

**TOWN OF GREENBURGH
and the
VILLAGE OF DOBBS FERRY**

**FEASIBILITY STUDY OF THE
SHARING/CONSOLIDATION
OF POLICE SERVICES
REQUEST FOR PROPOSAL**



**Issue Date – September 26, 2008
Submittal Due Date – October 17, 2008**

**Request for Proposal
Posted on www.greenburghny.com**

REQUEST FOR PROPOSAL

**FEASIBILITY STUDY OF THE
SHARING/CONSOLIDATION OF POLICE SERVICES
BETWEEN THE TOWN OF GREENBURGH
AND VILLAGE OF DOBBS FERRY**

The Town of Greenburgh, working in partnership with the Village of Dobbs Ferry, invites qualified consultants to submit responses to this Request for Proposal (RFP) to conduct a study to determine the feasibility and potential cost savings that would result from the additional sharing of services between their police departments or the transferring of some or all of the functions currently provided by the Village police department to the Town police department. The Town of Greenburgh, in association with the Village of Dobbs Ferry has received a Shared Municipal Services Incentive Grant award from the New York State Department of State to undertake this study.

I. Introduction

The Town of Greenburgh (the Town) and the Village of Dobbs Ferry (the Village) are located within Westchester County in the very southern end of the Hudson Valley, which is part of the New York Metropolitan area. With a population of 41,828¹ and covering 17.8 square miles, Greenburgh is the largest of Westchester County's towns and the fifth largest municipal entity within the county behind the cities of Yonkers, New Rochelle, Mount Vernon and White Plains. Covering a land area of 2.5 square miles and by way of a population of 10,622, the Village of Dobbs Ferry is the second largest of the six incorporated villages located within the Town of Greenburgh and the sixth largest of Westchester's twenty-two villages.

Declining property values and increasing taxes have encouraged the Town and Village to seek means of saving taxpayer dollars while maintaining, if not improving, services to Town and Village residents through the increased sharing and/or consolidation of police services.

The needs to be addressed in this study include potential duplication of services and inefficiencies in the operation of the Town and Village Police Departments. The study will identify opportunities for cost savings through the increased sharing of police services, consolidation or other means.

¹ According to 2000 Census figures.

II. Objectives

The objectives of the feasibility study are to:

- Identify and evaluate opportunities for cost savings or improved service quality through improved cooperation or consolidation of services between the Village of Dobbs Ferry and the Town of Greenburgh Police Departments.
- Address the organizational, financial and legal implications of carrying out activities that would meet the above objectives.
- Explore ways to reduce the overall cost of providing police protection to Town and Village residents.
- Improve the efficiency of delivering police services in both the incorporated area of the Village of Dobbs Ferry and the unincorporated Town of Greenburgh.

III. Tasks and Schedule

The Village of Dobbs Ferry and the Town of Greenburgh intend to cooperatively retain a consultant to address the needs identified above. The project is envisioned as a single task consisting of the following components.

1. **Project Administration**

The project will be overseen by a small steering committee, consisting of the Village Administrator, the Village Police Chief, a councilperson appointed by the Greenburgh Town Board and the Greenburgh Police Chief. Additional members may be appointed by the Dobbs Ferry Board of Trustees and/or the Greenburgh Town Board upon the unanimous approval of both bodies and as deemed necessary for the functioning of the committee. After evaluation of the RFPs received, the steering committee will recommend the appointment of a consultant. As lead agency, the Greenburgh Town Board shall be responsible for adoption of the requisite Resolution awarding the contract for consulting services under its Purchasing and Procurement policies and for the drafting of the contract document. The steering committee will also provide information to assist the consultant, oversee the consultant's work, coordinate public involvement and provide periodic updates to the Village and Town Boards regarding the status of the study. For purposes of contract execution, the consultant will report to the Greenburgh Police Chief who will process all requests for payment through the office of the Greenburgh Comptroller.

