REGIONAL SCHOOL DISTRICT NO. 7
BARKHAMSTED, COLEBROOK, NEW HARTFORD, NORFOLK
Post Office Box 656, Winsted, Connecticut 06098
(860) 379-1084

Steven LePage
Superintendent
slepage@nwr7.org

James M. Gaskins
Director of Finance and Operations
jgaskins@nwr7.org

Regional District 7 Board of Education
ADVERTISEMENT FOR BID

NORTHWESTERN REGIONAL 7
100 Battistoni Drive
Winsted, Connecticut 06098

Invitation To Submit Proposals for

MUNICIPAL FINANCIAL ADVISOR SERVICES

Invitation Issue Date: **November 4, 2026**
Proposal Due Date: **November 23, 2026**

The Regional School District No. 7 Board of Education of the State of Connecticut ("RSD 7 Board") hereby invites the submission of sealed Proposals for a full-service Municipal Financial Advisory firm, Municipal Financial Advisors, specializing in municipal finance and municipal government related matters, to contract with RSD 7 for ongoing Advisory services relative to the issuance of debt and other financial obligations. This is a request for qualifications and pricing proposals. Contracts will be between the successful proposer and RSD 7 Board, located at 100 Battistoni Drive, Winsted, CT 06098.

This RFQ/RFP, questions and answers, and any Addenda will be posted and may be obtained on the RSD 7 website: https://www.nwr7.com/district/business-office

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Sealed Bids must be received by RSD 7 Board no later than **10:00 AM on Monday, November 23, 2026**. *Facsimile or email bid responses will not be accepted.* Bids shall be opened and publicly read at that time. The bid opening location will be at Regional School District No. 7, 100 Battistoni Drive, Winsted, CT 06098.

Sealed bids should be clearly marked on the front: **Municipal Financial Advisor Services,** Regional School District No. 7, c/o James Gaskins, Director of Finance and Operations

Questions regarding this RFP may be directed to James Gaskins, Director of Finance and Operations. Only written questions will be accepted via email to James Gaskins at jgaskins@nwr7.org and must be received no later than **Wednesday, November 18, 2026**. All questions and answers will be posted on the RSD7 website by end of business on Friday, November 20, 2026. ***Verbal questions during the RFP period will not be entertained or accepted.***

The RSD 7 Board does not discriminate on the basis of sex, race, religion, national origin, gender identity, sexual orientation, disability, veteran's status or genetic information.

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Sealed bids should be clearly marked on the front: **Municipal Financial Advisor Services,** Regional School District No. 7, c/o James Gaskins, Director of Finance and Operations

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INSTRUCTIONS TO PROPOSERS

I. Proposal Instructions

A. Proposals shall be received from Proposers for the furnishing of all personnel and services necessary to perform the Services described herein.

B. When the Proposal is executed and submitted by Proposer, the Proposer acknowledges it has full knowledge of and agrees with the general specifications, conditions and requirements of the Proposal Documents.

C. The Proposer shall submit **three (3) original and and electronic copy** of the Proposal. The Proposals must be mailed or delivered to the RSD 7, or hand delivered, in a sealed envelope. The outside of the sealed envelope must be clearly marked with Proposer's name and address and Municipal Financial Advisor Services, c/o James Gaskins, Director of Finance and Operations.

D. The Proposals shall be submitted no later than **10:00 AM on Monday, November 23, 2026** to the Office of the Director of Finance and Operations of the Regional School District No. 7, 100 Battistoni Drive, Winsted, CT 06098, at which time they will be opened and read aloud. Proposals received later than that date and time will not be considered and will be returned unopened. Amendments to or withdrawals of Proposals received later than that date and time will not be considered.

E. All Proposals shall become property of the RSD 7 Board and will not be returned.

F. The Contractor shall comply with applicable laws, rules, regulations and policies of federal, state, and local governments. It shall be the responsibility of the Contractor to ensure that all personnel employed are familiar with all of the aforesaid laws, rules, regulations and policies as well as the contents of any manual or other rules, regulations and policies which the RSD 7 Board might publish.

