

REQUEST FOR QUALIFICATIONS AND PROPOSALS (RFQ/RFP)

Feasibility Study for Shared Human Resources Operations

Professional Consulting Services

Date: November 24, 2025

Participating Municipalities

- Village of Rye Brook
- Village of Dobbs Ferry
- Village of Elmsford
- Village of Irvington
- Village of Tuckahoe

INTRODUCTION

The five (5) Villages of Rye Brook, Dobbs Ferry, Elmsford, Irvington, and Tuckahoe, (collectively the “Municipalities”), all located in Westchester County, New York, are jointly seeking proposals from qualified consulting firms or individuals to perform a Feasibility Study for Shared Human Resources Operations (the “Study”).

The purpose of this Request for Proposals (RFP) is to obtain consulting services that will evaluate the feasibility of consolidating or sharing HR services across the five municipalities or subgroups of the five municipalities. The successful proposer will be required to enter into an agreement with the participating municipalities. The Municipalities reserve the right to reject any and all proposals, waive any informality, negotiate any terms, and award the contract as deemed in the best interests of the Municipalities.

Preference will be given to firms or individuals with demonstrated experience in organizational studies for municipalities, shared service models, civil service, and Human Resources administration.

STUDY OBJECTIVES

1. Assess existing HR functions and structures, staffing levels, policies, and compliance issues in each municipality.
2. Identify opportunities, challenges, and potential benefits of sharing HR services (e.g. benefits administration, training and development, employee relations, compliance, etc.) by establishing a shared HR Director position.

3. Explore alternative models of HR service delivery (e.g., centralized department, shared staff resources, inter-municipal agreements, consultant services, and phased implementation).
4. Provide short-term and long-term cost and efficiency considerations for each model.
5. Recommend an implementation roadmap including governance, staffing, policies, and resource allocation.

BACKGROUND

Each municipality is too small to sustain a dedicated HR department independently, which has led to critical HR challenges such as inconsistent training, maintaining updated employee handbooks, inadequate onboarding, challenges resolving employee personnel issues, or maintaining a confidential and approachable HR area to meet with supervisors. In addition, staying current with human resource policies, civil service rules related to job classifications, examinations, promotions, benefits, and disciplinary procedures presents an ongoing challenge for smaller municipalities without dedicated HR support. Items such as these can also lead to the possibility of non-compliance with state and federal regulations.

A joint application for a Local Government Efficiency (LGE) Grant was submitted and awarded to support this project, with a total budget not to exceed \$50,000 (including a local match).

The expected outcome of this study is a comprehensive report with actionable recommendations that will improve efficiency, enhance employee support, strengthen compliance, identify expenses, and create a model for shared municipal HR services among the Municipalities.

STUDY TEAM & PROJECT MANAGEMENT

The Consultant will work with a Study Team consisting of the Village Administrators/Managers (or their designees) of the five participating Municipalities.

The Consultant shall:

- Meet with the Municipal staff from each participating Municipality to determine their current responsibilities and to identify shortfalls.
- Conduct monthly meetings with the Study Team.
- Prepare agendas, meeting summaries, and progress updates.
- Present interim findings and a final report to the Study Team and governing boards.

DELIVERABLES

- Stakeholder Interviews & Data Collection: Interviews with administrators, clerks/treasurers, and other staff to assess current HR operations.

- Needs Assessment: Documentation of HR responsibilities, costs, and compliance issues in each municipality.
- Cost Analysis & Feasibility Study: Evaluate costs of shared HR administration vs. current arrangements; explore cost-sharing models
- Identify any potential challenges and risks as it relates to existing labor agreements and organizational culture.
- Governance & Structure Options: Analysis of possible models including centralized HR department, shared HR Director, or phased approaches.
- Final Report: Comprehensive written report (electronic) outlining findings, alternatives, and an implementation roadmap with recommendations.

QUALIFICATIONS AND EXPERIENCE

- At least three (3) years of experience providing similar studies (HR, organizational, or shared services); NY municipal experience preferred.
- Familiarity with New York State municipal operations, civil service law, collective bargaining, and compliance requirements.
- Strong analytical, facilitation, and report-writing skills.
- Key staff qualifications (include resumes of principals and project leaders).
- References from at least two municipalities or public-sector clients for similar projects completed in the last five (5) years.

PROPOSAL REQUIREMENTS

1. Statement of Understanding
2. Statement of Qualifications
3. Staffing Plan
4. Client List & Conflicts Disclosure
5. Scope of Work, Phases & Timeline
6. Compensation
7. References

SUBMISSION DETAILS

Proposals shall be submitted no later than December 30, 2025:

Proposals may be delivered by email to: Christopher J. Bradbury, Village Administrator – Village of Rye Brook, at cbradbury@ryebrookny.gov

Mr. Bradbury will distribute all proposals to the Study Team. The Study Team will review the proposals, conduct interviews, and select a consultant to perform the Study.

SELECTION CRITERIA

- Demonstrated understanding of municipal HR issues and shared service models.
- Relevant experience and qualifications of the proposer and project team.
- Quality and feasibility of proposed approach and timeline.
- References from comparable projects.
- Proposed cost and overall value.

