

**AGENDA**  
**EAST GOSHEN TOWNSHIP**  
**BOARD OF SUPERVISORS**  
**Tuesday, January 21, 2014**  
**7:00 PM**

1. Call to Order
2. Pledge of Allegiance
3. Moment of Silence – Supervisor Carmen Battavio
4. Ask if anyone is recording the meeting
5. Public Comment – Hearing of Residents (Optional)
6. Chairman’s Report
  - a. Announce the Board met in executive session on January 6 for a personnel matter
  - b. Comp Plan Task Force Update – Janet Emanuel
  - c. Friends of East Goshen Update – Chuck Proctor
7. Public Hearings - None
8. Police/EMS Report
  - a. Westtown East Goshen Police Report – December 2013 – Chief Bernot
  - b. Goshen Fire Co. – None
  - c. Malvern Fire Co. – December 2013
  - d. East Goshen Fire Marshal Report – Carmen Battavio
9. Financial Report – Year End 2013 Financial Report
10. Old Business
11. New Business
  - a. Consider proposal for Wireless Ordinance
  - b. Consider Recreation Program Enhancement – STEM Programs
  - c. Consider resolutions for submission to CCATO
  - d. Consider appointment of Jim Benoit for Police Commissioner for Thornbury Township.
  - e. Consider approval of 1637 Manley Road/Subdivision with conditions
  - f. Consider Deer Committee’s recommendations regarding amending of East Goshen’s archery hunting program
  - g. Consider police merger study
  - h. Consider Goshen Meadows PennDOT maintenance agreement
12. Any Other Matter
13. Approval of Minutes
  - a. January 6, 2014
14. Treasurer’s Report
  - a. January 16, 2014
15. Review Action List
  - a. January 21, 2014
16. Correspondence, Reports of Interest
  - a. Acknowledge Nathan Cline’s resignation from Planning Commission
17. Dates of Importance

Jan 20, 2014	Office Closed	
	Martin Luther King, Jr. Day	
Jan 21, 2014	Board of Supervisors	
Jan 23, 2014	Farmer's Market	3-6:00 PM
	Public Works Garage	
Jan 23, 2014	Open Space & Rec Plan	7:00 PM
	(Rescheduled from Jan 16)	
Jan 23, 2014	WC Area Council of Gov's	7:00 AM
	East Goshen	
Jan 25, 2014	2014 Planning Session	9:00 AM
Jan 27, 2014	Comp Plan Task Force	7:00 PM
Jan 28, 2014	Friends of East Goshen	7:00 PM
Jan 30, 2014	Open Space & Rec Plan Open House	6:00 PM
	(Rescheduled from 7:00 PM)	
	Inclement weather date Feb 3 at 6 PM	
Feb 03, 2014	Commerce Commission	7:00 PM
	(Originally scheduled for Feb 10)	
Feb 04, 2014	Board of Supervisors	7:00 PM
Feb 05, 2014	Pension	2:00 PM
Feb 05, 2014	Planning Commission	7:00 PM
Feb 06, 2014	Park Commission	7:00 PM
Feb 10, 2014	Municipal Authority	7:00 PM
Feb 10, 2014	Commerce Commission	7:00 PM
	CANCELLED	
Feb 10, 2014	Deer Committee	7:00 PM
Feb 11, 2014	Police Commission	5:30 PM
	WEGO Police Dept.	
Feb 12, 2014	Conservancy Board	7:00 PM
Feb 13, 2014	Historical Commission	7:00 PM
Feb 17, 2014	Presidents' Day	
	Office Closed	
Feb 18, 2014	Board of Supervisors	7:00 PM
Feb 20, 2014	Farmer's Market	3-6:00 PM
	Public Works Garage	
Feb 20, 2014	Open Space & Rec Plan	7:00 PM
Feb 24, 2014	Comp Plan Task Force	7:00 PM
	CANCELLED	
Feb 25, 2014	Friends of East Goshen	7:00 PM

Spring 2014 Newsletter:

Article Submission Date – January 31, 2014

Mailing – April 1 - 5, 2014

18. Public Comment – Hearing of Residents

19. Adjournment

The Chairperson, in his or her sole discretion, shall have the authority to rearrange the agenda in order to accommodate the needs of other board members, the public or an applicant.

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## Malvern Fire Company

424 East King Street  
P.O. Box 435  
Malvern, PA 19355

Main 610-647-0693  
Fax 610-647-0249  
www.malvernfireco.com

### Monthly Fire Operations Report - December 2013

Calls for Month: 31			Year Total: 321	
Call Type	Malvern	Willistown	East Goshen	Other
Automatic Fire Alarm	3	4	1	0
Chimney Fire	0	2	0	0
Cover	0	0	1	0
EMS Assist	1	0	0	0
Gas Leak - Outside	7	1	0	0
Gas Leak - Inside	1	0	0	0
Investigation - Outside	1	0	0	0
MVA	2	0	0	0
Structure Fire	0	0	1	4
Vehicle Fire	0	1	0	0
Wires	0	0	0	1
<b>MONTH TOTAL</b>	15	8	3	5
<b>YEAR TOTAL</b>	69	156	18	78

Mutual Aid	Given	Received	Month Total	Year Total
Alert Fire Co.	0	0	0	2
Avondale Fire Co.	0	0	0	1
Berwyn Fire Co.	2	0	2	14
East Whiteland Fire Co.	2	1	3	54
Fame Fire Co.	0	0	0	4
Friendship Dive Rescue	0	0	0	1
Good Fellowship EMS	0	0	0	1
Goodwill Fire Co.	0	0	0	4
Goshen Fire Co.	2	0	2	21
Lionville Fire Co.	0	0	0	3
Newtown Sq. Fire Co.	0	0	0	6
Paoli Fire Co.	0	0	0	14
Radnor Fire Co.	0	0	0	7
Union Fire Co.	0	0	0	3

Total Value of Property & Contents	Total Month Loss	Total Year Loss	Total Year Saved
\$26,032,000	\$2,000	\$1,163,520	\$24,868,480

Number of Personnel Attending Calls	Year Total	Hours in Service	Year Total
298	2,983	149.65	1,989.63

<b>Number of Training Sessions</b>	<b>Year Total</b>	<b>Hours in Service</b>	<b>Year Total</b>
3	49	83	1,934.54

<b>Number of Special Assignments</b>	<b>Year Total</b>	<b>Hours in Service</b>	<b>Year Total</b>
2	65	30	2,283.98

<b>Total Hours in Service (Month)</b>	<b>Total Hours in Service (Year)</b>
262.65	6,208.15



## **Malvern Fire Company**

424 East King Street

P.O. Box 435

Malvern, PA 19355

Main 610-647-0693

Fax 610-647-0249

[www.malvernfireco.com](http://www.malvernfireco.com)

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### **Malvern Fire Company 2014 Fire Operations Officers**

- Neil D. Vaughn – Fire Chief (Chief 4)
  - Cell: 484.639.3060
  - E-Mail: [nvaughn@malvernfireco.com](mailto:nvaughn@malvernfireco.com)
- Chris Gastwirth – Deputy Chief (Deputy 4)
  - Cell: 610.633.0238
  - E-Mail: [cgastwirth@malvernfireco.com](mailto:cgastwirth@malvernfireco.com)
- Kyle Vaughn – Assistant Chief (Assistant 4)
  - Cell: 484.319.5385
  - E-Mail: [kvaughn@malvernfireco.com](mailto:kvaughn@malvernfireco.com)
- Jerry Vaughn – Battalion Chief/Safety Officer (Battalion 4)
  - Cell: 610.633.4233
  - E-Mail: [jvaughn@malvernfireco.com](mailto:jvaughn@malvernfireco.com)
- Alex Davis – Captain (Captain 4)
  - Cell: 610.937.0062
  - E-Mail: [adavis@malvernfireco.com](mailto:adavis@malvernfireco.com)
- Tommy Fitzgerald – Lieutenant/Training Officer (Lieutenant 4)
  - Cell: 484.319.7924
  - E-Mail: [tfitzgerald@malvernfireco.com](mailto:tfitzgerald@malvernfireco.com)
- Rich Constantine – Sergeant (Sergeant 4)
  - Cell: 610.633.3743
  - E-Mail: [rconstantine@malvernfireco.com](mailto:rconstantine@malvernfireco.com)
- Joe Lebresco – Chief Engineer (4-10)
  - Cell: 610.633.9341
  - E-Mail: [jlebresco@malvernfireco.com](mailto:jlebresco@malvernfireco.com)
- Paul Wilkins – Deputy Chief Engineer (4-11)
  - Cell: 484.678.3637
  - E-Mail: [pwilkins@malvernfireco.com](mailto:pwilkins@malvernfireco.com)
- Mark Johnson – Fire Police Captain (4-30)
  - Cell: 484.266.8409
  - E-Mail: [mjohnson@malvernfireco.com](mailto:mjohnson@malvernfireco.com)

**BOARD OF SUPERVISORS**  
EAST GOSHEN TOWNSHIP  
CHESTER COUNTY  
1580 PAOLI PIKE, WEST CHESTER, PA 19380-6199  
610-692-7171 Fax 610-692-8950  
[www.eastgoshen.org](http://www.eastgoshen.org)

Date: January 13, 2014  
To: BOC  
From: Carmen Battavio  
Re: Bellingham meeting

Recap of meeting 1/10/2014

We had a safety check meeting with maintenance staff and the Director of Bellingham.

During our conversations, we discussed present and future SOP and protocol documentation to include adequate training of all staff on a routine basis.

Bellingham staff assured EG would have updated manuals as changed as well as timing of fire drills and training sessions for employees.

The roundtable discussion went well in my opinion with a lot of ideas to think about.

I was asked if we would attend resident meetings and fire drills to stress importance of drills and educational updates, which was agreed upon.

TIS- 2.25 hrs.  
Mileage for reimburse 12

# Memo

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To: Board of Supervisors  
From: Jon Altshul  
Re: Year-end 2013 Financial Report (unaudited)  
Date: January 9, 2014

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The general fund ended 2013 under-budget by \$375,410, but with expenses exceeding revenues by \$76,661. Excluding pass-through accounts (which were balanced) and clearing account balances, revenues were \$10,037,220 compared to expenditures of \$10,113,881. The fund balance was \$6,354,203 as December 31. Note that these are unaudited figures.

Net of core revenues, Emergency Services, Zoning and Parks and Recreation were under-budget, while Administration and Public Works were over-budget.

As you may remember, in the November 2013 financial report, I projected that the general fund would finish the year under-budget by \$1,085,999 and with a surplus of \$633,928. The reason for the substantial variance between the November year-end projection and the actual year-end results was attributable to the following three inter-fund transfers, totaling \$852,400, that were approved at the December 17, 2013 BOS meeting:

- 1) Initial transfer to the Operating Reserve Fund (\$500,000)—An Administration expense
- 2) Additional transfer to fully fund the Sinking Fund (\$337,400)—Allocated \$215,406 to Public Works, \$29,869 to Parks and Recreation, and \$92,125 to Administration
- 3) Initial transfer to the Events Fund (\$15,000) for the bicentennial event—A Parks and Recreation expense

In other words, netting out these three transfers, year-end actuals represent a \$141,811 improvement over the November year-end projection.

## Other Funds

- **The State Liquid Fuels Fund** had revenues of \$530,491 and expenses of \$530,400 in 2013. The fund balance was \$152 as of 12/31/13.
- **The Sinking Fund** had revenues of \$781,817 and expenses of \$282,416. The fund balance was \$6,595,329 as of 12/31/13.
- **The Transportation Fund** had revenues of \$4,596 and expenses of \$861. The fund balance was \$1,053,158 as of 12/31/13.
- **The Sewer Operating Fund** had revenues of \$3,160,142 and expenses of \$3,149,635. The fund balance was \$586,512 as of 12/31/13.
- **The Refuse Fund** had revenues of \$1,007,910 and expenses of \$1,033,361. The fund balance was \$783,647 as of 12/31/13.
- **The Sewer Sinking Fund** had revenues of \$1,039,271 and expenses of \$695,128. The fund balance was \$1,820,492 as of 12/31/13.
- **The Operating Reserve Fund** had revenues of \$500,008 and expenses of \$0. The fund balance is \$500,008.
- **The Events Fund** had revenues of \$15,000 and expenses of \$0. The fund balance is \$15,000.

**Accounts Receivable**

Utilities receivables posted a modest decline in the 4<sup>th</sup> quarter and now stand at \$318,354.

Please see the memo in your packets from Tia recommending that we file District Justice complaints against six utility account holders with outstanding balances of over \$3,000 who are not on a payment plan or are in the process of foreclosure.

Finally, last week, we filed our 2013 real estate tax liens report with Chester County. All total, liens will be filed against 50 parcels for a total of \$12,312, of which \$11,193 was for the face amount and \$1,119 was for penalties. As shown in your packets, this amount is slightly higher than in 2011 and 2012, but less than for 2010 and 2009.

**Cost of Services Report**

I will present the 2013 cost of services report at the February 4<sup>th</sup> BOS meeting.

**EAST GOSHEN TOWNSHIP**  
**YEAR-END 2013 FINANCIAL RESULTS (UNAUDITED)**  
**December 31, 2013**

<b>Account Title</b>	<b>Annual Budget</b>	<b>Y-T-D Actual</b>	<b>Budget-Actual Variance</b>
<b>GENERAL FUND</b>			
EMERGENCY SERVICES EXPENSES	3,587,260	3,574,597	(12,663)
PUBLIC WORKS EXPENSES	2,344,518	2,605,266	260,748
ADMINISTRATION EXPENSES	2,120,392	2,301,400	181,008
ZONING/PERMITS/CODES EXPENSES	473,095	401,582	(71,513)
PARK AND RECREATION EXPENSES	789,482	586,854	(202,628)
<b>TOTAL CORE FUNCTION EXPENSES</b>	<b>9,314,747</b>	<b>9,469,699</b>	<b>154,952</b>
EMERGENCY SERVICES REVENUES	51,643	47,182	(4,462)
PUBLIC WORKS REVENUES	846,600	1,005,357	158,757
ADMINISTRATION REVENUES	309,797	402,989	93,192
ZONING/PERMITS/CODES REVENUES	275,825	349,430	73,605
PARK AND RECREATION REVENUES	116,183	119,611	3,428
<b>TOTAL CORE FUNCTION REVENUES</b>	<b>1,600,048</b>	<b>1,924,568</b>	<b>324,520</b>
<b>NET EMERGENCY SERVICES EXPENSES</b>	<b>3,535,617</b>	<b>3,527,416</b>	<b>(8,201)</b>
<b>NET PUBLIC WORKS EXPENSES</b>	<b>1,497,918</b>	<b>1,599,909</b>	<b>101,991</b>
<b>NET ADMINISTRATION EXPENSES</b>	<b>1,810,595</b>	<b>1,898,412</b>	<b>87,817</b>
<b>NET ZONING/PERMITS/CODES EXPENSES</b>	<b>197,270</b>	<b>52,151</b>	<b>(145,119)</b>
<b>NET PARK AND RECREATION EXPENSES</b>	<b>673,299</b>	<b>467,243</b>	<b>(206,056)</b>
<b>CORE FUNCTION NET SUBTOTAL</b>	<b>7,714,699</b>	<b>7,545,131</b>	<b>(169,568)</b>
DEBT - PRINCIPAL	436,000	436,000	0
DEBT - INTEREST	208,182	208,182	(0)
<b>TOTAL DEBT</b>	<b>644,182</b>	<b>644,182</b>	<b>(0)</b>
<b>TOTAL CORE FUNCTION NET</b>	<b>8,358,881</b>	<b>8,189,313</b>	<b>(169,568)</b>
<b>NON-CORE FUNCTION REVENUE</b>			
EARNED INCOME TAX	4,631,700	4,715,914	84,214
REAL ESTATE PROPERTY TAX	2,001,978	1,995,491	(6,487)
REAL ESTATE TRANSFER TAX	500,000	628,580	128,580
CABLE TV FRANCHISE TAX	410,000	430,113	20,113
LOCAL SERVICES TAX	315,000	297,174	(17,826)
OTHER INCOME	48,132	45,379	(2,753)
<b>TOTAL NON CORE FUNCTION REVENUE</b>	<b>7,906,810</b>	<b>8,112,652</b>	<b>205,842</b>
<b>NET RESULT</b>	<b>(452,071)</b>	<b>(76,661)</b>	<b>375,410</b>

SUMMARY OF FUNDS REPORT (AKA "JOE REPORT")  
ALL FUNDS YEAR END ACTUALS-2013 (UNAUDITED)  
\* NOTE: GENERAL FUND INCLUDES PASS-THROUGH ACCOUNTS

	GENERAL FUND*	LIQUID FUELS STATE FUND	SINKING FUND	TRANSPORT. FUND	REFUSE FUND	SEWER OP. FUND	SEWER SINK FUND	OPERATING RESERVE	EVENTS FUND	TOWNSHIP FUNDS	MUNICIPAL AUTHORITY
<b>1/1/13 BEGINNING BALANCE</b>	\$6,429,604	\$61	6,095,927	1,049,423	809,099	\$576,005	\$1,476,350	\$0	\$0	\$16,436,469	\$61,884
<b>RECEIPTS</b>											
310 TAXES	\$8,109,766									\$8,109,766	
320 LICENSES & PERMITS	\$50,910									\$50,910	
330 FINES & FORFEITS	\$47,182									\$47,182	
340 INTERESTS & RENTS	\$136,215	1,266	16,211	\$3,850	\$2,279	\$1,165	\$162,271	\$8	\$0	\$323,265	\$437
350 INTERGOVERNMENTAL	\$107,023	529,225								\$636,247	
360 CHARGES FOR SERVICES	\$887,945				\$1,005,631	\$3,132,254				\$5,025,830	\$15,182
380 MISCELLANEOUS REVENUES	\$1,176,937		\$765,606	\$746		\$26,723	\$877,000	\$500,000	\$15,000	\$1,177,683	\$423
390 OTHER FINANCING SOURCES	\$961,688									\$3,146,017	\$3,227,000
	<b>\$11,477,665</b>	<b>\$530,491</b>	<b>\$781,817</b>	<b>\$4,596</b>	<b>\$1,007,910</b>	<b>\$3,160,142</b>	<b>\$1,039,271</b>	<b>\$500,008</b>	<b>\$15,000</b>	<b>\$18,516,899</b>	<b>\$3,243,042</b>
<b>EXPENDITURES</b>											
400 GENERAL GOVERNMENT	\$1,396,858									\$1,444,453	
410 PUBLIC SAFETY	\$5,187,145		\$14,467				\$33,128			\$5,187,145	
420 HEALTH & WELFARE	\$127,386									\$127,386	
426 SANITATION & REFUSE											
430 HIGHWAYS,ROADS & STREETS	\$2,145,292	530,400	\$234,728	\$861	1,033,361	\$2,337,663				\$3,371,025	\$802,933
450 CULTURE-RECREATION	\$516,529		\$33,220							\$2,911,281	
460 CONSERVATION & DEVELOPMENT	\$7,374									\$549,749	
470 DEBT SERVICE	\$667,101					\$723,971				\$7,374	
480 MISCELLANEOUS EXPENDITURES	\$828,480									\$1,391,073	\$26,723
490 OTHER FINANCING USES	\$680,919		\$0			\$88,000	\$662,000			\$828,480	
	<b>\$11,557,085</b>	<b>\$530,400</b>	<b>\$282,416</b>	<b>\$861</b>	<b>\$1,033,361</b>	<b>\$3,149,635</b>	<b>\$695,128</b>	<b>\$0</b>	<b>\$0</b>	<b>\$17,248,886</b>	<b>\$1,706,656</b>
<b>2013 SURPLUS/(DEFICIT)*</b>	<b>(79,420)</b>	<b>91</b>	<b>499,402</b>	<b>3,735</b>	<b>(25,452)</b>	<b>10,507</b>	<b>344,143</b>	<b>500,008</b>	<b>15,000</b>	<b>1,268,013</b>	<b>1,536,386</b>
<b>CLEARING ACCOUNT ADJUSTMENTS</b>	<b>4,019</b>										
<b>12/31/13 BALANCE</b>	<b>\$6,354,203</b>	<b>\$152</b>	<b>\$6,595,329</b>	<b>\$1,053,158</b>	<b>\$783,647</b>	<b>\$586,512</b>	<b>\$1,820,492</b>	<b>\$500,008</b>	<b>\$15,000</b>	<b>\$17,708,501</b>	<b>\$1,598,270</b>

\* General Fund deficit also includes health insurance clearing account, which has a \$2,759.37 deficit, due to the timing of payments received from Westtown. As a result, the deficit reported here does not agree with the deficit reported on the core function report and the "Marty" Sheet.

**Memo**  
**East Goshen Township**  
**1580 Paoli Pike**  
**West Chester, PA 19380**

Voice (610) 692-7171  
Fax (610) 425-8950  
E-mail [rsmith@eastgoshen.org](mailto:rsmith@eastgoshen.org)

Date: January 17, 2014  
To: Board of Supervisors  
From: Rick Smith, Township Manager  
Re: WCACOG – Wireless Communication Facilities

At the November Chester County Managers Consortium meeting representatives from the Cohen Law Group made a presentation on changes in the wireless communication industry and the need for municipalities to be sure their ordinances were current. They made reference to a case in Northampton Township Bucks County in which American Tower Company obtained a Certificate of Public Convenience from the PUC, and started to erect antennae's in residential neighborhood. Litigation was started and apparently, Cohen got involved negotiated a settlement.

Several of the other managers of municipalities in the WCACOG felt this issue warranted further action, so we raised it at the WCACOG meeting. The members of the WCACOG agreed to solicit a proposal from the Cohen Law Group.

I would note that in addition to the mono pole at the Public Works Annex we have, several commercial communications antenna located throughout the Township as well as a distributed antenna system that was installed by a company registered with the PA PUC.

Upon receipt of the proposal from Cohen several of the managers discussed it and the consensus was that while Cohen was qualified, perhaps we should see if there was a local solicitor who was equally qualified. It turns out the Andy Rau is equally experienced in this issue and a proposal have been requested. We expect to have his proposal in time for the WCACOG meeting on Thursday.

The Wireless Communication section in our zoning was last updated in 2011, so I think it would be prudent to move participate in this project. The proposal for Cohen ranged from \$4,800 to \$5,400 depending on the number of municipalities that participate.

In order to allow this initiative to move forward in a timely manner I would suggest that you authorize East Goshen to participate in the WCACOG project to update the wireless communication section of our Zoning Ordinance at a cost not to exceed \$5,400.

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**PROPOSAL TO PERFORM SERVICES REGARDING  
WIRELESS FACILITY MANAGEMENT**

Submitted to the

**WEST CHESTER AREA COUNCIL OF GOVERNMENTS**

By the

**COHEN LAW GROUP  
1000 Gamma Drive, Suite 305  
Pittsburgh, PA 15238  
412-447-0130**

**[www.cohenlawgroup.org](http://www.cohenlawgroup.org)**

**DECEMBER 9, 2013**

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## I. INTRODUCTION

The Cohen Law Group (“CLG”) welcomes the opportunity to submit this proposal for legal services to assist the West Chester Council of Governments (the “West Chester COG”) and its member municipalities in preparing new Wireless Facilities Ordinances. Our understanding is that the municipal members of the COG are East Bradford Township, East Goshen Township, West Chester Borough, West Goshen Township, Westtown Township, West Whiteland Township, and Thornbury Township.

The dawn of the 21<sup>st</sup> Century has brought with it technological advances that have revolutionized the telecommunications industry. In the wired market, fiber optic technology has vastly increased broadband speed and capacity as providers offer greater bandwidth and more services in voice, video, and data. In the wireless market, the availability of wireless spectrum and advances in wireless technology have led to greater capacity and more applications for “smart phones,” digital tablets, and laptops.

Meanwhile, seemingly insatiable demand for broadband services has prompted innovations in the technologies that provide these services. Indeed, the global demand for wireless broadband is expected to increase eightfold within the next five years.<sup>1</sup> The wireless industry has responded with new wireless infrastructure to boost coverage and capacity. This infrastructure has extended beyond traditional cell towers to include distributed antenna systems (“DAS”), Cable Wi-Fi, and data collection units (“DCUs”). A critical aspect of these technologies from the perspective of municipalities is that they all are located in the public rights-of-way.

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<sup>1</sup> According to Cisco Forecasts, global mobile data traffic in 2012 was 1.3 exabytes per month. By 2016, it is expected to increase to 10.8 exabytes per month. Cisco CNI Mobile, 2012. An exabyte is the equivalent of 1 billion gigabytes.

DAS systems, for example, deploy a network of fiber-optic cables, antennae (known as “nodes”), and other support infrastructure in close proximity to the areas that are underserved by the existing wireless network, typically residential neighborhoods. A DAS system includes the placement of 4-5 foot high antennae, control boxes, and other equipment on existing utility poles. It also includes installation of new 25-45 foot fiberglass poles in areas where utilities are located underground and there are no existing poles to which to attach the DAS equipment. According to the wireless tower industry, an estimated 10,000 DAS networks had been installed in the United States by the end of 2011, and the number of DAS nodes could double by the end of 2012 and reach as high as 150,000 by 2017.<sup>2</sup>

The deployment of this new wired and wireless infrastructure creates major challenges for municipalities. The infrastructure places new and significant burdens on the public rights-of-way—property for which municipalities are charged with the responsibility of protecting and maintaining as a public trust. It also can create an adverse aesthetic impact on residential neighborhoods and can reduce property values. Finally, it adds new administrative costs for municipalities as they struggle to respond to the installation requests of new providers, inspect the new equipment, and monitor this new activity in the public rights-of-way.