G. In considering Proposals and awarding the Contract, RSD 7 Board reserves the right to waive technical defects in Proposals, to reject any and all Proposals, consider cost, service and experience for the Services required, as well as the financial responsibility and specific qualifications set out herein of the Proposer. RSD 7 Board also reserves the right to discuss the scope of services and seek clarifications with one or more Proposers and to enter into such negotiations and make such modifications as RSD 7 Board deems to be in its best interest.

H. Each Proposer is responsible for making sure it gets the information it needs to make a responsible Proposal that allows it to execute the Contract if it is awarded the Contract. Information requests are to be made in writing, by email to James Gaskins at jgaskins@nwr7.org and must be

received no later than **Wednesday, November 18, 2026**. A written request does not in any way diminish a Proposer's responsibility to obtain the information it needs to make a Proposal. Other than the contact person named above, it is RSD 7 Board's requirement that Proposers not communicate directly or indirectly with any other person at RSD 7 Board concerning the Proposal Documents or with respect to requests for additional information.

I. Any interpretation of or modification to the Proposal Documents will be made by Addendum. Any Addendum will be posted on RSD 7 Board's website. Each Proposer shall confirm prior to submitting its Proposal that it has received all Addenda.

J. Proposals must be held firm and cannot be withdrawn for sixty (60) calendar days after the opening date.

K. RSD 7 Board reserves the right to negotiate with any or all Proposers or to cancel or withdraw in part, or in its entirety, the Proposal Documents, if it is in the best interest of RSD 7 Board to do so. RSD 7 Board specifically reserves the right to add or delete from the scope of services in the final Contract from the scope of services described in these Proposal Documents.

L. RSD 7 Board may require the Proposers submitting Proposals to give an oral presentation of their proposal. Additional technical and/or cost information may be requested for clarification purposes, but in no way will change the original proposal submitted. Interviews are optional and may or may not be conducted.

M. Selected Proposer is to participate in negotiations concerning the nature and scope of the provision of the Services. The results of such negotiations shall be incorporated into the Contract between RSD 7 Board and the Contractor.

N. RSD 7 Board reserves the right to request any additional information pertaining to the ability, qualifications, and experience of a Proposer as it deems necessary after Proposals have been opened and reserves the right to interview one or more Proposers.

II. Proposal Requirements

A. The Proposal shall be submitted with all of the information described in this Article II.

B. Each Proposal shall include all of the following:

1. Each Proposer must fill out the "Proposal Form- Fee Schedule" in the form of Exhibit A. Proposal Prices must be submitted on this Proposal Form. All blank spaces for proposal prices must be

completed in ink or be typewritten; proposal prices must be stated in both words and figures. The person signing the Proposal Form must initial any errors, alterations or corrections on that form. Ditto marks or words such as "SAME" shall not be used in the Proposal Form. In the event of a discrepancy between the price quoted in words and in figures, the words shall control. RSD 7 Board is exempt from Connecticut sales and use taxes. Such taxes should not be included in the Proposal Prices.

2. All Proposers must read and execute the "Equal Opportunity Memorandum", in the form of Exhibit B, attached hereto and made a part hereof.

3. Proposers shall submit a minimum of three references. References should be from clients for which similar Services requested pursuant to these Proposal Documents were provided, preferably regional school districts in Connecticut. All Proposers must read and fill out the reference check form attached as Exhibit C ("Reference Check"). The Proposer, by submitting a Proposal, hereby authorizes RSD 7 Board or its authorized agent to contact such references listed on the Reference Check without obtaining any other consent from the Proposer.

4. All Proposers must disclose all pending and threatened litigation in which such Proposer is named (either suing or being sued), or any judgments entered during the last five (5) years in the form listed on Exhibit D ("Pending or Threatened Litigation"), attached hereto and made a part hereof.

