

**VILLAGE OF AFTON, NY**  
**Request for Proposals**  
**for**  
**Professional Services**

Relating to

**Village of Afton Strategic Plan**  
**and**  
**Waterfront Revitalization Feasibility and Planning Study**

Send Proposals to:

Village of Afton, Village Clerk

105 Main Street

Afton, N Y 13730

This document was prepared for the New York State Department of State with funds provided under Title  
11 of the Environmental Protection Fund Act

## **Project Overview and General Requirements**

The Village of Afton requests proposals for professional services from qualified consultants for the purpose of developing a Strategic Plan focused on local economic and waterfront revitalization, and including a Feasibility and Planning Study for Waterfront Revitalization.

The Village was awarded a grant by the New York State Department of State to complete a Strategic Plan for economic revitalization. The project will include community survey and planning conducted by the consultant, with assistance from the Project Advisory Committee. The Strategic Plan will include a comprehensive community profile, an inventory of local resources, including a detailed descriptions of the historic sites and structures along Main Street, and will provide recommendations and strategies for economic revitalization, including means to produce low-cost energy and provide public transportation that will connect the Village with the surrounding region and job markets.

The Village has been awarded a grant by the New York State Empire State Development to develop a Feasibility and Planning Study for Waterfront Revitalization, including a Flood Mitigation Study. The project will include an inventory of the waterfront local conditions and identify needs for water-related recreation, water-related businesses, and increased public access to Susquehanna River, in addition to the information necessary for the development of the flood mitigation study. The Flood Mitigation Study will focus on the impact of culvert at the I-88 Exit 7 ramp on the recurrent flooding located east of the Susquehanna River and recommend actions that have the potential to alleviate local flooding conditions.

The scope of work of this project is outlined in the RPF, and in the attached Work Plan of the contract with DOS. Prospective consultants must submit proposals for the overall project or project components, indicating the budget details for each project component. The budget details of the contract with DOS are also attached to this RFP.

**The proposals will be evaluated separately. The Village may select one or more consultants to complete the project or components of the project.** The Village of Afton reserves the right: [1] to reject any or all proposals; [2] to issue additional solicitations for proposals and/or addenda to these Requests for Proposals; [3] to waive any irregularities in proposals received after notification to affected proposers; [4] to select any proposal as the basis for negotiation of a contract and to negotiate with proposers for any amendments or other modifications to their proposals; [5] to conduct and apply its judgment with respect to any aspect of the Requests for Proposals, the evaluation of proposals, and the negotiation and award of the contract; [6] to enter into an agreement for only portions (or not to enter into an agreement for any) of the services contemplated by the proposals; [7] to select the proposal that best satisfies the interests of the Village of Afton and not necessarily on the basis of price or any other single factor.

The Village of Afton assumes no responsibility or liability for costs incurred in the preparation or submission of any proposal. The Village is not responsible for any internal or external delivery delays that may cause any proposal to arrive beyond the stated deadline. To be considered, 2 reproducible hard copies and one electronic copy on CD in PDF format of each proposal must arrive at the Village Office and be date-stamped prior to the deadline. Each proposal must identify the project it is for on the exterior of the envelope and be signed.

\*Questions should be addressed to:

**Afton Mayor Sally Muller**  
(607) 639-1022  
[acommcen@stny.rr.com](mailto:acommcen@stny.rr.com)

Interested applicants should submit proposals by **1 PM on July 30, 2015** at

**Village of Afton, Village Clerk  
105 Main Street  
Afton, N Y 13730**

## **Project Components**

The Village of Afton requests proposals for professional services from qualified consultants to prepare a Strategic Plan for economic revitalization and a Feasibility and Planning Study for Waterfront Revitalization that includes a Flood Mitigation Study. The work that needs to be completed on this project is detailed below and in the attached Work Program of the contract with DOS.

**Before 3/31/2018**, the selected consultant will be responsible for completing the following tasks to the satisfaction of the Village of Afton, the NYS Department of State, and Empire State Development:

**Project Scoping Meeting** - The consultant(s) shall meet with the Village, the Department of State, the Project Advisory Committee, and other project partners as appropriate to review project requirements, site conditions, and roles and responsibilities; identify new information needs and next steps; identify community issues, transfer any information to the consultant, which will assist in completion of the project. The consultant(s) shall prepare and distribute a brief meeting summary clearly indicating the agreements/understandings reached at the meeting and deliver it to the Village and the Department of State.

