Count	FTE	Union/Non-Union
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Facilities Manager	1	1.0	Non-Union
Maintenance Worker	1	1.0	Union
Custodians (all 5 schools)	18	18.0	Union

Current Positions - Town	Head Count	FTE	Union/Non-Union
Custodian (Library)	1	1.0	Library (union)
Custodian (Public Safety Building)	1	0.5	Non-Union

Student Transportation Services

The student transportation positions under review for Phase 2 of this project are listed below:

Current Positions - Schools	Head Count	FTE	Union/Non-Union
Transportation Coordinator	1	0.1	Non-Union Stipend
Bus Driver	1	1.0	Non-Union

Information Technology Maintenance and Support Services

The information technology maintenance and support positions under review for Phase 2 of this project are listed below:

Current Positions - Schools	Head Count	FTE	Union/Non-Union
Director of Technology & Accountability	1	1.0	Non-Union
Network and Systems Administrators	2	2.0	Non-Union
Technicians	2	2.0	Non-Union
Secretary to the Director of Technology	1	1.0	Non-Union
Technician and Data Specialist	1	1.0	Non-Union

Current Positions - Town	Head Count	FTE	Union/Non-Union
IT Manager	1	1.0	AFSCME (union)

Note: the Consultant is requested to review the separate operations providing information technology services and make recommendations to eliminate duplication and enhance internal service. Currently, information technology

services for the Town government consists of a single, full-time IT specialist responsible for maintaining the network, procurement of hardware and software, and trouble-shooting problems. Various personnel in different departments (*e.g.* GIS specialist in Survey/ Engineering, technology specialists in Police, Fire and Assessing) provide some support.

Food Services

The food service positions under review for Phase 2 of this project are listed below:

Current Positions - Schools	Head Count	FTE	Union/ Non-Union
Food Service Director	1	1.0	Non-Union
Food Service Workers	18	11.425	Union
Food Service Secretary	1	0.5	Union

The third phase of the engagement will consist of a review of the administrative structure throughout the Wayland Public Schools to determine where opportunities for improvement can be created. This review will encompass certain personnel within the schools’ Central Administrative Office, as well as within each of the 5 schools. Refer to the table below for a listing of the personnel involved.

School Central Administrative Office

The administrative work of Central Office is provided by one Superintendent, one Assistant Superintendent, one Business Administrator and support staff. The functionality currently includes the areas of Curriculum, Business and Financial Management, and Personnel/ Human Resources.

The Curriculum and Instruction function encompasses what we teach, how we teach it, and how that curriculum is spiraled through the K-12 school experience. Curriculum coordination and articulation is managed through the Assistant Superintendent’s office. In addition, we oversee assessment and accountability (MCAS), No Child Left Behind, grants, mentoring of new teachers and administrators, and the professional development programs for our faculty and staff. Other duties such as responding to State and Federal Mandates, budget creation, negotiations staff recognition and administrative searches are also major task for the curriculum office.

The Business and Financial Management area includes, but is not limited to, budget development, monitoring and reporting; accounts payable functions (receipt, review, authorization and data entry for payment); accounts receivable functions (invoicing, receipt and deposit of payments); school building use scheduling and invoicing; grants monitoring and reporting; financial reporting as mandated by the Massachusetts DESE and MSBA; procurement and purchase order authorization and processing; Medicaid reporting; student fee-based transportation administration; oversight of Food Service operations; oversight of custodial and maintenance operations; and development and monitoring of student enrollment projections.

The Personnel/ Human Resources area includes, but is not limited, to MUNIS master file setup and maintenance; employee benefits administration; Massachusetts DESE, DOR and MTRS mandated reporting; labor contract

negotiations and management, including grievance processing; bi-weekly payroll data entry; seniority tracking; employment contract administration and management; CORI administration; certification tracking; employee hiring and termination functions; and employee attendance tracking.

5 School Buildings

The administrative work of the 5 schools throughout the District is provided by 4 Principals, 2 Assistant Principals, 1 Dean of Students and support staff. The Clerical and Office Support is provided by secretaries and office assistants in the five schools within the District. They are responsible for a wide variety of functions including accounting/site-based account management; clerical support; accounts payable/receivable; student registration; lunch and recess supervision; note-taking; mail delivery and production center work; reception; and other duties as may be assigned. Scope of responsibility and required skill levels vary by individual.

