

**Request for Proposals**  
**Town of Marbletown Emergency Services Efficiency Study**

The Town of Marbletown, located in Ulster County, is seeking proposals from qualified individuals or firms to prepare a comprehensive study for an Emergency Services efficiency study. The project will consist of an efficiency study, which may include dissolution, but also puts an emphasis on efficiency and consolidation, and to evaluate the positive and negative impact of these options, all with a goal of reducing the property tax burden while providing for an adequate level of municipal services. (hereinafter the Study).

In October 2019, the Town of Marbletown applied to the NYS Department of State's Citizen's Reorganization Empowerment Grant (CREG) program to prepare the Study. This application was made in response to the Town Board resolution adopted on June 8, 2019 at which time a quorum was present. The Town has requested \$25,000.00 from the State in order to complete this project. The proposed program work plan with New York State is attached (attachment A).

The selected consultant will have demonstrated experience in emergency services efficiency work, preferably with New York State: success in implementing a public participation strategy, including meetings/hearings and distribution of information via the internet; and experience with providing high-quality deliverables in a timely manner. The successful individual or firm is expected to meet with the committee at least once per month at designated times until substantial completion of the project. Consultant may propose alternative arrangements for physical meetings in order to reduce costs, such as conference call or webinar, however, the committee will meet in person with the consultant no less than every other month.

Consultant is expected to prepare and print all data, including documents, maps, charts, and other necessary items and include such additional charges in proposal.

All proposals must include a list of project tasks and may include recommended alternatives to the attached program work plan, a project timeline detailing all activities from selection of consultant to substantial completion; resumes of staff assigned to the project; and a fixed cost proposal. Consultant must include an overview of qualifications and previous experience, including pertinent references, with proposal.

The Town of Marbletown reserves the right to reject any or all proposals that fail to meet minimum requirements.

Eight (8) hard copies and one (1) electronic copy (PDF) of the proposal must be submitted in a sealed envelope by October 16, 2020 at 4:00pm EST to:

Richard Parete, Town Supervisor  
Town of Marbletown  
1925 Lucas Avenue  
Cottkill, NY 12419  
supervisor@marbletown.net

**ATTACHMENT C - WORK PLAN**  
**SUMMARY**

PROJECT NAME: Marbletown Fire District Efficiency Study

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CONTRACTOR SFS PAYEE NAME: Town of Marbletown

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CONTRACT PERIOD: From: 04/01/2019

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To: 03/31/2024

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AWARD: 25,000.00

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

The Town of Marbletown will send out an RFP to the appropriate people capable of doing the Grant work to study efficiencies of districts and/or consolidation of 6 out of 7 fire districts. The work will take place over 9 months. A resolution from each of the 6 Fire Department's Board of Commissioners agreeing to participate in the study and Town Board Resolution of Approval was included with the application

The Town of Marbletown will commission a study to evaluate the current delivery of fire protection and EMS services within the Town and to provide recommendations regarding efficiencies and a possible consolidation of the Districts. The study will address the potential impacts of a transition to a single unified district or several districts, as well as alternative consolidation scenarios and maintaining the status quo. The objectives are to:

1. Initiate Project;
2. Conduct a Baseline Review of existing conditions;
3. Develop Options for Collaboration and Merger based on the Baseline Report; and
4. Issue a Final Report identifying the preferred option(s).

The Contractor will review statistics, property, number of Fire calls, annual budget, supply purchases, number of mutual aid calls for 6 of the 7 Fire Districts to suggest possible re-organization and/or consolidation possibilities and other suggestions of efficiency. These districts include:

- 1) Cottekill Fire Department  
240 Cottekill RD  
Cottekill, NY 12419

- 2) High Falls Fire Department  
7-11 Firehouse Rd  
PO Box 415  
High Falls, NY 12440
- 3) Lomontville Fire Department  
2394 Hurley Mtn. RD  
Kingston, NY 12401
- 4) Marbletown Fire Department  
535 North Marbletown RD  
Kingston, NY 12401
- 5) Stone Ridge Fire Department  
525 Cottekill RD  
Stone Ridge, NY 12484
- 6) Vly-Atwood Fire Department  
172 Vly-Atwood RD  
Stone Ridge, NY 12484
- 7) Marbletown First Aid Unit  
30 School Hill Rd.  
High Falls, NY 12440

This project will allow the Town of Marbletown to explore the efficiency of 6 of the Town's fire districts through a feasibility study. The primary objective of this project is to develop a detailed Fire Efficiency Study that answers questions that the Town and its residents have about the current system, impacts of implementing suggestions of efficiency, and how consolidation would affect residents. The Efficiency Study will provide the Town with a report that includes the following elements: Executive Summary, Introduction, Fire Service Cost Analysis, Assets & Real Property Information owned by the Districts, District Financial Summary, Districts' Fund Balances & Outstanding Debts, and Legal Issues & Impediments. This information will be utilized to determine: 1) Potential Financial Savings; 2) Management Improvements; 3) Service Delivery Changes resulting from consolidation. If consolidation does not occur, what can be shared among districts. These items will be summarized in the Consolidation Study.