5. Each Proposer must submit the "Statement on Non-Collusion and Other Practices", in the form attached as Exhibit E, attached hereto and made a part hereof.

6. Each Proposer shall demonstrate a minimum of five (5) years' experience with proven effectiveness to perform the Services requested. Each Proposer is to provide a brief history and description of the firm's capabilities, resources, and service quality as it relates to the Services requested in this Invitation to Submit Proposals to RSD 7 Board and include the following:

(a) years in business, and previous names of the firm, if any,
(b) firm size,
(c) location,
(d) employee number, title, training, experience, licensures and description of services to be provided by staff assigned to perform these Services; for each person intended to be assigned to perform these Services, provide a copy of their resume,
(e) experience in assisting similar size entities, including any and all similar Services provided to public agencies,

(f) a detailed description of how the firm plans to market the Property,
(g) additional services offered through your firm, and
(h) a fully completed fee schedule (Exhibit A).

7. Each Proposer shall provide a description of the business organization (i.e., corporation, partnership, joint venture, etc.) of its firm, its ownership and its organizational structure; the names and business addresses of all Principals (described below) of the firm or firms submitting the Proposal; if a firm is a partially owned or a fully-owned subsidiary of another firm, identify the parent company and describe the nature and extent of the parents' approval rights over the activities of the firm submitting a Proposal; and describe the approval process.

8. For purposes of these Proposal Documents, "Principals" mean persons possessing an ownership interest in the Proposer. If the Proposer is a corporation, "Principals" shall include each investor who would have any amount of operational control over the Proposer and every stockholder having an ownership interest of 10% or more in the firm. If the Proposer is a partnership or a joint venture or similar organization, provide comparable information as required above for each member of the partnership, joint venture or similar organization.

9. Each Proposer shall list all immediate relatives of Principal(s) (as defined above) of Proposer who are Board members or employees of RSD 7 Board. For purposes of the above, "immediate relative" means a spouse, parent, stepparent, brother, sister, child, stepchild, direct-line aunt or uncle, grandparent, grandchild, and in-laws by reason of relation.

10. Each Proposer should disclose whether any of the Services will be subcontracted and, if so, a description of how the Proposer selects the subcontractors and what are the obligations of Proposer and subcontractor.

11. Each Proposer must submit copies of insurance certificates for general liability and worker's compensation coverage. The successful firm must provide original certificates of insurance prior to commencing services.

12. Each Proposer shall provide any additional information it believes to be important in assisting RSD 7 Board in evaluating its firm and its capabilities.

13. Any exceptions or deviations from these conditions or specifications must be listed on a separate sheet attached to the

Proposer's detailed conditions and specifications and referred to separately in the Proposals.

III. Proposer's Qualifications

Proposers to this RFP shall have the following qualifications:

A. Principal(s) of the Municipal Advisory firm must be licensed to perform such services and in good standing with the State of Connecticut and all requirements of the State therein, with no record of discipline.

B. Must have at least five (5) years' experience in Municipal Advisory and Municipal Financial Services in the geographic area (Litchfield County) in which the Board is located.

C. Must demonstrate an excellent reputation in their field.

D. Must be knowledgeable in the local municipal advisory environment, practice locally, and familiar with the specific needs of the RSD 7 Board.

IV. Scope of Services

A. The Services requested in these Proposal Documents cover all personnel, labor, equipment and services required to complete the tasks set forth and shall also incorporate any other labor, materials, supplies, overhead, taxes and profit of the Proposer, and the Proposal Price shall be "all-inclusive". RSD 7 Board shall be responsible for no other charges other than the prices set forth on Exhibit A.