The positions under review for Phase 3 of this project are listed below:

Name of Position	Head Count	FTE	Union/ Non-Union
Superintendent	1	1.0	Non-Union
Assistant Superintendent	1	1.0	Non-Union
Business Administrator	1	1.0	Non-Union
Admin. Asst. to the Superintendent	1	1.0	Non-Union
Admin. Asst. to the Assistant Superintendent for Curriculum	1	1.0	Union
Admin. Asst. to the Assistant Superintendent for Personnel	1	1.0	Non-Union
Principal	4	4.0	Non-Union
Assistant Principal	2	2.0	Non-Union
Dean of Students	1	1.0	Non-Union
High School Admin. Assistants	2	2.0	Union
High School Secretary to the Dean	1	.66	Union
High School Guidance Secretary	1	1.0	Union
High School SPED Secretary	1	.61	Union
High School Athletics Secretary	1	.71	Union
High School Science Lab Asst	1	.66	Union
High School Library Assistant	1	.66	Union
Middle School Admin. Assistants	2	2.0	Union
Middle School Secretary	1	.61	Union
Middle School PM Receptionist	1	.2	Union
Middle School SPED Secretary	1	.61	Union
Claypit Hill Admin. Assistant	1	1.0	Union
Claypit Hill Secretary	1	.46	Union
Claypit Hill SPED Secretary	1	.66	Union
Happy Hollow Admin. Assistant	1	1.0	Union
Happy Hollow Secretary	1	.24	Union
Happy Hollow SPED Secretary	1	.56	Union
Loker Secretary	1	.41	Union

SCOPE OF REQUESTED SERVICES

The contracted consultant will be required to perform a timely and comprehensive review of the budget and expenditure reporting formats for the Town of Wayland and the Wayland Public Schools, an analysis of potentially redundant non-educational operational and administrative service delivery structures within the School department and like areas within Town operations, and a review of the administrative structure throughout the Wayland Public Schools. The submitted proposal should include a program that sets out, in writing, the services the Consultant will provide with a detailed outline of the proposed process for providing these services. The following are items that should be specifically addressed in the proposal submitted by the potential consultant. The listing of items below should not restrict a consultant from including other areas.

The review should include, but is not limited to, a review and evaluation of the following:

1. BUDGET & EXPENDITURE REPORTING

- a. A comparison of current budget and expenditure reporting formats used by the Wayland Public Schools and Town finance department with formats used by other school districts and municipalities with recommendations for improvements in Wayland's budgeting and expenditure reporting formats, including level of account detail, consistent with best management practices.
- b. A specific recommendation on expenditure reporting that captures variances in actual expenditures from budget at a detailed and subsidiary account level to improve decision-making and to provide better accountability to citizens for both Town and school budgets.
- c. A restatement of FY 2011 school budget at a detailed and subsidiary account level in the recommended best practice format with testing to validate budget classifications subsequent to modification of budget format.

2. POTENTIALLY REDUNDANT NON-EDUCATIONAL OPERATIONAL AND ADMINISTRATIVE SERVICE DELIVERY STRUCTURES

As part of this review, the selected Consultant will be asked to examine the adequacy and distribution of administrative staffing in these areas and will recommend best practices and suggest staffing models. The Consultant will also be asked to suggest alternate service delivery models and evaluate other cost-saving strategies to improve efficiency and reduce costs.

3. SCHOOL ADMINISTRATIVE STAFFING

As part of the staffing review, the selected Consultant will be asked to examine the adequacy and distribution of administrative staffing in the school administrative areas including School Central Administrative Office and individual schools, recommending best practices and opportunities for improvement which can be created.

With regard to the second and third phases of the engagement, the selected Consultant will be asked to:

- a. Review procedures and practices for consistency with good financial and personnel management practices and applicable state and federal laws;
- b. Evaluate the existing staffing structure to determine whether administrative staff are utilized in the most efficient and equitable manner, and whether alternative organizational configurations might be appropriate;
- c. Recommend opportunities for organizational efficiency, streamlined operations, improved management practices (especially those that foster a culture of continuous improvement), and better customer and employee service in the aforementioned areas;

- d. Provide a list of duties and responsibilities and specific qualifications, education and experience which will form the basis for job descriptions of administrative staff in these areas, and which support recommendations for operational and organizational efficiencies;
- e. Develop a plan of action, including estimated costs, for addressing the recommendations.