The most notable example of the negative impact, in the suburban Philadelphia area, occurred in Northampton Township in Bucks County. American Tower Company (“ATC”), which is a large DAS “neutral host provider,” obtained a Certificate of Public Convenience and Necessity from the PUC. It claimed that it had an unfettered right as a public utility to install facilities in the public rights-of-way, including installing new poles in residential neighborhoods where there were no existing above-ground utilities. ATC began to dig and install these new

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<sup>2</sup> Comments of the Personal Computer Industry Assoc. (PCIA), In the Matter of Wireless Telecommunications Bureau Seeks Comment on the State of Mobile Wireless Competition, WT Docket No. 11-186 (filed December 5, 2011).

towers on the front lawns of unsuspecting residents before the Township issued a “stop work” order. Northampton Township then became embroiled in litigation against ATC in both state and federal courts. Our law firm assisted in this litigation.

Fortunately, ATC eventually agreed to settle the litigation and relocate the most offensive towers; however, the Township recognized that its current ordinances did not fully protect its residents from incursions by such wireless carriers and did not address current technology. Like Northampton, most municipalities have cell tower ordinances that were developed in the late 1990’s and are now obsolete. They have not yet developed the regulatory framework to respond to new threats and new technologies. Telecommunications providers, however, demand “speed to market” and municipalities must be prepared to respond quickly to these demands.

In addition, there have been significant changes in federal and state law governing wireless facilities regulation in the last several years. For example, the Federal Communications Commission issued important new wireless facility siting regulations in 2009, the U.S. Congress passed the Wireless Collocation Act in 2011, the Pennsylvania General Assembly enacted a new Wireless Broadband Collocation Act in 2012, and the U.S. Supreme Court handed down an important wireless siting decision (*City of Arlington, VA v. FCC*) in 2013.

It is critical, therefore, that municipalities take a proactive approach to develop a regulatory structure that is consistent with current federal and state law, and enables them to respond to all providers in a fair and equitable manner. In our judgment, the West Chester COG municipalities should treat this new “threat” from telecommunications companies as an “opportunity” to gain greater control over the public rights-of-way, prevent deployments that are inconsistent with the quality of life of their residential neighborhoods, maintain orderly

development of their communities, and update their wireless facilities ordinances to comply with current law.

Our law firm can assist in enacting new Wireless Facilities Ordinances that address these new technologies and recent changes in the law. We are uniquely qualified to assist the municipalities of the West Chester COG in this effort. For over 15 years, our law firm has specialized exclusively in representing municipalities in cable, telecommunications, and wireless matters. Collectively, our attorneys have worked on these matters for over fifty (50) years and have represented over three hundred fifty (350) municipalities in Pennsylvania in this area of the law. In addition, our firm served as outside counsel to Northampton Township in its litigation against ATC.

## **II. PROJECT BENEFITS**

There are significant benefits available to the municipalities from reviewing and revising their current wireless facilities ordinances. The benefits available to an individual municipality depend, of course, on the specific needs of that municipality and its specific wireless facilities ordinance and regulations. The following is a list of some of these benefits, along with a brief description of each.

- 1. Application to New Technologies.** The new or revised wireless facilities ordinance will apply to new wireless technologies, including but not limited to, DAS and DCU's. This includes new facilities being installed in the public rights-of-way and new facilities outside the rights-of-way. It also includes redefining various terms pertaining to

applicability of the ordinance and establishing approval processes for these facilities.

**2. Incorporation of Regulatory Changes.** The basis for most municipal wireless facilities ordinances is the federal Telecommunications Act of 1996, which is now 17 years old. There have been significant regulatory changes since that time, including orders by the Federal Communications Commission (“FCC”) and hundreds of judicial decisions. An example of a recent FCC decision affecting wireless facilities siting is the 2009 Declaratory Ruling regarding wireless facilities. This ruling included several key regulatory changes affecting municipal wireless siting authority. The Ruling was upheld and further refined by the U.S. Supreme Court in 2013. The FCC has also opened several Notices of Proposed Rulemaking (“NPRM’s”) on this issue. At the state level, the Pennsylvania General Assembly in 2012 enacted the “Wireless Broadband Collocation Act,” which changes the state regulations applicable to municipalities.

**3. Requirements for Wireless Facilities in the Rights-of-Way.** The new regulatory framework may include requirements and design criteria for wireless facilities in the public rights-of-way. These may include, but are not limited to, application approval requirements, zones in which such wireless facilities are permitted, maximum usable space on poles, approval process for increasing the height or configuration of poles, and related regulations.

**4. Requirements for Wireless Facilities Outside the Rights-of-Way.**

The new wireless facilities ordinance may include revised requirements and design criteria for wireless facilities and equipment located outside the public rights-of-way. These may include, but are not limited to, measures for mitigation of visual impact, setback requirements, height limits as applied to various zones, additional safety requirements, and criteria for accessory facilities, such as the equipment building and cabling from the wireless facility to the hub site.

- 5. “Second Generation” Facilities.** A new or revised wireless facilities framework must address new facilities that have been added onto older towers, otherwise known as “second generation” facilities. As the demand for broadband continues to spike, wireless carriers not only demand approvals for new wireless structures, but also attempt to add “load” to existing structures. Sometimes they notify the municipality of these changes and sometimes they do not. The additional load can create structural safety hazards. On the other hand, so long as there are no such hazards, your municipality may wish to encourage “collocation” to avoid the installation of new wireless towers. A well-crafted ordinance can strike a reasonable balance between these competing interests.

- 6. Legal Protections.** It is critical to include legal protections for the municipalities in the event of liability resulting from wireless facility

accidents. Among other protections, these include, but are not limited to, comprehensive indemnification of the municipality, strong insurance coverage requirements, and possible construction and/or performance bonds.

**7. Reporting Requirements.** Since the installation of “first generation” cell towers and other wireless facilities, wireless carriers have most likely made physical changes to these facilities. These changes may include the addition of new antennae and/or related equipment. For public safety purposes, it is important for the carriers to report any significant changes in their facilities and related relevant information. For wireless facilities that are located on municipal property, reporting requirements may also lead to more revenue for the municipalities.

**8. Enforcement Tools.** Enforcement mechanisms are necessary in the event that a provider fails to comply with the requirements contained in the new or revised wireless facilities ordinance. Such enforcement mechanisms must be strong enough to ensure compliance as well as be practical in their application.

### **III. SCOPE OF SERVICES**

The following is the scope of services that we would propose to assist the municipalities of the West Chester COG in crafting new wireless facilities management regulations.

#### **A. Project Launch Meeting and Ordinance Review**

The first step of the project will be to meet with representatives of all participating municipalities together for a project launch meeting. At this meeting, we will address the current state of technology with respect to the telecommunications industry generally and in Pennsylvania specifically. We will discuss the impact of this technology on municipalities, and the municipalities' legal rights at the federal and state levels. We will also outline general recommendations for protecting the municipalities from an onslaught of facilities requests, and preserving municipal control over the public rights-of-way.

In conjunction with the project launch meeting, we will ascertain each municipality's current regulatory posture with respect to wireless facilities. We will obtain and review all relevant ordinances with respect to each municipality's wireless facilities, which would include any cell tower, telecommunications and/or wireless facilities ordinances. We will conduct a legal assessment of the current wireless facilities regulatory regime for each municipality.

#### **B. Legal Assessments and Recommendations**

Once the current ordinance collection and review is completed, we will provide each municipality with a legal assessment of its current wireless facilities ordinance and recommendations relating to the amendment or replacement of the ordinance. The assessment will be provided verbally via separate conference call with each municipality's appropriate municipal officials, most likely the Solicitor, Manager, Public Works Director, and/or Code Official/Zoning Officer. The goal of the conference will be to assess the wireless facilities posture of each municipality and to discuss the specific goals that should be incorporated into a new system of wireless facility siting regulation. We will ask specific questions as to how and

where the municipality would like to zone new wireless facilities, including both tower-based facilities and antennae.

**C. Preparation of Wireless Facilities Ordinance and Checklist**

After the first two stages are completed, we will draft a new Wireless Facilities Ordinance and Customized Checklist for each municipality. The new Ordinance will address the newest wireless technology and recent regulatory changes. It will also include certain provisions from each municipality's current ordinance that are worthy of retention in the new Ordinance. The Checklist will include options for various customized sections of the Ordinance, including types of zoning approvals, tower heights inside and outside the rights-of-way, historic district requirements, etc. We will then submit the proposed document to each municipality for review and comment.

**D. Refinement and Finalization of Ordinance**

After our proposed Ordinance and Checklist have been reviewed, there most likely will be follow up calls to receive municipal comments and answer any questions regarding the recommended Ordinance. Typically, these calls will include the Manager, Solicitor and/or Zoning Officer. We will incorporate suggested comments into the final documents as appropriate. The distribution of the final documents will complete the CLG scope of services for this project.

Please note that it is anticipated that the Solicitor for each municipality will perform the following tasks: 1) review and comment on the proposed Ordinance(s); 2) incorporate the Ordinance(s) into the municipalities' current Code of Ordinances; 3) remove or amend outdated, inconsistent or ineffective current Ordinances in light of the new Ordinance(s); and 4) advertise the new Ordinance(s) for legislative consideration.

#### **IV. PROFESSIONAL BACKGROUND**

The Cohen Law Group (“CLG”) specializes exclusively in representing municipalities in cable, telecommunications, and broadband matters. For over fifteen (15) years, our attorneys have focused entirely on these issues on behalf of municipalities. We have represented over three hundred fifty (350) municipal clients in negotiations with communications providers and public utilities, and in planning for and adopting ordinances with respect to these providers.

We have worked with numerous municipalities on wireless facilities siting and fee issues, including negotiations with wireless carriers, wireless facilities regulation and litigation against wireless carriers and their contractors. We also have extensive experience in advising municipalities regarding right-of-way management practices, asserting municipal rights over the rights-of-way and obtaining appropriate fees in the form of right-of-way cost recovery.

CLG’s full range of legal services to municipal clients includes the following:

- Drafting cable franchise agreements
- Review of current and proposed franchise agreements/ordinances
- Cable franchise renewal negotiations with cable companies
- Development of wireless facility ordinances
- Negotiation with wireless facility companies
- Wireless facilities litigation
- Right-of-way management, planning and enforcement
- Drafting of right-of-way ordinances and related documentation
- Right-of-way fee development and implementation
- Drafting pole attachment agreements
- Pole attachment negotiations with cable and telephone companies
- Transfer or sale of franchise ownership or control
- Franchise fee reviews
- Cable compliance reviews
- Evaluation of and negotiation for public, education and governmental channels

As an active member of the National Association of Telecommunications Officers and Advisors (NATOA) and related professional organizations, CLG stays current with frequent changes in cable and telecommunications law.

Dan Cohen has advised municipalities on cable, telecommunications, and wireless matters for over fifteen years. He is an expert on municipal wireless facilities regulation who has drafted wireless ordinances and regulations, litigated wireless facilities siting cases in federal court, and negotiated wireless ordinances on behalf of municipalities. Mr. Cohen is also a frequent speaker on wireless facilities regulation at local, state and regional municipal conferences.

In addition to providing professional counsel to municipalities on cable and telecommunications matters, Mr. Cohen served as an elected municipal official for twelve (12) years. He served on the Pittsburgh City Council from 1990 to 2002. Mr. Cohen was Chair of City Council's Cable Television Committee and a member of the Mayor's Telecommunications Committee. Mr. Cohen graduated from Yale University and Stanford Law School.

Attorney Natausha Horton has extensive experience in assisting municipalities in wireless facilities regulation. She has thoroughly researched wireless facilities law and has drafted numerous wireless facility ordinances that address the specific community conditions of our municipal clients. Ms. Horton joined our firm as an associate attorney after serving as a Law Clerk to the Pennsylvania Supreme Court. She graduated *summa cum laude* from the University of Pittsburgh and received her law degree at the University of Pittsburgh School Of Law. In law school, she received the Gerald K. Gibson Award and the Duquesne Award for Best Brief and Oral Argument. Ms. Horton concentrates her efforts in wireless facility regulations, right-of-way management, and franchise fee audits.

Attorney Phil Fraga, brings significant private sector experience to his role in serving as outside counsel to municipalities. Mr. Fraga served as assistant general counsel to a major cable company and was counsel and a member of the senior management teams of two telecommunications companies prior to joining the firm in January of 2006. His industry experience and his understanding of the operations of cable and telecommunications providers have proven invaluable for our clients as they negotiate with these providers. Mr. Fraga has negotiated hundreds of cable franchise agreements with cable providers. He has also negotiated numerous pole attachment and right-of-way agreements.

Prior to joining CLG, Mr. Fraga served as general counsel and a member of the senior management teams of two telecommunications companies. His knowledge of corporate policies and practices has provided a special benefit for our clients. Mr. Fraga has undergraduate degrees from Bethany College (finance) and Carlow College (accounting), an MBA from the University of Steubenville, and a law degree from the Duquesne University School of Law.

Attorney Stacy Browdie has also been an integral part of the firm since its inception. She has many years of experience working with municipalities in cable and telecommunications matters. While adept in many areas of the firm's practice, Ms. Browdie concentrates primarily in cable franchise agreements, franchise fee audits, right-of-way management and PEG channels. Ms. Browdie also oversees the business management of the firm. Ms. Browdie graduated from the University of Pennsylvania and from the University of Pittsburgh School Of Law.

Catherine Beranty is the legal assistant and office manager of the firm, and has been with the firm since its inception. Her business administration background and legal education have helped make her a critical part of the operations of the firm. Ms. Beranty graduated with honors from The Bradford School with an A.S.B. in Paralegal Studies.

## V. COST OF SERVICES

The following represents the cost of services if engaged by the West Chester COG and/or its municipal members to perform wireless facility services. We propose to perform these services on a flat fee basis. We are able to offer our services on this basis because our past experience in performing these services lends predictability to this effort. A flat fee also provides “price certainty” to the municipalities.

Because this is a multi-municipal group, CLG is able to offer discounted fees for this project due to economies of scale. The following shows our standard fee for a single municipality followed by our discounted fees for the COG depending on the number of municipalities that participate.

### **FLAT FEE SCHEDULE FOR WEST CHESTER COG MUNICIPALITIES FOR WIRELESS FACILITY ORDINANCES**

Single Municipality Fee = \$6,000

#### Discount Based on Number of Participating Municipalities

For 2-3 Municipalities	10% Discount	\$5,400 per municipality
For 4-5 Municipalities	15% Discount	\$5,100 per municipality
For 6-7 Municipalities	20% Discount	\$4,800 per municipality

This flat fee pricing does not include any extraordinary services which may be requested by the client beyond the scope of the services outlined in this proposal. In the event that the client wishes to engage our services for any extraordinary services, such services will be billed on an hourly basis at the rate of \$200 per hour, including travel time. In addition, the fixed fee

pricing above does not include expenses, such as travel expenses, photocopying, or postage expenses. Please note that our normal billing policy is to bill one-third of the fee at the beginning of the project, one-third at the middle of the project, and one-third upon completion of the project.

Thank you for the opportunity to present this proposal to the West Chester Council of Governments. We hope to have the opportunity to work with the COG and its member municipalities to craft Ordinances that simultaneously protects each municipality and preserves its unique visual character.

# Memo

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To: Board of Supervisors  
From: Jason Lang  
Re: Recreation Program Enhancement – STEM Programs  
Date: January 9, 2014

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**Goal:** Purchase Program Start up supplies to implement STEM (Science, Technology, Engineering and Math) based Robotic Lego Activities

**Background:** STEM activities have been one of, if not the fastest, growing segments of the youth recreational profile. In my experiences over the past ten years, it is the most worthwhile program to implement because:

- 1) Kids love it – every section fills to maximum with waitlists
  - a. This program is aimed at children ages 6-12 YO but can be adapted for older populations
- 2) Room for class progression (Beginner, Intermediate, Advanced) – multiple tiers means kids are engaged in classes from young to old; increasing revenue potentials
- 3) These programs generate more net revenue than any other recreation program profile
  - a. Over a four year period, I generated net \$10 for every \$1 invested at another local govt.
- 4) Easily taught by junior staff – program is user-friendly, allowing for staff training of college-aged staff, reducing associated staff costs
- 5) Minimal supply needs after initial startup – in four years, I only replaced one computer and one set of Robotic Lego's
- 6) Activity Profile – Summer Camps; Monday-Friday, 3 hours per day, 4 sections per summer

## **Supplies Needed:** to start a STEM-Robotic Lego's Program:

- |   |                |
|---|----------------|
| 1) Six x Laptop Computers (roughly \$350 each)    | = \$2100       |
| 2) Six x Lego Mindstorms EV3 (roughly \$350 each) | = \$2100       |
| 3) Three power cords (\$30 total)                 | = \$30         |
| 4) Six x Fishing Tackle boxes (roughly \$28 each) | = <u>\$170</u> |
| a. Total Cost                                     | = \$4400       |

**Anticipated Net Revenue Generated: 2014-2017 (East Goshen Recreation – STEM Programs):**

Based on my experiences implementing this program in another local government, I would anticipate the following revenues, assuming we charge \$125 and 48 campers attend over the first summer season.

Year	Gross Revenue	Operational Expense Investment	Staffing Costs	Net Revenue
2014	\$6000	\$4400	\$1600	\$0
2015	\$7500	\$0	\$2000	\$5500
2016	\$7500	\$0	\$2000	\$5500
2017	\$7500	\$700+	\$2000	\$4800
Total	28500			\$15738

**Points to Note:**

- 1) This program would be revenue neutral in Year One and potentially be a profit center in future years.
- 2) Camp would be held independently from REC Camp and housed in the Township program room

**Draft Motion:**

- 1) I move that \$6000 in revenue and \$6000 in expenses be appropriated in 2014 for STEM-Robotic Lego activities and that staff be authorized to implement this program in the summer of 2014.



Chester County Association of Township Officials  
Post Office Box 371  
West Grove, Pennsylvania 19390  
+1-484-341-0420 Fax +1-215-827-5767  
[www.ccato.org](http://www.ccato.org)

January 15, 2014

*President*

Renie Halling  
West Pikesland Township

*1st Vice President*

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Upper Uwchlan Township

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East Goshen Township

Russell Straube  
East Pikesland Township

*Alternate Board Member*

Janie Baird  
Newlin Township

*PSATS Executive Board Representative*

John Haiko  
West Bradford Township

Dear Managers and Supervisors:

The Legislative Committee of the Chester County Association of Township Officials once again has been asked to review the Resolutions submitted for consideration at the Spring County Association Convention to be held this year on March 13<sup>th</sup>. In order to complete this task we will need your support and cooperation.

We must receive all Resolutions by February 7<sup>th</sup> if the Committee is to act upon them and provide you copies for your consideration prior to the Convention. Please email your resolution directly to the committee to speed up the process.

Please be aware that this will be the last time that a physical letter will be sent to your municipality from CCATO for this activity. All further correspondence will be via email. If you have not done so already, please go to [www.ccato.org](http://www.ccato.org) and "Sign up for CCATO E-Mails" on the CCATO homepage.

**Do not hesitate to contact me at 610-692-7171 or email [Resolutions@ccato.org](mailto:Resolutions@ccato.org) should you have any questions or need help. If your resolution is directed at an existing act or code, include reference to the section or part you are seeking to be amended. This is your opportunity to express concerns your board has to other supervisors in the County that affect a broad number of residents in the state.**

As you may or may not be aware, Resolutions that are adopted by the County Association are then sent to the State Association for consideration at their annual PSATS Convention. In addition the resolutions that we adopt are sent to Montgomery and Buck's County Associations for consideration at their conventions. If adopted at the PSATS Convention, they become policy for our Staff of the State Association to work with our Legislators to accomplish what we have indicated is important.

This process is a very effective way to make your voice heard to your legislators.

Sincerely,

Rick Smith, Chairman  
Resolutions Committee

11d. No paperwork for this item

# **Memorandum**

---

**East Goshen Township**  
**1580 Paoli Pike**  
**West Chester, PA 19380**  
Voice: 610-692-7171  
Fax: 610-692-8950  
E-mail: [mgordon@eastgoshen.org](mailto:mgordon@eastgoshen.org)

---

Date: 1/15/2014  
To: Board of Supervisors  
From: Mark Gordon, Zoning Officer *mb*  
Re: 1637 Manley Rd. / Subdivision

Board Members,

At their meeting on January 8, 2014 the Planning Commission unanimously passed a motion recommending that the Board of Supervisors approve the Subdivision Plan for 1637 Manley Rd.

**Draft Motion:**

Mr. Chairman, I move that we approve the Subdivision Plan for the property at 1637 Manley Rd. as depicted in the plans dated March 25, 2013 and last revised 11/11/2013 with the following condition.

1. No improvements or site work of any kind shall be permitted until a Land Development plan and application has been reviewed and approved by the Township and all the items outlined in the Township engineers' letter dated 12/31/2013 have been satisfactorily addressed.

Ask the applicant if this condition is acceptable.

EAST GOSHEN TOWNSHIP  
PLANNING COMMISSION  
1580 PAOLI PIKE, WEST CHESTER, PA 19380-6199

January 15, 2014

East Goshen Township  
Board of Supervisors  
1580 Paoli Pike  
West Chester, Pa. 19380

Re: 1637 Manley Road  
Subdivision Application

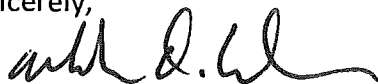
Dear Board Members:

At their meeting on January 8, 2014 the Planning Commission voted unanimously in favor of the following motion:

Mr. Chairman, I move that we recommend that the Board of Supervisors approve the Subdivision Plan for the property at 1637 Manley Rd. as depicted in the plans dated March 25, 2013 and last revised November 11, 2013 with the following condition.

1. No improvements or site work of any kind shall be permitted until a Land Development plan and application has been reviewed and approved by the Township and all items outlined in the Township engineers' letter dated 12/31/2013 have been satisfactorily addressed.

Sincerely,



Mark A. Gordon  
Zoning Officer

# EAST GOSHEN CONSERVANCY

December 17, 2013

East Goshen Township  
Planning Commission  
1580 Paoli Pike  
West Chester, Pa. 19380

Re: 1637 Manley Rd. / Subdivision Plan

Dear Commission Members:

At their meeting on December 11, 2013 the Conservancy Board voted in favor of the following motion:

"Madame Chairman, I move that we recommend that the Planning Commission recommend approval of the subdivision plan for 1637 Manley Rd."

The applicant understands that the Township will require the property owner to submit full land development plans for review and approval for the lot that is to be developed.

Sincerely,

  
Sandy Snyder  
Chairman



Yerkes Associates, Inc.

Consulting Engineers / Landscape Architects / Surveyors

December 31, 2013

East Goshen Township  
1580 Paoli Pike  
West Chester, Pennsylvania 19380

Attn: Mark Gordon, Township Zoning Officer

Re: Patricia F. O'Neill – 1637 Manley Road  
Subdivision Plan Review

Dear Mark:

The following plans prepared by John Smirga and Associates have been submitted to this office for review:

- Title Plan, sheet 1 of 3, last revised November 11, 2013
- Conservation Plan, sheet 2 of 3, last revised November 11, 2013
- Proposed Development Plan, sheet 3 of 3, last revised November 11, 2013

The following supplemental information was also provided with the plan submission:

- October 4, 2013 Letter of Map Amendment determination from FEMA which identifies the extent of the 100 year flood inundation across the parcel.
- November 30, 2013 Lot 1 Driveway Sight Distance Determination letter prepared by F. Tavani and Associates, Inc.
- November 19, 2013 Wetland Determination Letter prepared by Environmental Management & Consulting, Inc.

The plans depict the subdivision of tax map parcel 53-06-0129.01 into two lots. The 4.820 acre (net) parcel is located on the north side of Manley Road at approximately 200 feet east of the Manley Road intersection with Edith Lane. Tributary 2 to Hunters Run flows from south to north across the parcel and generally follows the proposed property boundary line between lots 1 and 2. The parcel is situated within the R-2 low density residential district.

Lot 1 consists of 1.218 acres (net) of floodplain and woodland and is being created for the construction of a proposed single family dwelling. A proposed dwelling and driveway location is depicted for lot 1 but the title plan notes that any development of lot 1 will be the subject of a future development plan to be submitted for review and approval. Lot 2 consists of 3.602 acres (net) and contains an existing dwelling, detached garage, barn, and abandoned pool. The plans indicate that lot 2 is served by an on-site well and public sewer.

Professional services since 1874

1444 Phoenixville Pike, P. O. Box 1568, West Chester, PA 19380-0078 / Tel: 610-644-4254 / Fax: 610-640-0771

The plan revisions include a correction to the noted parcel area, the addition of a Conservation Plan indicating existing tree locations for lot 1, and the addition of a Development Plan indicating the location of a conceptual stormwater management system for lot 1.

All comments from my previous review letter of November 13, 2013 have been satisfactorily addressed except for the following that are numbered as they appeared previously:

Zoning Ordinance

2. Section 240-23.D.11 – Whenever a new driveway intersects a public street, the Applicant shall establish a clear sight triangle that would provide sight distance meeting PennDOT standards. The minimum safe stopping sight distance (SSSD formulaic determination) determined by F. Tavani and Associates, Inc. is 265 feet looking left or looking right from the lot 1 driveway. The formula and values utilized for the determination need to be included as part of the letter. The letter notes that the available sight distance to the left is approximately 275 feet assuming a group of approximately 8 trees are cleared and the available sight distance to the right is approximately 305 feet assuming approximately 2 trees are cleared.

The driveway clear sight distances noted on the conservation plan need to be revised for consistency with the sight distances noted in the letter. The conservation plan also needs to identify the location of the existing Manley Road right-of-way line to the east of the driveway and indicate the trees to be removed. If the trees to be removed are located outside the existing right-of-way area, then written permission for the tree removal will need to be obtained from the owner of parcel 53-60-59.

