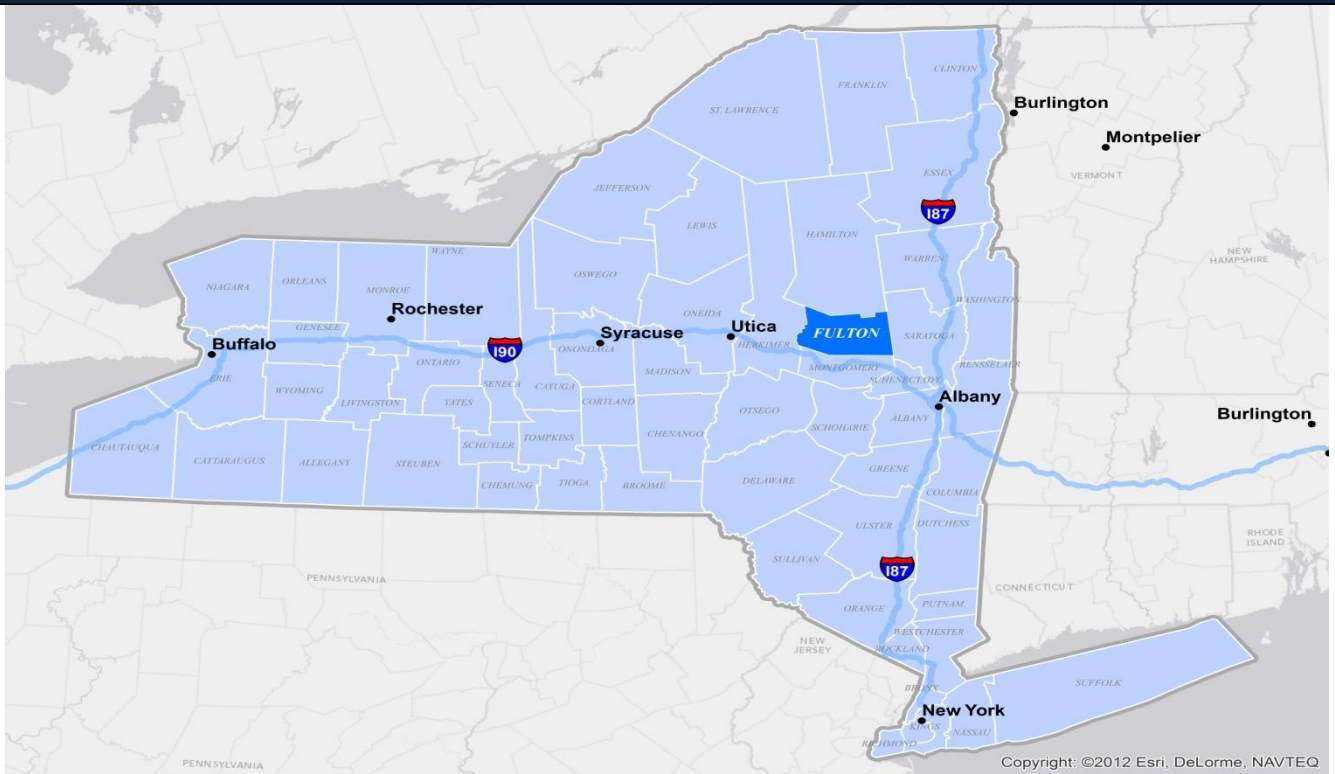


REQUEST FOR PROPOSALS TO PREPARE A NEW FULTON COUNTY DEVELOPMENT STRATEGY



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**FULTON COUNTY
BOARD OF
SUPERVISORS
223 WEST MAIN STREET
JOHNSTOWN, NY 12095**

JANUARY 2, 2024

**PROPOSALS DUE BY
2:00 P.M.
FEBRUARY 21, 2024**

INVITATION

Fulton County does hereby invite the submission of a proposal from your firm to prepare a Fulton County Development Strategy.

Five (5) copies of the proposal prepared in accordance with this Request for Proposal shall be submitted in an sealed envelope with "Fulton County Development Strategy" clearly marked on the outside of the envelope by 2:00 p.m., Wednesday, February 21, 2024 to:

**JON R. STEAD, PURCHASING AGENT
FULTON COUNTY BOARD OF SUPERVISORS
223 WEST MAIN STREET, ROOM 205
JOHNSTOWN, NY 12095
(518) 736-5540**

Fulton County reserves the right to reject any and all proposals or any portion thereof.

All questions regarding this Request for Proposal shall be directed to:

**SCOTT HENZE, PLANNING DIRECTOR
FULTON COUNTY PLANNING DEPARTMENT
1 EAST MONTGOMERY STREET
JOHNSTOWN, NY 12095
(518) 736-5660
FAX: (518) 762-4597
EMAIL: shenze@fultoncountyny.gov**

An electronic copy of the proposal shall be submitted to Scott Henze at the email address above.

BACKGROUND

Fulton County, New York, is located in central New York State approximately 45 miles west of the City of Albany, the Capital of New York. There are ten (10) towns, four (4) villages, and two (2) cities (Gloversville and Johnstown) located within Fulton County. As of 2020, Fulton County's population was 52,812. Fulton County is bounded on the west by Herkimer County, the north by Hamilton County, east by Saratoga County and to the south by Montgomery County.

