

BOROUGH OF COLWYN
FINANCIAL AND MANAGEMENT CONSULTING SERVICES
REQUEST FOR PROPOSAL

RESPOND NO LATER THAN:

AUGUST 2, 2024

INQUIRIES

CONTACT INFORMATION

Mr. Richard Knox, Borough Manager

221 Spruce Street

Colwyn, PA 19023

rknox@colwynborough.com

610-461-2000

INTRODUCTION

The Borough of Colwyn (“Colwyn” or the “Borough”) is located on the eastern edge of Delaware County, Pennsylvania, adjacent to Philadelphia. The Borough occupies an area of approximately 0.3 square miles and has an estimated 2014 population of 2,553. Colwyn was incorporated as a Pennsylvania borough in Delaware County in 1892.

Colwyn operates under the Borough Code, 8 Pa.C.S. §101 *et seq.* The Borough is led by seven at large Council members. The Council has the powers to adopt policy, procedures, may directly oversee departments and can be involved in the day-to-day administrative tasks of the borough. The Borough also elects a mayor and tax collector. Other officials in the Borough are appointed by Council.

The Borough contracts with a third party for Borough Manager services and employs approximately 15 part-time staff in the Administration, Public Works, and Police Departments.

The Borough has a history in the Commonwealth’s distressed municipalities program (Act 47) having been declared a distressed municipality in May 2015. The Borough emerged from the program in April of 2022. The Borough recently completed a five-year financial plan under the Commonwealth’s Strategic Management Planning Program. The five-year plan built on the fiscal and operational accomplishments that led to Colwyn’s exit from Act 47.

The STMP report identified several key initiatives that are essential to the Borough’s long-term stability, which are described in the scope of services below. The Borough is seeking third-party consultant support to implement these initiatives.

A. PROPOSAL SUBMISSION

1. Five (5) copies of the sealed proposal, as well as an emailed copy with the Technical Proposal and Price Proposal, must be submitted not later than **3:00 pm, August 2, 2024.**

MUNICIPAL CONTACT AND ADDRESS:

Mr. Richard Knox, Borough Manager

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2. The envelope(s) must be clearly marked on the outside **“FINANCIAL AND MANAGEMENT CONSULTING SERVICES PROPOSAL.”**
3. Fee/Cost information shall be in a separate sealed envelope marked **“FINANCIAL AND MANAGEMENT CONSULTING SERVICES PROPOSAL.”**
4. Proposal must be mailed, or hand delivered. No faxed proposals will be accepted.
5. Proposals will be handled confidentially by the Borough during the pre-award process.
6. Acceptance of a proposal and contract award shall be contingent upon the Borough being

granted State Funding for the Strategic Management Planning Program.

7. The Borough will not be responsible for any expenses incurred by a Proposer in connection with this procurement.
8. All proposals shall be valid and binding for a period of 183 days.

B. QUESTIONS

Any questions concerning the Request for Proposal should be directed to: **Mr. Richard Knox, Borough Manager, rknox@colwynborough.com, 610-461-2000.**

I. GENERAL CONDITIONS

- A. No verbal instructions or verbal information to proposer (hereafter proposer or contractor) will be binding on the Borough. These written specifications will be considered clear and complete unless written attention is called to any apparent discrepancies or incompleteness before the opening of the proposals. Should any alterations to these specifications be made in the form of written addenda, they will be emailed to all contractors. These addenda shall then be part of these specifications.
- B. Submission of a proposal will be considered as conclusive evidence of the contractor's complete examination and understanding of the specifications.
- C. The Borough reserves the right to reject any or all proposals; the right to request additional information from any proposer; the right in its sole discretion, to accept the proposal considered most favorable; and the right to waive minor irregularities in the procedures or proposals if it is deemed in the best interest of the Borough.

The Borough reserves the right to negotiate with proposers to establish variations from the original proposal(s), including proposed cost, which may be in the interest of the Borough.

- D. The award will be made to the responsive and responsible contractor whose proposal, conforming to specifications, will be most advantageous to the Borough. Price and other factors will be considered, such as delivery time, quality, service, experience and specific skills and disciplines represented on the consulting team, etc. The award may or may not be made to the consultant or contractor with the lowest cost price proposal.
- E. The Borough shall have the right, without voiding the contract, to make amend the items or work covered by the specifications. In case such amendments are made, an equitable price adjustment shall be made between the Borough and the Contractor. All adjustments in price shall be made in writing.
- F. The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, age, national origin or handicap. The contractor will take affirmative action to ensure that applicants are employed without regard to race, color, religion, sex, age, handicap, or national origin. Contractors will take steps to insure employees are treated during employment without regard to race, color, religion, sex, age, handicap, or nation origin. Such action shall include but not be limited to the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination,

rates of pay or other forms of compensation, and selection for training, including apprenticeship.

