

**Memo**  
**East Goshen Township**  
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Date: October 24, 2013

To: Prospective Police Consultants

From: Rick Smith, Township Manager

Re: Police Services Request for Proposals

East Goshen Township, West Goshen Township and Westtown Township (Townships) are soliciting proposals from qualified firms and individuals (consultants) for professional services for the preparation of a study to identify the costs and issues related to merging the West Goshen Police Department and the Westtown East Goshen Regional Police Department (WEGO).

Purpose

This request for proposal (RFP) is intended to provide qualified police consultants (consultant) with sufficient information to enable them to prepare and submit proposals for consideration by the Townships.

Contact Information

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Scope of Work

West Goshen Township currently has its own police Department. Westtown Township and East Goshen Township are charter members of the WEGO. The Townships are soliciting proposals from qualified consultants for professional services for the preparation of a study to identify the costs and issues related to merging the West Goshen Police Department and (WEGO).

Detailed Scope of Work

Assumptions

Merger would take place on January 1, 2015

No uniformed officers would be laid off

Basics

The consultant needs to review each department and quantify, to the extent possible, the cost of all aspects of the police operation.

## Staffing

Determine the starting staffing level of combined department.

Develop the starting level origination chart.

Determine recommended staffing level for a combined department based on International Association of Chiefs of Police (IACP) standards.

Develop the origination chart based on IACP standards.

Determine recommended staffing level for a combined department based on current level of service for the patrol, traffic and detective functions (CLS).

Develop the origination chart based on the CLS.

Determine attrition rate of each Department

Determine attrition rate of combined Department

Determine how long it will take to reach the staffing levels recommended by IACP and CLS.

Review the approved, proposed and projected subdivision and land development plans for each Township and determine their impact on staffing

## Personnel Costs

### Salary

Determine salary costs using WEGO labor contract as the standard

Determine salary costs using West Goshen (WG) labor contract as the standard

Determine salary costs using best case for officers

Determine salary costs using worst case for officers

Identify possible savings in overtime as a result of having a larger pool of officers.

### Insurance Benefits (health, dental, vision, life insurance)

Determine insurance benefit costs using WEGO as the standard

Determine insurance benefit using WG as the standard

Determine insurance benefit using best case for officers

Determine insurance benefit using worst case for officers

### Leaves (vacation, sick, personal)

Determine leave costs using WEGO as the standard

Determine leave costs using WG as the standard

Determine leave costs using best case for officers

Determine leave costs using worst case for officers

### Longevity, uniforms, cleaning, education (miscellaneous)

Determine miscellaneous costs using WEGO as the standard

Determine miscellaneous costs using WG as the standard

Determine miscellaneous costs using best case for officers

Determine miscellaneous costs using worst case for officers

### Pension

Determine funding levels of each Department's pension plan.

Determine the various options and costs for the pension plans included but not limited to the following:

Continue to have two pension plans. New officers go into WEGO plan.

Merge pension plans and utilize WEGO plan as the standard (no change in pension benefits for retired officers)  
Merge pension plans and utilize WG plan as the standard (no change in pension benefits for retired officers)  
Freeze pension benefits for WG officers and have them roll over into WEGO plan, with no loss of vesting.  
Freeze pension benefits for WEGO officers and have them roll over into WG plan, with no loss of vesting.

Determine legal and actuarial costs for each option.

#### Post-Retirement Medical (PRM)

Determine how each department is funding PRM  
Determine funding levels of each Department's PRM plan.  
Determine options and costs for PRM plans  
Continue to have two PRM plans. New officers go into WEGO plan.  
Merge PRM plans and utilize WEGO plan as the standard (no change in benefits for retired officers)  
Merge PRM plans and utilize WG plan as the standard (no change in benefits for retired officers)  
Determine legal and actuarial costs for each option.

For both Departments determine life cycle costs as of December 31, 2018 (expiration of WEGO labor contract) and as of December 31, 2029 (15 years) for salary, insurance benefits, leave, miscellaneous, pension and PRM. This would be the baseline.