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**Objective****1 Fire District Consolidation Study**

**Tasks**

- 1 Hire Consultant - Develop the RFP to engage a principal consultant to undertake the work. The RFP advertising. At the conclusion of the advertising period the board will review and select a consulting firm to prepare the Efficiency Study. Following contract negotiations, the consultant will be issued a notice to proceed.

Performance Measures

- 1 Consultant RFP and Contract - Copy of RFP and Contract

**Tasks**

- 2 Survey of Existing Conditions - The consultant will collect available data from Fire Districts and Rescue Squad. It is anticipated that much of this part of the project will involve visiting facilities and direct meeting with fire districts.

Performance Measures

- 1 Report on Existing Conditions - A review of the existing conditions of fire protection services.

**Tasks**

- 3 Review of Options - This component of the study will involve the assimilation and analysis of all the data collected, development of recommendations to include: review of efficiencies and possible consolidation of fire services with cost estimates, project priorities, financing options, preliminary property tax rate projections and other options for cost savings or economies of scale. The analysis will include the likely economic benefits of consolidation and the possible improvements to service delivery.

Performance Measures

- 1 Option Review - The project partners will inform NYSDOS of the options other than consolidation that have been considered and provide copies of those options as part of the study and if they intend to pursue any of the options.

**Tasks**

- 4 Develop an Efficiency Study - Develop an Efficiency and Consolidation Plan as outlined in the General Municipal Law, Article 17-A, Section 754.

Performance Measures

- 1 Draft Efficiency Study - Draft Efficiency Study submitted to NYSDOS for review and comment.

**Tasks**

- 5 Public Informational Meetings - The project partners will hold three public meeting to review the draft Efficiency Study Existing Conditions and Alternatives Reports and draft Consolidation Plan and/or Efficiency Plan

Performance Measures

- 1 Summary from Public Meeting - Summary including documentation of comments and feedback received.

**Tasks**

- 6 Determination on the Efficiency Study - The project partners will review and accept the final study through action at a Meeting. Each partner will also vote on if consolidation will proceed or if any of the suggested efficiencies will proceed.

Performance Measures

- 1 Efficiency Results - The project partners will inform NYSDOS if any of the suggestions will or will not occur, by submitting copies of the results of the board votes.

**Tasks**

7. Project Closeout - The grantee will actively manage the project and at the end, it shall initiate and complete project close-out with the Department of State.

Performance Measures

- 1 Project Closeout - Project Close-out Forms and Final Documents - Copies of project correspondence to be provided to the Department of State. Reports prepared as required by the Department of State and supporting information required to execute payment requests and comply with funding requirements. Project close-out items completed to the satisfaction of the Department of State.

OBJECTIVE	BUDGET CATEGORY/ DELIVERABLE (if applicable)	TASKS	PERFORMANCE MEASURES
1: Fire District Efficiency Study	Contractual Services	a. Project Initiation to identify project scope, milestones, communication standards, deliverables, timeline, resource requirements and plan for public engagement. Hire a consultant	i. Copy of RFP and contract  ii. Anticipated project timeline

OBJECTIVE	BUDGET CATEGORY/ DELIVERABLE (if applicable)	TASKS	PERFORMANCE MEASURES
Baseline Review	Contractual	<ul style="list-style-type: none"> <li>a. Baseline Research - (data collection on departmental leadership and key staff members)</li>   <li>b. Baseline Research - (data collection on operational budgets, tax rates and level of service)</li>   <li>c. Baseline Report Development</li> </ul>	<ul style="list-style-type: none"> <li>i. Analysis of quantitative and qualitative information on participating fire districts</li>   <li>i. Analysis of quantitative and qualitative information on participating fire districts</li>   <li>i. Written report that documents existing conditions of fire service in the Town of Marblatown</li> <li>ii. Draft Baseline Report presented to project steering committee, copy to DOS</li> </ul>

OBJECTIVE	BUDGET CATEGORY/ DELIVERABLE (if applicable)	TASKS	PERFORMANCE MEASURES
Options for Collaboration and Merger	Contractual	a. Develop Options to identify criteria used to evaluate different options for appropriateness of adoption	i. Draft Options Report delivered to participating districts' leadership for review and revision. Copy to DOS



OBJECTIVE	BUDGET CATEGORY/ DELIVERABLE (if applicable)	TASKS	PERFORMANCE MEASURES
Final Report	Contractual	<p>a. Identify Preferred Options, including estimated costs, fiscal impacts (including on residential property, fire, and hazard insurance) and operational changes with transition to new operational environment.</p> <p>b. Present Findings at a public forum in the community to allow the community and elected leaders to provide input on the proposed plans.</p> <p>c. Project closeout</p>	<p>i. Preferred options regarding fire service</p> <p>i. Final Report including Baseline and Options Sections</p> <p>ii. Public presentation as desired by the steering committee</p> <p>i. Forms and final documents to DOS</p>