### **Feasibility and Planning Study for Waterfront Revitalization**

As part of the Strategic Plan, the consultant shall develop a Feasibility and Planning Study for Waterfront Revitalization including:

#### **1. Surface-water Hydrologic Profile**

The surface-water hydrologic profile shall include, at a minimum, the following data:

- location and boundary of study area
- identification and delineation of streams crossing or impacting the study area,
- stream mapping
- delineation of stream channel dimensions and floodplain characteristics
- observations of flood level indicators and photo documentation
- flood mapping for identified streams in the study area
- historical flood records outside of the flood mapping data
- hydrologic information and impact of surface water
- rainfall records, watershed and sub-watershed topography, time of concentration based on shape of watershed catchment
- flood damage reports, previous repair work carried out and current flood mitigation initiatives
- reporting by the regional agencies in the watershed on prioritized reaches or streams
- documentation using GIS in order to incorporate site attributes
- land ownership pattern including: land and acres held in public ownership (municipality, county, state, and federal); land held in private ownership; and land committed to roads/right-of-ways, pedestrian and bicycle access, and surface-waters

- existing and adjacent land and water uses including but not limited to water-dependent, water-enhanced, residential, commercial, industrial, vacant or underutilized, parks and dedicated open space, and institutional
- existing zoning and other relevant local laws
- historic or archeologically significant areas, sites, districts, or structures
- Transportation systems, circulation, and types (truck, car, bus, train, pedestrian, bicyclists, etc.)
- proximity to infrastructure and utilities (land and waterside), location, extent, condition, capacity
- natural features and conditions including surrounding vegetative community, and upland and waterside features and conditions
- topography, soils, vegetation, geology and hydrology including creek/valley profile gradient and groundwater elevation and flow
- identification of adjacent vacant land that may serve to capture or store and treat stormwater runoff.
- an analysis that identifies and describes flooding and stormwater management conditions, mitigation needs and opportunities in the study area

## **2. Identify Approaches that Alleviate Flooding**

The analysis of the most appropriate approaches for alleviating flooding conditions and reducing the generation and accumulation of runoff, focusing on the impact of the local culvert under I-88 Exit 7 on/off ramp, will consider: conversion of impervious surfaces to permeable, using green infrastructure; public education program, establishment of policy and buffer zones, construction of dykes and berms, creation of floodplain wetlands, pools, and ponds, storm water management, channel diversion and/or overflow spillway delineation; and, modifications in the elevation of the road, if feasible. The descriptions and analysis shall include the following:

- a. The range of most appropriate approaches, and corresponding quantifiable benefits anticipated.
- b. The pertinent factors associated with each of the approaches

## **3. Action Plan**

The Action Plan will describe the steps that must be taken to achieve each of the desired approaches. Examples of actions that should be part of each approach include:

- public education plan
- site specific designs, studies, reports, and strategies
- feasibility analysis for construction or infrastructure improvements
- site surveys
- title investigations
- remedial investigations and action plans for contaminated sites
- obtaining sediment samples and testing
- land assemblage

## **4. Waterfront Resources Inventory**

The inventory will focus on water-related recreation, water-related businesses, and increased public access to Susquehanna River.

## **Strategic Plan**

If the village selects different consultants to develop different components of the overall project, the selected consultant will develop the portion of the Strategic Plan that includes the following (and excluding the topics covered in the Feasibility and Planning Study for Waterfront Revitalization described above):

### **1. Public Participation Plan**

The consultant in collaboration with the Project Advisory Committee shall prepare a method and process to encourage public participation in the development of this project. The development of the strategic plan shall include one public meeting and two surveys. The public meeting will be publicized in the community through press release, posted announcement, website announcement etc. A summary of the public meeting will be made available in written form and through other appropriate means, such as websites. The two surveys will broaden the level of community participation in the planning process and assist in the establishment of community issues, opportunities, and preferences. One survey shall target local business and try to identify conditions affecting local businesses, availability of business financing, skills of the local workforce, availability of technical assistance to businesses, status of commercial development, infrastructure needs, and how local businesses want to grow. The other survey, at a minimum, shall target local residents and collect information regarding: types of businesses (manufacturing, services, tourism-related; small local businesses, large national employers) that are wanted in the community; and, what local residents perceive as the greatest problem of the local economy (general unemployment, jobs for youth, closing of certain businesses, lack of training programs etc.), and the quality of existing local water-related recreation resources and needs; The surveys shall be made available to the residents through the municipal website and the local library. The members of the Project Advisory Committee shall encourage residents to complete the surveys and participate in the distribution and collections of the surveys. The outreach plan shall identify key individuals, organizations, and entities to be involved, and the roles and responsibilities in coordinating the entire outreach process logistics, and the proposed schedule of public meeting. The draft public participation plan shall be submitted to the Department for review and comments. The comments shall be addressed before the finalization of the plan.