In 2018, Fulton County completed a 10-year Development Strategy. To date, a number of the initiatives recommended in that Strategy have either been completed or started.

The COVID-19 Pandemic changed many things in this country from where people work, to where people live to how businesses function. In addition, 2020 Census data is now available that should be assessed and evaluated for trends. Due to these and other reasons, Fulton County desires to prepare a new Development Strategy.

The Fulton County Board of Supervisors would like to hire a professional consultant to prepare a new Development Strategy. The Consultant shall work on a day-to-day basis with Scott Henze, Planning Director.

The new Strategy shall focus on three (3) main components:

1. Economic Development
2. Housing Development
3. Tourism Development

SCOPE OF WORK

1. KICKOFF MEETING:

A. Schedule and conduct a kickoff meeting with Fulton County officials. At this meeting:

1. Review Fulton County's existing Development Strategy, Profile and SWOT Analysis. Prior to this meeting, copies of these reports will be provided to the Consultant to review.
2. Discuss Fulton County's Economic Development Program.
3. Discuss Fulton County's Tourism Program.
4. Discuss housing needs in the County.
5. Discuss the form and content of new Development Strategy.
6. Discuss the form and content of the Dashboard Report the Consultant shall prepare in Section 7 on page 13 of this RFP.

B. The Consultant shall work with Scott Henze to determine what County officials to invite to this meeting.

C. Participate in County tour to familiarize Consultant with municipalities and ongoing projects and initiatives.

2. FULTON COUNTY PROFILE:

A. The Consultant shall prepare a County Profile report. This Report shall be a compilation of data to provide a comprehensive description of the County. Fulton County will utilize this Profile to promote and market the County to businesses interested in locating in the County and to people looking to move to the County.

B. The Profile shall contain data for Fulton County, the Cities of Gloversville and Johnstown, the ten (10) Towns and four (4) Villages in the County.

C. Data shall be collected for 2000, 2010, 2020 and 2023. Key population, socio economic, housing, tourism and other trends shall be identified.

D. Use Census, US Bureau of Labor Statistics and other standard data sources. The Consultant shall utilize 3rd party data sources, as necessary, to collect detailed data. The cost to purchase said data shall be included in the Consultant's proposal.

E. At a minimum, the Profile should include data regarding the following:

1. Population:

- Total
- Median Age
- Age Breakdown
- Household Size
- Demographic Data for School Districts
- Homelessness
- Other

2. Socio Economic:

- Median Income
- Household Income
- Poverty

- Employment
- Workforce Participation
- Unemployment Total and Rate
- Total Employed
- Industry Sector Wages and Employment
- Other

3. Housing:

- Housing Stock. Identify quantity of all types of housing units: single-family, apartments, townhomes, condominiums, senior and others.
- Sale of new and existing housing as well.
- Rental market rates and availability.
- Age of Housing Units
- Rate of Homeownership vs. Rental
- Vacancy rates by housing type and municipality
- Tenure
- Number of new housing units being constructed annually by municipality and type
- Housing Costs by type
- Rental Costs by type
- Fair Market Rents/HUD Area Median Family Income
- Housing Sales: Total and Price
- Housing Demand by Housing Type
- Utility Cost Analysis
- Other

4. Tourism:

- Collect detailed information regarding all types of existing accommodations in Fulton County by type including: hotels, motels, bed and breakfasts, RV Parks, campgrounds, vacation rentals, boutiques and others.
- Assess the inventory of accommodations relative to the inventory of tourism attractions in the County and Region.
- Collect tourism-related data for Fulton County from the 2010, 2015, 2020, 2021, 2022 and 2023 U.S. Bureau of Labor Statistics for:

NAICS :	721	:	Accommodations
	7211	:	Traveler Accommodations
	7212	:	RV and Recreational Camp
	7213	:	Rooming and Boarding Houses

NAICS :	722	:	Food Service and Drinking Places
	7223	:	Special Food Services
	7224	:	Drinking Places (Alcoholic Beverages)
	7225	:	Restaurants and Other Eating Places

- Based upon the review of this data, identify key observations and trends.
- In addition, Fulton County is part of the Capital-Saratoga Tourism Region from NYS ESD/I Love NY. The County receives a report for the Region from NYS ESD. The last report received was for 2022. However, said report does not include the following data:
 - Visitor Origin (Metro Area, State, Country etc.)
 - Length of Stay
 - Age cohort
 - Destination/Venue/Travel Purpose
 - Whether or not their travel was impacted by a marketing effort – How are they hearing about Fulton County.

