

**EMS ORGANIZATIONAL MODEL STUDY**  
**Request for Qualifications and Proposals (RFQ/RFP)**  
**Professional Consulting Services**  
**July 19, 2021**

**PORT CHESTER-RYE-RYE BROOK EMS**  
417 Ellendale Avenue  
Port Chester, NY 10573

**VILLAGE OF PORT CHESTER**  
222 Grace Church Street  
Port Chester, N.Y. 10573

**CITY OF RYE**  
1051 Boston Post Road  
Rye, N.Y. 10580

**VILLAGE OF RYE BROOK**  
938 King Street  
Rye Brook, N.Y. 10573

**I. INTRODUCTION**

The Port Chester-Rye-Rye Brook Emergency Medical Services (the “PCRRBEMS”), the Villages of Port Chester and Rye Brook, and the City of Rye (collectively the “Municipalities”) are jointly seeking proposals from qualified consulting firms or individuals to perform an *EMS Organizational Model Study* (the “Study”). The purpose of this Request for Qualifications and Proposals (RFQ/RFP) is to provide an opportunity not only available on a fair and competitive basis, but also to ensure the delivery of the highest possible quality of professional services. The successful proposer will be required to enter into an agreement with the PCRRBEMS and Municipalities. The PCRRBEMS and Municipalities reserve the right to reject any and all proposals, to waive any informality contained therein, to negotiate any terms, and to award the contract as deemed to be in the best interests of the PCRRBEMS and Municipalities. Preference will be given to firms or individuals who have experience in the Study area and can demonstrate a good understanding of the Study objectives.

**II. STUDY OBJECTIVES**

The objectives of this Study are to provide the leaders of the PCRRBEMS and the Municipalities with an independent written report that would allow all involved to be informed about potential advantages and disadvantages of the current and alternative organizational structures for the provision of EMS services for the residents of the three municipalities served by the PCRRBEMS.

This Study would provide the key information and a roadmap for the PCRRBEMS to form any alternative organizational structures with no degradation of the current service levels provided by the PCRRBEMS. Short-term and long-term cost considerations shall also be considered for each alternative organizational structure presented.

**III. BACKGROUND**

Port Chester-Rye-Rye Brook Emergency Medical Services (PCRRBEMS):

The PCRRBEMS is a not-for profit corporation contracted for EMS services 24/7 through an Inter-Municipal Agreement with the Villages of Port Chester and Rye Brook and the City of Rye. PCRRBEMS was founded in 1968 as a Volunteer Ambulance Corps. The part time volunteer organization began hiring paramedic (ALS) staff in the early 1990’s. It transitioned from providing part-time ambulance coverage (nights & weekends) with paid paramedics, to a full-time, combination (paid/volunteer) organization in 1994. That change came at a critical point in the organization’s history, when it was plagued by poor management and funding. The new service model was the result of a

system study conducted in 1993 by Fitch & Associates which included the hiring of a full-time manager. Over the years the agency grew into a career agency (no volunteers) employing over 45 Paramedics and EMT's. The agency responds to approximately 6,000 calls each year, of which 4,500 require a hospital visit. PCRRBEMS staff are the true frontline members of health care in the community. The Agency owns and is responsible for all its vehicles, equipment and headquarters which is located at 417 Ellendale Avenue in Port Chester, but satellite stand-by locations are also provided at the Rye Brook Firehouse at 938 King Street in Rye Brook and Rye City's Milton Firehouse located at 560 Milton Road in Rye City.

The FY2021 budget is \$2,528,227. The largest expenditure is personnel at \$1,906,727 (75% of total). Approximately 66% of the PCRRBEMS revenue comes from billing the patient's insurance providers, although they only bill if the patient is transported to the hospital. As a result, the PCRRBEMS is not remunerated for about 1,500 of the calls for service. The second largest revenue source is municipal payments which provides another 30% of total revenues. One recent concern raised is the need to provide a written competitive compensation package for the recruitment and retention of career EMS professionals. As a result of this concern, the Municipalities established a written salary structure and provided supplemental funding in the current budget for this purpose.

There are two governing boards of the PCRRBEMS. One board is a tri-municipal EMS Committee (EMSC) made up of the Chief Administrative Officers (Managers/Administrators) of each of the communities as well as a civilian representative of each community. The EMSC meets at least quarterly to review calls for service and financial information. It approves the PCRRBEMS budget and municipal payments.  $\frac{3}{4}$  of the municipal financial support is split equally among the three Municipalities, with the final  $\frac{1}{4}$  split as a municipal percentage of the total population. The other oversight board is called the Corporate Board of Directors. It's members were originally part of the volunteer organization, elected years ago who continue to serve today. The Board of Directors meets bi-monthly to approve major purchases, capital projects and to discuss/decide on other topics as recommended by the Administrator. It also determines the Administrators Compensation Package.