For the IACP and CLS staffing develop life cycle costs as of December 31, 2018 (expiration of WEGO Labor contract) and as of December 31, 2029 (15 years) for each of the salary, insurance benefits, leave, miscellaneous, pension and PRM options listed above.

#### Vehicles and equipment

Determine the starting staffing level of vehicles and equipment for the combined department  
Determine recommended level of vehicles and equipment for a combined department under IACP and CLS staffing.  
Determine the value of the excess equipment. (The assumption being that it could be sold)  
Review vehicle maintenance and repair records and identify pros and cons of doing work in house and contracting out.  
Determine the cost to re-decal vehicles.

#### Weapons

Both Departments use different weapons. WEGO intends to purchase new weapons in 2014. WG has weapons of various ages and is not planning to replace weapons in 2014. Consultant should use a worst case assumption that new weapons will be required and all officers will have to be retrained. Consultant should obtain a quote for a top of the line weapon. Consultant should estimate the cost to equip all officers with a new weapon, holster and ammunition. In addition the consultant should estimate training costs.

### Facilities

Inventory current facilities (square footage, number of lockers, parking spaces, etc.)

Determine debt service costs for both facilities.

Determine operating costs of both facilities.

Determine what is required for facilities based on the IACP and the CLS standards.

Determine a recommended course of action for the disposition and utilization of the facilities.

### Operations

Determine and identify similarities and differences on how each department operates (DARE, community policing, length of shifts, schedule, policy on backups, truck safety inspections, DUI check points, etc.)

Determine effectiveness of both departments (clearance rates for various crimes)

Identify differences in management rights.

Identify and quantify (if possible) the operational pros and cons of merging departments.

Identify benefits and costs associated with providing dedicated officer(s) in schools.

Identify issues associated with providing back-up to adjacent municipalities.

Self-Dispatching – WG utilizes self-dispatching and the County 911 Call Center. WEGO uses County 911 Call Center exclusively. Identify pros and cons of self-dispatching and County 911 Call Center.

Identify any specialized units that would be possible with a larger department.

Review holding cell usage and identify possible savings from operating a single holding facility

Identify benefits of a single IT system for a combined department.

Identify benefits of improved communication (verbal and electronic) with a merged department.

### Uniforms

Option 1 Re-patch – Officers retain existing uniforms – Estimate cost to install new patches on all uniforms.

Option 2 New – Estimate cost to provide officers with new uniforms and patches.

Badges – Cost to provide new badges to all officers.

### Records Management

Crimes Record Management - WEGO and WG both use Alert. WG is considering switching to CODY. Identify issues and costs associated with merging data.

File Record Management – WEGO uses DocStar and WG uses Laserfiche. Identify issues and costs associated with merging data.

### Other

Identify grant programs that would be available if the WEGO and West Goshen Police Departments merged.

Identify grant programs that would be available if West Goshen joined WEGO.

Identify the pros and cons a merger would have on the residents of the three townships.

### Cost Allocation

WEGO currently allocates its costs between East Goshen and Westtown based on PPU's (hours of service). West Goshen pays all cost for its Department. The consultant should identify the various methods of allocating costs between Townships and the pros and cons of each method.

### Type of Contract

If a contract is entered into as a result of this RFP, the contents of the selected firm's proposal will become contractual obligations of the firm. Negotiations may be undertaken with one or more consultants whose proposals as to price and other factors show them to be qualified, responsible, and capable of performing the work.

### Cost of Proposal

This request for proposals does not, under any circumstances, commit the Townships to any cost incurred by any consultant prior to execution of the agreement between the selected consultant and the Township. Each prospective consultant is solely responsible for all costs associated with the preparation of a response to this RFP.

### Rejection of Proposals

The Townships reserves the right to reject any and all proposals received as a result of this request and to negotiate separately with competing consultants.