3. Section 240-24.F – Sewage facility planning modules will need to be reviewed and approved by the Township and PADEP.
5. Section 240-27.D.1 – Any residential subdivision shall give careful attention to providing attractive landscaping and the developer shall submit an overall landscape plan for all subdivisions. Landscaping for lot 1 will need to be satisfactorily addressed as part of the lot development plan submission.
6. Section 240-32.Q.2 – All pools shall have a permanent fence enclosure erected and maintained that entirely and completely surrounds the pool. The noted abandoned pool on lot 2 needs to be properly abandoned as necessary to eliminate any ongoing surface water collection within the pool. Fencing around the pool will also need to be repaired and maintained until the pool abandonment has been completed.

Subdivision and Land Development Ordinance

7. Section 205-30.B.4 – The subdivision plan will need to be signed and sealed by the surveyor responsible for the plan.

9. Section 205-30.B.10 – Manhole invert elevations for the sanitary sewer line within the Manley Road right-of-way area need to be added to the plan.
12. Section 205-37.A – A stormwater management plan and report shall be submitted for all proposed subdivisions. The review and approval of a stormwater management plan for lot 1 will need to be satisfactorily addressed as part of the lot development plan submission.
13. Sections 205-40.E & 205-66.C & .E – As part of the lot development plan submission for lot 1, testing will need to be completed to demonstrate that potable water supply, in accordance with Chester County Health Department standards, is available for lot 1.
15. Sections 205-61.D and .E – No more than 20 percent of the trees on any wooded lot may be cleared or removed and the remaining 80 percent shall be retained. With inclusion of a replanting plan prepared by a licensed landscape architect and approved by East Goshen Township, up to a maximum of 50 percent of the trees on a wooded lot may be cleared. Trees removed shall be replaced on a tree-for-tree basis and the replacement trees shall be a minimum three-inch caliper. Tree removal and replacement requirements as outlined by these sections will need to be satisfactorily addressed as part of the lot development plan submission for lot 1.

Plan approval conditioned upon the above comments being satisfactorily addressed is recommended. Please contact me if you have any questions concerning this review letter.

Sincerely,  
YERKES ASSOCIATES, INC.



Michael Conrad, P.E.

Cc: John Smirga and Associates



# THE COUNTY OF CHESTER



## COMMISSIONERS

Ryan Costello  
Kathie Cozzone  
Terence Farrell

Ronald T. Bailey, AICP  
Executive Director

## PLANNING COMMISSION

Government Services Center, Suite 270  
601 Westtown Road  
P. O. Box 2747  
West Chester, PA 19380-0990  
(610) 344-6285 Fax (610) 344-6515

November 8, 2013

Louis F. Smith, Jr., Manager  
East Goshen Township  
1580 Paoli Pike  
West Chester, PA 19380

Re: Final Subdivision - Patricia F. O'Neill  
# SD-10-13-8821 - East Goshen Township

Dear Mr. Smith:

A final subdivision plan entitled "Patricia F. O'Neill," prepared by John Smirga, and dated March 25, 2013, was received by this office on October 25, 2013. The subdivision is situated on the north side of Manley Road east of Edith Lane and involves the creation of two residential lots from a 5.84 acre site (UPI #53-6-129.1). There is an existing residence on Lot 2 (4.62 acres). The project site, which is served by on-site water and public sewer, is located in the R-2 Low Density Residential zoning district.

This plan is reviewed by the Chester County Planning Commission in accord with the provisions of Section 502 of the Pennsylvania Municipalities Planning Code (MPC). This report does not review the plan for compliance to all aspects of your ordinance, as this is more appropriately done by agents of East Goshen Township. We offer the following comments on the proposed subdivision for your consideration:

### LANDSCAPES:

1. The project site is located within the **Suburban Landscape** and **Natural Landscape** designations of **Landscapes2**, the 2009 County Comprehensive Plan. The location of the proposed subdivision is consistent with the guidelines of the **Suburban Landscape**.

### ADMINISTRATIVE NOTES:

2. While the site plan depicts the location of the existing 100-year floodplain (and it does not appear that any development activity will encroach into the floodplain area shown on the plan itself), the plan submission included a Federal Emergency Management Agency (FEMA) Letter of Map Amendment Determination, dated October 4, 2013, identifying that a portion of the project site has been removed from the flood hazard area designation. All relevant details of FEMA's determination should be clearly identified on the site plan.
3. The plan depicts a 50 foot wide ultimate right-of-way on Manley Road. The 2004 Road Functional Classification Technical Memorandum by the Chester County Planning Commission classifies Manley Road as a local distributor road. The memorandum recommends a 33 to 50 foot-wide right-of-way for local distributor roads to accommodate future road improvement. We suggest that this area be identified as a dedicated right-of-way, and be offered for dedication to the Township.

Page: 2

November 8, 2013

Re: Final Subdivision - Patricia F. O'Neill

# SD-10-13-8821 - East Goshen Township

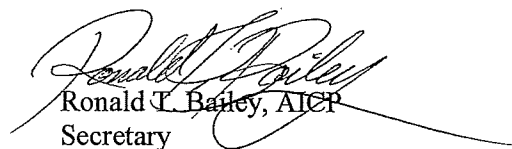
4. The site is located in an area designated by the Pennsylvania Department of Environmental Protection (DEP) as a Special Protection Watershed. Special Protection Watersheds are important because Chester County's High Quality and Exceptional Value Watersheds may be especially sensitive to degradation and pollution that could result from development. The following map note should appear on all erosion and sediment pollution control plans:

"The site is located in an area designated by the Pennsylvania Department of Environmental Protection as a Special Protection Watershed, and extreme care should be exercised in all disturbance activities to prevent degradation of the waters of the Commonwealth. All disturbed areas on which work has been, or will be stopped, must be promptly stabilized with appropriate temporary or permanent stabilization measures."

5. The plan does not include the County Planning Commission Review signature block. This information should be added to the plan.
6. The item on the attached agency contact list should be addressed and reflected in the proposed subdivision.
7. A minimum of five (5) copies of the plan should be presented at the Chester County Planning Commission for endorsement to permit recording of the final plan in accord with the procedures of Act 247, the Pennsylvania Municipalities Planning Code, and to meet the requirements of the Recorder of Deeds, the Assessment Office, and the Health Department.

**RECOMMENDATION:** The Commission recommends that all East Goshen Township requirements be satisfied, and the issues raised in this letter be addressed, before action is taken on this plan.

Sincerely,

  
Ronald T. Bailey, AICP  
Secretary

RTB/PF

Attachment

cc: Patricia F. O'Neill  
John Smirga  
Chester County Health Department  
Chester County Conservation District

# THE COUNTY OF CHESTER

Chester County  
Planning Commission  
601 Westtown Road, Suite 270  
P.O. Box 2747  
West Chester, PA 19380-0990



Board of  
County Commissioners  
Chester County, Pennsylvania

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MUNICIPALITY      East Goshen Township

CCPC FILE #      SD-10-13-8821

DATE      November 8, 2013

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The following agencies should be contacted regarding this subdivision:

- ☐ Pennsylvania Department of Transportation (PennDOT): A PennDOT permit is required for new or revised access and should be identified on the final plan as required by Section 508(6) of the Municipalities Planning Code.
- ☐ U.S. Army Corps of Engineers and Pennsylvania Department of Environmental Protection (DEP): Placement of fill in wetlands is regulated by the Corps of Engineers in accordance with Section 404 of the Clean Water Act (1977) with DEP under Chapter 105 Rules and Regulations for the Bureau of Dams and Waterway Management. The applicant should contact these agencies to determine if the proposed activity will require a permit and provide the municipality with documentation of this contact and of any subsequent permit(s) before action on this plan is taken.
- ☐ Pennsylvania Department of Environmental Protection (DEP): The applicant should contact DEP to determine whether a stream encroachment permit is necessary for the proposed road, driveway, or sanitary sewer line crossing in accordance with Section 205.293 of its rules and regulations and provide the municipality with documentation of this contact and the requirements of DEP before action on this plan is taken.
- ☒ Chester County Health Department (CCHD): A copy of the plan should be submitted to the CCHD for their review and comment on the proposed sewage disposal and/or water supply. The municipality from the appropriate authority and company prior to final plan approval, if applicable, should receive confirmation on the availability of sufficient sewer and water capacity.
- ☐ Chester County Conservation District (CCCD): The applicant should contact the office of the CCCD for information and clarification on erosion control measures. The provisions of the Commonwealth Erosion Control Regulations may apply to the project and may require an Earth Disturbance Permit or a National Pollutant Discharge Elimination System permit for discharge of stormwater from construction activities.



EAST GOSHEN TOWNSHIP  
CHESTER COUNTY, PA

**FILE**

SUBDIVISION AND / OR LAND DEVELOPMENT APPLICATION

Date Filed: 10/24/13

Application for (Circle one):

Subdivision

Land Development

Subdivision & Land Development

RECEIVED

OCT 31 2013

BY: \_\_\_\_\_

- A. Application is hereby made by the undersigned for approval of a Subdivision and or Land Development Plan, more particularly described below.

1. Applicant's name: John Smirga

Address: 60 Park Place Medley, Pa 19063 Phone: 610-202-2537

Fax: \_\_\_\_\_ Email: NPT60@COMCAST.NET

2. Name and address of present owner (if other than 1. above)

Name: PATRICIA O'NEILL

Address: 1637 MANLEY Rd Phone: \_\_\_\_\_

Fax: \_\_\_\_\_ Email: \_\_\_\_\_

3. Location of plan: 1637 MANLEY Rd

4. Proposed name of plan: SUBDIVISION OF PATRICIA O'NEILL

5. County Tax Parcel No.: 53-06-0129.01 Zoning District: R-2

6. Area of proposed plan (ac.): 5.84 AC Number of lots: 2

7. Area of open space (ac.): 0

8. Type of structures to be constructed: None

9. What provisions are to be made for water supply and sanitary sewer? \_\_\_\_\_

Public Sewer ; on Site Well

10. Linear feet of road to be constructed: None

11. Name of Engineer: John SMIRGA, PE

Phone Number: SAME Fax: \_\_\_\_\_

Email address: \_\_\_\_\_

**EAST GOSHEN TOWNSHIP, CHESTER COUNTY PA  
SUBDIVISION AND/OR LAND DEVELOPMENT APPLICATION**

12. Name of Land Planner: John Smirga, PE  
Phone Number: SAME Fax: \_\_\_\_\_  
Email address: \_\_\_\_\_

- B. ☒ I/We agree to reimburse the Township of East Goshen for such fees and expenses the Township may incur for the services of an Engineer(s) in investigations, tests, and review in relation to the Subdivision Plan.
- C. I/We agree to post financial security for the improvements depicted on the Subdivision and or land Development Plan pursuant to the Subdivision and Land Development Ordinance.
- D. I/We agree to reimburse the Township of East Goshen for all inspection fees at the actual cost to Township.

**NOTICE**

The Township requires an Occupancy Permit before any building can be occupied; no Occupancy Permit will be issued until final inspection and approved by the Zoning Officer and Building Inspector.

\_\_\_\_\_  
Owner Signature

  
\_\_\_\_\_  
Applicant Signature

**Administrative Use**

Fees received from applicant \$ 200 basic fee, plus \$ — per lot

For — lots = \$ —

Application and plan received by: RS Date: 10/24/13  
(Signature)

Application accepted as complete on: 10/31/2013  
(Date)

EAST GOSHEN TOWNSHIP, CHESTER COUNTY PA  
SUBDIVISION AND/OR LAND DEVELOPMENT APPLICATION

SUBDIVISION AND/OR LAND DEVELOPMENT CHECKLIST

This checklist outlines the steps and items needed to insure completeness of the application and to insure the application follows the process and conforms to the timeframe outlined by the State of Pennsylvania and East Goshen Township. This checklist is broken into two parts, the Application Process and the Review Process. The application process must be completed in its entirety prior to the advancement into the Review Process.

\* Review the formal Planning Commission review procedure on page five.

Application for (Circle all appropriate): Subdivision Land Development

Applicant Information:

Name of Applicant: John Smirga

Address: 60 Park Place Media, Pa 19063

Telephone Number: 610-202-2537 Fax: \_\_\_\_\_

Email Address: NT60@COMCAST.NET

Property Address: 1637 Marley Rd

Property Information:

Owner's Name: PATRICIA O'NEILL

Address: 1637 Marley Rd

Tax Parcel Number: 53-06-0129.01 Zoning District: R2 Acreage: 5.84 Ac

Description of proposed subdivision and or land Development:

SUBDIVIDE one 53,046 SF Net Lot From  
PARENT LOT LEAVING 4.622 Ac. Net.  
NO Development/Planned at this time

**EAST GOSHEN TOWNSHIP, CHESTER COUNTY PA  
SUBDIVISION AND/OR LAND DEVELOPMENT APPLICATION**

**Application Process Checklist (Administrative use only):**

<b><u>Item</u></b>	<b><u>Date Complete</u></b>
1. Completed Township Application Form: .....	<u>10/24</u>
2. Township application and review fees paid:.....	<u>10/24</u>
3. County Act 247 Form complete: .....	<u>10/24</u>
4. Appropriate County Fees included: .....	<u>10/24</u>
5. 11 Copies of sealed Sub / LD plans: .....	<u>10/24</u>
6. 11 copies of other required plans:	
a. Landscape: (sealed).....	<u>N/A</u>
b. Conservancy: (sealed).....	<u>1</u>
c. Stormwater Management: (sealed).....	<u>1</u>
7. Three copies of the stormwater report and calculations: .....	<u>N/A</u>
8. Copies of supplementary studies, if required:	
a. Traffic Impact Study:.....	<u>N/A</u>
b. Water Study: .....	<u>1</u>

Application accepted on 10/24/13 by MACE Gordon

Official Signature [Signature] Title Zoning Officer

**Review Process Checklist (Administrative use only)**

<b><u>Item</u></b>	<b><u>Date Complete</u></b>
1. Date of first formal Planning Commission Meeting following complete submission of application, (Day 1):.....	<u>Nov 6, 2013</u>
Date Abutting property letter sent: .....	<u>10-28</u>
2. Date presented to Planning Commission: .....	<u>11-1</u>
3. Date submitted to CCPC: .....	<u>10-24</u>
4. Date submitted to Township Engineer: .....	<u>10-24</u>
5. Date by which the PC must act, (Day 70): .....	<u>1-2-14</u>
6. Date by which Board of Supervisors must act, (Day 90): .....	<u>2-4-14</u>
7. Date sent to CB: .....	<u>10-28</u>
8. Date sent To MA: .....	<u>11</u>
9. Date sent to HC: .....	<u>11</u>
10. Date sent to PRB: .....	<u>11</u>
11. Date sent to TAB: .....	<u>11</u>

# Memorandum

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East Goshen Township  
1580 Paoli Pike  
West Chester, PA 19380

Voice: 610-692-7171

Fax: 610-692-8950

E-mail: [mgordon@eastgoshe.org](mailto:mgordon@eastgoshe.org)

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Date: 1/17/2013

To: Board of Supervisors

From: Mark Gordon, Township Zoning Officer *mlb*

Re: Recommendation to Board / Mr. Linton's Request to hunt East Goshen  
Township Property

Dear Board Members:

The Deer Committee met on November 18, 2013 and reviewed the correspondence from Mr. Linton and had the following recommendations to his requests.

**Comment 1.** Can I and my sons (all licensed hunters) have access to hunt the Township lands?

**Deer Committee Response:**

Hunting access is provided solely through the Township's Deer Management Program regulated by Township Ordinance §163-4. Members of approved Deer Management Groups are permitted to hunt on specific Township owned parcels for the purpose of implementing the township Deer Management program. The Deer Committee does not recommend amending the program to allow individual hunters at this time.

**Comment 2.** Would Deer Management Committee members and participating hunting club members sign an annual ethics form to ensure the asset is appropriately managed by all parties managing this East Goshen asset?

**Deer Committee Response:**

Based on the Township Solicitor's direction, Deer Committee members do not need to sign the annual ethics form because they do not make spending decisions. Deer management group members are neither Township officials nor employees and are not governed by either the ethics policy or the Township Personnel Manual. They are expected to act in a professional manner in accordance with the Deer Management Program and abide by all Pennsylvania State Game Laws.

**Comment 3.** Forge relationships with both the PA Game Commission and fish commission to educate the public on how to appreciate, protect, harvest, and maintain the natural resources in our state.

**Deer Committee Response:**

This was one of the initiatives undertaken shortly after the DMC was formed. We invited the PA Game Commission to provide us with advice as we formed our program. We subsequently asked them to review our program after we established it. The feedback from the PA Game Commissioner that attended our meeting was that it was an excellent program and a model for other municipalities. Since then, other municipalities have requested copies of the program and consulted with the Township on setting up similar programs.

The Township's deer management program became very closely connected to the PA Game Commission in another way this year: Brian Hoover, the president of the Deer Management Professionals of Southeastern PA, was recently elected to the PA Game Commission. His group hunted the Bow Tree and Clocktower open spaces from the inception of our program through the 2012-2013 season. This is an indicator of the high quality of groups our program attracts.

**Recommendation to the Board of Supervisors:** At this time the Deer Committee sees no reason to amend the archery hunting program as requested by Mr. Linton. The current hunting program is working and we do not believe it would be in the Township residents interest to permit hunting on Township property to anyone with a valid hunting license.

**Memo**  
**East Goshen Township**  
**1580 Paoli Pike**  
**West Chester, PA 19380**

**Voice** (610) 692-7171

**Fax** (610) 425-8950

**E-mail** [rsmith@eastgoshen.org](mailto:rsmith@eastgoshen.org)

**Date:** January 16, 2014

**To:** East Goshen Township Board of Supervisors  
Westtown Township Board of Supervisors  
West Goshen Township Board of Supervisors

**From:** Rick Smith, Township Manager

**Re:** Police Merger Study.

**Background** - Pursuant to your request a Committee that was comprised of the Township Managers and CFOs from the three Townships and the Chiefs, Business Managers and Officers for the two Police Departments met over the last few months to develop an RFP, solicit proposals, review the proposals, check references, interview prospective consultants and make a recommendation on a consultant.

An RFP was developed and sent to 13 firms for their consideration. Eight firms expressed an interest and they were provided with the access code for a drop box that contained the relevant information on both Departments. We received four proposals in response to the RFP. A staff member at East Goshen redacted the pricing information from all the proposals before they were distributed to the Committee. This was done in order to eliminate cost as a factor in the Committee's decision making process.

The Committee reviewed the proposals and compared each of them to what was requested in the RFP. After this review three firms were selected for further consideration. We requested clarification on specific aspects of their proposals from the three firms.

It was the consensus of the Committee that the proposal would count for 1/3 of the ranking, response to questions and the interview for 1/3, and references for 1/3. Since the RFP asked for references, a subcommittee consisting of a Manager, CFO and two police officers was created. The subcommittee conducted telephone interviews with three municipal references for each firm and reviewed copies of their studies. The responses for all three firms were positive. However, of the nine municipalities contacted, none of the mergers had been implemented as of this date.

The Committee reviewed the clarifications, the report from the reference subcommittee and the studies submitted by the municipalities. After discussion, the Committee agreed to conduct video-conference interviews with two firms. During the interviews, both firms indicated that the 90 day time frame was aggressive and that 120 days was more realistic. This was typically caused by delays in getting information from the municipalities. There was a distinct difference in how the firms presented themselves and responded to questions from the Committee. One firm

clearly had a better understanding of what was required to complete the study. I would add that this firm performed a municipal merger study for the Township and Borough of Princeton, NJ. This was not one of the references that we contacted. The merger is currently underway and they are assisting with that effort. For perspective, the combined budgets of both municipalities is over \$60,000,000, while the combined budgets for the Departments is ~\$12,000,000.

**Recommendation** - At the conclusion of the interviews, the members of the Committee were unanimous in recommending that the Township's accept the proposal from CGR/LaBerge. CGR is an independent non-profit organization that has been in business since 1915. They have partnered with the LaBerge Group, an engineering and architectural firm that will work with CGR on the building aspect of the study. They have recommended that, once the study is complete, there needs to be an extensive outreach program to the stakeholders so that there is buy-in in the event the Boards move forward with the merger. They also have the ability to provide support services in the event we proceed with the merger.

The Committee would also suggest that, the 90 days may slip to 120 days, that the Boards should utilize their services for an outreach program if the study indicates that there is merit to the merger, and if the Boards elect to proceed with that, they should expect to utilize them for technical support during the merger process. Their experience indicates that a municipal merger of this type is a process, not simply a matter of flipping a switch.

Their fee for the project is \$97,000, which includes one public presentation. Additional public meetings are \$3,000 each. Concept site and floor plans would cost \$4,000 but we do not anticipate these will be needed initially.

Attached is a copy of the RFP, their proposal and clarifications.

The other firms that submitted proposals where:

Matric Consulting Group, Mountain View CA \$49,000  
Police Executive Research Forum, Washington DC \$74,939  
MGT of America, Inc. Andover MA \$95,000

**Memo**  
**East Goshen Township**  
**1580 Paoli Pike**  
**West Chester, PA 19380**

Voice (610) 692-7171  
Fax (610) 692-8950  
E-mail [rsmith@eastgoshen.org](mailto:rsmith@eastgoshen.org)

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

Rick Smith, Township Manager  
1580 Paoli Pike  
West Chester PA 19380  
Voice 610-692-7171  
E-mail [rsmith@eastgoshen.org](mailto:rsmith@eastgoshen.org)

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.

November 26, 2013

Mr. Rick Smith, Township Manager  
1580 Paoli Pike  
West Chester, PA 19380  
Via Electronic Mail

Dear Mr. Smith:

CGR and the Laberge Group are pleased to submit a joint proposal to provide professional services in the form of a study to identify the costs and issues related to the merging of the West Goshen Police Department and the Westtown East Goshen Regional Police Department (WEGO).

### *Who We Are*

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A unique resource to the public sector, **CGR** is an independent non-profit organization that drives improvement in governments, businesses, nonprofits and the communities they serve through objective analysis, mission-critical data and strategic counsel. Founded in 1915 to serve the public interest, we have grown to become a leading organization in the development of efficiency improvement plans for local governments, particularly involving public safety issues.

**Laberge Group** has provided engineering, architecture, surveying and planning services since 1964. Its diverse portfolio of successfully completed projects and community plans, coupled with an experienced core of project management and design staff, provides clients creative, integrated and distinctive solutions.

### *Project Understanding*

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We understand the primary objectives of the project are to review each department to quantify the cost of all aspects of the police operation and also to identify the impact that a department merger would have on the operations and costs associated with the police departments. The proposal identifies key areas that will need to be evaluated. The study areas impact the operational, administrative and fiscal aspects of the organization.

Our proposal outlines a study process that would be completed within 90 days of contract award, incorporating time for data collection, analytical review, interaction with key members of the municipality and creation of the project's final report.

### *Project Plan Summary*

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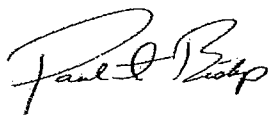
Building upon our extensive joint portfolio of shared services and consolidation studies, CGR and Laberge Group are prepared to provide the Townships of East Goshen, West Goshen and Westtown the latest, cutting edge perspective on options and implementation solutions. Our

project plan incorporates the elements defined in the Townships' RFP and complements them with expert project management and overall understanding of the sensitivity required in helping a community consider police department reorganization.

- **Project Coordination:** Communication is an essential aspect in all community wide projects. The Project Team will work with an Advisory Committee composed of key leaders from the Townships and police departments to help shape the study and assist the Project Team in completing the study in a timely manner. Regular updates between the Project Team and Advisory Committee will keep both parties up to date with project progress.
- **Baseline Data Collection and Assessment:** Following the kickoff meeting, the Project Team will conduct a baseline review of the existing operations and administration of the West Goshen and WEGO Police Departments through interviews and gathering documentation. The interviews and data requests will allow us to gain quantitative and qualitative information documenting "what exists" for police services in the three Townships. Some of the necessary data has already been shared by the departments and this will aid in expediting the report process. At the end of this stage, the Project Team will create and share a Baseline Report that describes the existing state of law enforcement in the community. This report will serve as the basis for developing the consolidation options.
- **Developing and Presenting Options:** Organizational change is always a challenge and changes involving law enforcement organizations can be especially challenging as the organizations are full of tradition and provide an essential service to the community. Additionally, any adjustment to the delivery of police services will be highly visible to the community. Any significant changes to organizational structures or operational behaviors will require support from all levels of the impacted organizations and the citizens that are served. The objective of this phase is to identify the costs and benefits and identify the service level impacts that a departmental merger might have on the three Townships. If there are appropriate options that are short of full consolidation they will be discussed as potential alternatives. The *Final Report* will be presented to a joint public meeting of the three Boards of Supervisors of the Townships and would be published on a study website for public comment and review. If required, CGR would present the findings to the community at a public meeting.

We look forward to discussing further how we can put our firms' nearly 150 years of combined public sector experience to work for your communities on this critically important issue.

Sincerely,



Paul A. Bishop  
Senior Associate  
[pbishop@cgr.org](mailto:pbishop@cgr.org)  
585-327-7068

# **Merger Evaluation for West Goshen and Westtown-East Goshen Regional Police Departments Proposal**

**November, 2013**

Prepared by:  
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Project Director

In partnership with:  
**Laberge**  **Group**

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## INTRODUCTION

CGR Inc., in partnership with Laberge Group, is pleased to respond to East Goshen, West Goshen and Westtown Township's Request for Proposal (RFP) to complete a merger feasibility study for the West Goshen Police Department and Westtown East Goshen Police Department. The examination sought by the municipalities requires a consultant team with deep experience not only in public sector efficiency strategies, but also a keen understanding of public safety, organizational capacity, engineering and law enforcement service delivery. We strongly believe that our team of government management, public safety, information technology, engineering and service delivery experts is ideally situated to deliver innovative solutions for the three municipalities. We would be honored to put our two firm's nearly 150 years of combined public sector experience to work for the three communities, driving results that matter to elected officials, public safety department heads, municipal personnel and, most importantly, residents and taxpayers throughout the region.