Consultants interested in submitting a proposal for this Study should visit [www.ryebrook.org/ems](http://www.ryebrook.org/ems) to access the following information:

- Inter-Municipal Agreement between the PCRRBEMS and the Municipalities, which includes standards for priority calls and response times.
- PCRRBEMS 2021 Quarterly Report to EMSC: Response time summaries, operating budget and financial reports, etc.
- 2021 PCRRBEMS Operating Budget and 2021 Municipal Cost Breakdown.
- PCRRBEMS 2021 Employee Pay Plan.
- PCRRBEMS Description of current staffing, equipment and service levels.
- PCRRBEMS 2020 annual call information (by type).
- PCRRBEMS By-Laws
- 1993 Fitch & Associates Report

#### Village of Rye Brook:

Established in 1982, the Village of Rye Brook, New York is located within the Town of Rye in the southeast section of Westchester County, has a population of approximately 9,347 and is 3.47 square miles. Rye Brook is surrounded by Port Chester (east/southeast), the City of Rye, the Town of Greenwich, CT (east), the Town/Village of Harrison (west), and North Castle (north). The Westchester

County Airport is also immediately to the north and is served by the PCRRBEMS. Property tax collection for Port Chester is provided by Town of Rye. Interested consultants may wish to become familiar with a *Planning Base Studies* report completed in May 2012, and a *Comprehensive Plan* completed in June 2014. Both are available on the Village web site at [www.ryebrook.org](http://www.ryebrook.org).

#### Village of Port Chester:

Established in 1868, the Village of Port Chester, New York is located within the Town of Rye in the southeast section of Westchester County on the Long Island Sound, has a population of approximately 28,967 (based on the 2010 census) and is 2 square miles. Port Chester is conveniently located at the intersection of I-287 and I-95, is adjacent to the Village of Rye Brook (west), the City of Rye (south), and the Town of Greenwich, CT (north and east). Port Chester features a Metro North Train Station (45 min from Manhattan) and access to the Long Island Sound. Formerly known as the “Saw-Pit” due to its inception as an industrial boat-building community, Port Chester now rests at a bustling crossroads with a thriving downtown waterfront featuring some of the best restaurants and entertainment venues in the tri-state area. Property tax collection for Port Chester is provided by Town of Rye. Interested consultants may wish to become familiar with the Port Chester web site at <https://www.portchesterny.gov/>.

#### City of Rye:

The City of Rye, New York is located in the southeast section of Westchester County on the Long Island Sound, has a population of approximately 15,720 (based on the 2010 census) and is 5.85 square miles. Rye city, formerly the village of Rye, was part of the town until it received its charter as a city in 1942, making it the youngest city in New York State. Rye is notable for its vibrant downtown and extensive waterfront which covers 60 percent of the city's land. The historic Playland Amusement Park, owned by Westchester County, is located within the City of Rye boundaries and is served by the PCRRBEMS. The City of Rye provides its own tax collection. Interested consultants may wish to become familiar with the City of Rye web site at [www.ryeny.gov](http://www.ryeny.gov).

#### IV. STUDY TEAM & STUDY OUTLINE

The Consultant will primarily be working with an *EMS Organizational Model Study Team* consisting of the following five (5) members:

- PCRRBEMS Director (1)
- PCRRBEMS Assistant Director (1)
- Port Chester Village Manager (1)
- Rye Brook Village Administrator (1)
- Rye City Manager (1)

It is anticipated that the *EMS Organizational Model Study Team* will review all Study Proposals and will make recommendations of a Study Consultant to the EMS Committee for approval. Once a Consultant is selected, the *EMS Organizational Model Study Team* will meet approximately once per month until the Study is completed. The Consultant shall lead the team and be responsible for preparing a written agenda and a written summary of the meetings.

It is further anticipated that the Study will take approximately four (4) to six (6) months to complete and will include an interim report and a final written report that will be reviewed first with the *EMS Organizational Model Study Team* and then presented to the PCRRBEMS and Municipalities (either

separately or together). The final report will provide guidance on the options and impacts of the various organizational models for continuation of the long-term goal of maintaining the high-quality EMS services that have been expected by the residents within the involved Municipalities. An electronic version of both reports shall also be provided.