Other requirements include, but are not limited to:

- f. The Consultant shall conduct interviews with the relevant staff members regarding actual job duties, functions and time spent performing such duties and functions, perceived effectiveness of present administrative management structure and insights as to how the organizational structure might be improved.
- g. The Consultant shall benchmark approximately five to eight comparable school districts in Massachusetts, as determined in consultation with and the approval of the Operations Review Committee to help determine best practices.

FINAL REPORT

A final report will be required that details the findings and recommendations resulting from the operational review. The report must be presented with an executive summary followed by a full report that addresses all of the issues outlined in this RFP and in the resulting recommendations from the consultant who is offered the professional services contract. The audience for the executive summary should be anticipated to include the general public, the Operational Review Committee, School Committee, Finance Committee, Board of Selectmen, Superintendent of Schools and Town Administrator.

In addition to the Final Report, the Consultant will be required to submit all supporting documentation relative to their findings and recommendations.

PROJECT TIME LINE

The first phase of the engagement should be completed within sixty (60) calendar days of the date of the contract signing. The second and third phases of the engagement should be completed within one hundred five (105) calendar days of the date of the contract signing. The executive summary and Final Report shall be submitted within ten (10) calendar days of receipt of comments on draft reports. In their proposal, the Consultant must document, in as much detail as possible, the milestones of the review process and time to complete.

An extension to complete the scope of services beyond project time line outlined above should be clearly stated within the proposal along with a detailed justification.

DELIVERABLES

A draft work product for each phase of the engagement will be submitted to the Operational Review Committee. A single, unbound copy suitable for photocopying must be submitted, together with an electronic version suitable for electronic distribution, to the Town Administrator. The electronic version shall be submitted to fturkington@wayland.ma.us in PDF file for use with Adobe Acrobat software and in Microsoft Word and Excel software.

The Operational Review Committee will review the draft and submit written comments to be addressed in the final draft, which will be submitted prior to a meeting before appropriate town boards and committees, the Superintendent of Schools and the Town Administrator.

A single, unbound copy of the executive summary and the Final Report suitable for photocopying must be submitted, together with an electronic version suitable for distribution, to the Town Administrator. The electronic version shall be submitted to fturkington@wayland.ma.us in PDF file for use with Adobe Acrobat software so that it can be posted on the Town of Wayland and Wayland Public Schools websites. The executive summary also should be viewed as the basis for the public presentation when/if such a presentation is requested.

The Consultant should assume within his price proposal two (2) public meetings to review and receive comment on the draft report (a meeting for phase 1 and a meeting for phases 2 and 3) and one (1) public meeting to present the final report.

PROPOSAL REQUIREMENTS

A. MINIMUM REQUIREMENTS

The Town shall reject proposals which do not meet the following certain minimum requirements:

1. Minimum of five (5) years experience in providing relevant assessment consulting services to Massachusetts municipalities or school districts.
2. The proposal must be from an established business, corporation, partnership, firm or individuals who normally furnish such services as the principal business for which the corporation or firm is formed. A description of the business including a list of clients (does not have to be complete list; sample is acceptable) and number of employees is required.
3. Possess all necessary current licenses and registrations, either within the firm or through independent consults, to qualify under Massachusetts law to perform the function of the Consultant.
4. All proposals shall be submitted to the Town Administrator as stated in legal advertisement. Each proposal shall be in sealed envelopes, clearly marked on the outside of the envelope to indicate the contents, and the name and address of the Consultant. Sealed Non-Price Proposals must be submitted in a separate, sealed envelope from the Sealed Price Proposal.
5. The proposal must be received in the Town Administrator's office before the deadline for receipt of proposals (**Tuesday, August 24, 2010 at 3:00 p.m.**), and must be complete.
6. The consultant must have signed both the Certificate of Non-Collusion (Appendix A) and the State Taxes Certification Clause (Appendix B) and include them in the proposal package.
7. The proposal must be signed by an agent of the company who has authority to bind the company to a firm bid price.
8. All responses are to include a statement that the Proposal is in accordance with this Request for Proposal and that the Consultant has read and understands all sections and provisions herein. Exceptions, if any, are to be clearly stated.