### **2. Develop a Community Profile**

The consultant and the Project Advisory Committee shall develop an inventory and analysis of existing conditions within the entire village to evaluate opportunities and constraints for waterfront revitalization and economic development. The inventory will be used to assist in the identification of local issues and opportunities for the local economic development. The inventory and analysis of existing conditions shall include, but is not limited to, the following:

- Population (total and by age group)
- Education levels to assess the local labor market
- Housing trends to identify existing supply of housing
- Size of the resident labor force (levels of employment, by industry if possible)
- Commuting flows and levels
- Inventory of local business establishments (types, locations, sizes)
- Important agricultural lands
- Low-cost energy resources (focused on biomass and solar energy)
- Inventory of buildings and sites (focused on Main Street)
- Transportation systems, circulation, and types (truck, car, bus, train, pedestrian, bicyclists, etc.)

- Existing land and water uses
- Existing zoning and other relevant local development controls
- Land ownership pattern
- Infrastructure (i.e. water supply, sewage disposal, solid waste disposal)
- Environmental issues (hazardous waste sites, solid waste etc)
- Topography and geology
- Water quality (point and nonpoint sources)
- Natural resources (wetlands, steep slopes, minerals, etc.)
- Historic or archeologically significant areas, sites, districts, or structures
- Public access and shoreline recreational resources
- Scenic resources
- Description of key community issues

### **3. Preparing and Analyzing Public Surveys**

The consultant shall prepare two surveys. One survey shall target local business and try to identify conditions affecting local businesses, availability of business financing, skills of the local workforce, availability of technical assistance to businesses, status of commercial development, infrastructure needs, and how local businesses want to grow. A second survey shall be prepared and distributed to the local residents to collect information on: the types of businesses (manufacturing, services, tourism-related; small local businesses, large national employers) that are wanted in the community, and, what local residents perceive as the greatest problem of the local economy (general unemployment, jobs for youth, closing of certain businesses, lack of training programs etc.); and, the quality of existing local water-related recreation resources and needs. The surveys will be posted online and copies will be made available at the public library. The Project Advisory Committee will coordinated the community-wide distribution, and collection of completed surveys and will respond to any related questions that the business owners or residents might have. The consultant will then summaries the finding of the surveys and use them to identify recommendations. The surveys and survey findings shall be submitted to the Department for review and comments.

### **4. Draft Strategic Plan**

The consultant shall prepare the draft Strategic Plan, which shall be a consolidated document incorporating: each component listed above; recommendations and proposed future actions; and, a matrix of prioritized next steps to advance local efforts, and possible funding sources. The Strategic Plan will provide recommendations that will guide the initiation of the following:

- Pursue the most efficient way to generate low-cost energy
- Enhance local business opportunities
- Approaches the renovation of the historic structures along Main Street
- Increase occupancy of commercial space
- Initiate collaboration with regional public transportation agencies to expand public transportation to Afton
- Enhance public access to the river and to water-related activities
- Expand or initiate the implementation of the flood mitigation action plan

### **5. Public Meeting/Public Hearing**

Following completion of the draft Strategic Plan, including the Feasibility and Planning Study for Waterfront Revitalization, the consultant in collaboration with the Project Advisory Committee shall conduct a public meeting/public hearing to present the plan and solicit public input.

## **6. Final Strategic Plan**

The consultant shall prepare the final Strategic Plan, including the Feasibility and Planning Study for Waterfront Revitalization, based on feedback provided during the community meeting, and any comments prepared by project partners and the Department. The final document shall contain all materials developed under all of the previous tasks, including the Feasibility and Planning Study for Waterfront Revitalization.

## **Miscellaneous**

### **I. Printed Materials, Documents Copies and Format**

All materials printed, constructed, and/or produced must acknowledge the contributions of the Department of State to this project. The materials must include the following acknowledgment:

*"This document/ report/ map was prepared for the New York State Department of State with funds provided under Title 11 of the Environmental Protection Fund"*

The consultant shall submit:

- Draft products: two paper copies of each product.
- Final products: two paper copies of each product. In addition, all final products (including reports, designs, maps, drawings, and plans) must be submitted as an electronic copy (in Adobe® Acrobat® Portable Document Format - PDF), created using 300 dpi scanning resolution, and be submitted on a labeled CD-R type CD. The CD must be labeled with the Village's name, contract #, and project title.
- Pictures and photographs must be dated and captioned with the location and a brief description of the activity being documented.