### Project Objectives

We understand the primary objectives of the project are to review each department in order to quantify the cost of all aspects of the police operation *and* to identify the impact that a department merger would have on the operations and costs associated with the police departments. The proposal identifies key areas that will need to be evaluated. The study areas impact the operational, administrative and fiscal aspects of the organization.

Our proposal outlines a study process that would be completed within 90 days of contract award, incorporating time for data collection, analytical review, interaction with key members of the municipalities and creation of the final report.

### Fundamental Principles

Our deep commitment to a transparent study process reflects the communities' desire to inform not only elected and appointed decision makers, but ultimately the broader community of residents and stakeholders. Our experience validates that for such projects to be effective – during the study phase *and* the implementation component – broad stakeholder engagement is essential to ensure efficiency improvements are understood and implemented.

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### ***Key Points***

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- ***We see our role on a project like this as one of strategic information provider, not decision maker.*** Our expert team performs a comprehensive review of existing conditions and generates a *range of options and opportunities* for enhancing efficiency and effectiveness, while not compromising service quality. Through detailed review and fact-based analysis, we strive to assist officials and the communities they serve in making *the most informed decisions possible* about structures, services and investments while fully understanding the tradeoffs inherent in such decisions.
- ***We believe that in order to evaluate the efficiency of public sector operations, it is important to acknowledge stakeholder / community priorities as part of the process.*** It is critically important for governments to evaluate not only where their resources are currently being invested, but to consider how efficiencies in one area may enable reallocation of resources to other areas capable of producing better returns on investment.
- ***We know that any evaluation of efficiency opportunities must be holistic, examining all parts of the organization in context.*** This is because the resources available to any government are finite. A dollar spent in one department is a dollar that cannot be spent on other priorities. Similarly, a dollar saved in one part of the organization is a dollar “freed up” to invest elsewhere – whether to enhance other services, provide taxpayer savings or protect against future fiscal stress.

As with any public sector efficiency or shared service study with which we have been involved, our proposed approach for the three municipalities is predicated on two fundamental objectives.

### ***Objective, Fact-Based Collection and Review of Data***

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An objective collection of basic data and facts is essential to building a shared information foundation for *any* examination of finances, operations and services. To meet this goal, our deeply experienced staff team spends time on-site meeting with key stakeholders, interviewing officials and department heads, and gathering a significant amount of data regarding budgets, police service demand, operations, governing structures and resource allocation / deployment.

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### *Facilitate an Active Public Engagement Strategy*

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Our experience confirms that, irrespective of the end result, any efficiency improvement project must encourage an active, transparent and open flow of information between the assigned steering committee and the broader community of stakeholders, including residents. CGR and Laberge have both developed a long-standing reputation as leaders in facilitating public outreach and engagement as part of our work with government entities. We recognize the sensitivity of evaluating public safety reorganization in the public domain, and understand the desire of the committee and / or governing bodies to preliminarily review any analysis, reports or recommendations in caucus or closed work sessions prior to their public release. We look forward to balancing those interests in a productive way to ensure this project's ultimate success.

## **ABOUT OUR TEAM | QUALIFICATIONS**

### **CGR**

A unique resource to the public sector, CGR is an independent non-profit organization that drives improvement in governments, businesses, nonprofits and the communities they serve through objective analysis, mission-critical data and strategic counsel. Founded in 1915 to serve the public interest, we have grown to become a leading organization in the development of efficiency improvement plans for local governments.

CGR is an industry leader in providing strategic analytical support for independent, objective evaluations of municipal efficiency, including internal reviews of individual governments *and* shared service and consolidation efforts spanning multiple communities. In the past seven years, CGR has completed *more than seventy* municipal-level efficiency and consolidation projects for local governments throughout the Northeast, in New Jersey, New York, Massachusetts and Ohio. Those analyses have covered the broad range of services and issues affecting local government today, including governance structures, fiscal impact, law enforcement, public safety, tax collection, assessment, human services, health, highways, public works and education.

### *Statement of Qualifications*

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CGR has extensive and unique experience in assessing and identifying alternative ways to organize local governments in order to provide the most effective and efficient municipal services. In recent years, we have conducted studies that have examined in detail every type of service provided by local governments, and have explored more cost-effective

service delivery through different combinations of shared services and consolidated or unified governments. This portfolio of work demonstrates our keen familiarity with municipal budgets; deep understanding of municipal administrative, public works and public safety services and needs; and unmatched reputation for working with local governments to analyze and achieve practical, substantive improvements in the ways they are structured and operate.

We have worked with the entire range of municipal combinations, from a small population located in a large rural area, to a mid-sized village / borough and township combination, to high-density urbanized areas. We encourage you to see the full complement of our work on municipal efficiency, governance and service delivery issues by visiting our website at <http://www.cgr.org>.

## Laberge Group

Laberge Group has provided engineering, architecture, surveying and planning services since 1964. Our diverse portfolio of successfully completed projects and community plans, coupled with an experienced core of project management and design staff, provides clients creative, integrated and distinctive solutions.

The firm has an excellent record for performing work on time, within budget and providing recommendations that are accepted and implemented by our clients. We have over forty years of extensive experience working with private clients and communities of all sizes. Offering a full range of engineering, architecture, surveying and planning services under one roof we can achieve project milestones efficiently and economically and with the reassurance it is the very best quality of services available.

Laberge Group's philosophy is a simple one: **The highest quality service for each client's requirements.** Implementation of this philosophy requires highly competent comprehensive professional services provided on a personal and individual plane. This requires that we establish and maintain relationships and communication with our clients. *We don't build projects; we build communities and organizations...one project at a time.* We do this by assisting our clients in determining and prioritizing their needs. We research available funding, matching priorities with the client's individual projects. This becomes an on-going process of matching available funding with desired projects and/or needs, building the individual projects, updating the plan, and implementing the projects.

This project, if awarded to us, will be accepted with the **pledge** that our total individual and collective knowledge, experience and judgment will be put to work for you, the Client. Our entire staff will be available to you.

No one person could (or should) handle all aspects of the project, as many different areas of expertise are required. We all will be actively involved in the assurance of quality services and the completion of all projects on time and within budget.

Laberge Group is known for technical excellence, the ability to respond to a client's needs, and dedication to project implementation. The staff understands that success comes from providing concise and attentive consulting in a fast-paced environment. *Laberge Group is committed to team building, enthusiastic service, project management and multi-disciplinary expertise.* Our intent is to provide you with the best service available to meet your goals and objectives.

## Coordinated Expertise

CGR and Laberge Group believe that our combined strengths and experience will be leveraged to provide the communities with an exceptional study result. CGR will serve as the lead organization on the project and will coordinate all activities related thereto. CGR's Project Director will serve as the primary point of contact for the project. Paul Bishop is a Senior Associate at CGR and an experienced public safety professional. He has experience leading projects both in evaluating law enforcement consolidation opportunities and local government efficiency.

## QUALIFICATIONS AND REFERENCES

### CGR's Relevant Experience

CGR has an established reputation for conducting reviews of local governments' public safety systems and developing practical, achievable recommendations for improving their overall operations and cost-effectiveness. We have worked with police and public safety departments to examine the feasibility of potential consolidation options; address growing demands for services; deal with regulations, standards and mandates requiring additional training and equipment; plan for long-term service needs; and respond to fiscal pressures to keep taxes as low as possible without compromising essential service quality.

Our recent work on law enforcement / public safety agency efficiency and operations includes the following.

### ***City of Jamestown (NY) and Chautauqua County***

An engagement for the City of Jamestown (NY) Police Department and Chautauqua County (NY) Sheriff's Office wherein CGR developed, assessed the fiscal / operational impacts of, and is currently facilitating negotiation of a shared service agreement for consolidation of the law

enforcement function within the County agency, including both administrative and patrol services. This spanned a combined sworn- and non-sworn staff of 300 full- and part-time employees, including 60 dedicated directly to road patrol activities in the City.

Reference: Joseph Gerace, County Sheriff (elected), Chautauqua County, New York, [jg@sheriff.us](mailto:jg@sheriff.us), (716) 753-4900

### ***Township and Borough of Princeton, NJ***

Serving as project manager from 2010-12 for the Township and Borough of Princeton (NJ) consolidation process, developing operational models for all municipal departments *including police*, and resulting in the identification of staffing efficiencies at both the managerial and patrol levels *while increasing service levels* within specialized functions such as the “safe neighborhoods” unit. This spanned a combined sworn- and non-sworn staff of 90 full- and part-time employees.

Reference: Robert Bruschi, Administrator, Princeton, New Jersey, [rbruschi@princetonnj.gov](mailto:rbruschi@princetonnj.gov), (609) 924-5176

### ***Rochester Police Department***

CGR completed two engagements for the City of Rochester (NY) Police Department. The focus of both was an in-depth analysis of existing services and recommendations for a restructured patrol division that yielded greater geographic and operational efficiency, and reduced overtime costs. This spanned a combined sworn- and non-sworn staff of 800.

Reference: George Markert, Chief of Police, New Smyrna Beach, Florida (formerly Executive Deputy Chief, City of Rochester Police Department), [gmarkert@cityofnysb.com](mailto:gmarkert@cityofnysb.com), (386) 424-2234

### ***Village of Watkins Glen, New York***

An engagement with the Village of Watkins Glen (NY) Police Department, examining options for reorganizing public safety services within the surrounding Schuyler County Sheriff's Office. This spanned a combined sworn- and non-sworn staff of 35 full- and part-time employees. The final report suggested several options for changes in service levels including consolidation of the two departments.

Reference: Thomas Struble, Chief of Police, Watkins Glen, New York, [watkinspd@watkinsglen.us](mailto:watkinspd@watkinsglen.us), (607) 535-7883

## ***Yates County and Village of Penn Yan, New York***

As part of examining alternatives for the Village of Penn Yan's police and court services, CGR identified options for consolidating (in full or in part) the Village of Penn Yan's Police Department with the Yates County Sheriff's Office. We identified significant savings for the Village and Village taxpayers through a consolidated law enforcement option. Following completion of our work, the Village opted to maintain its police department, but continue talks with the County on sharing investigator services. Discussions are on-going between the agencies.

Reference: Sheriff Ronald G. Spike, Yates County Sheriff's Office, Public Safety Building, 227 Main Street, Penn Yan, New York 14527. Phone: (315) 536-4438. Email: [spike@yatescounty.org](mailto:spike@yatescounty.org).

Reference: Sarah Purdy, Administrator, Yates County, 417 Liberty St. Penn Yan, New York 14527. Fax: (315) 536-5118. Email: [ycadministrator@yatescounty.org](mailto:ycadministrator@yatescounty.org).

## ***Laberge Group's Relevant Experience***

With a reputation as one of the most reliable and respected firms in the region, our diverse portfolio of completed projects, coupled with an experienced core of project management and design staff, provides clients with the resources to propose creative, integrated and distinctive solutions for today's environments. Our firm's experience in developing shared services and consolidation studies, including law enforcement, are highlighted by the project descriptions provided below.

## ***Town and Village of Chester, New York***

The Laberge Group reviewed the existing police protection services provided by each municipality and described potential areas where sharing manpower, facility space, or specific functions could result in positive outcomes for one or both of the municipalities. The study included a staffing analysis to determine the optimum number of officers that are necessary to perform police functions in a consolidated department using two methods, the International Association of Chiefs of Police (IACP) formula, and the Relief Factor. In addition, a detailed review of each police facility was conducted by a NYS Licensed Architect to determine facility condition, lifespan, capacity, safety, and expansion opportunities.

The results of the analysis provided the town and village with a number of options for restructuring police services. Fiscal comparisons and staffing models for alternative organizational structures were developed to illustrate potential future cost savings as well as enhanced services delivery. The final

analysis illustrated the fiscal impact of police consolidation in terms of the potential tax impact, and recommended that the town and village proceed with implementation steps to consolidate the two police departments.

Following the completion of the Police Consolidation Feasibility Study, the Town and Village of Chester jointly contracted with the Laberge Group to assist with the necessary implementation steps. The transitional steps for accomplishing the merger include the development of an organization chart that both parties agree upon; a detailed review and comparison of existing collective bargaining agreements; review of current benefit levels; pay equity review and recommendations regarding salary adjustments; mediation, and dispute resolution involved with employee transfer; public education and communication strategy to facilitate a smooth transition; a site selection process that will result in a preliminary design for a joint facility, and development of an Intermunicipal Agreement (IMA) that will clearly outline how the cost of police services will be fairly distributed among Town and Village tax payers.

Reference: Stefan Neuhaus, Town Supervisor, 1786 Kings Highway, Chester, NY 10918 (845) 742-3879, [sneuhaus@thetownofchester.org](mailto:sneuhaus@thetownofchester.org),

### ***Warren-Washington County Regional Emergency Services Training Center, Queensbury, New York***

This project involves the shared efforts of both Warren and Washington Counties. With a SMSI Grant of \$400,000 Laberge Group will design this multi-building emergency services training campus. This facility will consist of administration, maintenance and specialized training buildings and structures, an EVOC training course, and appropriate storage facilities for related equipment and props. Laberge Group has assisted both Counties in mutual site evaluations and recommendations to determine the most appropriate site for this joint-use campus. Approximately ten acres of area is required to provide the necessary buffer and safety zones for the training activities. This multi-phased project is expected to be funded through combined Warren/Washington County appropriations, an awarded SMSI grant, and additional appropriate grant programs. The current conceptual budget for the W-WCRES Training Center is estimated at \$4.8 million.

Reference: Brian LaFlure, Warren County Emergency Medical Services, 1340 State Route 9, Annex Building 11 Lake George, NY 12845 (518) 761-6537, [laflureb@co.warren.ny.us](mailto:laflureb@co.warren.ny.us)

## ***Shared Highway Services and Consolidation Study, Chemung County, New York***

The Laberge Group was retained by Chemung County to conduct a *Shared Highway Services Study* to assist the County in identifying options for consolidating and/or sharing highway services. The goal of the Study is to reduce operating costs and improve efficiency for fifteen local government entities including Chemung County, the City of Elmira, the Towns of Ashland, Baldwin, Big Flats, Catlin, Chemung, Erin, Elmira, Horseheads, Southport, Veteran and Van Etten and the Villages of Elmira Heights and Horseheads. A thorough inventory and analysis of each highway department was conducted, which included an examination of department organization, level of service provision, and annual operating figures. This analysis, coupled with information garnered from department head questionnaires and interviews, helped to identify potential opportunities for sharing or consolidating highway services. The Study resulted in the development of an innovative model for providing highway services in Chemung County, which incorporated aspects of functional consolidation of services among certain neighboring municipalities, centralization of specialized County highway services, and decentralization of certain highway services. Implementation of the Recommended Model will lead to widespread efficiencies across the County, optimally resulting in greater efficiency and financial savings for the municipalities and taxpayers.

Reference: Michael Krusen, Deputy County Executive,  
John H. Hazlett Building, 203 Lake Street, P.O. Box 588,  
Elmira, New York 14902, [mkrusen@co.chemung.us](mailto:mkrusen@co.chemung.us) (607)  
737-2031

## **PROJECT PLAN**

Building upon our extensive joint portfolio of shared services and consolidations studies, CGR and Laberge Group (Project Team) are prepared to provide the Townships of East Goshen, West Goshen and Westtown the latest, cutting edge perspective on options and implementation solutions. Our project plan will incorporate the elements defined in the Townships' RFP and complement them with expert project management and overall understanding of the sensitivity required in helping a community consider police department reorganization.

The Project Plan as described can be completed within the 90 days requested by the RFP. However, completion is dependent on data being provided on a timely basis and key personnel being available for interviews when requested.

## ***Task 1: Project Coordinaton Meetings***

Communication is an essential aspect in all community wide projects. The Project Team will work with an Advisory Committee composed of key leaders from the Townships and police departments to help shape the study and assist the Project Team in completing the study in a timely manner. Regular updates between the Project Team and Advisory Committee will keep both parties up to date with project progress.

**Activity 1.1 Advisory Committee Kick-off Meeting:** The Project Team will attend an initial “kick-off” meeting to discuss the project plan, and review the project goals, expectations, responsibilities and proposed timeline. In addition, the Project Team will work with the Committee at the kick-off meeting to identify stakeholders that will be engaged during the data collection process.

**Activity 1.2 Advisory Committee Coordination Meetings:** The Project Team will attend up to two (2) coordination meetings with the appointed Advisory Committee. The meetings will serve as work sessions and will provide the Advisory Committee with an opportunity to review draft documents, discuss questions and concerns, and provide input. Any additional meetings will be conducted using electronic formats.

**Activity 1.3 Public Meetings:** The Project Team will present the final report at a joint public meeting of the Board of Supervisors of the Townships to review project outcomes, and discuss recommendations and alternatives for police department restructuring or consolidation. The Project Team will also attend any additional public hearings that are requested by the Advisory Committee under an extended agreement to cover the additional costs.

**Activity 1.4 Study Website:** The Project Team will create a study specific website to aid in the distribution of documents and to keep the public informed of the progress of the study. The Advisory Committee will be asked to develop guidance related to which documents are posted publically and will have the responsibility of approving content prior to publication. The Project Team believes that a well-informed public is essential for the eventual success of the project. The website will also allow the public to share their opinions related to the project with the Project Team and Advisory Committee.

## ***Task 2: Baseline Data Collection and Assessment***

Following the kickoff meeting, the Project Team will conduct a baseline review of the existing operations and administration of the West Goshen and WEGO Police Departments through interviews and gathering documentation. The interviews and data requests will seek to gain quantitative and qualitative information documenting “what exists” for

police services in the three Townships. Some of the necessary data has already been shared by the departments and this will aid in expediting the report process. At the end of this stage, the Project Team will create and share a *Baseline Report* that describes the existing state of law enforcement in the community. This report will serve as the basis for developing the consolidation options.

**Activity 2.1 Personnel Interviews:** The Project Team will conduct key personnel interviews to effectively evaluate current police department operations in the West Goshen Police Department and the Westtown East Goshen Regional Police Department (WEGO). One-on-one interviews will help clarify any potential questions about duties and specialized skills of individuals, current operations, organization, workload, levels of service, salaries, and eligible retirements. The Project Team anticipates conducting the interviews over two visits to the community. Follow up interviews will be conducted remotely.

**Activity 2.2 Staffing Analysis and Personnel Costs:** A summary of the existing conditions will be developed in order to illustrate the current staffing levels, department costs, chain of command, deployment, scheduling and costs for the West Goshen Police Department and the Westtown East Goshen Regional Police Department (WEGO). In order to complete this task, department heads will be asked to provide detailed information on individual work status (full time/ part time), salary or hourly wage, years of service, benefits, seniority, duties, special skills and/or assignments, and scheduling methods based on local polices, and/or collective bargaining agreements. Organizational charts and a written description summarizing the workforce will be prepared. This baseline data will be augmented as necessary with feedback obtained from on-site interviews with appropriate police supervisors and staff as described in Activity 2.1. The results of this analysis will include a proposed organizational chart for a combined department based on current level of service for the patrol, traffic and detective functions (CLS), and a detailed description of the personnel costs including projected impacts as outlined in the RFP including salary, insurance benefits, leaves, pension, post-retirement medical and miscellaneous issues.

**Activity 2.3 Patrol Post Analysis:** The Project Team will apply the International Association of Chiefs of Police (IACP) formula, to estimate the optimum number of patrol officers that are necessary to perform police functions for the combined department. The IACP formula will be used to develop staffing models by estimating the number of patrol posts necessary to staff a police force based on known variables such as the number of calls for service in a given period of time, and the average length of time that each officer is available for duty on a yearly basis (including regular days off, vacations, sick leave, personal leave, holidays

and other factors). The result of this analysis will be a proposed organizational chart for a combined department based on IACP standards.

**Activity 2.4 Operational Analysis:** The Operational Analysis will include a review of the department's vehicles, equipment, weapons, communications, records management, uniforms, school resource officer programs, information technology and holding cell utilization. The analysis will be conducted with the perspective of identifying areas of concordance and potential areas of friction should a merger proceed. It is important to note that some areas are easily quantified (vehicle operations) but other must include a qualitative perspective (benefits of self-dispatching). As much as possible, cost estimates will be provided for each area of analysis, however other qualitative factors will also be included to provide perspective to decision makers. Specific plans and costs will be created in the areas specified in the RFP such as weapons, uniforms, and vehicles.

**Activity 2.5 Inventory and Disposition of Facilities:** The Project Team shall inventory the existing West Goshen and East Goshen/Westtown Police facilities. The inventory shall include square footage and use thereof, lockers, parking, and any other related Police Department features. It is assumed that current plans of each facility will be made available prior to visiting the site in order to allow a more thorough review and inventory. The inventory shall be presented in outline form with side by side comparison.

The Project Team shall prepare space programming for the following alternatives: combined forces at West Goshen, combined forces at East Goshen/Westtown and continued use of both facilities. The space programming shall be prepared in tabular format with written explanation as required. It is expected that these alternatives will be refined in the early stages of the project and may be adjusted somewhat to suit the client's needs.

Based upon the space programming developed above, the Project Team shall prepare an opinion of cost for improvements for each alternative. The cost opinions will be preliminary in nature and intended to help identify the relative cost differences between the alternatives. The Project Team will develop recommendations for the disposition and utilization of the facilities based upon the selected alternative.

**Optional Facilities Task:** If desired by the committee, concept site and floor plans of each of the facilities can be provided to assist the committee in determining the best alternative to select. It is assumed that basic site plans and floor plans will be available for the Project Team's use in providing this service. (\$4,000 per alternative)

### ***Task 3: Developing and Presenting Options***

Organizational change is always a challenge and changes involving law enforcement organizations can be especially challenging as the organizations are full of tradition and provide an essential service to the community. Additionally, any adjustment to the delivery of police services will be highly visible to the community. Any significant changes to organizational structures or operational behaviors will require support from all levels of the impacted organizations and the citizens that are served. The objective of this phase is to identify the costs and benefits that a departmental merger might have on the three Townships. If there are appropriate options that are short of full consolidation they will be discussed as potential alternatives.

The *Final Report* will be presented to a joint public meeting of the three Boards of Supervisors of the Townships and would be published on the study website for public comment and review. If required, CGR would present the findings to the community at a public meeting as specified in Activity 1.3.

**Activity 3.1 Cost Allocation Model:** The Project Team will develop models to project the cost of police service for the different communities. The models will include the status quo, a merged current level of service (CLS) model, and an IACP recommended model. The cost structures will include a flat fee per township and PPU assignment method. A projection for future costs will also be developed based on changes that are suggested in the options. Benefits and drawbacks will be described in both quantitative and qualitative terms. We will also perform a search to identify grants that might be used to assist the departments to merge or consolidate.

**Activity 3.2 Final Report:** The *Final Report* will include the information gathered in the *Baseline Report* and will build on it by providing options for the Study Committee to consider. The Final Report will describe benefits and drawbacks for the different options that are identified. Qualitative and quantitative support for each of the options will be provided to inform the decisions that will need to be made related to the future of law enforcement in the Townships.

## **PROJECT COST**

The cost proposal for the project including all overhead, other expenses and one public presentation is \$97,000.

If the Project Team is requested for additional public meetings, they will cost \$3,000.

If concept site and floor plan drawings are requested for the facilities options, they can be created at a cost of \$4,000 per alternative.

CGR and Laberge group reserve the right to increase the cost should the scope of the project change and/or additional elements be added by the Townships or their designated committee that were not part of the original RFP and/or could not be anticipated as part of this proposal process.

## PROPOSED STAFFING

Biographical resumes for each of the key personnel are provided below.

### ***Paul Bishop, M.P.A., Project Director***

*Senior Associate – Government Management / Public Safety*

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Paul Bishop is a Senior Associate at the Center for Governmental Research (CGR). He is a public policy researcher with a passion for addressing public safety issues. He brings his experience of emergency response, system coordination and thorough analysis to each CGR project on which he works. He also brings the perspective of being a supervisor, educator and care provider to each aspect of analysis.

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***Most recently in the area of public safety, Mr. Bishop is the Project Manager for the law enforcement consolidation study a plan that CGR completed for the Village of Watkins Glen. He served as the Lead Associate for the public safety impact study for the proposed STAMP high technology industrial development in Alabama, NY. He conducted the analysis of public safety services for a four municipality shared services study in Cuyahoga County, OH.***

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His recent projects at CGR include acting as the lead associate on the Hoosick Falls NY Dissolution/Shared Services Study, leading the review of police service in Hopewell, NJ as part of a government efficiency study, and assisting in the analysis of the potential merger of the Oswego and Onondaga-Cortland-Madison BOCES School Library Systems.

Prior to joining CGR in 2012, Mr. Bishop was the Manager of Emergency Medical Services (EMS) Education at the Public Safety Training Center at Monroe Community College for 10 years. His work focused on all aspects of education for EMS including initial certification for emergency medical technicians (EMTs) and paramedics, as well as leadership development.

His expertise includes program assessment, strategic planning and accreditation. He has had extensive involvement and leadership roles with regional and state EMS organizations. During his tenure at Monroe

Community College, he worked collaboratively with many members of law enforcement and the fire service. He was called upon to instruct for their disciplines, including on topics related to organizational leadership, personal development, and medical care. He also served for 7 years as a member of the Monroe County Local Emergency Planning Committee and was a founding member of the Western New York Emergency Management Assistance Team.