- The Consultant shall identify potential sources for this data such as Smith, Travel Research (STR) Inc. and others. If sources are identified, the Consultant shall collect or purchase the data for years 2019 – 2023 if available.
- F. In addition to the 2000, 2010 and 2020 data collected and analyzed in Work Task C above, the Consultant shall also collect certain projections (2030-2040) to identify potential future trends that could impact what would be recommended in the updated Strategy. At a minimum, projections on the following shall be collected and analyzed:
- Population
 - Age Cohorts
 - School Age
 - Median Age
 - Households, Total
 - Households, Owner Occupied
 - Households, Renter Occupied
 - Housing Needs Projections
 - Housing Supply Projections
 - Income by Household Size
 - Other
- G. Prepare draft Profile that utilizes narrative, graphs, tables, charts, maps, photos and images to present the information collected. Include an Executive Summary that highlights key positive findings, information and trends that can be used in marketing the County.
- H. Identify key population, socio-economic, economic development, tourism, housing, and other trends.
- I. Submit draft Profile to Fulton County to review. Incorporate County's comments into final Profile. Allow for up to three (3) reviews and edits by the County.
- J. Provide 50 spiral bound color copies of Profile and an electronic version in both Microsoft Word and pdf formats.
- K. Format and provide an electronic copy of the Profile to be placed on Fulton County's, Fulton County Center for Regional Growth's, Fulton County Industrial Development Agency's and Fulton Montgomery Regional Chamber of Commerce's websites.

3. STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS (SWOT):

- A. The Consultant shall prepare and send to the following persons a survey seeking their input on Fulton County's Strengths, Weaknesses, Opportunities and Threats (SWOT) with respect to economic development, tourism and housing and other matters:
- a. Members, Board of Supervisors (20)
 - b. Jon Stead, Administrative Officer, Board of Supervisors
 - c. Scott Henze, Planning Director
 - d. Mayor Vince DeSantis, City of Gloversville
 - e. Mayor Amy Praught, City of Johnstown
 - f. Four (4) Village Mayors
 - g. Ron Peters, President and CEO, Fulton County Center for Regional Growth
 - h. Fulton County Center for Regional Growth Board of Directors (9)
 - i. James Mraz, Executive Director, Fulton County Industrial Development Agency
 - j. Fulton County Industrial Development Agency Board of Directors (7)
 - k. Anne Boles, Executive Director, Fulton-Montgomery Regional Chamber of Commerce
 - l. Fulton-Montgomery Regional Chamber of Commerce Board of Directors (13)
 - m. Carla Kolbe, Tourism Coordinator, Fulton County Visitor's Bureau

- n. Dr. Greg Truckenmiller, President, Fulton-Montgomery Community College
- o. David Ziskin, District Superintendent, HFM-BOCES
- p. School Superintendents (7)
- q. David Henderson, Executive Director, Fulton County Community Heritage Corporation
- r. Kayla Potter, Executive Director, Gloversville Housing Authority
- s. Gina Papa, Executive Director, Fulton, Montgomery and Schoharie Counties Workforce Development Board
- t. Steve Smith, Executive Director, Mohawk Valley Economic Development District

- B. The Consultant shall also develop a survey via Survey Monkey or similar methodology to obtain public input on Fulton County's SWOT regarding economic development, tourism, housing and other matters. The Consultant shall work with the Planning Director to format questions for this survey, when it shall run, for how long to run it, how to advertise it and how to encourage the public and businesses to complete the survey.
- C. Collect and organize all of the feedback from these surveys.
- D. Based upon findings and trends identified in County Profile, meetings with County officials, the input received from the surveys in A and B above, prepare a summary of Fulton County's SWOT.
- E. The SWOT shall be organized into the following components:
 - 1) Economic development.
 - 2) Housing.
 - 3) Tourism development.
 - 4) Other.
- F. Submit draft SWOT to Fulton County for review and comment. Allow for up to three (3) reviews and edits by the County.
- G. Incorporate the County's comments into a final update.
- H. Submit final SWOT to Fulton County.

4. FULTON COUNTY'S DEVELOPMENT STRATEGY:

A. Introduction:

- 1. Fulton County's new Development Strategy shall feature policies, projects and initiatives laid out in an organized manner to achieve the vision of where the County wants to be in the next 5 years. These policies, projects and initiatives shall build on the County's strengths and opportunities and address the County's weaknesses and threats.
- 2. The Strategy shall contain three (3) main components:
 - a) **Economic Development**
 - b) **Housing Development**
 - c) **Tourism Development**
 - d) **Other**
- 3. Fulton County's Capital Budgeting Process:
 - Each year, Fulton County adopts a 3-year Capital Plan. This plan identifies those capital projects the County desires to implement during that 3-year period. Projects identified in year 1 get funded in the County Budget and are implemented.
 - For each of the three (3) main components of the Development Strategy, the Consultant will be asked to include five (5) recommended projects and initiatives to build on the County's strengths and opportunities and address the County's weaknesses and threats.

- For those projects and initiatives the Consultant shall recommend to the County to implement, the Consultant shall recommend a 5-year plan for funding and implementing those projects and initiatives. Year 1 of that 5-year plan shall be 2025.
- Fulton County starts its capital budgeting process each year in June. That process continues until a 3-year Capital Plan is approved at the November meeting of the Fulton County Board of Supervisors. The Consultant shall be tasked with recommending 2025 County projects and initiatives in time to be included within the County's 2025 capital budgeting schedule.

