

# REQUEST FOR PROPOSAL

## Madison County, NY

### Economic Development Strategic Plan — 2026 Update

<b>Issue Date:</b>	February 23, 2026
<b>Q&amp;A / Comments Due:</b>	March 9, 2026
<b>Proposal Due Date:</b>	March 23, 2026
<b>Award Date:</b>	No later than April 13, 2026

## Background

Madison County is committed to advancing a forward-looking Economic Development Strategic Plan aligned with regional growth trends and local economic opportunities. The County's last comprehensive strategic plan was developed under the direction of the Central New York Regional Planning and Development Board (CNYRPD), in collaboration with Madison County department heads, non-profits, and community volunteers in 2012–2013. That plan is available at:

<https://www.madisoncounty.ny.gov/DocumentCenter/View/897/2013-Economic-Development-Strategy-for-Madison-County-PDF>

With evolving economic conditions — including significant semiconductor investment in the broader CNY region, expanded operations of the Oneida Indian Nation, growth in key agricultural and tourism sectors, a shifting remote-work landscape, and pressing housing and broadband infrastructure needs — an updated analysis is essential to guide strategic initiatives and investment priorities for the coming years.

The plan should align with ongoing efforts of the Madison County Industrial Development Agency (MCIDA) and the Central New York Regional Economic Development Council (CNY REDC) to anticipate and plan for future economic and demographic change.

## Goals and Objectives

The desired goals for the updated Strategic Plan include:

- Identify and capitalize on Madison County's economic strengths and assets
- Address key constraints (e.g., infrastructure, workforce skills, housing, broadband)
- Diversify the economic base
- Encourage entrepreneurship and small business growth
- Enhance workforce development and education alignment
- Improve quality of place and amenities to retain and attract talent
- Identify collaborative and alignment strategies that can be integrated into other county initiatives, including town comprehensive plans and land use codes
- Develop metrics and implementation plans to monitor progress

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## Purpose

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The County seeks proposals from qualified consulting firms or research entities to provide an updated demographic profile and economic outlook focused on Madison County within the broader CNY economy context. This update will inform the long-term economic development strategy, focusing on anticipated changes over the next 5 to 10 years, using the 2013 strategic plan as a guide and baseline.

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## Scope of Work

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The selected consultant will be responsible for the following:

### 1. Stakeholder Engagement

- a. Conduct interviews, focus groups, and workshops with key stakeholders, including business leaders, government and municipal officials, educational institutions, and community groups.
- b. Administer surveys of residents and businesses to understand needs, aspirations, and concerns.
- c. Conduct select interviews (in-person or via video conference) with the following groups. Scheduling and coordination will be facilitated through the MCIDA:
  - County and municipal leaders, including the Board of Supervisors
  - MCIDA, Planning Department, and Workforce Development
  - Educational institutions (e.g., SUNY Morrisville, Colgate University, BOCES)
  - Regional partners (CNYRPD, CenterState CEO, ESD, MV Edge, PCD, CACDA, MACNY)
  - Industry representatives (agriculture, tourism, manufacturing, healthcare, and the Oneida Indian Nation)
  - Residents and employers (large, medium, and small)

### 2. Demographic Update

- a. Analyze demographic data for Madison County and compare it with trends in Central New York based on the most recent census and ACS data.
- b. Project population growth or decline, age distribution, migration patterns, workforce availability, and other relevant demographic indicators over a 5–10 year horizon.

### 3. Economic Assessment / Current Conditions Analysis

- a. Evaluate economic indicators including employment by industry sector, income levels, labor force participation, and business activity.
- b. Evaluate existing business parks, including the ARE Park on Buyea Rd.
- c. Assess industry clusters important to Madison County, including manufacturing, agriculture, tourism, and emerging sectors — specifically Micron, Wolfspeed, Chobani, and the Oneida Indian Nation Enterprises.
- d. Identify economic drivers and constraints specific to Madison County within the CNY region.
- e. Incorporate recommendations of Madison County's Housing Strategy (or available draft), which is currently being developed.