Mr. Bishop is currently an adjunct faculty member at Monroe Community College, and a paramedic for a Rochester NY area EMS organization. Earlier in his career, he was involved in providing EMS care for patients and also supervised EMS providers in an urban setting. He earned his B.A. in Political Science from the University of Rochester and Master of Public Administration from SUNY-Brockport.

***Scott Sittig, M.P.P., Project Staff***  
*Associate Director – Government Management*

Scott Sittig is a Senior Associate at the Center for Governmental Research (CGR). He is a certified Black Belt in Lean Six Sigma and his consulting and research focus on government management efficiency and shared services/consolidation. He also engages projects on the topics of economic analysis, public finance, human services, and education. In 2010, his work as project manager on a two- part, two-year study for the community of Seneca Falls, NY was recognized with a national award from the Governmental Research Association. The national group awarded its Outstanding Policy Achievement Award to CGR for examining ways to reduce the cost of government to stimulate economic growth in the community, and subsequently for helping develop a dissolution plan for the village.

***Most recently in the area of public safety, Mr. Sittig has managed CGR's Massachusetts PSAP consolidation analysis for the Blackstone Valley towns of Douglas, Upton, Uxbridge, Sutton and Northbridge. He is also project manager for the law enforcement consolidation study CGR is completing for Chautauqua County and the City of Jamestown, NY. In 2011, he directed CGR's assessment of shared service / consolidation opportunities for the Monroe County fire districts of Hamlin, Morton and Walker.***

An expert on local government service and structural reorganization, Mr. Sittig's other recent project work includes the following: Creation of a new city charter for the City and Town of Batavia, NY; analysis of shared service opportunities for the Village of East Syracuse and Town of DeWitt, NY; assessment of shared service / consolidation opportunities for highway services in Schoharie County, NY; dissolution / reorganization studies for the Villages of Perrysburg, North Collins and Speculator, NY;

examination of consolidation options and fiscal / operational impacts for the Village of Dansville and Town of North Dansville, NY; and consolidation studies for Princeton, New Jersey and Chester, New Jersey, both of which involved public safety elements.

Mr. Sittig holds a B.S. (Summa Cum Laude) in Business Administration and Sociology from Roberts Wesleyan College and a Master of Public Policy from the University of Chicago.

Mr. Sittig rejoined CGR in June of 2011 after spending five months serving as a Principal Management Analyst for the Rochester City School District. In that role he facilitated the district's rollout of their new funding model known as Equitable Student Funding. Prior to that, he had been with CGR since 2007. Previous to CGR, Mr. Sittig served as a church executive pastor, where he focused on strategic change. He also served as an executive director for a group of physicians serving the underserved, where he helped guide a strategic planning process that led to creation of a state-licensed medical and diagnostic treatment center. Other career experiences include serving as a consultant to a major social service organization and as vice president of finance and operations for a Chicago-based mission, where he helped facilitate the organization's expansion to another state and overseas.

***Dr. Joseph Stefko, Senior Project Consultant***  
*President and Chief Executive Officer*

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Dr. Joseph Stefko is the 10th President and Chief Executive Officer of CGR, the Rochester NY-headquartered consulting research organization founded by George Eastman in 1915. A Buffalo, NY native, Dr. Stefko was named CGR's Director of Public Finance in 2008 and Vice President in February 2012. In those capacities, he directed the organization's public finance and government restructuring engagements, working on issues related to consolidation, budgeting, municipal fiscal distress, service delivery and government management. His project work has spanned counties, cities, towns, villages and school districts in New York, New Jersey, Ohio and Massachusetts. Notably, he directed CGR's landmark 2010-11 municipal consolidation engagement for the Township and Borough of Princeton NJ, which resulted in voter approval of that state's largest local government merger in 60 years and, significantly, the first under the state's Local Option Municipal Consolidation law.

***Most recently in the area of public safety, Dr. Stefko directed CGR's multi-year examination of the emergency ambulance and medical system in North Hempstead, New York; CGR's ongoing analysis of police consolidation options for what would be a first-of-its-kind merger between the City of Jamestown and Chautauqua County, New York; CGR's ongoing study of public safety service demands related to***

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*industrial park development in Upstate New York; and CGR's work with the City of Yonkers, New York to benchmark resource allocation in its police and fire departments.*

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Dr. Stefko serves on the Government Accounting Standards Advisory Council, the national body that assists the Government Accounting Standards Board (GASB) in the standard-setting process for financial reporting by public sector entities nationwide. He is appointed to that position by the member organizations of the national Governmental Research Association.

Dr. Stefko rejoined CGR in 2008 after spending nearly 5 years on senior staff to the Buffalo Fiscal Stability Authority (BFSA), the NYS financial control board responsible for monitoring the fiscal condition of the City of Buffalo, the Buffalo Public Schools and other critical city agencies, including the Buffalo Urban Renewal Agency and Buffalo Municipal Housing Authority. He served as Principal Analyst and Deputy Director of BFSA before being named Acting Executive Director in 2007. Under the control board's guidance, the City generated more than \$230 million in budgetary savings, experienced a 4-fold increase in fund balance reserves and earned multiple credit rating upgrades from Wall Street.

Dr. Stefko worked at CGR twice earlier in his career, from 1998-00 as a Research Associate and from 2002-03 as a Senior Associate. He was recognized by Buffalo Business First as a "40 Under Forty" rising leader award winner in 2005.

He holds B.A. (Phi Beta Kappa, Magna Cum Laude), M.A. and Ph.D. degrees in Political Science from the University at Buffalo, State University of New York, with doctoral concentrations in public policy and subnational / local government. Dr. Stefko has served as an adjunct faculty member in the Department of Public Administration at the State University of New York College at Brockport, as well as the Departments of Political Science and Urban and Regional Planning at the University at Buffalo.

***Peter Brunett, CGR Subconsultant Weapons and Police Operations***

*Program Coordinator for Law Enforcement In-Service at MCC and Retired Commander Rochester Police Department*

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Peter Brunett currently is a Program Coordinator and Instructor for the Public Safety Training Center at Monroe Community College in Rochester, NY. Mr. Brunett retired as a Police Commander from RPD with 25 years of law enforcement experience. He will be serving as an independent contractor to CGR to assist with the analysis and development of options related to the public safety areas of the study.

Prior to joining Monroe Community College as a staff member, Mr. Brunett served in the Rochester Police Department (RPD) for 23 years. He joined the department in 1984 as an officer before working as a member of an emergency task force from 1989-1999 and joining the chief's staff as a captain in 1999. As a confidential aide to the chief, he conducted research and evaluation for RPD, handled all aspects of the police budget, and served as a labor relations specialist. He had a key role in the conduct and implementation of the CGR's study the consolidated the sections from seven to two. From 2006-2007, Mr. Brunett was the Police Commander of RPD's East Division.

During his tenure with RPD, Mr. Brunett served on a number of committee and task force initiative. He was the RPD Director of the Reorganization study with CGR. Most recently, he served as a training specialist, was involved in labor relations as a Wasserman Committee member, worked on the Duct Tape Robberies and Emergency Task Forces, and assisted in the development of strategic operational plans.

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*Most recently at CGR, Mr. Brunett has assisted with the law enforcement analysis for a merger/shared services evaluation for four suburban Cleveland municipalities. He has developed numerous training plans for agencies with experience in weapons transitions.*

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Mr. Brunett holds B.A. and M.S. degrees from the State University College at Buffalo in Criminal Justice (1986 and 1980, respectively), and an A.A.S degree from Monroe Community College (Police Science/Criminal Justice, 1978). He also attended the FBI National Academy in Quantico, VA (2002). Mr. Brunett's instructor certifications include: DCJS (Master Instructor, Defense Tactics Instructor, General Topics Instructor, Advanced Reality Based Training, Physical Fitness, Aerosol Restraint), Fitness Specialist, SPEAR instructor, Pressure Point Control Tactics Instructor, Crossfit-level one instructor.

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*Benjamin H. Syden, A.I.C.P., E.D.P., Project Staff*  
*Laberge Group - Director in Charge*

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Mr. Syden has an extensive 20 year background with New York State municipalities in the areas of government efficiency, local government consolidation, program management, economic and community development, project financing, grant writing and management. Having served as a legislative staff member in both the NYS Assembly and Senate, as a Budget/Policy Analyst and Economic Development Specialist for Albany County, and as a municipal consultant to governments, Mr. Syden has earned a reputation as an expert in municipal planning and government management.

Mr. Syden is a frequent facilitator, author, and guest speaker on the topic of government efficiency and shared services, and brings a unique twist on the concept of a “*government do-over day*” for local government. Mr. Syden has led the development of over 120 community plans, has assisted in the securing of over \$125 million in funding for municipal projects, and is the Project Director for all of the firm’s shared services projects.

***Stephanie L. Siciliano, A.I.C.P., Project Staff***  
*Laberge Group - Senior Planner*

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As a Senior Planner with Laberge Group for over eleven years, Ms. Siciliano brings knowledge and experience in developing and managing a wide range of shared municipal services studies, including the Town and Village of Chester Police Consolidation Feasibility Study, the Town and Village of Chester General Shared Services Study, the Chemung County Shared Highway Services Study, the Albany County Shared Highway Services Study, the St Lawrence County Court Consolidation Feasibility Study, and the Shared Highway Services Study for the towns of Deposit and Sanford, and the Village of Deposit. Ms. Siciliano understands the many challenges associated with sharing, consolidating and/or dissolving municipal services. Ms. Siciliano will assist with the analysis of existing staffing, including collecting, compiling, and organizing detailed uniformed personnel information from each police department, performing a patrol post analysis with the formula provided by the International Association of Chiefs of Police (IACP), determining recommended staffing levels, developing organizational chart for each Township and determine their impact on future police staffing. In addition, she will assist with meeting facilitation, on-site interviews, research and preparation of draft reports. Her background in planning work for local, county and state government and excellent skills in project coordination and public outreach strategies, make her a valuable addition to our team.

***James C. Clarke, AIA, Project Staff***  
*Laberge Group - Managing Architect*

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Mr. Clarke is a Registered Professional Architect in New York and Alaska, with nearly thirty years of professional experience. Mr. Clarke’s experience includes planning, design and management of municipal, public safety, commercial, industrial, recreational, housing and health care clients. This experience encompasses over two million square feet of design of new and renovated office, and residential space for municipal, private and corporate clients.

Mr. Clarke provides will provide space programming and design services on this project.

January 7, 2014

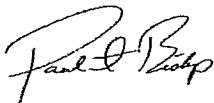
Mr. Rick Smith, Township Manager  
1580 Paoli Pike  
West Chester, PA 19380

Dear Mr. Smith:

CGR and the Laberge Group appreciate the opportunity to provide clarification and additional information related to our proposal that was submitted on November 26, 2013, related to the study to identify the costs and issues related to the merging of the West Goshen Police Department and the Westtown East Goshen Regional Police Department (WEGO).

We have included a written response that provides additional information in the areas that your committee identified in the review process as needing additional information. We look forward to answering any additional questions that you may have during the interview next week. If there are any specific questions that you have for us before that meeting, please give me a call at 585-327-7068 or send an e-mail to [pbishop@cgr.org](mailto:pbishop@cgr.org).

Sincerely,



Paul A. Bishop  
Senior Associate

# **Merger Evaluation for West Goshen and Westtown-East Goshen Regional Police Departments**

## **Supplemental Information**

**January, 2014**

Prepared for:  
**East Goshen, West Goshen and Westtown**

Prepared by:  
Scott Sittig  
Paul Bishop  
Project Co-Directors

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## INTRODUCTION

We appreciate the opportunity to expand on the information that was included in our proposal related to the specific tasks that were identified in the RFP. In this supplement, we describe the methods we will use to conduct the portions of the study for which you had questions. It is likely that our methods will be adjusted based on the information available and the feedback of the study committee, but our responses are based upon what we know at this time.

## PROJECT STAFFING

Paul Bishop will be leading the entire project, including the areas related to police staffing, operations and record management.

Scott Sittig will be leading the analysis of the personnel costs including salary, pension plans and benefits. He will assist with all aspects of the project.

Joe Stefko will assist with financial projections, process management and will serve as a senior advisor to the project and

Peter Brunett will primarily be engaged in the analysis of the weapons and will assist in the review of police operations.

The LaBerge Group will issues related to facilities and will also provide assistance related to police staffing.

## METHOD CLARIFICATION

As a preface to the detailed description of methods that follows, the study team will use face to face interviews, extensive data collection from hard copies and electronic files (when available) and follow up phone interviews to gather the information necessary to conduct the study. Our initial presentation of study methods was based on our interpretation that the study committee was seeking only a concise description of our ability to meet the study requirements and not the more thorough description of methods presented herein. Unless specified in the text below, we envision that these tasks will be completed as part of Task 2: Baseline Data Collection and Assessment. At all stages of the study, CGR will work through department employees and the study team to gather the necessary information.

## Staffing

- Determine attrition rate of each Department
  - CGR will review employment records for last ten years (hire and separation dates) and current hire dates to determine the current attrition rate for both departments. Using the provided data, CGR will estimate the ongoing attrition rate.
- Determine attrition rate of combined Department
  - CGR will take the data from the individual departments and will make projections for a combined department taking into account the mixture of current officers and the anticipated future needs of the department.
- Determine how long it will take to reach the staffing levels recommended by IACP and CLS.
  - Using the calculated attrition rate of the combined department, CGR will estimate the time horizon at which the staffing level will reach the threshold suggested by the IACP and CLS staffing models.
- Review the approved, proposed and projected subdivision and land development plans for each Township and determine their impact on staffing
  - CGR is well versed in developing fiscal impact models for communities based upon proposed land development projections. We have conducted numerous similar studies and will apply our methodology from those studies to this analysis. A significant component of a fiscal impact model is the projection of future municipal budget costs (e.g. changes in staff and equipment), largely driven by changes in service provision resulting from the land use developments. While not completing a full fiscal impact model, there will be significant elements of the modeling that will be incorporated into our analysis.
  - Significant to this review will be analysis of approved, proposed and projected subdivision and land development plans for each Township to evaluate their impact on population, commerce, traffic, and police activity. The time horizon in addition to the nature of the developments (e.g. Residential vs. Commercial), combined with the location in the context of current activity and call volume will be taken into consideration. This review will inform an estimation of impact on police staffing in the near future. CGR will interview municipal planning officials and request maps and other planning documents to fully inform this portion of the project.

## Personnel Costs - Salary

- Determine salary costs using the WEGO labor contract as the standard
  - CGR will develop a matrix using employee hire dates and other salary factors to describe the current pay structure. CGR will use the hours worked by officers for the last two full fiscal years to determine the base level of work in the departments. This figure will be used to determine the salary costs for the department if all employees were working for WEGO.
- Determine salary costs using West Goshen (WG) labor contract as the standard
  - CGR will develop a matrix using employee hire dates and all related salary factors to describe the current pay structure. CGR will use the hours worked by officers for the last two full fiscal years to determine the base level of work in the departments. This figure will be used to determine the salary costs for the department if all employees were working for WG.
- Determine salary costs using best case for officers
  - Using data from employee records and labor contracts, CGR will describe several salary scenarios for officers including the potential best (highest) case for the officers. This will be based on the average hours worked and current seniority. We will assume that a best case scenario is likely associated with the highest pay and benefits structure from the existing pay scales in the current contracts.
- Determine salary costs using worst case for officers
  - Using data from employee records and labor contracts, CGR will describe several salary scenarios for officers including the potential worst (lowest) case for the officers. This will be based on the average hours worked and current seniority. We will assume that the worst case scenario will be related to the lowest pay and benefits structure from the existing pay scales of the current contracts.
- Identify possible savings in overtime as a result of having a larger pool of officers.
  - CGR will evaluate a sample of recent overtime requests (e.g. last six months) to determine causes for overtime in both departments. The requests will be categorized based on shift occurrence, total time, and the nature of the request and will be evaluated to see if a larger pool of officers might have decreased the use of overtime.

## Personnel Costs - Insurance Benefits

- Determine insurance benefit costs using WEGO as the standard
  - Using the rates for insurance benefit costs for last three years, CGR will determine the current benefit costs for a new department using WEGO as the standard. CGR will develop a projection (based on a trend from the last three years) of a future health rate and total cost.
- Determine insurance benefit using WG as the standard
  - Using the rates for insurance benefits costs for last three years, CGR will determine the current benefit costs for a new department using WG as the standard. CGR will develop a projection (based on a trend from the last three years) of a future health rate and total cost.
- Determine insurance benefit using best case for officers
  - CGR will develop a matrix for each insurance product that identifies the plan designs and evaluates those with the highest and lowest levels of service. (In the area of insurance products, “best” is often subjective as a single officer with no family might not want to pay for a coverage that primarily benefits a married officer with a family. A series of assumptions will be described using the current demographics of the departments.) The plan designs will be overlaid with the cost projections identified in the previous sections to evaluate a best case scenario for the officers.
- Determine insurance benefit using worst case for officers
  - In conjunction with the best case scenario analysis, a similar conclusion will be drawn for the worst case scenario for the officers based upon current products, current plan designs, anticipated changes to plans, anticipated costs and demographics of a combined department.

## Personnel Costs - Leaves (vacation, sick, personal)

- Determine leave costs using WEGO as the standard
  - Using the current WEGO contract for leave accrual rates, the current leave banks of both departments and the last three years of leave usage of both departments, CGR will calculate the annual costs for leaves for a single department. CGR will also estimate the liability for unused leaves.

- Determine leave costs using WG as the standard
  - Using the current WG contract for leave accrual rates, the current leave banks of both departments and the last three years of leave usage of both departments, CGR will calculate the annual costs for leaves for a single department. CGR will also estimate the liability for unused leaves.
- Determine leave costs using best case for officers
  - Based on the information above, a matrix will be developed to identify the best case benefit for the officers based on transitioning to one of the current contracts.
- Determine leave costs using worst case for officers
  - Based on the information above, a matrix will be developed to identify the worst case benefit for the officers based on transitioning to one of the current contracts.

## **Personnel Costs - Longevity, Uniforms, Cleaning, Education (Miscellaneous)**

- Determine miscellaneous costs using WEGO as the standard
  - Using the last year's expense from both departments to create a description of current costs, CGR will estimate the costs for a unified department using WEGO's current benefits. The contracts will be the basis for the unit costs.
- Determine miscellaneous costs using WG as the standard
  - Using the last year's expense from both departments to create a description of current costs, CGR will estimate the costs for a unified department using WG's current benefits.
- Determine miscellaneous costs using best case for officers
  - Using the information from above, CGR will identify the circumstances which would most benefit the officers using the most generous contract.
- Determine miscellaneous costs using worst case for officers
  - Using the information from above, CGR will identify the circumstances which would most benefit the officers using the least generous contract.

## Personnel - Pension

- Determine funding levels of each Department's pension plan.
  - CGR would review the ten most recently completed independent audits and financial analysis of both pension plans to assess current funding levels and chart any trend in underfunding of either plan that may be evidenced by recent changes in funding levels.
- 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.
    - CGR would evaluate the cost differential between the WEGO and WG plans based on current employer costs, the historic attrition rate in WG (*i.e.* calculating the differential created when an attritting WG plan participant is replaced by a new WEGO plan participant), and an estimate of the average time of service with the department for WEGO plan participants (*i.e.* to determine benefit eligibility levels). We interpret this option to mean that current WEGO plan participants would remain so, and current WG plan participants would remain so; only new officers would enter the WEGO plan. CGR's timeframe for this analysis would extend into the future until, based on historic lifespan data for the department, it can be reasonably assumed that no WG plan participants remain.
- Merge pension plans and utilize WEGO plan as the standard (no change in pension benefits for retired officers)
  - CGR would evaluate the cost differential in two ways:
    - ♦ First, the impact of shifting WG plan participants into the WEGO plan, accounting for existing differences in employer costs, the historic attrition rate, and an estimate of the average time of service with the department for WEGO plan participants (*i.e.* to determine benefit eligibility levels); and
    - ♦ Second, the cost differential of adding future hires to the WEGO plan (as opposed to the WG plan), based on current employer costs.
- Merge pension plans and utilize WG plan as the standard (no change in pension benefits for retired officers)
  - CGR would evaluate the cost differential in two ways:
    - ♦ First, the impact of shifting WEGO plan participants into the WG plan, accounting for existing differences in employer costs, the historic attrition rate, and an estimate of the average time of service with the department for WG plan participants (*i.e.* to determine benefit eligibility levels); and

- ♦ Second, the cost differential of adding future hires to the WG plan (as opposed to the WEGO plan), based on current employer costs.
- Freeze pension benefits for WG officers and have them roll over into WEGO plan, with no loss of vesting.
  - Based on the number of current WG officers, CGR would evaluate the employer cost differential between WEGO and WG plans, determine the historic attrition rate, estimate the employee life span, estimate the average time of service with the department and potential benefits for the officers under the WEGO plan. CGR would project the difference in costs and benefits between the WG and WEGO plans.
- Freeze pension benefits for WEGO officers and have them roll over into WG plan, with no loss of vesting.
  - Based on the number of current WG officers, CGR would evaluate the employer cost differential between WEGO and WG plans, determine the historic attrition rate, estimate the employee life span, and estimate the average time of service with the department and potential benefits for the officers under the WEGO plan. CGR would project the difference in costs and benefits between the WG and WEGO plans.
- Determine legal and actuarial costs for each option above.
  - Our assumption is that the client seeks here an estimate of legal and actuarial costs that would be related to the *transition* to the different retirement benefit options outlined above (as opposed to a full actuarial and/or legal analysis). We intend to provide this estimate based on our experience working through service/municipal consolidation processes with other communities, as well as brief interviews with a sample group of actuarial and law firms who may be positioned to provide these services to the community.

## Personnel - Post-Retirement Medical (PRM)

- Determine how each department is funding PRM
  - CGR will review financial records, including the last five annual audits to understand the post-retirement medical benefits as liabilities to both municipalities. Funding of PRM will be evaluated based upon current budgets and a review with local financial officials of the obligations of retirees to contribute (or not) to their medical benefits.
- Determine funding levels of each Department's PRM plan.
  - The last five years of annual audits will be reviewed to determine if OPEB liabilities have been recorded. To the extent that these liabilities

have been recorded, these will be compared with budgetary revenue projections to determine the adequacy of funding for each PRM. If the liabilities have not been recorded, a more detailed analysis will be done. This will include reviewing medical plan costs (including retiree obligations), number of retirees, plan types (single, family, etc.) and estimates of life expectancy. Once estimates are achieved, the total will be evaluated against the projected revenue to determine the adequacy of funding levels.

- Determine options and costs for PRM plans
  - In conjunction with the above, CGR will review current labor agreements, the obligations to current retirees, enrollments and other relevant documents (budgets, plan designs, etc.) to determine the current options and costs for PRM plans.
- Continue to have two PRM plans. New officers go into WEGO plan.
  - Project the future annual costs for a combined department based on historical data and recent trends of maintaining two PRM plans and having new retirees enroll in the WEGO plan. The projections would include a range of values based on assumptions related to inflation of health costs.
- Merge PRM plans and utilize WEGO plan as the standard (no change in benefits for retired officers)
  - Project the future annual costs for a combined department based on historical data and recent trends of a single PRM plan based on the WEGO plan. The projections would include a range of values based on assumptions related to inflation of health costs.
- Merge PRM plans and utilize WG plan as the standard (no change in benefits for retired officers)
  - Project the future annual costs for a combined department based on historical data and recent trends of a single PRM plan based on the WG plan. The projections would include a range of values based on assumptions related to inflation of health costs.
- Determine legal and actuarial costs for each option.
  - Our assumption is that the client seeks here an estimate of legal and actuarial costs that would be related to the *transition* to the different post-retirement medical benefit options outlined above (as opposed to a full actuarial and/or legal analysis). We intend to provide this estimate based on our experience working through service/municipal consolidation processes with other communities, as well as brief

interviews with a sample group of actuarial and law firms who may be positioned to provide these services to the community.

## Personnel Costs – Overall

- 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.
  - We interpret employee life cycle costs to be the total cost of an employee from hire date to separation of employment plus post retirement benefits. The current employee life cycle cost would be calculated using the salary and benefits from the current WEGO contract across the average time of employment. The salary and benefits costs would be increased annually using constant growth factors. The total cost for the department would be calculated using the current mix of employee seniority and rank for the current level of staffing.
- 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.
  - This would be a second step of the analysis described above and would use the projected staffing levels from the IACP and CLS analysis to project the department size. The life cycle costs for the department would be projected using the previously calculated employee life cycle costs for the projected demographics.

## Vehicles and Equipment

- Determine the starting staffing level of vehicles and equipment for the combined department
  - Using an inventory provided by the departments and expanded upon during on site interviews, CGR will catalog the vehicles and equipment owned by the two departments to determine the initial level of equipment that is owned by the two departments. CGR will also document the current deployment methods (e.g. number of people in a vehicle, age of vehicles deployed) to establish a baseline for vehicles and equipment.
- Determine recommended level of vehicles and equipment for a combined department under IACP and CLS staffing.

- Using a combination of ratios, equipment utilization, and department prioritization, CGR will describe the levels of vehicles and equipment that will be necessary for a new department to perform their tasks.
- Determine the value of the excess equipment. (The assumption being that it could be sold)
  - A list of excess equipment will be developed and estimated value will be identified for large equipment items. CGR will estimate market values of used and / or excess vehicles and equipment and also whether there is a market for resale of the various items.
- Review vehicle maintenance and repair records and identify pros and cons of doing work in house and contracting out.
  - Vehicle maintenance records will be reviewed for the last three years and expenditures will be reviewed for the work performed. Estimated cost for comparable work will be identified using a flat rate guide and prevailing labor rates in the area. Other measures such as vehicle time down and preventative maintenance schedules will be reviewed.
- Determine the cost to re-decal vehicles.
  - A minimum of two estimates from reputable vendors will be obtained for both the materials and labor necessary to re-decal the department's 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.
- CGR will work with the departments through interviews to define the features of a "top of the line" weapon and then will work to obtain quotes from reputable vendors for the weapon and necessary accessories. A training regimen for crossover to the new weapon will be outlined and costs will be estimated based on the student, instructor, range and materials costs.