4. Contacts:

The Consultant will be asked to schedule and conduct various roundtable meetings as part of preparing the Development Strategy. Fulton County will provide the Consultant with the names and contact information of all persons to be invited to these meetings. The Consultant will be provided with a spreadsheet for each Roundtable showing the names of all persons to be invited, title, organization, organization's website, mailing address, phone number and email address.

B. Components of New Development Strategy:

1. **SWOT:**

- The Consultant shall include the SWOT prepared in Task 3.

2. **Economic Development:**

A. **Background:**

Fulton County's Economic Development Program currently operates under the direction and guidance of the Fulton County Board of Supervisors (BOS). The BOS works with two (2) organizations to provide economic development services:

- a. **Fulton County Center for Regional Growth (CRG).**
- b. **Fulton County Industrial Development Agency (IDA).**

A description of each organization follows:

a. Fulton County Board of Supervisors:

The BOS oversees the County's Economic Development Program by:

1. Providing funds to the CRG under an Agreement with the CRG to provide economic development marketing services.
2. Appointing three (3) members to the CRG Board.
3. Appointing all members to the IDA Board.

b. Fulton County Center for Regional Growth:

The CRG is a Not-for-Profit (NFP) corporation created under Section 402 of New York's NFP Law. It was created on March 2, 2012. It was formed as a Type B Corporation under Section 201 of that law. The Internal Revenue Service has designated the CRG as a 501(c)(3) making it tax exempt.

The CRG is a membership organization. It is overseen by a nine (9) member Board of Directors. Six (6) members are appointed by the CRG. Three (3) members are appointed by the BOS. At present, the CRG operates with the following full-time staff:

Ron Peters, President/Chief Executive Officer
Ken Adamczyk, Economic Development Specialist

Jennifer Donovan, Gloversville Downtown Development Specialist
Desiree Perham, Executive Assistant
Paul Davis, Accounting Assistant

The CRG annually contracts with Fulton County to provide certain economic development services. The CRG uses the funds it receives from the County to provide economic development services including:

- a. Business Marketing
 - b. Business Recruitment
 - c. Business Retention
 - d. Market shovel-ready sites
 - e. Administer Loan Pools
 - f. Grant Initiatives
 - g. Community Development
- c. Fulton County Industrial Development Agency:
The IDA was created in 1970 as a public benefit corporation under Section 854 of New York State's General Municipal Law. It's overseen by a seven (7) member Board of Directors all appointed by the BOS.

The IDA provides three (3) economic development services:

1. Provide three (3) financial incentives to eligible projects:
 - a. Real Property Tax Exemptions
 - b. Sales Tax Exemptions
 - c. Mortgage Recording Tax Exemptions
2. Prepares and manages shovel-ready sites
3. Marketing

At present, the IDA operates with the following part-time staff:

James Mraz, Executive Director
Carol Ellis, Chief Financial Officer

The IDA generates its revenues from lot sales and administrative fees. It does not receive any revenues from County Government.

B. Scope of Work:

1. The Consultant shall schedule and conduct Economic Development Roundtable meetings with, at a minimum, representatives of the following stakeholders:
 - a. Members, Board of Supervisors (20)
 - b. Jon Stead, Administrative Officer, Board of Supervisors
 - c. Scott Henze, Planning Director
 - d. Mayor Vince DeSantis, City of Gloversville
 - e. Mayor Amy Praught, City of Johnstown
 - f. Four (4) Village Mayors
 - 1) Lawrence Cornell, Mayor, Village of Broadalbin
 - 2) Mary Puznowski, Mayor, Village of Dolgeville
 - 3) Emory Chase, Mayor, Village of Mayfield
 - 4) Sue Eckert, Mayor, Village of Northville
 - g. Ron Peters, President and CEO, Fulton County Center for Regional Growth
 - h. Fulton County Center for Regional Growth Board of Directors (9)