TIMELINE

- RFP Issued: November 24, 2025
- Proposals Due: December 30, 2025
- Consultant Interviews and Selection: January 2026
- Study Kick-off: February 2026/March 2026

ADDITIONAL QUALIFICATIONS SUBMISSION REQUIREMENTS

This solicitation is being issued as both a Request for Qualifications (RFQ) and a Request for Proposals (RFP). Consultants are encouraged to demonstrate their professional qualifications in addition to submitting a proposal for services. The qualifications submission should include:

- A statement of the firm's or individual's relevant experience with municipal human resources, shared services studies, and intermunicipal cooperation.
- Resumes of all key personnel who will work on the project, including their role and responsibilities.
- A description of at any similar projects conducted within the past five years, preferably within New York State.
- Demonstration of the firm's capacity to complete the study within the timeframe outlined.
- Any certifications, licenses, or affiliations that support the consultant's expertise in HR, organizational management, or municipal operations.

NYSDOS WORK PLAN

The consultant must also acknowledge that the Study will follow the attached Work Plan (Attachment C, enclosed with RFP/RFQ) that has been approved by the NYS Department of State (NYSDOS) Local Government Efficiency (LGE) program.

The Study Team reserves the right to evaluate both qualifications and proposals in making a final selection, and may request interviews with finalists.

END

ATTACHMENT C - WORK PLAN

SUMMARY

PROJECT NAME:	Consultant Study of Shared HR Admin
CONTRACTOR SFS PAYEE NAME:	Village of Rye Brook
CONTRACT PERIOD:	From: 01/01/2025 To: 12/31/2029
AWARD AMOUNT:	\$25,000

Provide an overview of the project including goals, tasks, desired outcomes and performance measures:

The Village of Rye Brook, in partnership with the Villages of Tuckahoe, Elmsford, Irvington, and Dobbs Ferry, is applying for a Local Government Efficiency (LGE) Planning Grant to explore the feasibility of establishing a shared Human Resources (HR) Department. Each of these municipalities is too small to sustain a dedicated HR department independently, leading to critical HR challenges, such as inadequate staffing, inconsistent training policies, and potential non-compliance with state and federal regulations. This project will conduct a comprehensive needs assessment to identify an optimal HR department structure, service delivery options, and collaboration models that can effectively serve the unique needs of each municipality.

The total project cost is estimated at \$50,000, with a match of \$25,000, representing 50% of the total cost. Expected outcomes include improved efficiency, enhanced employee support, better onboarding processes, identification of compliance issues, and a centralized resource for HR functions. The study will assess HR responsibilities, costs, and organizational structure, ultimately improving operational efficiency and collaboration across the municipalities. A consultant will assess needs, evaluate potential structures for sharing HR functions, and outline HR responsibilities and benefits all while researching successful models from other municipalities. Deliverables will include a detailed report outlining study findings and actionable recommendations for implementation, ultimately benefiting all municipalities involved.

OBJECTIVE	BUDGET CATEGORY/	TASKS	PERFORMANCE MEASURES
1. Establish project scope, timeline, and methodology	Contractual Services	a. Consultant selection b. Conduct kickoff meeting c. Complete comprehensive project work plan and communication plan d. Review existing HR policies organizational structures, staffing models	i. Prepare RFP for consultant procurement ii. Evaluate proposals iii. Execute consultant contract, copy to DOS iv. Hold Kickoff meeting v. Deliver final project schedule and work plan vi. Submit list of key municipal contacts vii. Submit project work plan, engagement plan, and data collection framework
2. Understand current HR administration processes and municipal needs	Contractual Services	a. Conduct structured interviews of HR staff and leadership b. Stakeholders complete post-assessment surveys c. Assess of current HR functions d. Develop municipality-specific needs assessment reports	i. Deliver draft comprehensive assessment reports of each municipality, ii. Stakeholders deliver feedback through post assessment surveys

3. Identification of
Common Goals &
Interests

Contractual Services

- a. Analyze current, in place, policies and procedures
 - b. Identify potential challenges and opportunities for harmonizing practices
 - c. Identify possible standardization of HR functions
 - d. Evaluate existing physical workplaces and remote work feasibility
- i. Deliver comprehensive analysis report with actionable recommendations, copy to DOS
 - ii. Deliver draft governance and implementation framework with recommendations of shared HR functions
 - iii. Deliver common goals and interests analysis report

4. Analyze existing
HR costs,
resources, and
outsourcing
arrangements

Contractual Services

- a. Collect comprehensive financial and operational data
 - b. Consult with key municipal representatives
 - c. Analyze the data collected, identifying cost saving/ efficiency areas
 - d. Complete municipal-specific needs assessment reports
- i. Deliver detailed summary report
 - ii. Deliver final municipal-specific needs assessment reports, copies to DOS

5. Analyze financial feasibility of a shared HR administration model	Contractual Services	a. Estimate cost of employing a shared HR administrator b. Complete cost sharing models c. Compare cost sharing models d. Identify cost saving and efficiency improvements e. Conduct research and analysis of similarly sized municipalities	i. Deliver cost comparison report, copy to DOS ii. Deliver cost sharing models iii. Deliver draft summary report, copy to DOS
6. Present findings and provide actionable recommendations	Contractual Services	a. Develop final presentation of findings b. Stakeholders will give feedback to findings c. Develop high-level implementation roadmap	i. Deliver Comprehensive Final Report, copy to DOS ii. Present findings and actionable recommendations iii. Deliver high-level implementation roadmap