2. **Public Participation and outreach**

The consultant will interview staff and other stakeholders to assess existing cooperative arrangements, identify opportunities for additional cooperation and

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- determine obstacles that may affect efforts to consolidate service delivery. At a minimum, the consultant will hold two (2) public forums to encourage open discussion about the issues related to the increased sharing of resources and consolidation of services. The forums will provide an opportunity for citizens to express concerns and obtain information. In coordination with the steering committee, the Chief of Police of the Town of Greenburgh or his designee will provide regular communications to the public on the progress of the project through press releases and/or newsletters.
3. Identify specific Village Police functions that may be transferred to the Town Police Department – The consultant will:
- A. Identify and characterize the various functions performed by the Village Police Department and similar or supportive functions that are performed by the Town Police Department (i.e., dispatching, criminal investigations, road patrol, etc.).
 - B. For each of the functions identified under Task III(3A), document with quantifiable measures, the level of service currently provided by the Village and Town Police Departments. Determine whether the level of service is adequate for existing needs and forecast the required level of service for the next 5 years.
 - C. Review existing staffing levels in the Village and Town Police Departments and characterize the amount of staff time expended for each function.
 - D. Determine the costs and revenues associated with the services currently provided by the Village and Town Police Departments. Prepare a table to compare the existing cost of providing services by both Village and Town Police Departments. Estimate the cost of providing each service at the same level for the next 5 years.
 - E. Prepare an inventory of property, vehicles and equipment owned and maintained by the Village Police Department. Identify the function for which the property, vehicles or equipment is used. If the equipment is used for more than one function, assign a percentage of the value of the property, vehicles and equipment to each function.
 - F. Identify and describe those functions that have been consolidated or are currently being provided on a cooperative basis.
 - G. Identify specific functions that are currently provided by the Village Police Department that may be able to be provided by the Town Police.

4. Identify and evaluate alternative approaches to transferring certain Village Police functions to the Town Police Department

For each function identified under Task III(3A), the consultant will identify alternative ways to reduce costs, increase efficiencies or improve service quality through improved coordination or consolidation. The alternatives will include:

- Retaining the service in the Village Police Department
- Increasing coordination or cooperation in the provision of the service
- Transferring the function from the Village Police Department to the Town Police Department

The consultant will also assess the feasibility of eliminating the Village Police Department and transferring all functions to the Town Police Department.

The consultant will compare the benefits and disadvantages of each alternative. Identify potential obstacles to implementing each alternative. Demonstrate how existing levels of service delivery would be provided and financed. Document the potential cost savings, improved efficiencies, or service improvements that would result from implementing each alternative. Determine whether the implementation of cooperative service provisions would reduce costs, improve levels of service, and/or provide services that are not presently available. Determine the total cost to the Town of Greenburgh and the Village of Dobbs ferry and assess the impacts on both the Village and the Town's budget and taxpayers.

Identify any legal issues that would need to be addressed prior to the implementation of each alternative.

The consultant will prepare summary materials describing each of the alternatives and present this information to the public at the public forums described in III(2).

5. Recommend a Preferred Alternative and Prepare an Implementation strategy for Consolidating Village/Town Services

Based on a review of the analysis of alternatives, the steering committee will select a preferred alternative or alternatives. The consultants will work with the steering committee to develop an implementation strategy. The implementation strategy will include a specific course of action to implement the preferred alternative(s) and identify the time frame, cost and responsibilities of the various entities to implement each recommendation. The study's recommendations will then be presented to the Greenburgh Town Board and Village of Dobbs Ferry's Board of Trustees.

6. Legal Services

An attorney will be retained to identify and evaluate the legal implications of the preferred alternatives recommended in section III(5). These are expected to include the potential impacts of:

- Collective Bargaining Agreements
- Retirement Plans
- Building and equipment requirements
- State and local laws, ordinances, charters, covenants, etc.

7. Project Schedule

The project is to be completed within seven months of commencement.