#### 4. Anticipated Economic Changes

- a. Conduct a SWOT analysis for Madison County and a separate SWOT analysis of the current MCIDA structure and operations in light of the updated strategy.
- b. Forecast the economic impact of regional infrastructure developments, business investments, and policy initiatives.
- c. Provide insights into expected economic and demographic shifts regionally and locally, considering technology adoption, workforce trends, and regional competition.
- d. Target Sector Identification:
  - i. Analyze sectors with growth potential for Madison County.
  - ii. Recommend sectors to prioritize for business attraction and expansion.
- e. Assess the anticipated impact of future Oneida Indian Nation developments on the county economy.
- f. Evaluate the economic impact of increased remote employment and Madison County's opportunity to capitalize on quality-of-place assets.

#### 5. Strategic Framework Development and Goal Alignment

Develop a clear strategic framework that links the County's vision and core economic development goals to specific objectives, strategies, and actionable projects, ensuring each recommended initiative directly supports one or more adopted goals. The consultant should meet with the designated Steering Committee at the commencement of the engagement to align on strategic priorities.

- a. Identify strategies and initiatives to meet those goals.
- b. Ensure findings are actionable and aligned with Madison County's strategic priorities, including but not limited to: growing manufacturing payroll, population growth, workforce development, agricultural innovation, and the visitor economy.
- c. Define a strategy for alignment with town comprehensive plans and land use codes.

#### 6. Deliverables

- a. Comprehensive written report including:
  - i. Updated demographic profiles, economic forecasts, and strategic recommendations.
  - ii. A series of recommendations organized around the following focus areas: Governance; Business Retention, Expansion, and Entrepreneurship; Business Attraction; Infrastructure and Real Estate Development; Manufacturing and Producer Services; Agriculture; Retail and Tourism; Alternative Energy Development; and Employee Training and Workforce Development.
  - iii. An evaluation of Madison County's current economic development organizational structure in conjunction with partner agencies, with recommendations on appropriate changes to the framework or model based on comparable-sized counties in NYS.
  - iv. An implementation matrix identifying lead parties, timelines, and measurable metrics for each key recommendation.
- b. Executive Summary suitable for public distribution.
- c. Presentation of findings to County leadership, the MCIDA Board, and key stakeholders.

## Proposal Requirements

Proposals must include the following:

1. Demonstrated experience in economic and demographic analysis, particularly within New York State or similar rural/small metro regions.
2. Staffing plan including biographies of key personnel.
3. Proposed timeline for completion, including key milestones.
4. Cost proposal, including a detailed breakdown of professional fees and reimbursable expenses.
5. A minimum of three (3) references from comparable past projects.

**Budget:** Proposers should note that the County anticipates a total project budget in the range of \$75,000–\$130,000, inclusive of all professional fees and reimbursable expenses.

## Proposal Evaluation Criteria

Proposals will be evaluated by a Steering Committee using a structured scoring system totaling 100 points. Each committee member will score proposals independently; scores will be compiled to identify a shortlist of finalists who may be invited for interviews prior to final selection. Evaluation categories and point allocations are as follows:

Evaluation Category	Points	% of Total
1. Scope Understanding & Methodology	20	20%
2. Qualifications & Relevant Experience	25	25%
3. Project Team & Staffing	15	15%
4. Deliverables, Timeline & Actionability	20	20%
5. Cost & Value	10	10%
6. Proposal Quality & Innovation	10	10%
<b>TOTAL</b>	<b>100</b>	<b>100%</b>

Cost represents 10% of the total evaluation score. The County reserves the right to select a proposal other than the lowest-cost submission based on overall value, qualifications, and demonstrated fit.

## Submission Instructions

Please submit your proposal electronically to **Kipp Hicks, Executive Director, Madison County IDA**, at [director@madisoncountyida.com](mailto:director@madisoncountyida.com) by **March 23, 2026**. Questions and requests for clarification must be submitted in writing by **March 9, 2026**.

## Standard Terms and Conditions

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**Right to Reject:** Madison County IDA reserves the right to reject any or all proposals, to waive informalities or irregularities in any proposal received, and to accept the proposal deemed most advantageous to the County.

**Conflict of Interest:** Proposers must disclose any existing relationships with Madison County, the MCIDA, County elected officials, or board members that could constitute a conflict of interest.

**Contract Terms:** The selected consultant will be required to execute a standard Madison County IDA professional services agreement. The Madison County IDA and County reserves the right to negotiate final contract terms.

**Confidentiality:** All proposals become the property of Madison County IDA upon submission and are subject to public disclosure pursuant to applicable law.