B. STAFFING REQUIREMENTS

1. The Consultant must set forth the staffing to be utilized for this service. If the Consultant is a firm, partnership or corporation, kindly identify, to the extent practicable, each individual, their duties and work assignment, and their relevant experience and credentials, and the number of days each will spend providing this service. If the Consultant must reassign individuals identified for this assignment, then the Consultant will assign individuals with comparable experience and credentials.
2. If the Consultant is an individual who intends to do the entire work themselves without any additional staff, they must indicate the full extent and nature of any other projects or work they are currently engaged in during the time of the project work.
3. Should it become impossible for a contractually committed individual(s) to complete his duties, for a reason such as termination of employment, any change in the Consultant's staffing as outlined in the proposal will be subject to the approval of the Town. The Town Administrator shall notify the Consultant within ten (10) business days of the acceptance or rejection of any such staff substitutions. Any substituted person must be of an experience level equal to or greater than the person being replaced unless approved by the Town.

C. PROPOSAL SUBMISSION REQUIREMENTS

All interested parties must submit a single, unbound copy of their proposal suitable for copying (and a separate single copy if the proposal includes color or photographs) addressed to:
Proposals should be submitted and addressed to:

Operational Review Committee
c/o the Town Administrator's Office
Town of Wayland
41 Cochituate Road
Wayland, MA 01778

Proposals should be clearly marked:

“REQUEST FOR PROPOSALS FOR PROVIDING SERVICES TO REVIEW REPORTING FORMATS AND ADMINISTRATIVE FUNCTIONS”

Complete proposals must include the following:

- a. A detailed description of the scope of work to be performed, together with a proposed timeline for the project including an outline of major steps in the review process and dates of deliverables.
- b. A listing of current and past public and private projects of a similar nature with name and telephone number of reference person to contact. If possible, submit a copy of a sample study.
- c. A general company/ firm profile or brochure, a copy of the most recently completed audited financial statement, and list of key personnel who are expected to participate on this project (with resumes included) and their specific tasks and responsibilities for this project.
- d. The identification of any and all sub-consultants, if any, who will work with the applicant and resumes attached (please identify the individual who will bear primary responsibility for this project).

- e. Any other information that the applicant considers relevant for the purpose of evaluating its qualifications for the project.
- f. A fixed price proposal for each phase of the project in a separate, sealed envelope from the non-price proposal.

Both the response to the RFP and the price proposal should also be submitted electronically to fturkington@wayland.ma.us in separate PDF or Microsoft Word / Excel format suitable for distribution to the review committee containing complete information as requested in the Proposal Submission Requirements described herein by **Tuesday, August 24, 2010 at 3:00 p.m.** All proposals shall be for the entire work required to complete the project, and the fee shall be negotiated with the committee using the submitted sealed price proposals and allocated funds as a basis for said negotiations.

D. GENERAL AND SPECIAL PROVISIONS

1. The Town of Wayland reserves the right to reject any and all proposals, waive informalities, and to award contracts as may be in the best interests of the Town.
2. The applicant selected shall be expected to comply with all applicable federal and state laws in the performance of services.
3. The consideration of all proposals and subsequent selection of the successful applicants shall be made without regard to race, color, sex, age, handicap, religion, political affiliation or national origin.
4. Services provided by the successful applicant shall be rendered through professional services contract; the successful applicant will not be considered an employee of the Town and will not receive any benefits of any employee.
5. The Consultant shall procure and maintain insurance against claims for injuries or losses to persons or property that are alleged to have arisen in connection with activities of the designer, and any agents, representatives, consultants or employees. Insurance companies must be licensed by the Commonwealth of Massachusetts or otherwise acceptable to the Town. The cost of such insurance, including required endorsements or amendments, shall be the sole responsibility of the consultant. Full disclosure of any non-standard exclusions are required for all required coverages.
 - a. Broad form Commercial General Liability coverage naming (Town of Wayland) as additional insured, written on a "per occurrence" basis and with an aggregate cap no less than 3 times the required limit: \$1,000,000, Combined Single Limit (C.S.L.)
 - b. Automobile Liability coverage, including coverage for owned, hired or borrowed autos: \$1,000,000 (C.S.L.)
 - c. Umbrella or Excess Liability coverage following form of underlying General and Automobile Liability coverage: \$1,000,000 (C.S.L.)
 - d. Worker's Compensation coverage (per Massachusetts law) and Employer's Liability coverage: coverage A at statutory limits and coverage B at limits of \$500,000/\$500,000/\$500,000.
 - e. Certificates of insurance confirming that the Town of Wayland is named as additional insured and acceptable to the Town of Wayland shall be addressed to and filed with the Town of Wayland prior to commencement of the work. Renewal certificates shall be addressed to and filed with the Town of Wayland at least thirty (30) days prior to the expiration date of the required policies. The failure of the insurance policies to name the Town of Wayland as an additional insured will