- i. James Mraz, Executive Director, Fulton County Industrial Development Agency
 - j. Fulton County Industrial Development Agency Board of Directors (7)
 - k. Anne Boles, Executive Director, Fulton-Montgomery Regional Chamber of Commerce
 - l. Fulton-Montgomery Regional Chamber of Commerce Board of Directors (13)
 - m. Carla Kolbe, Tourism Coordinator, Fulton County Visitor's Bureau
 - n. Dr. Greg Truckenmiller, President, Fulton-Montgomery Community College
 - o. David Ziskin, District Superintendent, HFM-BOCES
 - p. School Superintendents (7)
 - 1) Stephen Tomlinson, Superintendent, Broadalbin-Perth Central School District
 - 2) David Halloran, Superintendent, Gloversville Enlarged School District
 - 3) Dr. William Crankshaw, Superintendent, Greater Johnstown School District
 - 4) Christopher Harper, Superintendent, Mayfield Central School
 - 5) Dr. Sarah Chauncey, Superintendent, Northville Central School
 - 6) Adam Heroth, Superintendent, Oppenheim-Ephratah-St. Johnsville Central School
 - 7) Nicole Dettenrieder, Superintendent, Wheelerville Union Free School
 - q. David Henderson, Executive Director, Fulton County Community Heritage Corporation
 - r. Kayla Potter, Executive Director, Gloversville Housing Authority
 - s. Gina Papa, Executive Director, Fulton, Montgomery and Schoharie Counties Workforce Development Board
 - t. Steve Smith, Executive Director, Mohawk Valley Economic Development District
 - u. Anthony Mendetta, Superintendent, Gloversville Water Board
 - v. Wallace Arnold, Manager, Gloversville-Johnstown Joint Wastewater Treatment Plant
 - w. Sue Collins, Community and Customer Manager, National Grid
 - x. Banks
 - y. Realtors
 - z. Developers
 - aa. Large Employers
 - bb. Others
2. These meetings may be in person, by Zoom/MS Teams or a combination of the two (2).
 3. The purpose of these Roundtable meetings will be to:
 - a. Share the Consultant's findings of its review of data and trends.
 - b. Discuss strengths, weaknesses, opportunities and threats to Fulton County's Economic Development Program.
 - c. Discuss Fulton County's labor force and workforce development problems, issues, challenges and needs in Fulton County.
 - d. Review findings of 2022 Fulton County's Labor Market Study.
 - e. Discuss State and national trends in economic development.
 - f. Discuss projects and initiatives to grow and strengthen the County's economy.
 - g. Other topics.
 4. The Consultant shall schedule and conduct two (2) Economic Development Roundtable meetings.
 5. Once these meetings are complete, prepare a summary of key findings regarding economic development in Fulton County.
 6. Based upon these key findings and the SWOT, identify five (5) recommendations to promote economic development in Fulton County. The Consultant shall identify the entities it suggests should implement the recommendations, what year each recommendation should be implemented, estimated cost and potential sources of grant funding.

3. Tourism Development:

A. Background:

Fulton County's Tourism Program is run by the County's Visitor's Bureau, which operates as part of the County's Planning Department.

B. Destination Fulton County:

In August 2023, Fulton County unveiled Destination: Fulton County, a strategic plan involving three (3) major projects to promote tourism, hospitality and retail business in the County. The three (3) main projects are as follows:

- | | | |
|---|---|-------------|
| 1. Route 30/30A Sewer Project | : | \$8,650,000 |
| 2. Parkhurst Field of Dreams | : | \$1,000,000 |
| 3. Great Sacandaga Lake Museum & Visitor Center | : | \$ 600,000 |

Fulton County used its American Rescue Plan funds on these important tourism projects.

The Route 30/30A sewer project involves the installation of new sewer transmission mains from the City of Gloversville at the intersection of NYS Routes 30A and 349 to the Village of Mayfield. This project is out for bid. Construction will start in 2024.

The Parkhurst Field of Dreams Project involved the construction of Legends Field, a premier Little League tournament baseball stadium that is to be a major tourism destination. The Legends Field stadium has been completed.

The Great Sacandaga Lake Museum & Visitor Center is a facility that will showcase the history of the Great Sacandaga Lake and the engineering involved in building the Lake. This project is currently in the design phase.

Destination Fulton County: Tourism Assets:

- Route 30/30A Sewer Project
- Parkhurst Field of Dreams
- Great Sacandaga Lake Museum and Visitors Center and rerouting the Northville-Lake Placid Trail to go through the Visitor Center

C. Recreation Assets:

Fulton County has world class, year-round recreational assets including:

- 44 lakes
- FJ & G Rail Trail
- Wheelerville Trails
- Peck Hill State Forest Mountain Biking Trails
- Both NYS and local Hiking Trails/NPT
- Snowmobile Trail System
- Royal Mountain Ski Resort
- Royal Mountain Motocross
- Glove Theater
- Colonial Little Theater
- Fulton County's 44 Lakes Craft Beverage Trail
- New York State Campgrounds (2): Northampton Beach/Caroga
- NYS Baseball Hall of Fame
- RV Parks
- Agritourism, Farm to Table Tour
- Johnson Hall State Historic Site
- Fulton County Museum
- Fulton County Quilt Barn Trail
- Adirondack Wildlife Museum
- Adirondack Animal Land
- Caroga Arts Collective, Inc.
- Sacandaga Valley Arts Network
- Micropolis Art Gallery

- Dining and Shopping
- Unique attractions: Roller-skating and Drive In Movie Theaters
- Paul Nigra Center for Creative Arts
- Others

These assets afford opportunities for swimming, fishing, boating, sailing, hiking, biking, snowmobiling, camping, downhill skiing, motocross, cross-country skiing, snowshoeing and other recreational opportunities.

In addition, approximately 55% of Fulton County, or 180,000+/- acres, lies within the Adirondack State Park, which features world-renowned hiking, fishing, hunting and other outdoor recreational opportunities.

Fulton County is also easily accessible to recognized recreational assets in the Region including the Major League Baseball's Hall of Fame (Cooperstown), Saratoga Race Track, Rivers Casino, Palace Theater and many others.