B. The successful firm shall contract with RSD 7 Board to provide all expected services required in the issuance of General Obligation Bonds and Notes, as well as becoming the disseminating agent for the continuing disclosure filings of existing debt issues, and including but not limited to the following services:

1. Meet with officials of the Issuer, the Board, and Bond Counsel
2. Preparation of maturity schedules for bond issues
3. Offer options regarding the terms and structure of potential bond and note issues available to the Issuer so that the Issuer can make a more informed decision regarding the current as well as future budgetary impacts and financial planning
4. Preparation of Official Statements
5. Distribution of Official Statements and Notices of Sale to the investment community
6. Assist with all bond and note sale processes
7. Assist with coordinating financial details of sale closings
8. Preparation of the Final Official Statement
9. Preparation of final debt service schedules

10. Assist in determining and implementing advantageous credit rating strategies
11. Attend meetings with the Board as required throughout the process
12. Assist with local referendum support
13. File ongoing audited financial information and annual financial and operating data for existing and new debt to ensure the Issuer remains compliant with its annual Continuing Disclosure requirements

C. It is the intent of this RFQ/RFP to have the successful advisor / firm enter into a Professional Services Contract with Regional School District No. 7 to supply Municipal Advisory services as outlined herein from the date of award for a period to be determined as agreeable to both parties. However, RSD 7 Board shall have the right to terminate with thirty (30) days' prior written notice at any time and for any reason. Notwithstanding anything to the contrary provided for herein, in the event that sufficient funds are not appropriated during this time, RSD 7 Board shall have the right to terminate the Contract on the last day of the fiscal period for which appropriations were received.

D. RSD 7 Board and the successful Proposer shall negotiate a contract or contracts for the Services, which contract or contracts shall include the provisions in these Proposal Documents and such additional provisions that RSD 7 Board deems necessary. The parties shall negotiate a final Contract within a reasonable time period after the selection of a Proposer. If the parties cannot agree on a Contract within thirty (30) days after RSD 7 Board has selected a Proposer, RSD 7 Board may enter into discussions with another Proposer. Each Proposer shall be thoroughly familiar with all the terms, conditions, and provisions of the Proposal Documents.

Information from Proposals may be incorporated into the final Contract, as determined by RSD 7 Board.

These Proposal Documents are not a contract offer, and no contract will exist unless and until a written Contract is signed by RSD 7 Board and the successful Proposer.

Please note: All information submitted for review may be subject to the Freedom of Information Act and may be made available upon request by the public. Proposers should identify any confidential, proprietary information or trade secrets and provide justification why such material should not be disclosed.

Notwithstanding anything to the contrary herein, by submitting a Proposal, the Proposer thereby acknowledges that pursuant to Connecticut General Statutes § 10 - 241d, as amended, RSD 7 Board may consult with the legislative bodies of its member towns regarding this Invitation to Submit Proposals and any and all responses thereto and any other related information.

V. Selection Criteria

A. Licensed and in good standing with the requirements set forth by the State of Connecticut, with no record of discipline.

B. Knowledge of and extensive experience of municipal advisory services in the local market (Lithfield County).

C. Ability of Proposer to work closely and cooperatively with administration and meet or exceed the requirements defined in the Proposal Documents.

D. Completion of fee schedule.

VI. Limitations; Withdrawal of Request for Proposals

These Proposal Documents do not commit RSD 7 Board to award any agreement for Services, or to be responsible or liable in any manner for any risks, costs or expenses incurred by any Proposer in the preparation of a proposal in response to the Proposal Documents or any revision of such a proposal.

VII. Proposer's Costs

Each Proposer acknowledges that all costs incurred by it in connection with the preparation and submission of a Proposal, or any negotiation which results therefrom, shall be borne exclusively by the Proposer. Neither RSD 7 Board, nor its staff, consultants or advisors shall be liable for any claims or damages resulting from the solicitation or preparation of the Proposals, nor will there be any reimbursement to Proposer for the cost of preparing and submitting a Proposal or for participating in this procurement process.