### **II. Insurance**

- A. Prior to the commencement of the work, the Consultant shall file with the Village, Certificates of Insurance evidencing compliance with all requirements contained in this RFP. Such certificate shall be of form and substance acceptable to the Department of State.
- B. Acceptance and/or approval by the Village or the Department of State does not and shall not be construed to relieve Consultant of any obligations, responsibilities or liabilities under this RFP.
- C. All insurance required by this RFP shall be obtained at the sole cost and expense of the Consultant; shall be maintained with insurance carriers licensed to do business in New York State; shall be primary and non-contributing to any insurance or self-insurance maintained by the Village or the Department of State; shall be endorsed to provide written notice be given to the Village and the Department of State, at least thirty (30) days prior to the cancellation, non-renewal, or material alteration of such policies.
- D. The Consultant shall be solely responsible for the payment of all deductibles to which such policies are subject.
- E. Each insurance carrier must be rated at least "A" Class "VII" in the most recently published Best's Insurance Report. If, during the term of the policy, a carrier's rating falls below "A Class "VII", the insurance must be replaced no later than the renewal date of the policy with an insurer acceptable to the Village and the Department of State and rated at least "A" Class "VII" in the most recently published Best's Insurance Report.
- F. The Consultant shall cause all insurance to be in full force and effect as of the date of this RFP and to remain in full force and effect throughout the term of any written Agreement and as further

required by this RFP. The Consultant shall not take any action, or omit to take any action that would suspend or invalidate any of the required coverages during the period of time such coverages are required to be in effect.

- G. Not less than thirty (30) days prior to the expiration date or renewal date, the Consultant shall supply the Village updated replacement Certificates of Insurance, and amendatory endorsements.
- H. The Consultant shall, throughout the term of the written Agreement or as otherwise required by this RFP, obtain and maintain in full force and effect the following insurance with limits not less than those described below and as required by the terms of this RFP, or as required by law, whichever is greater (limits may be provided through a combination of primary and umbrella/excess policies).
  - 1. Comprehensive Liability Insurance with a limit of not less than \$1,000,000 each occurrence. Such liability shall be written on the Insurance Service Office's (ISO) occurrence form CG 00 01, or a substitute form providing equivalent coverages and shall cover liability arising from premises operations, independent contractors, products-completed operations, broad form property damage, personal & advertising injury, owners & contractors protective, cross liability coverage, liability assumed in a contract (including the tort liability of another assumed in a contract) and explosion, collapse & underground coverage.
    - a. If such insurance contains an aggregate limit, it shall apply separately to this location.
    - b. Products and Completed Operations coverage shall include a provision that coverage will extend for a period of at least twelve (12) months from the date of final completion and acceptance by the owner of all of Consultant's work.
  - 2. Workers Compensation, Employers Liability, and Disability Benefits as required by New York State.

### **III. Subcontract with Consultant**

After award, the Village will prepare/review a subcontract with the selected consultant. The subcontract will contain a detailed work plan with adequate opportunity for review at appropriate stages of the project completion, a payment schedule (payments should be tied to receipt of products), and a project cost. The subcontract shall specify-the composition of the entire consultant team, including firm name and area of responsibility/expertise, and those professionals from the consultant team or consulting firm that will be directly involved in specific project tasks. The Village shall submit the draft subcontract to the Department of State for review and approval, and shall incorporate the Department's comments in the final subcontract. The Village will file a copy of the final, executed subcontract with the Department of State.

### **IV. Criteria for Consultant Selection**

A successful consultant should understand the requirements of this RFP and communicate that understanding in their proposal. The Village is seeking a consultant with strong qualifications in several areas of planning, including strategic and waterfront planning, transportation planning. A successful consultant will demonstrate prior experience in preparing similar strategic plans and flood mitigation studies. In addition, the consultant should demonstrate the ability to integrate diverse needs and perspectives – environmental and water resource planning, economic development requirements, energy and transportation issues, etc. – into a single planning document, and communicate with obtain necessary feedback from involved State agencies (DOT, DOS, ESD). The successful consultant should also present a well-organized approach to preparing the Strategic Plan and the Feasibility and Planning Study for Waterfront Revitalization. All responses to this Request for Proposals should include the following detail:

1. A brief description of the firm's approach to the project.
2. Examples of previous work, especially projects similar in scope, use or complexity, include time frames.
3. Qualifications of the firm and a statement of the role to be played by members of the firm and consultants to be assigned to the project. Qualifications of sub-contractors if appropriate.
4. References including contact person, firm name, address, and telephone number.
5. An itemized budget.
6. A detailed schedule, including a time line and final completion date.
7. Respondents are encouraged to recommend additional topics that the Village should consider in the preparation of project
8. Proposals should provide a cost breakdown by task, reflecting each component of the project requirements. Proposals should identify the individual or individuals or sub-contractors that will perform tasks, the extent of their responsibilities and their qualifications. Incomplete proposals that do not address all of the requested components will not be accepted for review and consideration.

At a minimum, the following criteria will be used in evaluating consultant responses:

- Quality and completeness of the response.
- Understanding of the proposed scope of work.
- Applicability of proposed alternatives or enhancements to information requested. Cost-effectiveness of the proposal.
- Qualifications and relevant experience with respect to the tasks to be performed.
- Reputation among previous clients.
- Ability to complete all project tasks within the allotted time and budget.
- Familiarity with the Southern Tier Region.