- G. The contractor shall not initiate work or incur any cost until such time as the Borough receives confirmation that grant funds shall be available, at which time the Borough shall issue a Notice to Proceed.
- H. CONTRACT TERMINATION: A contract may be cancelled by the Borough by giving the contractor a minimum of seven business days or provided in written notice to the contractor.
- I. INDEMNIFICATION: The contractor shall hold the Borough harmless from and indemnify the Borough against any and all claims, demands and actions based upon or arising out of any activities performed by the contractor and its employees and agents under this Contract and shall, at the request of the Borough, defend any and all actions brought against the Borough based upon any such claims or demands.
- J. INSURANCE: The successful contractor, prior to commencing work, shall provide at its expense, the following insurance to the Borough, evidenced by Certificates of Insurance. Each certificate shall require that notice be given, thirty (30) days prior to cancellation or material change in the policies, to the Borough's representative.

Workers' Compensation including Occupational Disease and Employer's Liability Insurance

- 1. Statutory-amounts and coverage as required by Pennsylvania Workmen's Compensation and Occupational Disease Laws.
- 2. Employer's Liability – Bodily injury by:
 - a. Accident \$100,000 each
 - b. Disease \$500,000 minimum policy limit
 - c. Disease \$100,000 each employee

Liability

The successful contractor shall maintain a commercial general liability insurance policy, using an occurrence form of coverage. The required coverage forms are:

- 1. Comprehensive
- 2. Premises – Operation
- 3. Contractual Insurance
- 4. Independent Contractor

The Comprehensive General Liability Policy shall have a minimum limit of liability of \$300,000 per occurrence.

Automobile liability coverage with minimum combined single limits of \$300,000 per occurrence.

The successful contractor shall obtain total minimum coverage limits of \$1,000,000 per occurrence. The additional limits above the General Liability and Automobile Liability policies (required above) may be provided by Excess and/or Umbrella Liability policies.

All policies except Professional Liability shall name the Borough, its officers, agents, and employees as an additional insured. This coverage shall be reflected on the Certificates of Insurance.

II. SCOPE OF WORK

The Borough has applied for grant funds offered by the Commonwealth of Pennsylvania, Department of Community and Economic Development's Strategic Management Planning Program. The purpose of the program is to establish short- and long-term financial and managerial objectives that will strengthen the fiscal capacity of the municipal government along with the integration of long-term community and economic development strategies that strengthen the area's tax base. Colwyn engaged a third-party consultant to develop its STMP five-year plan, which was delivered to the Borough in the spring of 2024. The report identified several initiatives that are critical to the Borough's long-term fiscal stability. Colwyn will use the funds from this most recent STMP grant to offset the costs of hiring a consultant to implement the initiatives.

III. STATEMENT OF WORK TO BE PERFORMED

1. Pursue Strategic Initiatives

The Borough aims to pursue two critical strategic initiatives to solidify its fiscal position: 1) enhance financial planning capabilities and 2) improve shared services for Public Works.

a. Enhance Financial Planning Capabilities

Most of the Borough's financial services are provided by the Treasurer who handles bookkeeping, performs basic financial reporting tasks, coordinates with the auditor on the independent financial audit, and assists with the annual budget. The Treasurer's responsibilities do not include activities that are more strategic in nature such as multi-year financial planning, developing monthly cash flow projections, or updating the Capital Improvement Plan.

With the assistance from the consultant, the Borough will revisit and amend, as appropriate, the job description and responsibilities to ensure that financial planning and strategy-related duties are properly addressed.

The third-party consultant will also assist the Borough in providing annual budgeting, multi-year financial planning, capital improvement planning, and monthly cash projection monitoring and management. The consultant's services would be utilized primarily during the budget season but would also be available periodically during the year for reporting and monitoring purposes.

After the implementation of this initiative, the Borough will have a sustainable, long-term plan to address its financial planning needs.

b. Improved Shared Services

The Borough seeks to examine options to deliver services more efficiently and at a lower cost to its residents. Virtually all of the services provided by the Borough are also provided by the multitude of surrounding jurisdictions neighboring Colwyn. Colwyn seeks new agreements with other nearby municipalities with special focus on Public Works related services.

The Borough will also use third-party support to identify and formalize shared service opportunities with neighboring public works departments.

2. Improve Police Department Capacity and Enhance Policies and Procedures

The Colwyn Police Department provides 24/7 law enforcement services to the Borough through the employment of a part-time police chief and part-time police officers. The police chief has supervision responsibilities for the police force and also about nine part-time crossing guards.

The Borough previously employed a full-time chief and full-time officers, but has operated with a part-time chief since shortly prior to the COVID-19 pandemic and part-time patrol officers exclusively since 2010.