VIII. Right of Bid Award, Rejection, or Award to Other Than Low Bidder

As noted previously in more detail in Section II, above, the RSD7 Board reserves the full, unquestioned right to award this Bid, or any part thereof, to the bidder or bidders who, in the best judgment of the Board best meets the interests of the Board. As stated previously, the RSD7 Board reserves to require a modification of the contract terms at any time. It further reserves the right to waive any and all Bid conditions, to reject any and all Bids received, and to award this Bid or any part thereof, to other than the low Bidder, should it appear to serve the best interests of the Board.

The Board reserves the right to investigate the financial status and credit rating of any prospective Bidder and to disqualify any Bidder from participation in this Bid based on the results of this investigation.

CERTIFICATION:

The Proposer has read and understands the Proposal Documents, INCLUDING ALL EXHIBITS, which are Exhibit A through Exhibit E, all attached hereto and made a part hereof, and the following addendum: _____ _____ (if any; if none, state "None"), and the Proposal conforms to the terms and conditions of the Proposal Documents.

I hereby certify, as an officer of _____, that, as the Proposer under these Proposal Documents, all of the information and material supplied to RSD 7 Board as required by these Proposal Documents are complete and true. I, as an officer of _____, understand that all of the terms and conditions of these Proposal Documents shall be included in the Contract executed with RSD 7 Board, if awarded the Contract. I, as an officer of _____, further understand that any information that is found to be incomplete or false, or if any attempt to mislead RSD 7 Board is discovered, either during the evaluation or subsequent to any award may result in the disqualification of the Proposal or the immediate termination of the Contract.

Signature _____ Date _____

Name _____ Title _____

Proposer Information

Company: _____

Address: _____

_____

City/Town State Zip

Telephone: _____

Email: _____

EXHIBIT A

PROPOSAL FORM- FEE SCHEDULE
(To be top page of submittal for bid opening purposes)

Company Name: _____

The undersigned, having become thoroughly familiar with the terms and conditions affecting the performance and costs of the Services, as described in the Proposal Documents dated _____, 2026, hereby proposes and agrees to fully perform the Services within the time stated and in strict accordance with the Proposal Documents, including furnishing any and all labor and materials, and to do all of the Services required to complete said Services in accordance with the Proposal Documents for the following sum of money:

FEE SCHEDULE

1. Estimated costs of services available to the Board (separate schedule of full list of services is acceptable):

Itemized breakdown of costs:

a. _____
b. _____
c. _____
d. _____
e. _____
f. _____

TOTAL ANTICIPATED FEE: $_____

_____
Proposer's Name

Signature: _____
Signature:

By: _____
Name:

_____
Title:

_____
Date:

EXHIBIT B

EQUAL OPPORTUNITY MEMORANDUM

TO: All Proposers

FROM: Board of Education of the Regional School District No. 7

SUBJECT: Equal Opportunity Policy

Regional School District No. 7 is committed to the principles of equal employment. We are committed to complying with all federal, state, and local laws providing equal employment opportunities, and all other employment laws and regulations. It is our intent to maintain a work environment free of harassment, discrimination, or retaliation because of age, race, color, national origin, ancestry, religion, sex (including transgender status, gender identity or expression, sexual orientation, or civil union status), pregnancy (including childbirth, lactation and related medical conditions), physical or mental disability, genetic information (including testing and characteristics), veteran status, uniformed service member status, or any other status protected by federal, state, or local laws.

STATEMENT OF POLICY

It is the employment policy of _____ that there shall be no discrimination against anyone on the grounds of age, race, color, national origin, ancestry, religion, sex (including transgender status, gender identity or expression, sexual orientation, or civil union status), pregnancy (including childbirth, lactation and related medical conditions), physical or mental disability, genetic information (including testing and characteristics), veteran status, uniformed service member status, or any other status protected by federal, state, or local laws in the hiring, upgrading, demotions, recruitment, termination and selections for training.