D. Scope of Work:

1. The Consultant shall schedule and conduct Tourism Roundtable meetings with, at a minimum, representatives of the following stakeholders:
 - a. Fulton County Board of Supervisors (20)
 - b. Jon Stead, Administrative Officer, Fulton County Board of Supervisors
 - c. Scott Henze, Planning Director
 - d. Carla Kolbe, Tourism Coordinator, Fulton County Visitor's Bureau
 - e. Anne Boles, Fulton Montgomery Regional Chamber of Commerce
 - f. Vince Desantis, Mayor, City of Gloversville
 - g. Amy Praught, Mayor, City of Johnstown
 - h. Towns (10) and Villages (4)
 - i. Ron Peters, President and CEO, Fulton County Center for Regional Growth
 - j. James Mraz, Executive Director, Fulton County Industrial Development Agency
 - k. Empire State Development
 - l. Others
2. These meetings may be in person, by Zoom/MS Teams or a combination of the two (2).
3. The purpose of these Roundtable meetings will be to:
 - a. Share the Consultant's findings of its review of data and trends.
 - b. Discuss strengths, weaknesses, opportunities and threats to the County's Tourism Program.
 - c. Discuss projects and initiatives to promote and expand Tourism development in Fulton County.
 - d. Other topics.
4. The Consultant shall schedule and conduct two (2) Tourism Roundtable meetings.
5. Once these meetings are complete, prepare a summary of key findings regarding tourism in Fulton County.
6. Based upon these key findings and the SWOT, identify five (5) recommendations to promote and expand Tourism development in Fulton County. The Consultant shall identify the entities it suggests should implement these recommendations. The Consultant shall identify the entities it suggests should implement the recommendations, what year the recommendations should be implemented, estimated cost and potential sources of grant funding.

4. **Housing:**

A. **Background:**

In 2018, Fulton County had prepared a comprehensive Housing Strategy. This Strategy documented housing needs and identified key issues. Some of the key findings from this Strategy were:

- a. There is a shortage of new single-family professional and executive level housing in the County.
- b. There is a current and future need for a variety of housing options for empty nesters to accommodate their increased mobility, reduce maintenance demands and encourage the turnover of housing that would appeal to younger families.
- c. There is a shortage of mixed-use neighborhoods outside of the Cities. These types of neighborhoods appeal to the nation's largest demographic segments: baby boomers and millennials.
- d. There is strong current and future demand for new senior housing to meet changing lifestyles and accessibility needs in the form of apartments and patio homes, which are smaller, easier to maintain and provide a good bridge to retirement for many households.
- e. There are a number of formerly productive, but currently vacant, institutional and manufacturing properties. Some can be adaptively reused but others will need to be demolished, at least in part, and redeveloped.
- f. The Cities need rich amenities to attract people to live in downtown. Mixed-use places with gathering spaces, public art, open space, recreation trails, attractive streetscapes, Wi-Fi access and adequate and safe parking are needed to meet the contemporary expectations of residents and visitors. Housing is going to occur first in those communities that have these amenities.
- g. Fulton County currently only has a modest supply of market-rate senior housing. Of the 13 housing developments in Fulton County identified by NYS Homes and Community Renewal, only 3 are market rate and/or mixed age and all report waiting lists and/or very low vacancy rates largely related to natural turnover each year.
- h. There is a lack of:
 1. Mixed-use development options.
 2. Downtown housing that appeals to millennials.
 3. Professional and executive level housing.
- i. There has been recent, historical and ongoing competition from development of new market-rate and affordable housing in nearby Saratoga and Schenectady County communities surrounding Fulton County. There is also competition with seasonal homeowners for housing in smaller communities.
- j. There is limited housing choice and diversity of housing products. Most of the County's existing housing is older and dated (85% built prior to 1990) and does not meet modern lifestyles and interests, effecting prices and value trends.

Since that Strategy was completed, other housing issues have developed such as:

- a. Current market trends are pricing many people out of the home buying market.
- b. Current rental property options are limited and deteriorating.
- c. Many rentals are converted single-family homes with absentee landlords.
- d. Tenant/Landlord relations are strained for many, on both sides. This leads to reduced trust and resentment causing tenants to abuse apartments and landlords to evict tenants.
- e. Many landlords do not keep up with basic maintenance.
- f. The local school districts are experiencing a high rate of transience that is impacting the quality of the educational experience in our communities. These high transience rates are related to unstable housing practices, destabilized family dynamics and high levels of social/neighborhood dysfunction and crime.
- g. The lack of diverse, clean and affordable housing is a disincentive for staying in or relocating to Fulton County.

- g. The cost of new housing construction is higher post pandemic, making it harder for families to transition to new homes to make more affordable capacity within the market.
- h. Homelessness is increasing in Fulton County.

B. Existing Housing Programs in Fulton County:

1. County Programs:

At present, there is no formal housing program run by County Government.

2. Fulton County Community Heritage Corporation:

The Fulton County Community Heritage Corporation (FCCHC) is a private, not-for-profit corporation with offices in Gloversville, New York. FCCHC is engaged in housing and community development activities in Fulton County. It's mission is to improve overall housing conditions, provide new housing opportunities and improve the quality of life for the residents of the County and the region, with emphasis on programs and projects that primarily benefit persons and families of low and moderate income.