**ATTACHMENT B-1 – EXPENDITURE BASED BUDGET**

A. Salaries	\$0.00
B. Travel	\$0.00
C. Supplies	\$0.00
D. Equipment	\$0.00
E. Contractual Services	\$18,500.00
F. Other	\$18,410.00
TOTAL PROJECT COST	\$36,910.00
Total State Funds	\$18,455.00
Total Local Share	\$18,455.00

<b>A. SALARIES (including fringe benefits)</b>		
<u>Title</u>	<u>Hourly Rate</u>	<u>Amount Charged to Project</u>
		\$0.00
<b>SUBTOTAL</b>		<b>\$0.00</b>

<b>B. TRAVEL</b>		
<b>SUBTOTAL</b>		<b>\$0.00</b>

<b>C. SUPPLIES</b>		
<b>SUBTOTAL</b>		<b>\$0.00</b>

<b>D. EQUIPMENT</b>		
<b>SUBTOTAL</b>		<b>\$0.00</b>

<b>E. CONTRACTUAL SERVICES</b>		
Professional planning services for the preparation of a Strategic Plan		\$18,500.00
Subcontractor: To be determined		
<b>SUBTOTAL</b>		<b>\$18,500.00</b>

<b>F. OTHER</b>		
Professional planning services for the preparation of a Feasibility and Planning Study for Waterfront Revitalization (match only - funded by ESD).....		\$ 18,410.00
Subcontractor: To be determined		
<b>SUBTOTAL</b>		<b>\$18,410.00</b>

## ATTACHMENT C - WORK PLAN

**Contractor:** Village of Afton  
**Contract Number:** T1000511  
**Program Contact Person:** Sally Muller, Mayor (April Leggett, Grant Writer)  
**Phone:** 607-639-1022 (607-639-4849)  
**Fax:** 607- 639-2991  
**Email:** [acommcen@stny.rr.com](mailto:acommcen@stny.rr.com) ([aml4346@yahoo.com](mailto:aml4346@yahoo.com))

---

### Afton Strategic Plan

#### 1. Project Description

The Village of Afton will develop a Strategic Plan focused on economic development. The plan will address low-cost energy technology options, public transportation development, waterfront park development, flood mitigation, water quality and wetland restoration, and the historic restoration of Main Street. The Strategic Plan will also include a Feasibility and Planning Study for Waterfront Revitalization. This project advances the goals of the Regional Economic Development Council Strategic Plan: 2011-2016 and initiates local efforts to improve the economic position of Afton and revitalize its waterfront.

The goals of the overall project include:

1. The drafting of a community profile
2. Recommendations to produce and use low-cost energy.
3. Identification of historic sites and structures along Main Street.
4. Identification of methods to provide public transportation to and from Afton
5. Inventory of the waterfront local conditions and identified needs for water-related recreation, water-related businesses, and increased public access to Susquehanna River
6. Flood mitigation study focused on the impact of culverts at the Exit 7 ramps for highway I-88, on the recurrent flooding of the portion of the village located east of the Susquehanna River, and recommending actions that have the potential to alleviate local flooding conditions.

The village will undertake the project through consultant services to be procured by the Village of Afton, and overseen by a Project Advisory Committee. The Project Advisory Committee will designate one or two of its members to coordinate the work on the project.

Matching funds for the project will be provided by a NYS Empire State Development grant and by cash by the village. The funding from the NYS Empire State Development will be used for the preparation of the Feasibility and Planning Study for Waterfront Revitalization, which will address the last two goals, (5 and 6), as enumerated in the preceding list.

#### 2. Project Attribution and Number of Copies

The Village of Afton (Contractor) must ensure that all materials printed, constructed, and/or produced acknowledge the contributions of the Department to the project. The materials must include the following acknowledgment:

*"This (document, report, map, etc.) was prepared with funding provided by the New York State Department of State under Title 11 of the Environmental Protection Fund."*

The Contractor must submit to the Department all required products, clearly labeled with the NYS Comptroller's Contract # T1000511 as indicated on the Face Page of this contract and where applicable, the related Task # from this Work Plan. The Contractor shall submit:

- Draft products: two paper copies of each product. In addition, all draft products must be submitted as an electronic copy in Word or Word Perfect and Adobe Acrobat Portable Document Format –PDF (created using 300 dpi scanning resolution).
- Final products: two paper copies of each product. In addition, all final products (including reports, designs, maps, drawings, and plans) must be submitted as an electronic copy in Word Perfect or Microsoft Word and Adobe® Acrobat® Portable Document Format - PDF (created using 300 dpi scanning resolution) and be submitted on a labeled CD-R type CD. The CD must be labeled with the contractor name, the Departments contract #, and project title.
- Electronic data for all Geographic Information System-based mapping products must be included in either ArcGIS format, or similar product acceptable to the Department, and comply with the requirements for Contract GIS Products.
- Electronic data for all designs, drawings, and plans must be submitted in the original software that they were created (such as CAD format or other similar product acceptable to the Department) as well as in JPEG or GIF format.
- Pictures and photographs must be dated and captioned with the location and a brief description of the activity being documented. Electronic data for all pictures and photographs must be submitted in JPG or GIF format or other similar product acceptable to the Department.