### Time Limit for Questions

Consultants may submit questions prior to submitting a proposal. Questions must be submitted by e-mail to [rsmith@eastgoshen.org](mailto:rsmith@eastgoshen.org), at least five (5) business days prior to the date and time specified for receipt of proposals.

### Data and Documents

Data and documentation concerning staffing, vehicles, equipment, calls for service, pension plans, etc. for each Department are posted on Dropbox.com.

### Inspection

Consultants, who want to inspect the police facilities prior to submission of their proposals, should contact the Township Manager. 24 hour notice is required.

### Addendum(s) to the RFP

If it becomes necessary to revise any part of this RFP, any addendum(s) will be posted on Dropbox.com

### Response Date

To be considered, proposals must arrive at the East Goshen Township Building on or before 5:00 pm on November 29, 2013. Late submissions will not be considered regardless of the reason.

### Proposals

To be considered, consultants must submit a complete response to this RFP. Proposal must be in the form of a PDF submitted to [rsmith@eastgoshen.org](mailto:rsmith@eastgoshen.org). The proposal must remain valid for 60 days.

### Economy of Preparation

Proposals should be prepared simply and economically, providing a straightforward, concise description of the consultant's ability to meet the requirements of the RFP.

### Public Meeting Presentation(s)

The selected consultant will be required to make an oral presentation of their work product at a joint public meeting. This presentation is intended to provide the consultant with an opportunity to present their work product to the Board of Supervisors of the Townships and answer questions.

If the Townships elect to proceed with the merger, each of the Townships may hold a public meeting to explain the merger to its residents. If requested the consultant shall make a presentation at a public meeting that will be held by each Township Board of Supervisors.

### Consultant Responsibilities

The selected consultant will be required to assume responsibility for all services offered in their proposal whether or not they perform them. Further, the Townships will consider the selected consultant to be the sole point of contact with regard to this project.

### Open Records:

Please be advised that all responses to this RFP are subject to the Pennsylvania Right-to-Know Law, 65 P.S. §67.101 et seq., (Act 3 of 2008). The Right-to-Know Law permits any requestor to inspect and/or copy any record prepared and maintained or received in the course of the operation of a public office or agency that is not subject to the enumerated exceptions under the law.

### Payment

Payment will be made within 30 days after receipt of an invoice for services actually rendered. There will be no advance payments.

### Indemnification

The Consultant will indemnify and save harmless the Townships and all their officers, agents and employees from any actions, liabilities or claims resulting from the performance of this contract

### Insurance

A Certificate of Insurance acceptable to the Townships shall be filed with the Townships upon execution of the contract. In no case shall any commencement of work be permitted until the required Certificate of Insurance has been provided and accepted by the Townships.

### Proposal Contents

Proposals must be submitted as a PDF to [rsmith@eastgoshen.org](mailto:rsmith@eastgoshen.org) in the format outlined below.

To be considered, the proposal must respond to all requirements in this part of the RFP.

Any other information thought to be relevant, but not applicable to the enumerated categories, should be provided as an appendix to the proposal. This appendix shall be in a separate PDF.

- Letter of Introduction

Provide a letter of introduction identifying the contact person for the project. State in

succinct terms your understanding of the services requested by this RFP and how your firm can address the Townships' needs.

- Prior Experience

State the number of years that your company, under its current and any previous name, has been in this type of business. Identify the point person for this project and their experience

- References

Provide at least six (6) references of previous projects that are representative of the services requested for this project. Include the names, e-mail addresses and telephone numbers of contact persons.

- Schedule

It is anticipated that the consultant will be selected and the notice to proceed will be issued in early January 2014. The final report shall be submitted within ninety (90) calendar days of issuance of the notice to proceed.

- Cost Proposal

Provide a cost proposal for the project. The cost proposal shall include all overhead and profit. The cost proposal should be based on one (1) public meeting presentation at a joint meeting of the Board of Supervisors of the three Townships.

The proposal should include as a separate item the cost per public meeting presentation in the event additional presentations are required by each Township.