FCCHC is a Rural Preservation Company, funded under the Rural Preservation Program administered by the New York State Division of Housing and Community Renewal (DHCR). The Rural Preservation Program (RPP) provides administrative funding which allows FCCHC to undertake a variety of housing related activities and programs. RPP support has allowed FCCHC to identify local housing needs, provide technical assistance to local municipalities, prepare applications for funding to a variety of sources for programs of housing rehabilitation, home ownership and housing development and to administer programs for which funding is received.

3. Gloversville Housing Authority:

At the City level, the City of Gloversville has the Gloversville Housing Authority (GHA). GHA provides housing for families, seniors and disabled individuals. It operates three (3) housing projects in the City:

- 1. Forest Hill Towers: 62 and older
- 2. Kingsboro Towers: 62 and older
- 3. Dubois Gardens: Income Contingent

C. Scope of Work:

- 1. Schedule and conduct Housing Roundtable meetings with, at a minimum, representatives of the following stakeholders:
 - a. Jon Stead, Administrative Officer, Fulton County Board of Supervisors
 - b. Scott Henze, Planning Director
 - c. Ron Peters, President and CEO, Fulton County Center for Regional Growth
 - d. James Mraz, Executive Director, Fulton County Industrial Development Agency
 - e. Anne Boles, Fulton Montgomery Regional Chamber of Commerce
 - f. Mayors, Cities of Gloversville and Johnstown
 - g. Towns (10) and Villages (4)
 - h. Dr. Greg Truckenmiller, President, Fulton-Montgomery Community College
 - i. Dave Ziskin, District Superintendent, HFM-BOCES
 - j. School District Superintendents (7)
 - k. Dave Henderson, Fulton County Community Heritage Corporation
 - l. Kayla Potter, Executive Director, Gloversville Housing Authority
 - m. Vesta Corporation: Trackside Homes
 - n. DHC of Johnstown, LLC: Maple Knoll Apartments
 - o. Sermer Management: Hillside Place Apartments
 - p. CRM Rental Management Inc.: Estee Senior Apartments
 - q. Kearney Realty Group: 52 Church Street
 - r. Realtors
 - s. Banks

- t. Local Housing Developers
 - u. Ann Solar, Fulton County Department of Social Services
 - v. Local businesses
 - w. Others
- 2. These meetings may be in person, by Zoom/MS Teams or a combination of the two (2).
- 3. The purpose of these Roundtable meetings will be to:
 - a. Share the Consultant's findings of its review of all data on housing and trends.
 - b. Discuss SWOT.
 - c. Discuss housing needs and issues in Fulton County.
 - d. Identify impediments to building new housing in Fulton County.
 - e. Identify how to encourage housing developers to invest in Fulton County.
 - f. Identify the types of new housing needed in Fulton County.
 - g. Identify potential sites for new housing.
 - h. Identify incentives that may be needed to encourage private investment into Fulton County.
- 4. The Consultant shall also attend up to three (3) school board meetings (to be determined by Planning Director) to discuss the process the Consultant will be using to prepare a housing plan/strategy. Seek the School Board's support of the process.
- 5. The Consultant shall schedule and conduct two (2) Housing Roundtable meetings. For these meetings, the Consultant shall try and schedule one (1) or more housing developers from outside of Fulton County to attend to discuss:
 - a. What challenges/obstacles do housing developers typically face when looking to develop different types of new housing?
 - b. What challenges/obstacles do housing developers see in constructing new housing in Fulton County? How can these challenges/obstacles be addressed?
 - c. What incentives may be needed to encourage housing developers to invest in Fulton County?
- 6. The Consultant shall prepare a summary of key findings, issues and opportunities regarding housing in Fulton County. Submit to Fulton County for review. Allow for up to three (3) reviews and edits by the County.
- 7. The Consultant shall identify five (5) recommendations to include into the Development Strategy. The recommendations shall be based upon the experience and expertise of the Consultant, housing data analyzed by the Consultant, input from representatives of the housing industry (builders, realtors, banks, etc.) and input from the Housing Roundtable. The Consultant shall identify the entities it suggest should implement these recommendations. The Consultant shall identify the entities it suggests should implement the recommendations, what year for it to be implemented, estimated cost and potential sources of grant funding.

5. State and Federal Grants:

- The Consultant shall identify specific State and federal grant programs that should be applied to obtain funding to implement specific economic development, housing and tourism development recommendations identified in the new Strategy including information about each program, what specific recommendations programs could be used for, the amount of funding the Consultant believes could be applied for and when the next round of applications are due for each program.
- Fulton County shall look to retain the Consultant to apply for and administer those grants for the 3-year period of 2025-2027.
- The Consultant shall include a \$7,500 Allowance into its proposal that Fulton County could utilize to have the Consultant prepare grant applications for 2025 projects.

6. Matrix:

- The recommendations contained in the new Strategy shall be organized into a Matrix that identifies the entities the Consultant recommends be responsible for implementing each recommendation, an estimated cost and what year within the 5-year plan each recommendation should be implemented.

7. Dashboard Report:

- The Consultant shall develop a Dashboard Report of the Development Strategy that can be used to monitor and track progress in implementing the recommendations in the Development Strategy. This Dashboard Report shall be an electronic document that is editable and can be maintained by Fulton County moving forward.