The Police Department has experienced significant challenges in recent years and is taking steps to improve capacity. The Borough will work with a third-party consultant to address several areas for improvement in the department.

a. Organizational Restructuring Review and Implementation

The third-party consultant will assist the Borough in taking meaningful and deliberate steps to restructure the department. These activities will build on the Department of Community and Economic Development peer review, which was completed in the spring of 2024. The consultant will evaluate restructuring alternatives, recommend organizational changes, develop an implementation plan, and assist in implementation. The evaluation will include the costs and benefits of contracting with another department to supplement or replace patrol services.

a. Update Policies and Procedures

As noted above, the department recently completed a peer review led by the Department of Community and Economic Development. One of the peer consultant's recommendations is for the department to pursue accreditation, which requires the department to have comprehensive and updated policies and procedures. Achieving accreditation is a multi-year process that requires significant internal efforts. The third-party consultant will work with the Borough to review and update, as needed, its policies and procedures.

IV. SUPPORT TEAM

The consultant will be expected to work with a consortium of individuals representing the Borough's management, elected officials and any community members appointed by the governing body.

V. PROPOSAL

Proposals are to be submitted in two (2) parts with each sealed in a separate envelope. The first part of the proposal (marked "Technical Proposal") shall include the technical aspects as thereafter explained but shall not include any discussion of fees or out-of-pocket expenses to be billed to the Borough. The second part of the discussion (marked "Price Proposal") shall include details as to fees charged and out-of-pocket expenses to be billed. Five (5) copies of each of the Technical Proposal and the Price Proposal shall be submitted. The Borough also requires an electronic copy via email with the "Technical Proposal" and "Price Proposal" be included. All proposals shall be valid for a period of 183 days.

A. Technical Proposals should include the following information in the order detailed:

1. Title Page – List the RFP subject, the name of the firm, the local address, telephone number, name of the contact person and date.
2. Table of Contents – Include a clear identification of the material included in the proposal by page number.
3. Letter of Transmittal – Limit to two (2) pages. State a positive commitment to perform the required work within the time requested. Also, provide the name(s) of the person(s) who will be authorized to make representation for your firm, their title, and telephone numbers.
4. Profile of Proposer – State whether your firm is local, national or international in size. Give the location of the office from which the work is to be done and the number of partners, managers, supervisors, seniors, and other professional staff employed at the office. Briefly describe the range of activities performed by the local office such as legal, auditing, accounting, tax services, and management advisory services.
5. Summary of the Proposer's Qualifications – Describe recent local and/or regional experience similar to the type requested in the proposal and provide the names and telephone numbers of client references who might be contacted regarding your firm's work. At least three (3) references are requested.

Provide a brief resume for each of the persons to be assigned to the engagement. At a minimum, detailed information should be provided of the consultant in charge of the review, and the financial consultant who will oversee the field work. Resumes should include educational and professional experience with particular emphasis on financial consultation to governmental units. Provide details as to the capability of your firm to provide financial management advisory services over a multi-year period.

6. Management Review Approach – Provide a statement reflecting an understanding as to the scope of work requested and briefly describe your firm's approach.
7. Utilization of Municipal Resources – The Proposer should provide an estimate of the number of hours which will be required of: (1) Borough's staff to assist with the provision of data; (2) management staff to provide interviews; and (3) Borough interviews/meetings.

8. Additional Data – Include in this section any pertinent information not covered in any of the previous sections. If there is no additional information to present, please so state.

B. Price Proposals shall include the following information for each year:

1. Compensation – The estimated **maximum** number of hours and hourly rates by staff classification necessary to complete the engagement. The estimated out-of-pocket costs and the resulting all-inclusive **maximum fee** for which the requested work will be done.
2. Billings and Payment Terms – Proposers shall include required payment terms, although monthly progress billings are preferred for both the consultant fees and out-of-pocket expenses. Billings should show the total professional hours, by classification, together with applicable rates and extensions, actual travel expenses incurred, and a reasonable itemization of other out-of-pocket expenses.

VI. EVALUATION OF THE PROPOSALS

The Technical Proposals will be evaluated in terms of: (1) the Proposer's demonstrated understanding of the Borough's requirements and plans for meeting them; (2) the professional qualifications and related experience of the professionals assigned to the engagement; (3) the prior experience and reputation of the Proposer in performing municipal management consultation, and (4) the organization size and structure of the Proposer.

After the three (3) best Technical Proposals have been selected including the Price Proposals of these three (3) firms, an award will then be made to the firm which, in the opinion of the Governing Body of the Borough's submitted the most beneficial proposal, cost and other relevant factors considered. Please note that the award may or may not be made to the firm submitting the lowest cost proposal.

The Borough reserves the right to reject all proposals submitted and to request additional information from Proposers. Notice is also given of the possibility that an award may be made without discussion or after limited negotiations. It is, therefore, important that all proposals contain the most favorable terms possible, and should be complete in all respects.

Proposals will be evaluated by a team consisting representatives of the governing body of the Borough, a regional representative of the DCED/CLGS and others as selected by Borough.