## Facilities

- Inventory current facilities (square footage, number of lockers, parking spaces, etc.)
  - The inventory shall include square footage and use thereof, lockers, parking, and any other related Police Department features. It is assumed that current plans of each facility will be made available prior to visiting the site in order to allow a more thorough review and inventory. The inventory shall be presented in outline form with side by side comparison. In addition to the physical dimension and utilization of the various areas, an inventory of staffing and equipment expected to be retained and the associated space requirement shall be inventoried for use in the Space Plan to be developed.
- Determine debt service costs for both facilities.
  - Debt service costs for facilities will be based upon the anticipated cost of the required improvements at each facility as well as for the new or expanded alternative. A range of annual debt service costs shall be presented based upon the current municipal bond market. It is contemplated that 15, 20 and 30 year amortizations will be presented.
- Determine operating costs of both facilities.
  - Operating cost for the proposed facilities will be based upon projected utility use (electric/gas/water/sewer/phone/Data /etc), routine maintenance expenses for upkeep of the facility, cleaning and other janitorial services, insurance requirements, property tax (if applicable) and replacement reserve allowances.
- Determine what is required for facilities based on the IACP and the CLS standards.
  - The IACP and CLS standards will define the required staffing of the department. Once established, the facility requirements will be based upon the various staffing components and size. As with any facility, it is important to keep an eye toward the future so any facility plan should contain room for expansion. The IACP Police Facility Planning Guidelines Space Needs Analysis Checklist shall be utilized when creating a space plan. This checklist covers space needs for Administration, Common Facilities, Communications/Dispatch, Crime laboratory, Evidence, Investigation, Patrol, Records, traffic, Training and Other General and Specialty Areas.
- Determine a recommended course of action for the disposition and utilization of the facilities.

- Depending upon the preferred alternative selected, a recommended course of action for the disposition and utilization of facilities will be prepared for consideration. Some factors that may affect the decision of the community include potential reuse of facilities for other municipal purposes, potential of ownership retention and leasing of the facility to other organizations, commercial and non profit or outright sale of facilities no longer required.

## 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.)
  - CGR will work with departmental staff to describe the current operations of the departments. Written operating guidelines will also be reviewed and compared. A written commentary will be created to help the committee identify areas of commonality and divergence in department operations.
- Determine effectiveness of both departments (clearance rates for various crimes)
  - Police department effectiveness will be measured looking at clearance rates for felony and misdemeanor crimes that are reported to the police over the last three calendar years. Special attention will be focused on felonies and high value misdemeanor crimes. Departments will also be evaluated based on existing internal metrics such as traffic citations issued, citizen complaints filed, and speed of response to high priority calls.
- Identify differences in management rights.
  - Labor agreements including addenda and department operating procedures will be evaluated to describe the management rights of each department and then identify the differences between the two.
- Identify and quantify (if possible) the operational pros and cons of merging departments.
  - There will be many considerations for merging departments. The language of “pros and cons” often suggests that those identifying the issues have certain perspectives (i.e. bias) and are making subjective determinations in light of those biases. CGR’s position is neutral on the merger, and we will remain objective in our analysis. However, based on our experience we will be able to identify a wide range of considerations for the Committee and community to review when

making determinations about moving forward with changes to the two departments. Some of the considerations are inherently subjective and involve a community's tolerance for change as well as the existing relationships the community has with their police department. Some are more objective and involve costs and potential for improved response time, better clearance rates, improved equipment, etc. CGR will document all the considerations the community should be aware of throughout the analysis and include them in the final report. Where possible, cost estimates will be included with the various considerations.

- Identify benefits and costs associated with providing dedicated officer(s) in schools.
  - The costs of providing dedicated school resource officers (SRO) in the schools will be calculated using salary and benefit information. Other costs such as equipment and vehicle operations will also be considered. The benefits of the program will be significantly harder to quantify. Measurements such as events managed by the SRO and overtime costs avoided by deployment of the SRO will be used to quantify the benefits. Information from school officials will also be solicited in an effort to document the qualitative aspects of the benefits of an SRO.
- Identify issues associated with providing back-up to adjacent municipalities.
  - The multiple issues related to back-up of adjacent municipalities will be considered including jurisdictional concerns, the reciprocal nature of services provided, and costs related to providing the service.
- 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.
  - CGR will work with departmental staff, County 911 Call Center personnel and the study committee to evaluate the considerations to account for in the different methods of dispatching. Particular attention will be paid to cost effectiveness, customer service and process efficiency. Hardware compatibility will also be considered.
- Identify any specialized units that would be possible with a larger department.
  - CGR will work with departmental staff and the study committee to evaluate the current identified risks in the community and the outside resources that are utilized by the departments. Based on that analysis,

the value and potential of creating specialized units to meet those needs will be described in a written report.

- Review holding cell usage and identify possible savings from operating a single holding facility
  - CGR will review the holding cell usage records for both facilities for the last three years to determine occupancy rates and will review the procedures for both departments related to holding of suspects. The information will be analyzed to inform a decision on using a single holding cell.
- Identify benefits of a single IT system for a combined department.
  - CGR will work with departmental staff to conduct an inventory and evaluation of hardware, software, licenses, and network capabilities. CGR will analyze the potential for lower licensing fees, improved purchasing power for hardware as a larger customer, eliminating redundant servers, and economy of scale for personnel hours. Costs will need to be considered for migration of data and training on any new systems.
- Identify benefits of improved communication (verbal and electronic) with a merged department.
  - Depending on the communities choices related to a merged department, there may be a number of opportunities for improved communications. CGR will identify the potential for communications improvements in specific segments of the project related to information technology, staffing, and operations. CGR will also evaluate a merged department for the potential to improve communication channels with the local leadership and community.

## Uniforms

- Option 1 Re-patch – Officers retain existing uniforms – Estimate cost to install new patches on all uniforms.
  - Cost estimates from the departments' current uniform vendor and at least one other reputable local vendor will be obtained for the installation of patches on all uniforms. The estimate will be based on the number of uniforms that the department requires as part of current policy and a second estimate will be developed for the cost of all uniforms owned by the officers.
- Option 2 New – Estimate cost to provide officers with new uniforms and patches.

- Cost estimates from the departments' current uniform vendor and at least one other reputable local vendor will be obtained to provide all officers with new uniforms. The estimate will be based on the number of uniforms that the department requires as part of current policy and a second estimate will be developed for the cost of additional uniforms that officers would like to purchase at their own cost.
- Badges – Cost to provide new badges to all officers.
  - Cost estimates from the department's current badge vendor and at least one other reputable local vendor will be obtained to provide all officers with new badges. As part of this process, the study committee will need to identify the features of the new badge. The estimate will be based on the number of badges that the department requires as part of current policy and a second estimate will be developed for the cost of additional badges that officers would like to purchase at their own cost.

## 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.
  - CGR will consult with both software vendors to identify any costs that might occur with a change in systems. System ease of use by field personnel and management will be evaluated. Management of legacy data and changes in licensing agreements (including cost savings) will also be considered as part of the analysis.
- File Record Management – WEGO uses DocStar and WG uses Laserfiche. Identify issues and costs associated with merging data.
  - CGR will consult with both software vendors to identify any costs that might occur with a change in systems. System ease of use by field personnel and management will be evaluated. Management of legacy data and changes in licensing agreement (including cost savings) will also be considered as part of the analysis.

## Other

- Identify the pros and cons a merger would have on the residents of the three townships.
  - Throughout the course of the study, CGR's analysis, interviews and expertise will inform the steering committee, department and elected officials, and the public of the many considerations they will want to evaluate regarding a merger of police departments. This will involve a

mixture of subjective and objective criteria as outlined in the sections above. Where possible, specific costs and savings will be quantified, but invariably the most difficult considerations are intangible. CGR is experienced at teasing out these considerations and rolling them out to the community via public forums and through our written reports.

## **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.
- If CGR is awarded the contract, Paul Bishop will be the primary contact for all aspects of work related to the project.

## **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.
- CGR is able and will provide the Townships with a certificate of insurance demonstrating that CGR carries adequate coverage for the type of work described in the proposal and that will remain in effect for the duration of the proposal.

# Memorandum

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East Goshen Township  
1580 Paoli Pike  
West Chester, PA 19380

Voice: 610-692-7171

Fax: 610-692-8950

E-mail: [mgordon@eastgoshen.org](mailto:mgordon@eastgoshen.org)

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Date: 1/17/2014

To: Board of Supervisors

From: Mark Gordon, Township Zoning Officer *mlb*

Re: Goshen Meadows

Dear Board Members:

PennDOT is requiring that Goshen Meadows enter into an operation and maintenance agreement with the Township and PennDOT for a stormwater management pipe that will be connected to a storm drain within the PennDOT right of way. I had Kristin review the document and make changes as she deemed necessary. The agreement needs to be executed in order to move forward with submissions to PennDOT.

**Draft Motion:**

Mr. Chairman, I recommend we approve this maintenance agreement with Goshen Meadows Investors for the Stormwater pipe within the PennDOT right of way.

Prepared by/Return to:

UPI Nos.: 53-06-56, 53-06-56.1

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**PENNDOT RIGHT-OF-WAY STORMWATER MANAGEMENT FACILITIES  
OPERATIONS, MAINTENANCE AND ENDOWMENT AGREEMENT**

This **STORMWATER MANAGEMENT FACILITIES OPERATIONS AND MAINTENANCE AGREEMENT** (this "Agreement") is made this \_\_\_\_ day of \_\_\_\_\_, 2014, by and between **THE TOWNSHIP OF EAST GOSHEN**, a Township of the Second Class organized and existing under and pursuant to the laws of the Commonwealth of Pennsylvania (the "Township"), and **GOSHEN MEADOWS INVESTORS, LP** (the "Owner").

**BACKGROUND**

**WHEREAS**, Owner is the owner of that certain parcel of real property located at 1325 West Chester Pike within the jurisdictional limits of the Township measuring approximately 18.7514 acres in area, more or less, identified by the Board of Assessment of said County as Tax Map Parcel Nos. 53-06-56 & 53-06-56.1 and more fully described by metes and bounds on Exhibit A attached hereto and incorporated herein by reference (the "Property"); and

**WHEREAS**, on June 19, 2013 (and pursuant to the Pennsylvania Municipalities Planning Code, 53 P.S. § 10101 *et seq.* (the "MPC") and the Township Subdivision and Land Development Ordinance (the "SLDO")) the Township Board of Supervisors granted Conditional Final Subdivision and Land Development Approval for a proposed subdivision and land development of the Property (the "Conditional Approval"); and

**WHEREAS**, as more fully set forth in the Conditional Approval, Owner contemplates consolidating the two (2) parcels into one parcel, developing five new buildings containing 12 apartment units each and the adaptive reuse of the existing dwelling for 2 apartment units and a fitness center and completing certain public, quasi-public and private improvements with regard thereto (collectively, the "Approved Development"); and

**WHEREAS**, as more fully set forth on that certain plan set by Herbert E. MacCombie, Jr., P.E., Consulting Engineers and Surveyors, Inc. ("MacCombie") dated October 17, 2012 and last revised October 7, 2013 (the "Land Development Plans"), in connection with the Approved Development, Owner intends to complete certain improvements in and to an existing inlet in that certain roadway known as West Chester Pike (S.R. 0003); and

**WHEREAS**, as more fully set forth on Sheet No. 3 and Sheet No. 8 of the Land Development Plans (copies of which are attached hereto, collectively, as Exhibit B and are incorporated herein by reference) and line items 22 and 27 of the Construction Cost Estimate by MacCombie dated December 3, 2013 attached hereto as Exhibit C and incorporated herein by reference, the Improvements consist of one (1) Type C Inlet and approximately forty linear feet (40') of 18" Reinforced Concrete Pipe (collectively, the "The Connection to Existing Inlet from Stormwater Management Basin 'I'"); and

**WHEREAS**, West Chester Pike (S.R. 0003) is owned by the Commonwealth of Pennsylvania and is subject to the jurisdiction of its Department of Transportation ("PennDOT"); and

**WHEREAS**, pursuant to that certain PennDOT Strike-Off Letter No. 470-10-03 dated June 24, 2010 (a copy of which is attached hereto as Exhibit D) (the "Strike-Off Letter"), PennDOT will not approve The Connection to Existing Inlet from Stormwater Management Basin "I" unless and until the Township becomes a co-applicant for (and co-permittee under) a Highway Occupancy Permit with regard to The Connection to Existing Inlet from Stormwater Management Basin "I" (the "Stormwater Facilities HOP"); and

**WHEREAS**, Owner requested that the Township join with Owner as a co-applicant for (and co-permittee under) the Stormwater Facilities HOP; and

**WHEREAS**, on and subject to the terms, conditions and provisions expressly set forth in this Agreement, the Township is willing to join with Owner as a co-applicant and co-permittee with regard to the Stormwater Facilities HOP, as aforesaid.

**NOW, THEREFORE**, for and in consideration of the mutual promises set forth herein and for other good and valuable consideration, the receipt and legal sufficiency of which is hereby acknowledged, and intending to be legally bound hereby, Owner and the Township agree as follows.

1. Incorporation of Recitals. The Recitals set forth in the Background Section of this Agreement are incorporated herein as if here set forth in their entirety.

2. Execution and Delivery of Application. Simultaneously with the full execution of this Agreement by Owner and the Township, the Township shall execute (or cause to be executed) and deliver to Owner for immediate submission to PennDOT an application to PennDOT for the Stormwater Facilities HOP in form and substance as required by PennDOT.

3. Construction Responsibility; Financial Security for Construction.

A. Obligation. Owner shall construct The Connection to Existing Inlet from Stormwater Management Basin "I" at its own expense and without any cost or expense whatsoever to the Township, all in substantial conformity with the Land Development Plans and in a good and workmanlike manner and in accordance with applicable law.

B. Financial Security. Pursuant to Section 509(j) of the MPC, Owner shall post with the Township financial security to guaranty Owner's obligation to construct the Connection to Existing Inlet from Stormwater Management Basin "I", as aforesaid; provided however if PennDOT requires Owner to post financial security with it to guarantee the installation and completion of the Connection to Existing Inlet from Stormwater Management Basin "I", Owner shall not be required to post financial security with the Township. The financial security that Owner shall post with the Township pursuant to this Section 6.B. of this Agreement shall be in the amount of Three Thousand Six Hundred and 00/100 Dollars (\$3,600.00) as more fully set forth on Exhibit C.

4. Maintenance/Inspections.

A. Maintenance. Owner shall maintain The Connection to Existing Inlet from Stormwater Management Basin "I" at Owner's own expense and without any cost or expense whatsoever to the Township, all in substantial conformity with the Land Development Plan and in a good and workmanlike manner and in accordance with applicable law.

B. Inspections. Owner shall cause The Connection to Existing Inlet from Stormwater Management Basin "I" to be inspected annually. The first such inspection shall occur within one year after issuance of a certificate of occupancy for any building that is built in the Approved Development. All such inspections shall be performed by a civil engineer licensed as such in the Commonwealth of Pennsylvania who shall prepare a written inspection report in which such civil engineer shall (i) identify the condition of The Connection to Existing Inlet from Stormwater Management Basin "I" as of the time of his or her inspection thereof, (ii) identify any maintenance, repairs and/or modifications that Owner performed with regard to The Connection to Existing Inlet from Stormwater Management Basin "I" during the twelve (12) months period immediately preceding such inspection, (iii) identify any maintenance, repairs and/or modifications then required in order to permit The Connection to Existing Inlet from Stormwater Management Basin "I" to function in accordance with the design thereof and the Land Development Plans; and (iv) other than as to such maintenance, repairs and/or modifications (if any), certify that The Connection to Existing Inlet from Stormwater Management Basin "I" is functioning in accordance with the design thereof and the Land Development Plans. If maintenance, repairs and/or modifications for The Connection to Existing Inlet from Stormwater Management Basin "I" are/is recommended, Owner shall complete those within thirty (30) days of the date that PennDOT shall authorize the same and, within two (2) weeks after completion of the maintenance, repairs and/or modifications, the civil engineer who prepared the annual inspection report, as aforesaid, shall submit to the Township a follow-up inspection report pursuant to which he or shall include a description of the maintenance, repairs and/or modifications performed and a certification that The Connection to Existing Inlet from Stormwater Management Basin "I" are then functioning in accordance with the design thereof and the Land Development Plans. Owner shall provide copies of all inspection reports to the Township.

C. Township Right to Cure. In the event Owner fails to comply with the terms of this Agreement and Township shall elect to cure the Deficiencies (as hereinafter defined) the Township shall send written notice to Owner specifying the areas of noncompliance ("Deficiencies") and the steps that Owner must take to comply. In the event Owner does not comply with the terms of the notice within thirty (30) days of the date thereof, or diligently pursue compliance in circumstances where compliance is not possible within such thirty (30) days period due to weather conditions, refusal or delay by PennDOT to authorize the same or otherwise, the Township shall have the right, but not the obligation, to complete any maintenance, repairs and/or modifications necessary to correct the Deficiencies and, thereafter:

- i. collect the cost thereof from Owner by municipal lien against the Property; and/or
- ii. collect the cost thereof (together with the Township's actual and reasonable engineering, legal and court costs) and Township's Administrative Overhead (as hereinafter defined) from Owner ; and/or
- iii. pursue any other remedy allowed by law or equity.

When used in this Agreement, the term "Township's Administrative Overhead" does and shall mean the Township's actual and reasonable costs of curing the Deficiencies exclusive of Township's engineering, legal and court costs, as applicable.

D. Prohibition of Alteration or Removal. Except as expressly set forth in this Agreement or as required pursuant to applicable law to the contrary, Owner shall not alter or remove The Connection to Existing Inlet from Stormwater Management Basin "I" unless Owner receives prior written approval for such alteration or removal from each of the Township and PennDOT.

5. Insurance; Indemnity.

A. Insurance. Owner shall obtain and maintain during the entire term of this Agreement one or more public liability and property damage insurance policy(ies) covering any injury, death or property damage resulting in any way from the design, permitting and/or maintenance of The Connection to Existing Inlet from Stormwater Management Basin "I". Such insurance policies shall provide bodily injury, including death, and property damage coverage in the minimum amount of One Million and 00/100 Dollars (\$1,000,000.00) per occurrence and Two Million and 00/100 Dollars (\$2,000,000.00) in the aggregate. Such insurance policy(ies) shall be occurrence based and shall name Township as an additional insured. Any policy of insurance required hereunder shall be endorsed to Township, its officers, agents, supervisors, elected officials and employees as additional insureds thereunder and shall provide that such policy may not be cancelled without first giving Township thirty (30) days' prior written notice of cancellation. Owner's insurance shall be primary and non-contributory to insurance coverage maintained by Township. Upon request, Owner shall provide to Township proof of such insurance.

B. Indemnity. Except for Claims (as hereinafter defined) arising out of or in any manner or form related to the gross negligence or willful misconduct of the Township and/or any of the Township's officials, agents, contractors, employees or subcontractors, Owner, for itself and its successors or assigns, shall at all times indemnify and defend (with counsel selected by Owner) the Township and, as applicable, its elected officials from and against any and all claims, suits, legal expenses or judgments arising out of or related in any respect to the failure of The Connection to Existing Inlet from Stormwater Management Basin "I" to function in accordance with the design thereof and the Land Development Plans (collectively the "Claims"). Owner shall have the duty to defend the Township and, as applicable, its elected officials against any Claims made by any person who alleges that adverse conditions, damages, or loss have been caused by failure of The Connection to Existing Inlet from Stormwater Management Basin "I" to function in accordance with the design, permitting and/or maintenance thereof (excepting maintenance that Township performs pursuant to Section 4.C. of this Agreement) and the Land Development Plans. In the event Owner fails to undertake the defense of any Claims and Township is required to enter upon its own defense, Owner shall reimburse the Township for all actual and reasonable defense expenses the Township incurs including engineering fees, expert witness fees, fines, penalties, reasonable legal fees, and court costs and, in addition, Owner shall pay any judgment rendered against the Township as a result of such Claim. In the event Owner shall fail to pay the proper costs, legal fees, other expenses or damages as herein provided and the Township is required to pay same, the Township shall have the right to receive the monies it has expended, together with the actual and reasonable attorneys' fees incurred in pursuing reimbursement from Owner, either by (A) commencing a civil action against Owner in the Court of Common Pleas of Chester County, or (B) causing a lien to be placed on the Property in an amount equal to the sums required to be expended or (C) any other manner permitted at law or in equity.

6. Covenants Running With Land; Binding Effect. This Agreement and the provisions hereof (A) shall run with the land, and be appurtenant to title to the Property; and (B) shall be binding upon and inure to the benefit of the Owner, and each and all of its respective successors and assigns, and successors in title to the Property. Any and all conveyances, leases or encumbrances of any part of the Property shall be subject to the provisions hereof.

7. Recording. Owner, at its sole cost and expense, shall cause this Agreement to be recorded in the Office of the Recorder of Deeds in and for Chester County, Pennsylvania (the "Recorder's Office") and shall provide a time-stamped copy of the same to the Township.

8. Notices. Any notice, demand, instruction, report, or other communication to be given to either party under the terms of this Agreement shall be in writing, and sufficiently given if delivered by hand delivery, express delivery service, electronic mail, transmitted by facsimile with confirming receipt or United States certified mail, return receipt requested, postage prepaid, addressed as set forth below.

if to the Township:

East Goshen Township  
1580 Paoli Pike  
West Chester, PA 19380  
Attention: Louis F. Smith, Manager

with a required copy in all instances to:

Buckley Brion McGuire & Morris, LLP  
118 W. Market Street, Suite 300  
West Chester, PA 19382  
Attention: Kristin S. Camp, Esquire  
if to Owner:

Goshen Meadows Investors, LP

with a required copy in all instances to:

Notice by overnight nationally recognized courier guaranteeing next Business Day delivery with positive package tracking and delivery confirmation (*i.e.* Federal Express, UPS, etc.) shall be deemed to have been given and received on the following Business Day. Notice by certified or registered mail shall be deemed to have been given and received five (5) Business Days after the date first deposited in the United States Mail properly addressed with proper postage prepaid. A party may change its address by giving written notice to the other parties as specified herein. When used in this Agreement, the term "Business Day" does and shall mean any day other than a Saturday, Sunday or legal holiday in the Commonwealth of Pennsylvania.

9. Invalidity. Should any court or administrative agency having jurisdiction finally determine that (A) the Strike-Off Letter is invalid or illegal (either in its entirety or with regard to PennDOT's position therein that Township shall have the right to require Owner to post the Maintenance Endowment) and (B) the Township shall not have any legal responsibility to PennDOT with regard to maintenance of The Connection to Existing Inlet from Stormwater Management Basin "I", Township may (but shall not be obligated to) repudiate this Agreement by providing written notice thereof to Owner and returning to Owner the Maintenance Endowment (together with any and all interest earned thereon) whereupon this Agreement shall terminate and be of no further effect whatsoever.

10. Miscellaneous Provisions.

A. Severability. If any provision of this Agreement shall to any extent be invalid or unenforceable, the remainder of this Agreement (or the application of such provision to persons or circumstances other than those in respect of which it is invalid or unenforceable) shall not be affected thereby, and each provision of this Agreement, unless specifically conditioned upon such invalid or unenforceable provision, shall be valid and enforceable to the fullest extent permitted by law.

B. Amendment. This Agreement may not be amended except by written instrument signed and acknowledged by the Owner, its successors and assigns, and the Township and recorded in the Recorder's Office.

C. Governing Laws. This Agreement shall be construed and governed by the laws of the Commonwealth of Pennsylvania.

D. Integration. This Agreement sets forth the entire agreement between the Owner and Township with respect to the subject matter hereof.

E. Contingent Nature of Agreement. Notwithstanding anything to the contrary set forth in this Agreement or elsewhere, all of Owner's and the Township's respective rights, title and interests, duties, obligations and responsibilities set forth in this Agreement are contingent upon PennDOT approving the Stormwater Facilities HOP provided that such contingency shall, for all intents and purposes whatsoever, be deemed to have been satisfied upon PennDOT's issuance of the Stormwater Facilities HOP.

**IN WITNESS WHEREOF**, the parties hereto have executed this Agreement or caused the execution hereof the date and year first above written.

GOSHEN MEADOWS INVESTORS, LP. ,

BY:

**THE TOWNSHIP OF EAST GOSHEN**,  
a Township of the Second Class organized and  
existing under and pursuant to the laws of the  
Commonwealth of Pennsylvania

By: its Board of Supervisors  
its duly elected governing body

By: \_\_\_\_\_  
Name: E. Martin Shane  
Title: Chairperson

• •

•

My Commission Expires:

COUNTY OF CHESTER :

**IN WITNESS WHEREOF**, I hereunto set my hand and official seal.

My Commission Expires:

**EXHIBIT A**

**[INSERT METES AND BOUNDS OF GOSHEN MEADOWS INVESTORS LP TRACT]**

**EXHIBIT B**

**[INSERT SHEET NO. 3 AND SHEET NO. 8 OF LAND DEVELOPMENT PLANS]**

**EXHIBIT C**

**[INSERT MacCOMBIE CONSTRUCTION COST ESTIMATE DATED 12-3-13]**

**EXHIBIT D**

**[INSERT 6.24.10 PENNDOT STRIKE OFF LETTER]**

**EAST GOSHEN TOWNSHIP  
BOARD OF SUPERVISORS MEETING  
1580 PAOLI PIKE  
January 6, 2014 – 6:00pm  
Draft Minutes**

**Present:** Supervisors Senya D. Isayeff, Carmen Battavio, Marty Shane, Chuck Proctor and Janet Emanuel. Also present were Township Manager Rick Smith, CFO Jon Altshul, Zoning Officer Mark Gordon, and ABC member Kathryn Yahraes (Historical Commission).