The contributions of the Department must also be acknowledged in community press releases and other notices issued for the project, including web site postings and other forms of digital distribution. Project press releases and other notices shall be submitted to the Department for review and approval prior to release, to ensure appropriate attribution.

### **3. Compliance with Procurement Requirements**

The municipal attorney, chief legal officer or financial administrator of the municipality shall certify in writing to the Department that applicable provisions of General Municipal Law were fully complied with.

The Contractor must submit to the Department all required products, clearly labeled with the NYS Comptroller's Contract # T1000511 as indicated on the Face Page of this contract and where applicable, the related Task # from this Work Plan. The Contractor shall submit:

### **4. Project Components**

#### **Task 1: Project Kick-Off Meeting**

The Contractor, the Department, project partners and any other appropriate entities shall hold an initial meeting to review the project scope, project requirements, roles and responsibilities of project partners, the selection process for procuring consultants, State Environmental Quality Review Act (SEQRA) compliance requirements, the number of public meetings and techniques for public involvement proposed for the project and any other information which would assist in project completion. In addition, the composition of a project advisory committee shall be discussed during the project kick-off meeting. The Contractor, or a designated project partner, shall prepare and distribute to all project partners a brief meeting summary clearly indicating the agreements/understandings reached at the meeting. Work on subsequent tasks shall not proceed prior to Department approval of the proposed approach as outlined in the meeting summary.

Products: Project kick-off meeting held with appropriate parties. Written meeting summary outlining agreements/understandings reached.

Task 2: Project Advisory Committee

The Contractor shall establish a project advisory committee to oversee all aspects of the project in cooperation with municipal officials and the project consultant(s), if applicable. The committee shall include, but not be limited to, the members of the Village of Afton Planning Board, representatives of the Afton Historical Society, New York State Department of State, Empire State Development, Chenango County Planning Department, chambers of commerce, environmental, recreational, historic preservation and economic development interests, business owners, tourism promotion organizations, and residents in the waterfront area. A draft list of proposed members shall be circulated to the Department for review and comments prior to establishment of the committee.

Products: Draft and final list of proposed members of project advisory committee. Project advisory committee established.

Task 3: Request for Proposals

The Contractor shall draft a Request for Proposals (RFP) including a complete project description with site conditions, expected final results, a schedule for completion, and criteria for selecting a preferred proposal. Consultant services requested shall include all of the tasks, activities and responsibilities outlined in the corresponding portion of the "Project Components" section of this work program. The Contractor shall submit the RFP to the Department for review and approval prior to release for solicitation of proposals.

Products: Approved RFP released pursuant to the local procurement law.

Task 4: Consultant Selection and Compliance with Procurement Requirements

In consultation with the Department, the Contractor and an appropriate review committee shall review all proposals received as a result of the RFP. At a minimum, the following criteria are suggested for use in evaluating consultant responses:

- Quality and completeness of the response.
- Understanding of the proposed scope of work.
- Applicability of proposed alternatives or enhancements to information requested.
- Cost-effectiveness of the proposal.
- Qualifications and relevant experience with respect to the tasks to be performed.
- Reputation among previous clients.
- Ability to complete all project tasks within the allotted time and budget.

Incomplete proposals that do not address all of the requested components should not be accepted for review and consideration.

For preparation/certification of final designs and construction documents, and for supervision of construction, a licensed professional engineer, architect or landscape architect licensed to practice in New York State is required.

The municipal attorney, chief legal officer or financial administrator of the municipality shall certify in writing to the Department that applicable provisions of General Municipal Law were fully complied with.

The Contractor's procurement record and consultant selection is subject to approval by the Department.

Products: Consultant(s) selected and approved by the Department. Written certification of procurement procedures.

#### Task 5: Subcontract Preparation and Execution

The Contractor shall prepare a draft subcontract or subcontracts to conduct project work with the consultant(s) selected. The subcontract(s) shall contain a detailed work plan with adequate opportunity for review at appropriate stages of project completion, a payment schedule (payments should be tied to receipt of products), and a project cost. The subcontract(s) shall specify the composition of the entire consultant team, including firm name and area of responsibility/expertise, and those professionals from the consultant team or consulting firm that will be directly involved in specific project tasks. The Contractor shall submit the draft subcontract(s) to the Department for review and approval, and shall incorporate the Department's comments in the final subcontract(s). A copy of the final, executed subcontract shall be submitted to the Department.