IV. Preparing and Submitting a Proposal

1. Proposals are to be submitted on 8-1/2” x 11” paper although foldouts containing charts, spreadsheets, etc., are permissible. The pages should be placed in a binder with tabs separating the sections of the proposal. One (1) original and three (3) copies of the proposal must be submitted. Electronic or fax copies are **not** acceptable. Proposals must be succinct and in no case shall exceed **fifteen (15)** pages for requirements numbered 4 through 7 under this section. Proposals exceeding fifteen pages covering these requirements may be rejected. Boilerplate and glossy promotional materials are discouraged; any such materials deemed necessary should be included as a separate appendix and may or may not be considered as part of the evaluation.
2. The original copy shall contain a Signature Page, as contained in Appendix A that the offeror must manually sign, in ink. Proposals submitted without a manually signed signature page shall be rejected.
3. Proposals must contain a completed Submittal Form as contained in Appendix B of this Request for Proposal.
4. Vendor Qualifications – The vendor will provide a brief description of its company, including its size and organizational structure, number of full and part-time employees, area of practice and the number of years the firm has been in the business of conducting the described services. Vendor shall also provide a brief account of the consultant’s qualifications for this project including a short history of their experience in similar projects. The firm’s background, resources (financial and personnel) and capabilities in the relevant areas shall be described.
5. Project Understanding – A demonstration of the consultant’s understanding of the proposed project and its various tasks must be submitted as part of this proposal.

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6. Technical Approach and Scope of Services – A detailed description of the consultant’s proposed technical approach and Scope of Services for the completion of the tasks identified in this Request for Proposal must be provided. Proposals must respond to the Scope of Service requirements by restating the number and text of the requirement in sequence and writing the response immediately after the required statement. Anticipated labor hours that are expected to be committed to each task shall be included after that task. The consultant may propose alternate tasks that will meet the objectives of the study.
 7. Project Staffing – The proposal should include information on how the consultant proposes to staff this project . This should include identification of the consultant’s key project team members by name, field of expertise, specific responsibilities on the project and the number of hours they will devote to the project. Include any relevant experience, such as the number of similar projects in which the employee has directly participated.
 8. Recent Clients – The proposal **must** include a list of the three (3) **most recent** clients for whom the consultant has provided services similar to those required herein. The list should include the name, address and telephone number of the client contact person. The consultant shall also identify when the work was performed and the type of work and services provided. The steering committee may contact these references.
 9. Time Line/Schedule – The proposal shall contain a time line for completing the Scope of Services in this Request for Proposal. This shall include any supplementary services the consultant may recommend. The proposal shall also indicate the earliest time services can commence.
 10. Fees – Responses shall include a summary sheet entitled “**Proposed Fees**” that describes in detail the basis on which the consultant proposes to be compensated for this project. This shall be broken down so as to segregate personal services from ancillary costs such as travel, subsistence, word processing, supplies, printing, etc. Estimates on these ancillary costs shall be provided. Quotes shall be based solely on the material based in this Request for Proposal. An hourly rate for any supplementary services that may be recommended or that the steering committee might request shall also be provided.

V. Additional Conditions

1. To ensure that all proposals receive a fair and complete evaluation, the Town of Greenburgh requires that vendors not deviate from the instructions regarding response requirements. Proposals that deviate from these instructions may be rejected.