_____
Proposer's Signature

_____
Date:

By: _____
Name:
Title:

_____
Telephone Number

_____
Street Address

_____
Email

_____
City/State

EXHIBIT C

REFERENCE CHECK

Please provide three (3) references:

1. _____
   Name _____
   _____
   Contact Person _____
   _____
   Telephone Number _____
   _____
   Period of Contract _____
   _____
   Type of Services Provided to Reference

   _____

2. _____
   Name _____
   _____
   Contact Person _____
   _____
   Telephone Number _____
   _____
   Period of Contract _____
   _____
   Type of Services Provided to Reference

   _____

3. _____
   Name _____
   _____
   Contact Person _____
   _____
   Telephone Number _____
   _____
   Period of Contract _____
   _____
   Type of Services Provided to Reference

   _____

EXHIBIT D

PENDING OR THREATENED LITIGATION

For cases pending, please provide the following information for each matter:

1. Parties (suing or being sued)
2. Docket Number and Court
3. Brief Description and Status

JUDGMENTS

Please provide the following information for each matter:

1. Parties (suing or being sued)
2. Docket Number and Court
3. Brief Description and Amount of Judgment

(Attach additional sheets, if necessary.)

EXHIBIT E

STATEMENT ON NON-COLLUSION AND OTHER PRACTICES

The undersigned hereby declares that:

1. This Proposal is made without any connection with any other person or entity making any proposal for the same services, that it has been prepared and submitted in good faith, that it is in all respects fair and without collusion or fraud and that no person acting for or employed by RSD 7 Board is directly or indirectly interested in the proposal or in the services to which it relates, or in any portion of the profits therefrom.

2. Proposer hereby declares that the only persons participating in the Proposal as Principals are named in its Proposal and that no person other than those mentioned in its Proposal has any participation in the Proposal or in any contract to be entered into with respect thereto. Additional persons may subsequently be included as participating Principals, but only if acceptable to RSD 7 Board.

3. The Proposer's Proposal is genuine and is not made in the interest of or on behalf of any undisclosed individual or entity and is not submitted in conformity with any collusive agreement or rules of any group, association, organization, or corporation.

4. Proposer has disclosed to RSD 7 Board, in writing pursuant to Section II.B.9 of the Proposal Documents, any and all Principal(s) of Proposer who are Board members or employees, or the immediate relative of Board members or employees, of RSD 7 Board. For purposes of the above, "immediate relative" means a spouse, parent, stepparent, brother, sister, child, stepchild, direct-line aunt or uncle, grandparent, grandchild, and in-laws by reason of relation.

5. Proposer has not directly or indirectly induced or solicited any other prospective Proposers to submit a false or sham Proposal.

6. Proposer has not solicited or induced any individual or entity to refrain from submitting a Proposal.

7. Proposer has not engaged in corrupt, fraudulent, collusive, or coercive practices in competing for the Contract. For the purposes of this paragraph:

A. "corrupt practice" means the offering, giving, receiving, or soliciting of anything of value likely to influence the action of the procurement process, except as otherwise disclosed to RSD 7 Board in writing;

B. "fraudulent practice" means an intentional misrepresentation of facts made (a) to influence the procurement process to the detriment of RSD 7 Board, (b) to establish proposal prices at artificial non-competitive levels, or (c) to deprive RSD 7 Board of the benefits of free and open competition;

C. "collusive practice" means a scheme or arrangement between two or more Proposers, with or without the knowledge of RSD 7 Board, a purpose of which is to establish proposal prices at artificial, non-competitive levels; and

D. "coercive practice" means harming or threatening to harm, directly or indirectly, persons or their property to influence their participation in the procurement process or affect the Contract.

Signature: _____
Signature:

_____
Proposer's Name

By: _____
Name:

_____
Title:

_____
Date:

STATE OF CONNECTICUT)
) ss.:
COUNTY OF_____)

Subscribed and Sworn to before me on this _____day of_____, 2026.

_____
Notary Public