C. Prepare and submit both the Draft Strategy and Executive Summary to Fulton County for review and comment. Schedule and conduct a meeting with County officials to review draft Development Strategy. Incorporate all comments received into revised draft Strategy. Allow for an additional three (3) reviews and edits by the County.

D. Present Fulton County Development Strategy:

1. Submit 50 color, spiral bound copies of the Development Strategy and 50 color copies of the Executive Summary to the County.
2. Submit to the County an electronic copy of a Development Strategy and Executive Summary in both Microsoft Word and pdf formats.
3. Format and provide an electronic copy of each document to be placed on Fulton County's, the Fulton County Center for Regional Growth's, Fulton County Industrial Development Agency's, and Fulton Montgomery Regional Chamber of Commerce's websites.
4. Present Final Development Strategy at the November 11, 2024 meeting of Fulton County Board of Supervisors in a Power Point presentation. Submit electronic version of Power Point presentation to Fulton County.

SCHEDULE

Proposals Due	:	February 21, 2024
Interviews	:	February 28 – March 15, 2024
Firm Hired	:	April 9, 2024
Complete Profile	:	May 31, 2024
Complete Workshop Meetings	:	September 13, 2024
Complete Draft Strategy	:	October 4, 2024
Meeting with County Officials to present		
Draft Strategy	:	Week of October 14, 2024
Present Final Strategy	:	November 11, 2024

Fulton County desires to have the Development Strategy completed by November 11, 2024.

PROPOSAL FORMAT

Each proposal MUST be organized in the following manner:

SECTION I: SCOPE OF SERVICES:

Provide comprehensive and detailed scope of work your firm will provide. Identify all 3rd party data sources to be used in preparing profile. Provide a description of the Dashboard Report the Consultant proposes to provide.

SECTION II: EXPERIENCE:

Provide background information regarding your firm including:

- History
- Years in business
- Company locations
- Number of employees
- Services provided
- Experience in performing the work tasks identified in this RFP

Include copies of Development Strategies/Plans your firm has prepared for another area.

Include examples of Dashboard Reports the Consultant developed for other projects.

SECTION III: PERSONNEL:

Identify the Project Team that would be assigned to this project including their names, titles and resumes.

Provide a Table identifying the projected number of hours of time each staff person will expend working on the work tasks identified herein.

TASK	STAFF	# HOURS	BILLING RATE	TOTAL FEE
1. Kickoff Meeting				
2. Update County Profile				
3. SWOT				
4. Prepare Fulton County Development Strategy				
5. Matrix/Dashboard Report				
6. Grant Writing Allowance				\$ 7,500
Total:				

SECTION IV: FEES:

Provide a "Fee Schedule" and on it identify the maximum not-to-exceed fee that your firm would charge to provide the services included in your proposal:

FEE SCHEDULE

1. Kickoff Meeting	\$
2. County Profile	\$
3. SWOT	\$
4. Prepare Fulton County Development Strategy	\$
5. Matrix/Dashboard Report	
6. Grant Writing Allowance	\$ 7,500
Total:	\$
TOTAL	\$

NOTE: Fulton County shall enter into a Maximum Not-to-Exceed contract whereby a firm shall bill the County for actual time spent and expenses incurred with a maximum limit. The maximum fee shall include all costs associated with the project including direct personnel expenses, reimbursable expenses, out-of-pocket expenses (travel, copier, computer time, postage supplies, meals, fax, etc.), insurance, and any other costs or expenses associated with the provision of services called for in this Request for Proposal. The Consultant shall be required to submit written documentation of all expenses identified on an invoice. Documentation shall be subject to the approval of the County.

SECTION V: SCHEDULE:

Provide a schedule for completing the scope of work in your proposal.

SECTION VI: INSURANCES:

Please verify that, if your firm is hired, your firm will be able to provide the following limits of liability for insurance:

- a. Worker's Compensation:
 1. State: New York
 2. Applicable Federal
 3. Employer's Liability: \$100,000
- b. Comprehensive General Liability:
 1. Bodily Injury:
 - \$1,000,000 - Each Occurrence
 - \$1,000,000 - Annual Aggregate
 2. Property Damage:
 - \$1,000,000 - Each Occurrence
 - \$1,000,000 - Annual Aggregate
- c. Professional Liability:
 - \$1,000,000 – Each Occurrence
 - \$1,000,000 – Annual Aggregate

d. Comprehensive Automobile Liability:

1. Bodily Injury
\$500,000 - Each Person
\$500,000 - Each Accident
2. Property Damage
\$500,000 - Each Occurrence

A. The firm selected by Fulton County shall provide the County with an insurance certificate verifying the existence of the above-referenced policies and limits. Said certificate shall specifically state that, "**Fulton County, its officers, employees and assigns shall be named additional insured parties.**" No deviations from this specific language shall be allowed.

SECTION VII: REFERENCES:

Provide name, address, phone and email address of 3 references. Briefly describe the project your firm worked on for each reference.

EVALUATION OF PROPOSAL

Criteria to be used in the evaluation of proposal submitted in response to this Request for Proposal will be:

1. Firm's Scope of Work.
2. Firm and project team's experience with similar work.
3. Fees.