Products: Draft and final, executed consultant subcontracts.

#### Task 6: Second Project Meeting

In consultation with the Department, the Contractor shall hold a second project meeting, that includes the consultant(s) and other project partners as appropriate, to review project requirements, site conditions, and roles and responsibilities; identify new information needs and next steps; and transfer any information to the consultant(s) which would assist in completion of the project. The consultant(s) shall prepare and distribute a brief meeting summary clearly indicating the agreements/understandings reached at the meeting. Work on subsequent tasks shall not proceed prior to Department approval of the proposed approach as outlined in the meeting summary.

Products: Project meeting held with appropriate parties. Written meeting summary outlining agreements/understandings reached.

#### Task 7: Feasibility and Planning Study for Waterfront Revitalization

The Contractor or its consultant(s) shall prepare a Feasibility and Planning Study for Waterfront Revitalization, including an inventory of waterfront resources and a flood mitigation study intended to be part of the Strategic Plan.

Products: Feasibility and Planning Study for Waterfront Revitalization submitted to the Department.

## Afton Strategic Plan

### Task 8: Public Participation Plan

The Contractor or its consultant(s), and the Project Advisory Committee, shall prepare a method and process to encourage public participation in the development of this project. The development of the strategic plan shall include one public meeting and two surveys. The public meeting will be publicized in the community through press release, posted announcement, website announcement etc. A summary of the public meeting will be made available in written form and through other appropriate means, such as websites.

The two surveys will broaden the level of community participation in the planning process and assist in the establishment of community issues, opportunities, and preferences. One survey shall target local business and try to identify conditions affecting local businesses, availability of business financing, skills of the local workforce, availability of technical assistance to businesses, status of commercial development, infrastructure needs, and how local businesses want to grow. The other survey, at a minimum, shall target local residents and collect information regarding: types of businesses (manufacturing, services, tourism-related; small local businesses, large national employers) that are wanted in the community; and, what local residents perceive as the greatest problem of the local economy (general unemployment, jobs for youth, closing of certain businesses, lack of training programs etc.), and the quality of existing local water-related recreation resources and needs; The surveys shall be made available to the residents through the municipal website and the local library. The members of the Project Advisory Committee shall encourage resident to complete the surveys and participate in the distribution and collections of the surveys.

The public participation plan shall identify key individuals, organizations, and entities to be involved, and the roles and responsibilities in coordinating the entire public participation process logistics, and the proposed schedule of public meeting. The draft public participation plan shall be submitted to the Department for review and comments. The comments shall be addressed before the finalization of the plan.

Product: Public participation plan submitted to the Department for review and comments.

### Task 9: Community Profile

The Contractor or its consultant(s) and the Project Advisory Committee shall develop an inventory and analysis of existing conditions within the entire village to evaluate opportunities and constraints for waterfront revitalization and economic development. The inventory and analysis of existing conditions shall include, but is not limited to, the following:

- Population (total and by age group)
- Education levels to assess the local labor market
- Housing trends to identify existing supply of housing
- Size of the resident labor force (levels of employment, by industry if possible)
- Commuting flows and levels
- Inventory of local business establishments (types, locations, sizes)
- Important agricultural lands
- Low-cost energy resources (focused on biomass and solar energy)
- Inventory of buildings and sites (focused on Main Street)
- Transportation systems, circulation, and types (truck, car, bus, train, pedestrian, bicyclists, etc.)
- Existing land and water uses
- Existing zoning and other relevant local development controls
- Land ownership pattern

- Infrastructure (i.e. water supply, sewage disposal, solid waste disposal)
- Environmental issues (hazardous waste sites, solid waste etc)
- Topography and geology
- Water quality (point and nonpoint sources)
- Natural resources (wetlands, steep slopes, minerals, etc.)
- Historic or archeologically significant areas, sites, districts, or structures
- Public access and shoreline recreational resources
- Scenic resources
- Description of key community issues

The inventory will be used to assist in the identification of local issues and opportunities for the local economic development.

Products: Inventory and analysis, including written narratives, maps and relevant data and information submitted to the Department.

#### Task 10: Preparing, Distributing, Collecting and Analyzing Public Surveys

The Contractor or the consultant(s) shall prepare two surveys. One survey shall target local business and try to identify conditions affecting local businesses, availability of business financing, skills of the local workforce, availability of technical assistance to businesses, status of commercial development, infrastructure needs, and how local businesses want to grow. A second survey shall be prepared and distributed to the local residents to collect information on: the types of businesses (manufacturing, services, tourism-related; small local businesses, large national employers) that are wanted in the community, and, what local residents perceive as the greatest problem of the local economy (general unemployment, jobs for youth, closing of certain businesses, lack of training programs etc.); and, the quality of existing local water-related recreation resources and needs. The surveys will be posted online and copies will be made available at the public library. The Project Advisory Committee will coordinated the community-wide distribution, and collection of completed surveys and will respond to any related questions that the business owners or residents might have. The consultant will then summaries the finding of the surveys and use them to identify recommendations. The surveys and survey findings shall be submitted to the Department for review and comments.