**Executive Session**

The Board met in Executive Session from 6:00pm to 6:15pm to discuss a personnel matter.

**Call to Order & Pledge of Allegiance**

Senya called the public meeting to order at 6:15pm. He asked Judge Thomas Tartaglio to lead everyone in the Pledge of Allegiance.

**Moment of Silence**

Carmen called for a moment of silence to honor the troops.

**Recording of Meeting**

No one indicated they would be recording the meeting.

**Public Comment on Non-Agenda Items**

None.

**Swearing In of Supervisors Carmen Battavio and Janet Emanuel**

Supervisors Carmen Battavio and Janet Emanuel were sworn in by District Judge Thomas Tartaglio.

**Elect Chairman (Resolution 2014-1)**

Senya nominated Marty for the position of Chairman for 2014. Carmen seconded the motion. There was no discussion or public comment. The Board voted unanimously to approve the motion.

**Resolutions 2014-116 and 2014-117**

Senya moved to approve Resolutions 2014-116 and 2014-117 to remove the properties located at 1662 East Boot Road and 1631 East Strasburg Road, respectively, from the Historic Resources Inventory. Carmen seconded the motion. There was no discussion or public comment. The Board voted unanimously to approve the motion.

**Appoint Township Officials (Resolution 2014-4)**

Marty moved to adopt Resolution 2014-4 appointing Township Officials for 2014 as follows:

- Township Manager/Secretary – Louis F. (Rick) Smith, Jr.
- Chief Financial Officer/Treasurer – Jon Altshul
- Director of Public Works – Mark Miller

- Zoning Officer – Mark Gordon
- Assistant Zoning Officer – Louis F. (Rick) Smith, Jr.
- Building Inspectors – Gary Althouse & Vincent DiMartini
- Fire Marshal – Carmen Battavio
- Assistant Fire Marshals – Mark Miller, Gary Althouse, Vincent DiMartini
- Township Solicitor – Buckley, Brion, McGuire & Morris
- Township Engineer – Pennoni Associates
- Back-up Township Engineer – Chester Valley Engineers
- Emergency Management Coordinator – Mark Miller
- Assistant Emergency Management Coordinator – Kevin Miller
- Delegate to the Chester County Tax Collection Committee – Jon Altshul
- Alternate Delegate to the Chester County Tax Committee – Brian McCool

Carmen seconded the motion. There was no discussion or public comment. The Board voted unanimously to approve the motion.

**Re-Appoint Township Employees (Resolution 2014-5)**

Marty moved to reappoint the Township employees. Carmen seconded the motion. There was no discussion or public comment. The Board voted unanimously to approve the motion.

**Appoint Township Depositories for Township Funds (Resolution 2014-6)**

Marty moved to approve the following depositories for Township funds:

- DNB First
- National Bank of Malvern
- National Penn Bank
- Susquehanna Bank
- Penn Liberty Bank
- PLGIT-PA Local Government Trust and Plus
- TD Bank
- M&T Bank
- Meridian Bank

Carmen seconded the motion. There was no discussion or public comment. The Board voted unanimously to approve the motion.

Marty moved to authorize the CFO/Treasurer to make investments at banks paying the best rate of interest and with the best terms. Carmen seconded the motion. There was no discussion or public comment. The Board voted unanimously to approve the motion.

**Certify Delegates to the PSATS Convention (Resolution 2014-7)**

Marty moved to affirm the five Supervisors, the Township Manager and the CFO/Treasurer as delegates to the PSATS Convention in 2014. The Voting Delegate will be Rick Smith. The Alternate Voting Delegate will be Jon Altshul. Carmen seconded the motion. There was no discussion or public comment. The Board voted unanimously to approve the motion.

1 **Confirm 2014 Holiday Schedule (Resolution 2014-8)**

2 Marty moved to adopt the 2014 Holiday Schedule listed in Resolution 2014-8. Carmen  
3 seconded the motion. There was no discussion or public comment. The Board voted  
4 unanimously to approve the motion.  
5

6 **Confirm 2014 Meeting Schedule (Resolution 2014-9)**

7 Marty moved to adopt the 2014 Meeting Schedule listed in Resolution 2014-9. The Board of  
8 Supervisors will meet the 1<sup>st</sup> and 3<sup>rd</sup> Tuesday of each month and will only meet on the 2<sup>nd</sup>, 4<sup>th</sup>  
9 and 5<sup>th</sup> Tuesdays as needed. Carmen seconded the motion. There was no discussion or public  
10 comment. The Board voted unanimously to approve the motion.  
11

12 **Confirm Tax Collector for Township (Resolution 2014-10)**

13 Marty moved to confirm that Keystone Collection Agency will serve as the Earned Income and  
14 Local Services Tax Collector for the Township in 2014. Carmen seconded the motion. There  
15 was no discussion or public comment. The Board voted unanimously to approve the motion.  
16

17 **Appoint Independent Auditors for Township (Resolution 2014-11)**

18 Marty moved to appoint Maillie LLP as the independent auditor for the Township in 2014.  
19 Carmen seconded the motion. There was no discussion or public comment. The Board voted  
20 unanimously to approve the motion.  
21

22 **Fee Schedule (Resolution 2014-34)**

23 Janet moved to approve the 2014 Fee Schedule as corrected. Carmen seconded the motion.  
24 There was no discussion or public comment. The Board voted unanimously to approve the  
25 motion.  
26

27 **Municipal Risk Management Workers' Compensation Pooled Trust (Resolution 2014-65)**

28 Marty moved to approve Resolution 2014-65 authorizing participation in the Municipal Risk  
29 Management Workers' Compensation Pooled Trust. Carmen seconded the motion. There was  
30 no discussion or public comment. The Board voted unanimously to approve the motion.  
31

32 **All Other Applicable Resolutions**

33 Marty moved to continue all other applicable resolutions that were adopted previously. Carmen  
34 seconded the motion. There was no discussion or public comment. The Board voted  
35 unanimously to approve the motion.  
36

37 **Chairman's Report**

38 Marty announced the Board met in Executive Session on December 17, 2013 and earlier this  
39 evening to discuss a personnel matter. He also announced that the Annual Planning Session  
40 would be held Saturday, January 11 at 9:00am. *[Note: the meeting has since been rescheduled to*  
41 *January 25.]*  
42

43 **Fire Marshal Report**

44 Carmen reported that a water leak from a vanity in Bellingham's Longwood Building set off a  
45 smoke alarm on December 15, 2013. The problem was fixed.  
46

1 **ABC Appointments**

2 Janet moved to appoint the following individuals to ABCs for 2014. Chuck seconded the  
3 motion.

4 James McRee ..... Planning Commission  
5 Al Zuccarello ..... Planning Commission  
6 Peter Mylonas ..... Zoning Hearing Board  
7 Jack Yahraes ..... Municipal Authority  
8 Dolores Higgins ..... Historic Commission  
9 Ann Marie Fletcher-Moore .... Park Commission  
10 Erich Meyer ..... Conservancy Board  
11 Gwenne Alexander ..... Vacancy Board  
12

13 There was no discussion or public comment. The Board voted unanimously to approve the  
14 motion.

15  
16 **Replacement of HVAC System in Township Building**

17 Carmen moved to award the bid for replacement of the HVAC system in the Township building  
18 with a geothermal system to Five Star, Inc. in the amount of \$409,900 per the recommendation  
19 of Rick Smith. Senya seconded the motion. There was no discussion or public comment. The  
20 Board voted unanimously to approve the motion. A list of all bids received is attached to these  
21 minutes.  
22

23 **Pressure Sealer**

24 Carmen moved to authorize the purchase of a Paitec ES5000 pressure sealer (used by office staff  
25 to fold mailings) in the amount of \$3,175.00 with an annual service contract fee of \$468.00 per  
26 the recommendation of Brian McCool. Janet seconded the motion. There was no discussion or  
27 public comment. The Board voted unanimously to approve the motion.  
28

29 **Appoint Police Commissioner (Resolution 2014-3)**

30 Carmen moved to reappoint Chuck Proctor as Police Commissioner for 2014. Janet seconded  
31 the nomination. There was no discussion or public comment. The Board voted unanimously to  
32 approve the motion.  
33

34 **Review of Minutes**

35 The Board reviewed and corrected the minutes of December 12, 2013 and December 17, 2013.  
36 Marty said the minutes would stand approved as corrected.  
37

38 **Elect Vice-Chairman (Resolution 2014-2)**

39 Marty moved to appoint Senya as Vice-Chairman for 2014. Chuck seconded the motion. There  
40 was no discussion or public comment. The Board voted unanimously to approve the motion.  
41

42 **Treasurer's Report & Expenditure Register Report**

43 *See attached Treasurer's Report for January 2, 2014.* The Board reviewed the Treasurer's  
44 Report and the current invoices. Carmen moved to accept the Treasurer's Report and the  
45 Expenditure Register Report as recommended by the Treasurer, to accept the receipts and to  
46 authorize payment of the invoices just reviewed. Janet seconded the motion.

1 Senya recommended that the Township continue to monitor the changes being made at the  
2 Chester County SPCA. Rick will add this to the Action List.

3  
4 There was no further discussion and no public comment. The Board voted unanimously to  
5 approve the motion.  
6

7 **Action List**

8 Hersheys Mill Dam – Revised plans were sent to DEP on January 6. Senya wants the staff to  
9 contact Malvern prep to find out details of the work being done to their dam.

10 Comprehensive Plan – Project is proceeding on schedule.

11 Open Space Plan – Interviews are in process.  
12

13 **Correspondence & Reports of Interest**

14 Marty acknowledged receipt of a letter from Buckeye Partners regarding vegetation management  
15 on their pipeline right of way in the vicinity of the Ashbridge Preserve and Towne Drive.  
16

17 **Meetings & Dates of Importance**

18 Marty noted the upcoming meetings as listed in the agenda.  
19

20 **Public Comment Period**

21 None.  
22

23 **Adjournment**

24 There being no further business, the regular meeting was adjourned at 6:50pm.  
25

26 **Executive Session**

27 The Board met in Executive Session until 9:00pm to discuss a police labor contract issue.  
28  
29

30 Anne Meddings  
31 Recording Secretary

32 **Attachments:**

33 ~~Treasurer's Report~~

34 List of HVAC Bids —

*Attached*

January 2, 2014

**TREASURER'S REPORT**  
**2013 RECEIPTS AND BILLS**

**GENERAL FUND**

Real Estate Tax	\$9,907.76
Earned Income Tax	\$115,200.00
Local Service Tax	\$0.00
Transfer Tax	\$0.00
General Fund Interest Earned	\$3,739.79
Total Other Revenue	\$983,004.48
<b>Total Receipts:</b>	<b>\$1,111,852.03</b>

Accounts Payable (2013)	\$1,402,805.63
Accounts Payable (2014)	\$536,876.75
<u>Electronic Pmts:</u>	
Health Insurance	\$0.00
Credit Card	\$1,776.54
Postage	\$1,000.00
Debt Service	\$0.00
Payroll	\$194,602.80
<b>Total Expenditures:</b>	<b>\$2,137,061.72</b>

**STATE LIQUID FUELS FUND**

Receipts	\$0.00
Interest Earned	\$0.00
<b>Total State Liquid Fuels:</b>	<b>\$0.00</b>

Expenditures:	<b>\$530,400.00</b>
---------------	---------------------

**SINKING FUND**

Interest Earned	\$3,739.80
-----------------	------------

Expenditures (2013):	<b>\$166,031.10</b>
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**TRANSPORTATION FUND**

Interest Earned	\$0.00
-----------------	--------

Expenditures:	<b>\$0.00</b>
---------------	---------------

**SEWER OPERATING FUND**

Receipts	\$69,844.90
Interest Earned	\$0.00
<b>Total Sewer:</b>	<b>\$69,844.90</b>

Accounts Payable (2013)	\$319,526.44
Accounts Payable (2014)	\$11,389.37
Debt Service	\$0.00
Credit Card	\$0.00
<b>Total Expenditures:</b>	<b>\$330,915.81</b>

**REFUSE FUND**

Receipts	\$14,402.03
Interest Earned	\$0.00
<b>Total Refuse:</b>	<b>\$14,402.03</b>

Expenditures (2013)	<b>\$26,218.00</b>
---------------------	--------------------

**SEWER SINKING FUND**

Interest Earned	\$0.00
-----------------	--------

Expenditures	<b>\$0.00</b>
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**OPERATING RESERVE FUND**

Receipts	\$500,000.00
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Expenditures	<b>\$0.00</b>
--------------	---------------

**Events Fund**

Receipts	\$15,000.00
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Expenditures	<b>\$0.00</b>
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## REPLACEMENT OF THE HVAC SYSTEM

December 18, 2013

Company	Base Bid	Deduct #1
Five Star Inc.	\$409,900.00	\$10,000.00
GEM Mechanical Services	\$478,000.00	\$22,000.00
Garden Spot Mechanical Inc.	\$483,000.00	\$4,800.00
Precision Mechanical Services LLC	\$495,000.00	\$19,500.00
Allstates Mechanical	\$499,000.00	\$15,000.00
Gaudelli Brothers Inc.	\$512,000.00	\$24,000.00
Air Control Technology Inc.	\$525,116.00	\$9,000.00
WHL Enterprises	\$529,900.00	\$9,000.00
Myco Mechanical Inc.	\$532,000.00	\$22,000.00
Surety Mechanical	\$574,000.00	\$9,310.00
Worth & Company Inc.	\$579,000.00	\$10,000.00
Guy M. Cooper Inc.	\$598,000.00	\$9,000.00
Herman Goldner Company	\$615,000.00	\$15,500.00

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**EAST GOSHEN TOWNSHIP  
MEMORANDUM**

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**TO:** BOARD OF SUPERVISORS  
**FROM:** BRIAN MCCOOL  
**SUBJECT:** PROPOSED PAYMENTS OF BILLS  
**DATE:** 01-17-14

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Please accept the attached Treasurer's Report and Expenditure Register Report for consideration by the Board of Supervisors. I recommend the Treasurer's Report and each register item be approved for payment.

General Fund expenses include the property & liability trust renewal payment in the amount of \$26,274.87 and the 2014 contribution for the East Goshen Post Employment Trust in the amount of \$80,619.00. Please note that the invoice from Independence Blue Cross has not yet been received so the February health insurance payment has not yet been scheduled.

Please advise if the Board decides to make any changes or if the reports are acceptable as drafted.

January 17, 2014

**TREASURER'S REPORT**  
**2013 RECEIPTS AND BILLS**

**GENERAL FUND**

Real Estate Tax (2013)	\$445.99
Real Estate Tax (2014)	\$35.00
Earned Income Tax	\$57,616.05
Local Service Tax	\$4,960.88
Transfer Tax	\$43,717.89
General Fund Interest Earned (2013)	\$987.28
Total Other Revenue	\$40,554.07
Total Receipts:	<u>\$148,317.16</u>

Accounts Payable	\$219,888.39
Electronic Pmts:	
Health Insurance	\$0.00
Credit Card	\$0.00
Postage	\$0.00
Debt Service	\$16,552.98
Payroll	\$104,495.55
Total Expenditures:	<u>\$340,936.92</u>

**STATE LIQUID FUELS FUND**

Receipts	\$0.00
Interest Earned	\$135.16
Total State Liquid Fuels:	<u>\$135.16</u>

Expenditures:	<u>\$0.00</u>
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**SINKING FUND**

Interest Earned (2013)	<u>\$632.32</u>
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Expenditures (2013):	<u>\$0.00</u>
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**TRANSPORTATION FUND**

Interest Earned (2013)	<u>\$261.68</u>
------------------------	-----------------

Expenditures:	<u>\$3,120.00</u>
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**SEWER OPERATING FUND**

Receipts (2013)	\$4,475.72
Receipts (2014)	\$6,952.24
Interest Earned (2013)	\$94.54
Total Sewer:	<u>\$11,522.50</u>

Accounts Payable	\$82,004.29
Debt Service	\$34,928.09
Credit Card	\$0.00
Total Expenditures:	<u>\$116,932.38</u>

**REFUSE FUND**

Receipts (2013)	\$929.77
Receipts (2014)	\$2,876.94
Interest Earned (2013)	\$38.36
Total Refuse:	<u>\$3,845.07</u>

Expenditures	<u>\$12,175.31</u>
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**SEWER SINKING FUND**

Interest Earned (2013)	<u>\$212.38</u>
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Expenditures	<u>\$19,456.19</u>
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**OPERATING RESERVE FUND**

Receipts (2013)	<u>\$8.01</u>
-----------------	---------------

Expenditures	<u>\$0.00</u>
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**Events Fund**

Receipts (2013)	<u>\$0.24</u>
-----------------	---------------

Expenditures	<u>\$0.00</u>
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EAST GOSHEN TOWNSHIP  
MONTHLY DEBT PAYMENT BREAKDOWN  
January 27, 2014

**GENERAL FUND:**

Interest payment	Principal payment	Loan Description	Original loan amount	Remaining Principal	Retirement Date
\$11,755.53	\$0	Multi purpose 9 projects	\$5,500,000	\$3,273,000	2023
\$4,239.32	\$0	Applebrook Park	\$3,000,000	\$1,253,000	2019
\$558.13	\$0	Spray Irrigation	\$287,000	\$161,000	2021

**SEWER FUND:**

Interest payment	Principal payment	Loan Description	Original loan amount	Remaining Principal	Retirement Date
\$1,568.80	\$0	Sewer Operations Munic Authority	\$1,128,000	\$444,000	2018
\$27,007.20	\$0	RCSTP Expansion	\$9,500,000	\$8,184,000	2032
\$6,352.09	\$0	Diversion Projects	\$2,500,000	\$2,500,000	2033

Report Date 01/06/14

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11 : 33 AM

Vendor	Req #	Budget#	Sub#	Description	Invoice Number	Req Date	Check Dte	Recpt Dte	Check#	Amount
01		GENERAL FUND								
904				MRM PROPERTY & LIABILITY TRUST						
	38536	1	01486	3500 INSURANCE COVERAGE -PREM.	342457	01/06/14	01/06/14	01/06/14	5963	64328.13
				PROP.& LIABILITY TRUST RENEWAL 2014						
										64,328.13
05		SEWER OPERATING								
904				MRM PROPERTY & LIABILITY TRUST						
	38536	2	05429	3500 ADMIN.- INSURANCE	342457	01/06/14	01/06/14	01/06/14	1303	26274.87
				PROP.& LIABILITY TRUST RENEWAL 2014						
										26,274.87
										90,603.00
2 Printed, totalling										90,603.00

## FUND SUMMARY

Fund	Bank Account	Amount	Description
01	01	64,328.13	GENERAL FUND
05	05	26,274.87	SEWER OPERATING
		90,603.00	

## PERIOD SUMMARY

Period	Amount
1401	90,603.00
	90,603.00

Report Date 01/06/14

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Vendor	Req #	Budget#	Sub#	Description	Invoice Number	Req Date	Check Dte	Recpt Dte	Check#	Amount
04				ROAD IMPROVEMENTS						
2717				HIGGINS & SONS INC., CHARLES A.						
38537	1	04439	6065	SIGNAL BATTERY BACK-UP INSTALL GENERATOR HOOK UP - MANLEY & RT.352	35537-35540	01/06/14	01/06/14	01/06/14	1002 p	780.00
38537	2	04439	6065	SIGNAL BATTERY BACK-UP INSTALL GENERATOR HOOK UP - SUMMIT HOUSE & RT.3	35537-35540	01/06/14	01/06/14	01/06/14	1002 p	780.00
38537	3	04439	6065	SIGNAL BATTERY BACK-UP INSTALL GENERATOR HOOK UP - RT. 3 & WESTTOWN WAY	35537-35540	01/06/14	01/06/14	01/06/14	1002 p	780.00
38537	4	04439	6065	SIGNAL BATTERY BACK-UP INSTALL GENERATOR HOOK UP - MANLEY & ROUTE 3	35537-35540	01/06/14	01/06/14	01/06/14	1002 p	780.00
										3,120.00
09				Sewer Capital Reserve Fund						
665				IF IT'S WATER INC.						
38538	1	09409	7400	MACHINERY/EQUIPMENT - REPLACEMENT U.V. BULBS REPLACEMENT FOR PLANT	9537	01/06/14	01/06/14	01/06/14	1023 p	15934.19
										15,934.19
										19,054.19
										2 Prepays, totalling 19,054.19
										0 Printed, totalling 0.00

FUND SUMMARY

Fund	Bank Account	Amount	Description
04	04	3,120.00	ROAD IMPROVEMENTS
09	09	15,934.19	Sewer Capital Reserve Fund
		19,054.19	

PERIOD SUMMARY

Period	Amount
1401	19,054.19
	19,054.19

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Vendor	Req #	Budget#	Sub#	Description	Invoice Number	Req Date	Check Dte	Recpt Dte	Check#	Amount
01	GENERAL FUND									
3120				17-EXTON-S.T.T.C.						
	38549	1	01430 2330	VEHICLE MAINT AND REPAIR 2 MICHELIN TIRES	K53922-17	01/13/14		01/13/14		775.02
	38550	1	01430 2330	VEHICLE MAINT AND REPAIR 4 GOODYEAR ADVENT TIRES	K53910-17	01/13/14		01/13/14		963.44
										1,738.46
6				ABC PAPER & CHEMICAL INC						
	38551	1	01409 3740	TWP. BLDG. - MAINT & REPAIRS HAND SOAP AND HAND SANITIZER	048292	01/13/14		01/13/14		86.58
	38551	2	01409 3745	PW BUILDING - MAINT REPAIRS HAND SOAP AND HAND SANITIZER	048292	01/13/14		01/13/14		86.58
										173.16
1893				ACCOMMODATION MOLLEN INC						
	38552	1	01409 3740	TWP. BLDG. - MAINT & REPAIRS AIR FRESHNER, DISPENSERS & RAGS	109531	01/13/14		01/13/14		359.78
										359.78
68				AMS APPLIED MICRO SYSTEMS LTD.						
	38557	1	01401 3120	CONSULTING SERVICES JANUARY 2014 GENERAL	58846	01/13/14		01/13/14		857.00
	38557	2	01414 5001	ZONING IT CONSULTING JANUARY 2014 GEO-PLAN	58846	01/13/14		01/13/14		82.50
										939.50
1657				AQUA PA						
	38558	1	01411 3630	HYDRANT & WATER SERVICE 0003100330706109 9/30-12/30/13 HY13	123113 HY13	01/13/14		01/13/14		858.00
	38559	1	01411 3630	HYDRANT & WATER SERVICE 000348603 034603 9/30-12/30/13 HM34	123113 HM34	01/13/14		01/13/14		2575.50
										3,433.50
102				B&D COMPUTER SOLUTIONS						
	38560	1	01401 3120	CONSULTING SERVICES CONSULTING - DECEMBER 2013	00002862	01/13/14		01/13/14		1600.00
	38560	2	01407 2130	COMPUTER EXPENSE SPARE PORT NETWORK SWITCH	00002862	01/13/14		01/13/14		65.00
	38560	3	01454 7502	PARK LED SIGN CONSULTING - LED SIGN AT EG PARK	00002862	01/13/14		01/13/14		150.00
										1,815.00

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Vendor	Req #	Budget#	Sub#	Description	Invoice Number	Req Date	Check Dte	Recpt Dte	Check#	Amount
2912	38574	1	01437	2460 CONTINENTAL FIRE & SAFETY INC. GENERAL EXPENSE - SHOP PRO-TEC EXTRICATION GLOVES	C5380	01/13/14		01/13/14		178.00
										178.00
1670	38575	1	01436	3000 CRC WATERSHEDS STORMWATER MGMT. EXPENSE MS4 2014 ANNUAL CRC STREAMS SPONSORSHIP	010114	01/13/14		01/13/14		250.00
										250.00
1990	38576	1	01401	2100 CRYSTAL SPRINGS MATERIALS & SUPPLIES COFFEE, TEA, HOT CHOC. & CREAMER	3154612	122713	01/13/14	01/13/14		111.84
										111.84
1790	38578	1	01413	3720 DCED UNIFORM CONSTRUCTION CODE FEES 4TH QTR. 2013 UCC FEES	010814	01/13/14		01/13/14		460.00
										460.00
2415	38579	1	01414	3100 FINLAN, ALEXIS B. COURT REPORTERS TRANSCRIPT- EGT POLICE PENSION TRST AGREEMENT	122713	01/13/14		01/13/14		112.00
										112.00
497	38580	1	01432	2500 FLOTRAN PNEU-DRAULICS INC SNOW - MAINTENANCE & REPAIRS TIGERFLEX, FAST-LOK K CLAMP, COUPLER & ADAPTOR	443996-001	01/13/14		01/13/14		255.30
										255.30
3187	38581	1	01432	2500 FORD, MICHAEL SNOW - MAINTENANCE & REPAIRS REIMBURSEMENT FOR DAMAGED MAILBOX	010314	01/13/14		01/13/14		25.00
										25.00
3188	38582	1	01430	2330 GAP HILL ALUMINUM SHOP VEHICLE MAINT AND REPAIR 7'6" RAMPs FOR 20 TON TRAILER	5714	01/13/14		01/13/14		1565.00
										1,565.00