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2. All communications regarding this Request for Proposal are to be directed to Chief of Police John A. Kapica, Greenburgh Police Department, 188 Tarrytown Road, White Plains, New York 10607, telephone 914 682-5340, email jkapica@greenburghny.com.
 3. The Town of Greenburgh issues this Request for Proposal with the understanding that it may or may not lead to the eventual procurement of products or services.
 4. The Town of Greenburgh reserves the right, at its sole discretion, to reject any and all submittals received without penalty and not to issue a contract or a Purchase Order as a result of this RFP. The Town of Greenburgh, as determined by the steering committee, also reserves the right, again at its sole discretion, to waive minor administrative irregularities contained in any submittal.
 5. The Town of Greenburgh, as determined by the steering committee, reserves the option of requesting an on-site presentation from any vendor submitting a response to this Request for Proposal.
 6. The Town of Greenburgh shall not be responsible for any costs incurred by any vendor in the generation or submission of proposals, visits to the Town of Greenburgh, presentations given to the steering committee or any Town of Greenburgh personnel or their designees, production of marketing literature, or any other costs incurred in connection with submittals to this Request for Proposal.
 7. The quotes contained in submittals shall remain in effect until the Town of Greenburgh, through the steering committee, has completed an award action or all submittals have been rejected. Vendors taking exception to this will be considered non-responsive and have their proposal rejected.
 8. All proposals and accompanying documentation provided in response to this Request for Proposal become the property of the Town of Greenburgh. Public disclosure of this information is governed by the New York State Public Officers Law.
 9. Submittals shall be evaluated based on the overall quality of the proposal including responsiveness, and conformance to RFP requirements for content and format; on the consultant's past performance and experience in the service being requested; on their prior experience in working with local government agencies; and on project costs.
 10. Submitting the Proposal
Firms presenting a proposal must submit one (1) original and three (3) copies of all materials by 2:00 p.m. (DST) on Friday, October 17, 2008 to:

**Town Clerk
Town of Greenburgh
177 Hillside Avenue
Greenburgh, New York 10607**

All submittals shall be clearly marked

“PROPOSAL FOR SHARED SERVICES FEASIBILITY STUDY”

11. Examination of RFP – The submission of a response to this request shall constitute an acknowledgement upon which the Town of Greenburgh may rely that the vendor submitting the proposal has thoroughly examined and is familiar with the requirements of this RFP and has thoroughly reviewed and examined all applicable statutes, regulations, ordinances and resolutions dealing with or related to the services to be provided. Failure or neglect of a vendor submitting a proposal to examine such documents, work site(s), statutes, regulations, ordinances or regulations shall in no way relieve the vendor submitting the proposal from any obligations with respect to the offer. No claim for compensation will be allowed which is based on a lack of knowledge of same. A signed contract or Purchase Order furnished to the successful vendor results in a binding contract without further action of either party.
12. Non Collusion – Submittal of a proposal carries with it an affirmation that the offer is genuine and not a sham or collusive, and not made in the interest of any person not named, and that the vendor submitting the proposal has not solicited others to submit a sham offer, or to refrain from submitting a proposal.

VI. Rejection of Proposal

A proposal will be rejected for any of the following reasons:

1. The proposal is delivered to the incorrect location even though it is within the required time. The Town Clerk’s Office **not** the Police Department is where the proposal should be delivered.
2. The proposal is received at the designated location after the designated time.
3. The proposal does not contain the required elements or is not organized in the required format.
4. The proposal contains a disclaimer or an exception to the requirement that the quote shall remain in effect until an award action has been taken or all submittals have been rejected.
5. Electronic submittals are not acceptable and will be rejected.

**APPENDIX A
SIGNATURE PAGE**

“√” Check box that indicates business structure of Respondent

Individual or Proprietorship

Partnership or Joint Venture

Corporation

The undersigned certifies that (s)he is _____ (title) of the Respondent entity named below; that (s)he is designated to sign this Proposal Form (if a Corporation then by resolution with a Certified Copy of resolution attached) for and on behalf of the entity named below, and that (s)he is authorized to execute same for and on behalf of and bind said entity to the terms and conditions provided for in the Proposal as required by this RFP, and has the requisite authority to execute an Agreement on behalf of the Respondent, if awarded.

Name of Respondent Organization (DBA also required if Individual or Proprietorship)

Employer Identification Number

By:

Signature

Printed Name:

Title:

By:

(If Respondent is a Joint Venture, an authorized signature from a representative of each party is required)

Printed Name:

Title:

**APPENDIX B
SUBMITTAL FORM**

Firm Name _____

Firm Address _____

FID/SSN# _____

Contact Name _____

Contact Telephone _____

Contact Fax _____

Contact E-Mail _____

Has company been in bankruptcy, reorganization or receivership in the last five years?

Yes _____ No _____

Has company been disqualified by any public agency from participation in public contracts? Yes _____ No _____