The Study of the various organizational models should take into consideration the current PCRRBEMS personnel, short-term and long-term career compensation, benefit, and retirement options, facilities, vehicles and equipment available to respond to EMS calls.

#### Deliverables:

The ideal outcome is one in which the current high quality of EMS service is maintained or improved for the residents in Port Chester, Rye City and Rye Brook, while providing a cost-efficient, long-term competitive compensation model for the career EMS professionals.

The Study shall include but not be limited to a detailed Final Report of potential EMS organizational structures, taking into consideration the following items:

1. Maintaining at least the current service levels, response times, and municipal coverage area;
2. Identify the positive and negative impacts of the current not-for-profit tri-municipal EMS service.
3. Identify the positive and negative impacts of becoming an EMS District supported through property taxes;
4. Identify the positive and negative impacts, of becoming a Civil Service EMS agency under one of the partner municipalities that would then contract to provide service with the other two involved municipalities.
5. Identify the structure and positive and negative impacts, of any other organizational structure models presented by the consultant.
6. Provide the governance and management structure for each option above.
7. Provide the short-term and long-term financial impacts to the residents of the Municipalities for each options above.
8. Seek to have the PCRRBEMS known as having a competitive compensation package and great place to establish a career as an EMS professional.
9. Provide specific existing examples of other successful EMS organizational models.

Ultimately, the Final Report should act as a roadmap for the PCRRBEMS and Municipalities to compare the current EMS structure with the alternative organizational and funding models, and be the key document to lead the PCRRBEMS and the Municipalities to decide the best way to proceed for the benefit of the involved municipalities.

## V. QUALIFICATIONS AND EXPERIENCE

Qualification requirements may include, but not be limited to:

- At least three (3) years' experience providing similar service; experience in New York is preferred but not required.
- Key members of the firm or group should be in business or have relatable experience for a minimum of five (5) years.
- Demonstration of all licenses and certifications required to perform the required Work.

- Include the name, resumes and detailed qualifications of principals, associates, and key project leaders that may be assigned to this project.
- Demonstrate experience and expertise in the subject matter.
- Ability to accomplish projects in a professional, thorough and timely manner.

Responses should clearly show compliance to these qualifications, or demonstrate why they should be waived by the reviewers. Proposals that are not clearly responsive to these qualifications may be rejected by the EMS and Municipalities.

## VI. PROPOSAL INSTRUCTIONS

**1. Statement of Understanding:** This statement shall be a narrative of such length and sufficiency to demonstrate that the proposer has sufficient knowledge of the EMS and Municipalities, the scope of work and how the proposer believes that it would be best able to assist in this Study.

**2. Statement of Qualifications:** This statement shall be a narrative of such length and sufficiency to demonstrate that the proposer meets the qualification requirements as requested in Section V.

**2. List of Staff Assigned to Project:** If proposer should list all individuals that will be assigned to the project, together with a resume for each. One principal consultant shall be designated as responsible for the project work. If the proposer intends to subcontract or work jointly with another individual or firm, such arrangement must be described in detail, including the length of time in working with the proposer in such capacity.

**3. List of Clients:** The proposer shall list all current private clients in the Village of Rye Brook, the Village of Port Chester and the City of Rye. The proposer shall also list all private clients that it has represented before any municipal board in the Village of Rye Brook, the Village of Port Chester, or the City of Rye in the past five years. The proposer shall identify any conflicts that may exist.

**4. Compensation, Project Phases & Time Frame:** The proposer shall provide a financial proposal, which shall be in the form of a lump sum amount. There shall be no additional reimbursement for disbursements, such as copying or binding, or travel time. The proposer should also provide an estimated outline of the project, the proposed phases to prepare the project Study, and the time frame by project phase.

**5. References:** The proposer shall provide at least two (2) references for clients to whom the proposer currently or previously provided municipal and/or EMS consulting services. All references should be for projects completed within the last five (5) years.

Please include, at a minimum, the following information:

- Client (corporation, public agency, etc.)
- Special features, accomplishments or problems
- Specific services provided
- Dates of service
- Approximate contract value
- Individual references for each project with contact information.

**Due Date:**

Proposals shall be delivered by email (preferred), by hand (flash drive), or by mail (flash drive) to Christopher J. Bradbury, Village Administrator, Village of Rye Brook, 938 King Street, Rye Brook, NY 10573, or [cbradbury@ryebrook.org](mailto:cbradbury@ryebrook.org) on or before September 8, 2021 at 4:30 p.m. local time. Mr. Bradbury will distribute the proposals to the *EMS Organizational Model Study Team*.

*Final 07/19/2021*