*Aluminum ramps by trailer*

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Vendor	Req #	Budget#	Sub#	Description	Invoice Number	Req Date	Check Dte	Recpt Dte	Check#	Amount
01		GENERAL FUND								
3000				GARNET FORD						
	38583	1	01430 2330	VEHICLE MAINT AND REPAIR SPECIAL ORDER LEVER	026649	01/13/14		01/13/14		28.71
										28.71
3006				GOSHEN SIGNS						
	38584	1	01401 2100	MATERIALS & SUPPLIES NAME PLATE - JASON LANG	33981	01/13/14		01/13/14		12.00
										12.00
563				GRAINGER						
	38585	1	01437 2460	GENERAL EXPENSE - SHOP CLEANER/DEGREASER & SNOW BRUSHES	9326576494	01/13/14		01/13/14		220.92
										220.92
2631				GRAPHIC IMPRESSIONS OF AMERICA INC.						
	38586	1	01401 2110	STATIONERY BUSINESS CARDS - 500 JASON LANG	14-9967	01/13/14		01/13/14		42.00
										42.00
569				GREAT VALLEY LOCKSHOP						
	38587	1	01433 2500	MAINT. REPAIRS. TRAFF. SIG. 6' CABLE LOCKS, MASTER PADLOCKS, KEYS AND KEYCAPS	CO00086654	01/13/14		01/13/14		125.49
										125.49
598				HANSON AGGREGATES PENNSYLVANIA LLC						
	38588	1	01438 2450	MATERIALS & SUPPLIES-HIGHWAYS 4.91 TONS STONE - MARGO LANE DRAIN	2464732	01/13/14		01/13/14		55.48
										55.48
719				KEEN COMPRESSED GAS COMPANY						
	38589	1	01437 2460	GENERAL EXPENSE - SHOP VARIOUS CYLINDERS OF GASES	R828698	01/13/14		01/13/14		55.29
	38590	1	01430 2330	VEHICLE MAINT AND REPAIR 2 MLR LITHIUM BATTERIES	0799164	01/13/14		01/13/14		9.72
										65.01

*For traffic signs*

Report Date 01/13/14

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Vendor	Req #	Budget#	Sub#	Description	Invoice Number	Req Date	Check Dte	Recpt Dte	Check#	Amount
2619				TRIPLE R TRUCK PARTS						
	38621	1	01433	2500 MAINT. REPAIRS.TRAFF.SIG. TIRE CHAINS & STRAPS, ANTENNA, STROBE & GLAD HAND	600631	01/13/14		01/13/14		347.94
										347.94
2995				UNIFIRST CORPORATION						
	38622	1	01409	3740 TWP. BLDG. - MAINT & REPAIRS WEEK END 12/18/13 CLEAN MATS	072 0616567	01/13/14		01/13/14		11.04
	38622	2	01487	1910 UNIFORMS WEEK END 12/18/13 CLEAN UNIFORMS	072 0616567	01/13/14		01/13/14		148.72
	38623	1	01409	3740 TWP. BLDG. - MAINT & REPAIRS WEEK END 1/8/14 CLEAN MATS	072 0619389	01/13/14		01/13/14		11.04
	38623	2	01487	1910 UNIFORMS WEEK END 1/8/14 CLEAN UNIFORMS	072 0619389	01/13/14		01/13/14		148.72
										319.52
2829				VERIZON - TWP.FIOS 11627						
	38625	1	01401	3210 COMMUNICATION EXPENSE 12/28/13 - 1/27/14	122813-11627	01/13/14		01/13/14		69.99
										69.99

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Report Date 01/13/14

Expenditures Register  
GL-1401-40729

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Report Date 01/13/14

Expenditures Register  
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MARP05 run by BARBARA

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Vendor	Req #	Budget#	Sub#	Description	Invoice Number	Req Date	Check Dte	Recpt Dte	Check#	Amount
06				REFUSE						
241				C.C. SOLID WASTE AUTHORITY						
	38565	1	06427 4502	LANDFILL FEES	35637	01/13/14		01/13/14		4375.49
				WEEK 1/2/14 - 1/7/14						
	38566	1	06427 4502	LANDFILL FEES	35357-C	01/13/14		01/13/14		-877.92
				CRED.DUE TO WRONG ACCT.CHARGED 12/6						
	38567	1	06427 4502	LANDFILL FEES	35567	01/13/14		01/13/14		8677.74
				WEEK 12/23/13 - 12/31/13						
										12,175.31
										69,152.23
										0 Printed, totalling 69,152.23

## FUND SUMMARY

Fund	Bank Account	Amount	Description
01	01	42,592.54	GENERAL FUND
05	05	14,384.38	SEWER OPERATING
06	06	12,175.31	REFUSE
		69,152.23	

## PERIOD SUMMARY

Period	Amount
1401	69,152.23
	69,152.23

eport Date 01/14/14

Expenditures Register  
GL-1401-40741

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ARP05 run by BARBARA

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Vendor	Req #	Budget#	Sub#	Description	Invoice Number	Req Date	Check Dte	Recpt Dte	Check#	Amount
05				SEWER OPERATING						
423				EAST GOSHEN MUNICIPAL AUTHORITY						
38627	1	05492	0700	TRANSFER TO MUNIC AUTHORITY	11414	01/14/14	01/14/14	01/14/14	1318	20000.00
				XFER FUNDS TO COVER MA EXPENSES						
										20,000.00
07				MUNICIPAL AUTHORITY						
1052				PENNONI ASSOCIATES INC.						
38626	1	07424	3130	ENGINEERING SERVICES	573697-C	01/14/14	01/14/14	01/14/14	2230	663.75
				SERVICES THRU 12/8/13 GENERAL SERV						
										663.75
09				Sewer Capital Reserve Fund						
40				ALLIED CONTROL SERVICES						
38628	1	09409	7400	MACHINERY/EQUIPMENT - REPLACEMENT	306759	01/14/14	01/14/14	01/14/14	1024 p	3522.00
				FLOW METER - WILSON DRIVE						
										3,522.00
										24,185.75
										1 Prepaids, totalling 3,522.00
										2 Printed, totalling 20,663.75

## FUND SUMMARY

Fund	Bank Account	Amount	Description
05	05	20,000.00	SEWER OPERATING
07	07	663.75	MUNICIPAL AUTHORITY
09	09	3,522.00	Sewer Capital Reserve Fund
		24,185.75	

## PERIOD SUMMARY

Period	Amount
1401	24,185.75
	24,185.75

Report Date 01/15/14

Expenditures Register  
GL-1401-40760

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PARP05 run by BARBARA

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Vendor	Req #	Budget#	Sub#	Description	Invoice Number	Req Date	Check Dte	Recpt Dte	Check#	Amount
01				GENERAL FUND						
1229				SCHWAB & CO. INC., CHARLES						
	38631	1	01410 3150	POST RETIREMENT HEALTH BENEFITS	011514	01/15/14	01/15/14	01/15/14	6017	80619.00
				ACCT.# 9631-3457 2014 CONTRIBUTION						
				- EAST GOSHEN POST EMPLOYMENT TRUST						
										80,619.00
										80,619.00
										1 Printed, totalling 80,619.00

FUND SUMMARY

Fund	Bank Account	Amount	Description
01	01	80,619.00	GENERAL FUND
		80,619.00	

PERIOD SUMMARY

Period	Amount
1401	80,619.00
	80,619.00

Report Date 01/17/14

Expenditures Register  
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MARP05 run by BARBARA

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Vendor	Req #	Budget#	Sub#	Description	Invoice Number	Req Date	Check Dte	Recpt Dte	Check#	Amount
01				GENERAL FUND						
1657				AQUA PA						
	38640	1	01411 3630	HYDRANT & WATER SERVICE	010214 HY6	01/16/14		01/16/14		137.52
				00309987 0309987 11/27-12/31/13 HY6						
	38641	1	01411 3630	HYDRANT & WATER SERVICE	010214 279	01/16/14		01/16/14		4696.50
				00310033 0310033 11/27-12/31/13 186						
	38641	2	01411 3631	HYDRANTS - RECHARGE EXPENSE	010214 279	01/16/14		01/16/14		2348.25
				00310033 0310033 11/27-12/31/13 93						
										7,182.27
1703				BATTAVIO, CARMEN						
	38642	1	01401 3300	AUTO ALLOWANCE	011314	01/16/14		01/16/14		6.72
				FIRE MARSH. 1/10/14 12 MILES @ .56						
										6.72
3191				BLACKBURN, JAMES						
	38643	1	01432 2500	SNOW - MAINTENANCE & REPAIRS	010814	01/16/14		01/16/14		25.00
				REIMBURSEMENT FOR DAMAGED MAILBOX						
										25.00
2997				DOMINION DENTAL SERVICES INC.						
	38645	1	01213 1000	DENTAL INSURANCE W/H	1168636	01/16/14		01/16/14		959.86
				FEBRUARY 2014 PREMIUM						
										959.86
1813				FEDEX						
	38646	1	01401 3250	POSTAGE	2-519-20013	01/16/14		01/16/14		36.80
				PKG. SENT TO PAITC - FT.LAUDERDALE						
										36.80
3192				FERGUSON, RALPH & CHERYL						
	38647	1	01432 2500	SNOW - MAINTENANCE & REPAIRS	010714	01/16/14		01/16/14		25.00
				REIMBURSEMENT FOR DAMAGED MAIL BOX						
										25.00
594				HAMMOND & MCCLOSKEY INC.						
	38650	2	01409 3745	PW BUILDING - MAINT REPAIRS	6523	01/16/14		01/16/14		257.22
				PIPING AND PARTS TO COMPLETE						
				INSTALLATION TO BRINE MAKER						
	38650	3	01409 3745	PW BUILDING - MAINT REPAIRS	6523	01/16/14		01/16/14		600.00
				TIE IN WATER TO BRINE MAKER						
	38651	1	01409 3745	PW BUILDING - MAINT REPAIRS	6522	01/16/14		01/16/14		165.00
				RUN ELECTRIC CABLE THROUGH DRAIN						
				LINE - PW LOCKER ROOM						

Report Date 01/17/14

Expenditures Register  
GL-1401-40797

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MARPO5 run by BARBARA 10 : 16 AM

Vendor	Req #	Budget#	Sub#	Description	Invoice Number	Req Date	Check Dte	Recpt Dte	Check#	Amount
										1,022.22
679				INTERCON TRUCK EQUIPMENT						
	38652	1	01432 2500	SNOW - MAINTENANCE & REPAIRS	1040252-IN	01/16/14		01/16/14		224.65
				SNOW DEFLECTOR						
	38653	1	01432 2500	SNOW - MAINTENANCE & REPAIRS	1040267-IN	01/16/14		01/16/14		135.00
				CONNECT HEADLAMP ADAPTERS						
										359.65
681				INTERNATIONAL SALT COMPANY						
	38654	1	01432 2460	SNOW - MATERIALS & SUPPLIES	00448274	01/16/14		01/16/14		2824.87
				25.16 TONS IC99 BULK ICE CONTROL						
										2,824.87
2940				J&R WIRELESS LLC.						
	38655	1	01401 3210	COMMUNICATION EXPENSE	4509-01	01/16/14		01/16/14		1487.44
				4 APPLE IPHONES- K.MILLER, S.BIONDI						
				M.MILLER & G.THOMPSON. HOLSTERS FOR						
				ABOVE						
										1,487.44
3193				KIER, CHRISTIAN						
	38657	1	01432 2500	SNOW - MAINTENANCE & REPAIRS	010714	01/16/14		01/16/14		25.00
				REIMBURSEMENT FOR DAMAGED MAILBOX						
										25.00
2303				KING, GIDEON						
	38656	1	01437 2460	GENERAL EXPENSE - SHOP	150822	01/16/14		01/16/14		37.32
				BITS, BLADES, HAMMER & SCREWDRIVER						
										37.32
2245				MARCO INC.						
	38658	1	01409 3740	TWP. BLDG. - MAINT & REPAIRS	105497	01/16/14		01/16/14		110.15
				2014 ANNUAL INSPECT. & MAINTENANCE						
	38658	2	01409 3745	PW BUILDING - MAINT REPAIRS	105497	01/16/14		01/16/14		110.15
				2014 ANNUAL INSPECT. & MAINTENANCE						
	38658	5	01437 2460	GENERAL EXPENSE - SHOP	105497	01/16/14		01/16/14		110.15
				2014 ANNUAL INSPECT. & MAINTENANCE						
										330.45

Report Date 01/16/14

Expenditures Register  
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Report Date 01/16/14

Expenditures Register  
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Report Date 01/16/14

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Report Date 01/16/14

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Report Date 01/16/14

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Report Date 01/16/14

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ARP05 run by BARBARA

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Vendor	Req #	Budget#	Sub#	Description	Invoice Number	Req Date	Check Dte	Recpt Dte	Check#	Amount
1087				PIPE XPRESS INC.						
	38672	1	05420 3702	C.C. COLLEC.-MAINT.& REPR.	66066	01/16/14		01/16/14		136.58
				BRASS BALL VALVES, BUSHING & NIPPLE						
										136.58
1876				RANSOME RENTAL COMPANY LP						
	38675	1	05420 3701	C.C. INTERCEPT.-MAINT.&REP	K1201501	01/16/14		01/16/14		819.00
				RENTAL- STANDARD TRACK 11/4-11/5/13						
										819.00
2121				SHERWIN-WILLIAMS CO.						
	38681	1	05422 3700	R.C. STP-MAINT.& REPAIRS	0954-9	01/16/14		01/16/14		79.50
				RENTAL EQUIP- SPRAYER						
										79.50
										53,693.76
									0 Printed, totalling	53,693.76

FUND SUMMARY

Fund	Bank Account	Amount	Description
01	01	32,348.72	GENERAL FUND
05	05	21,345.04	SEWER OPERATING
		53,693.76	

PERIOD SUMMARY

Period	Amount
1401	53,693.76
	53,693.76

## EAST GOSHEN TOWNSHIP ACTION LIST

New additions are in <b>bold</b>	January 21, 2014
<b>Item</b>	<b>Date</b>
Comcast Franchise Renewal	January 21, 2014
Futurist Committee	January 21, 2014
Bicentennial Committee	January 21, 2014
Workforce Development Committee	January 21, 2014
Quarterly Report on Comp Plan Goals for ABCs	January 21, 2014
Quarterly Report Municipal Authority Projects	January 21, 2014
Quarterly Financial Reports	January 21, 2014
Quarterly Report on I&I	January 21, 2014
Quarterly Review of Right to Know Requests	January 21, 2014
Tobacco Cessation Committee	January 21, 2014
Hershey's Mill Dam	February 4, 2014
Comp Plan	February 4, 2014
Open Space Plan	February 4, 2014

# EAST GOSHEN TOWNSHIP ACTION ITEM

Item:

**Comcast Franchise**

No:

10

List Date:

**12/18/2013**

Completed Date:

Description:

**Execute Comcast Franchise Agreement**

Date	Action
4/16/2013	Kristin has been in contact with Kevin at Comcast, He wants to finish up some other agreement before starting on East Goshen's
7/16/2013	Kevin wants to use the Verizon agreement as a model. Kristin is marking up a draft agreement.
8/20/2013	Kristin is marking up a draft agreement.
9/17/2013	No scitivity
10/15/2013	Verizon Agreement has been sent to Comcast, We are waiting on their comments about the PEG language
11/19/2013	Verizon Agreement has been sent to Comcast, We are waiting on their comments about the PEG language. I spoke to Kevin Broadhurst about this and he is aware of our desire to have this completed .
12/17/2013	Nothing new
<b>1/21/2013</b>	<b>Nothing new</b>

## EAST GOSHEN TOWNSHIP ACTION ITEM

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## Create Futurist Committee

Date	Action
11/19/2013	Identify what we want the Committee to do and the time frame to do it.
11/19/2013	Board agreed to create Committee, seek volunteers and let Committee develop mission
12/17/2013	Notice on web page - We have one applicant
1/21/2014	Board to review resumes

## EAST GOSHEN TOWNSHIP ACTION ITEM

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Description:	Create Committee for Bicentennial celebration in 2017, and develop and implement a plan for the event
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Date	Action
11/19/2013	Approximately \$13,000 in funding from the original Friends of East Goshen account at the CC Community Foundation will be transferred to the new Friends of East Goshen Account
11/19/2013	Board agreed to create committee but not staff it until 2014
12/17/2013	Notice on web page
1/21/2014	Board to review resumes

## EAST GOSHEN TOWNSHIP ACTION ITEM

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The Workforce Development Committee has been tasked with creating and implementing an action plan to connect employers with specific needs with education providers

Date	Action
11/12/2013	Marty Shane and Al Zuccarello appointed to Committee
12/17/2013	No activity
1/21/2014	Memembr had a meeting to outline process

## EAST GOSHEN TOWNSHIP ACTION ITEM

ABCs to proceed with implementation of action items from Comp Plan

[illegible]

# EAST GOSHEN TOWNSHIP ACTION ITEM

Item: **Quarterly Report on Municipal Authority Projects**

No: **4**

List Date: **2/17/2011**

Completed Date:

Description:

**Identify Municipal Authority projects, develop schedule and determine funding mechanism.**

Date	Action
	<b>2010 info is hidden to save space</b>
1/17/2012	RCSTP - Completed, Audit filed with State. Lockwood - We have all permits. Going out for Bid in January. Marydell - We have Act 537 Plan Approval Reserve PS and HMPS - Currently reviewing pipe layout
4/17/2012	RCSTP - Completed Lockwood - Construction to start in April. Marydell, Reserve PS and HMPS - In final design
7/17/2012	RCSTP - Completed Lockwood - pipework completed, working on plant.. Marydell, Reserve PS and HMPS - In final design see attached
11/16/2012	See attached
1/15/2013	Lockwood - need to do final restoration in 2013 , Marydell - open bids 2/5/13, Reserve PS need easements and working on bid documents, HMPS - open bids on 2/5/2012
4/16/2013	Lockwood - need to do final restoration in 2013 , Marydell - Under Construction, Reserve PS need easement, HMPS - work to start in April
7/16/2013	Lockwood - graded and seeded. Marydell PS - Pipe work complete, in service. HM PS - Pipe work complete, in service. Reserve PS - contract awarded.
10/15/2013	Lockwood -Completed except for removal of the fence, Marydell PS - completed, HM PS - completed, Reserve PS - pipe work complete & Reservoir Road PS, started Act 537 Planning.
1/21/2014	<b>Lockwood -Completed except for removal of the fence, Reserve PS - pipe work complete &amp; Reservoir Road PS, submitted to PMHC and PACNR</b>

# EAST GOSHEN TOWNSHIP ACTION ITEM

Item:

**Quarterly Financial Reports**

No:

5

List Date:

2/16/2010

Completed Date:

Description:

Date	Action
4/19/2010	Provide Q1 Reports. <span style="float: right;">Done</span>
7/27/2010	Provide Q2 Reports. Budget Savings: 2008 Budget vs. 2010 Budget Provide list of Variances and Impact Items (\$2500 threshold) Disbursements by Fund State Fund chargebacks detailed DPW breakouts for full costing Snow, Roads, Sewer, Parks Overtime Report
10/26/2010	Provide Q3 Reports.
1/25/2011	Pending review by Finance Group
4/26/2011	Pending review by Finance Group
5/3/2011	March report in packet. Quarterly report will be expanded to include April and distributed for the Financial Planning Session on 5/26.
7/26/2011	See your Financial Binder sent out 7/22/2011
10/25/2011	See your Financial Binder sent out 10/21/11
3/6/2012	See report
4/17/2012	See report
7/17/2012	See report
10/16/2012	See report
1/15/2013	See report
4/16/2013	See report
7/16/2013	See report
10/15/2013	See Report
1/21/2014	See Report

# EAST GOSHEN TOWNSHIP ACTION ITEM

Item:

**Quarterly Report on I & I**

No:

DPW 08-02

List Date:

12/9/2008

Completed Date:

Description:

Date	Action
1/25/2011	<b>2010 info hidden to save space</b> Distribute Quarter Report
4/26/2011	Report attached
7/26/2011	Report attached
10/18/2011	Report attached
1/10/2012	Report attached
4/17/2012	Report attached
7/17/2012	Mark has televised 8,000 feet in the Ridley Creek System and repaired 4 leaks. Made multiple lateral repairs in both systems, repaired a broken lateral in Ashbridge (10-12,000 GPD) and continued monitoring with portable flow meters.
11/16/2012	Please see report from Pennoni
1/15/2013	Televised Ashbridge, fixed two leaks on Paoli Pike, continued monitoring with portable flow meters and normal cap replacements.
4/16/2013	Cleaned and TVed Pin Oaks, North Lockwood and Brooke Drive, Strasburg Road, made 4 repairs, continued monitoring with portable flow meters and normal cap replacements
7/16/2013	April - Repaired large leak on CC Interceptor, 1 lateral repair in Pin Oaks & TV and clean Hunt Country. May - TV 12,550 ft. of CC Interceptor and made 6 repairs. June - 2 repairs and replaced 25 MH lids in Pin Oaks.
10/15/2013	Checked MHs from cul-de-sac on Cornwallis Drive to Paoli Pike and replaced 8 sewer caps. Replaced 50 MH castings in Pin Oaks and 6 sewer caps. Lateral repair on Barker Drive, and 2 repairs in Ashbridge
1/21/2014	<b>To be distributed at the meeting.</b>

# EAST GOSHEN TOWNSHIP ACTION ITEM

Item: **Quarterly Review of Right to Know Requests**

No: **9**

List Date: **2/10/2009**

Completed Date:

Description:

Date	Action	
4/6/2010	Distribute copies of report. Report to be modified to include time to complete request and date of pick-up	Done
7/13/2010	Distribute copies of report.	Done
10/5/2010	Distribute copies of report.	Done
1/3/2011	Distribute copies of report.	Done
4/5/2011	Report attached	Done
7/12/2011	Report attached	Done
10/11/2011	Report attached	Done
1/10/2012	Will be distributed at meeting	done
4/17/2012	Will be issued for the 5/1 meeting	done
5/1/2012	Report issued	Done
7/17/2012	Report attached	done
10/16/2012	Report attached	done
1/15/2013	Report attached	done
4/16/2013	Report attached	Done
7/16/2013	Report attached	Done
10/15/2013	Will be distributed Tuesday	Done
1/12/14	Report attached	

## *Memo*

To: Board of Supervisors  
From: Nancy Scheiderman  
Re: Right to Know Requests  
Date: January 1, 2014

### Oct - Nov - Dec 2013

The following Right to Know requests were received this quarter:

Lisa Dyer, 555 Lancaster Ave, Berwyn, PA 19312  
Residential building permits for all new construction houses, renovations or additions issued in Oct, Nov, Dec 2013

Jenn Reynolds, 247 North Main Street, Red Lion, PA 17356  
In ground pool permits for Oct, Nov, Dec 2013

Robert J. Illo, AIA, PE, 156-A North Donnerville Rd, Mountville, PA 17554  
2013 Zoning Hearing Board Hearing Minutes  
for Oct, Nov, Dec 2013

Bill Egan, 1422 Mill Creek Drive, West Chester, PA 19380  
EGT Annual Financial Report (complete) Year Ended 12-31-93, 12-31-10, 12-31-09, 12-31-08, 12-31-07, 12-31-06  
EGT Municipal Authority Annual Financial Report (complete) Year Ended 12-31-93, 12-31-10, 12-31-09, 12-31-08, 12-31-07, 12-31-06  
Decision and Order Findings of Fact, Conclusions of Law, Discussion, and Order regarding the Conditional Use Application of the PA Leadership Charter School as prepared by Township Solicitor dated May 2009.  
2000 escrow agreement for the construction of Applebrook Golf Club, bond agreement for the construction of Applebrook Golf Club.

Edward Yogmas, 5 Princess Lane, Newtown, PA 18940  
Various township telephone, Internet and copier bills

Total Office Management, Attn. John Janerich, 1866 Leithsville Rd #266, Hellertown, PA 18055  
Information regarding our mail machine; copy or original purchase order issued to purchase or lease or rent from vendor or copy of vendor agreement issued to purchase, lease or rent. If equipment purchased request a copy of most recent meter rental bill and maintenance contract.

Goshen Firefighters Association, P.O. Box 1268, West Chester, PA 19380  
Ordinances, ordinance changes, resolutions, resolution changes pertaining to Paid Firefighters  
Any agreements between EGT and Goshen Fire Co pertaining to Paid Firefighters

Jesse Guyer, 1460 Wesleys Run, Gladwyne, PA 19035  
Number of back-up generators permitted in Dec

## EAST GOSHEN TOWNSHIP ACTION ITEM

Item:

## Tobacco Cessation Committee

No:

List Date:

12/17/2013

Completed Date:

**Description:**

### Create a tobacco Cessation Committee

Date	Action
12/17/2013	Create a committee to help employees, spouses and dependents stop using tobacco products
1/21/2014	No activity

January 7, 2014

**Rick Smith, Township Manager  
East Goshen Township  
1580 Paoli Pike  
West Chester, PA 19380**

**RE: Planning Commission Resignation**

Dear Rick:

It is with regret that I must resign from the Planning Commission due to the appointment of my firm as Township Engineer, and the new role I'll be taking. I feel it also appropriate to resign from the Open Space and Recreation task force, of which I was an alternate member.

Also, please pass along my appreciation to the Board for permitting me to serve on the Planning Commission the past two years. I cannot speak highly enough of the current members of the Planning Commission, and the respect they provide to applicants.

If there is an opportunity to volunteer for something that is not deemed a conflict, please do not hesitate to contact me.

Sincerely,



Nathan M. Cline, PE  
1635 Bow Tree Drive  
West Chester, PA 19380  
610-888-8564 | [nathanmcline@gmail.com](mailto:nathanmcline@gmail.com)