constitute a breach of this contract and will be a defense to any claim against the Town for payments under this contract.

- f. All certificates of insurance shall contain true transcripts from the policies, authenticated by the proper officer of the insurer, evidencing in particular those insured, the extent of coverage, the location and operations to which the insurance applies, the policy numbers, the expiration date, and the above mentioned notice clauses.
- g. The Certificate Holder section of the Certificate of Insurance (Form Accord 25) shall read precisely:

**Town of Wayland
41 Cochituate Road
Wayland, MA 01778**

- h. Any variation from this exact Certificate Holder language will constitute a breach of this contract and will be a defense to any claim against the Town for payments under this Contract.
6. Questions regarding the RFP should be submitted in writing to Mr. Fred Turkington, Town Administrator, 41 Cochituate Road, Wayland, MA 01778 or by email to fturkington@wayland.ma.us. All questions will be answered by addenda distributed by email or facsimile to all registered recipients of the RFP. No question will be answered if received less than 72 hours prior to the due date for proposals.

SELECTION PROCESS

Proposals will be reviewed according to the following criteria:

- a. Prior experience with similar projects.
- b. Professional qualifications of staff and consultants who will work on the project.
- c. Current workload or clearly established capacity to complete scope of work on qualitative, timely basis.
- d. Completeness of Proposals submitted by each firm.
- e. Financial stability of proposed with preference to presentation of audited financial statements.

It is the intent of the Operations Review Committee to interview three (3) or more of the responding Consultants on either Wednesday, September 1, 2010 or Thursday, September 2, 2010, beginning at 6:15 p.m. To the extent practical, responding Consultants should make available during the interview key personnel expected to participate in the completion of the tasks contemplated in the RFP.

APPENDIX A

CERTIFICATE OF NON-COLLUSION

Massachusetts General Law, Chapter 701 of the Acts of 1983, requires that bidders certify as follows:

The undersigned certifies under penalties of perjury that this bid is in all respects bona fide, fair and made without collusion or fraud with any other person. As used in this section the work "person" shall mean any natural person, joint venture, partnership, corporation or other business or legal entity.

Name of person signing bid proposal

Name of Firm

Date

STATEMENT OF BIDDER QUALIFICATIONS

The following is required as evidence of the bidder's qualifications to perform the work, as bid upon, in accordance with the contract drawings and specifications. This statement must be notarized. All questions must be answered. Additional data may be submitted on separate, 8-1/2 x 11 inch attached sheets.

1. Name of Bidder

2. Permanent Main Office

Address -----

3. Official Mailing Address for this Contract

4. When Organized

5. Where Incorporated, if a Corporation -----

6. Years of Contracting Under Present Name -----

7. List Contracts on Hand, and Those Completed Similar in Nature to This Project

8. List Any Work the Firm Has Failed to Complete, Where and Why

9. If You Have Ever Defaulted on Any contract, State Where and Why

10. List Full Names and Residences of All Principals (i.e. Officers, Directors, Partners, Owners)
With an Interest in this Bid

APPENDIX B

CERTIFICATION OF TAX COMPLIANCE

Pursuant to M. G.L. Chapter 62C, Section 49A, I certify under the penalties of perjury that the Contractor, to my best knowledge and belief has filed all State tax returns and paid all State taxes required under law.

Social Security Number or
Federal Identification Number

Signature of Individual or Corporate Name Number

by Corporate Officer (if applicable)