Product: Draft and final public participation plan submitted to the Department.

#### Task 11: Draft Strategic Plan

The Contractor or its consultant(s) shall prepare the draft Strategic Plan, which shall be a consolidated document incorporating: each component listed above; recommendations and proposed future actions; and, a matrix of prioritized next steps to advance local efforts, and possible funding sources.

The Strategic Plan will provide recommendations that will guide the initiation of the following:

- Pursue the most efficient way to generate low-cost energy
- Enhance local business opportunities
- Approaches the renovation of the historic structures along Main Street
- Increase occupancy of commercial space
- Initiate collaboration with regional public transportation agencies to expand public transportation to Afton
- Enhance public access to the river and to water-related activities

- Expand or initiate the implementation of the flood mitigation action plan

Product: Draft Strategic Plan submitted to the Department for review and comments.

Task 12: Community Meeting

Following completion of the draft Strategic Plan, the contractor or its consultant(s) shall conduct a public meeting to present the plan and solicit public input.

Product: Public meeting held. Minutes of the public meeting submitted to the Department for review.

Task 13: Final Strategic Plan

The contractor or its consultant(s) shall prepare the final Strategic Plan, based on feedback provided during the community meeting, and any comments prepared by project partners and the Department. The final document shall contain all materials developed under all of the previous tasks.

Product: Final Strategic Plan submitted to the Department for review and approval.

Task 14: MWBE Quarterly Reports

The contractor and its consultants and/or contractors shall submit MWBE Quarterly Reports (every March 31, June 30, September 30, and December 31) on the form provided, including a breakdown of payments issued to state-certified MWBE firms during the quarter.

Products: MWBE reports submitted to DOS during the life of the contract.

Task 15: Project Status Reports

The Contractor or its consultant(s) shall submit project status reports semi-annually (every June 30 and December 31) on the form provided, including a description of the work accomplished, the status of all tasks in this work plan, schedule of completion of remaining tasks, and an explanation of any problems encountered.

Products: Completed project status reports submitted to DOS during the life of the contract.

Task 16: Final Project Summary Report and Measurable Results forms

The Contractor or its consultant(s) shall work with the Department project manager to complete the Final Project Summary Report and Measurable Results forms. Final payment shall not be authorized until these forms have been completed and filed with project deliverables.

Products: Completed Final Project Summary Report and Measurable Results forms submitted to DOS.

## 5. Project Management Responsibilities

The Contractor shall administer the grant, execute a contract with the Department, and ensure the completion of work in accordance with the approved Work Plan. Unless otherwise specified in the Project Description or under Project Components, the Contractor and/or its approved consultant(s) or subcontractor(s) shall conduct all work as described in the component tasks.

The Contractor:

- will be responsible for conducting all project work in conformance with the Work Plan included in the executed contract with the Department.
- will be responsible for all project activities including drafting request for proposals and managing subcontracts with consultants and subconsultants.
- will certify to the Department that the procurement record for project consultants and subcontractors complies with the applicable provisions of General Municipal Law.
- will receive approval from the Department for any and all consultant subcontracts before beginning project work.
- will be responsible for submission of all products and payment requests.
- will be responsible for coordinating participation and soliciting comments from local government personnel, project volunteers, and the public.
- will keep the Department informed of all important meetings for the duration of this contract.
- will receive approval from the Department before purchase of any equipment.
- will secure all necessary permits and perform all required environmental reviews.
- will ensure that all materials printed, constructed, and/or produced acknowledge the contributions of the Department to the project.
- will ensure that all products prepared as a part of this contract shall include the NYS Comptroller's contract # as indicated on the Face Page of this contract.
- will ensure the project objectives are being achieved.
- will ensure that comments received from the Department and the project advisory committee, or other advisory group, are satisfactorily responded to and reflected in subsequent work.
- will recognize that payments made to consultants or subcontractors covering work carried out or products produced prior to receiving approval from the Department will not be reimbursed unless and until the Department finds the work or products to be acceptable.

The Department:

- will review and approve or disapprove of subcontracts between the Contractor and consultant(s) and any other subcontractor(s).
- will participate in project kick-off meeting and attend meetings that are important to the project.
- will review all draft and final products and provide comments as necessary to meet the objectives.
- must approve or disapprove any and all design, site plan, and preconstruction documents. Department approval must be obtained before construction may begin.