



REQUEST FOR PROPOSALS
STRATEGIC PLAN DEVELOPMENT

Chemung County Property Development Corporation

ISSUE DATE: November 27, 2023

SUBMISSION DEADLINE: December 22, 2023

Submit by mailed sealed bid to:
Danielle Kenny
Director of Real Estate Development
Arbor Housing and Development
26 Bridge Street
Corning, NY 14830

REQUEST FOR PROPOSAL:

STRATEGIC PLAN DEVELOPMENT

Objective:

The Chemung County Property Development Corporation (CCPDC) Board of Directors seeks to identify a qualified consultant or team of consultants to guide and execute a sustainability planning process to produce a CCPDC Strategic Plan that identifies methods of creating sustainable revenue stemming from single and multi-family housing development projects on vacant, abandoned, and distressed properties acquired by the CCPDC primarily after-tax foreclosure. The collection of funding and development models can be thought of as a “menu” where the CCPDC can choose an option that best fits the goals of the corporation considering a given situation or property.

CCPDC seeks a consultant or team of consultants that demonstrates strong understanding in nonprofit structure and operations, proven experience with nonprofit strategic planning, Knowledge and experience with NYS Land Banks is a plus.

The Land Bank will award one contract as a result of this solicitation and reserves the right to terminate such a contract at any point during the period.

Contract will be awarded based on determining factors such as cost, timeframe, and experience.

Corporation Overview:

CCPDC is a New York State Land Bank, a 501 (C) (3) Not-for-Profit Corporation and Local Public Authority established in 2016. The Corporation functions with a board of members and administered by Arbor Housing and Development under a Memorandum of Agreement (MOA).

SCOPE OF WORK & DELIVERABLES

The project is expected to include the design and execution of a strategic planning process that meets the criteria outlined in this RFP including project management, facilitation, budget for implementation, and support structure for plan implementation.

For the Strategic Plan, the selected consultant(s) will provide the following services:

- Work with the CCPDC Board Members and Arbor Housing and Development staff to determine areas of focus for the strategic planning process, which will include a focus on CCPDC objectives, programs/activities, organizational development, and/or board development.
- Research and Conduct Assessments on the Land Bank and Chemung County to:
 - Identify service gaps.
 - Identify opportunities for program improvement and growth.
- Identify and create development models that have a range of administrative intensity and cost.
 - The Strategic Plan will determine by estimation the revenue potential for each model along with an estimate of administrative burdens to provide a framework for a financially sustainable

operation for Arbor Staff and Board Members to consider.

- Refine the organizational mission and vision.
- Review CCPDC's current acquisition and disposition policies. Changes in policies may be necessary to facilitate or streamline successful development projects in accordance with the "menu options" developed in the strategic plan.
- Formulate and provide a comprehensive plan for recommendations on program delivery and administration.
- Develop a projected budget for the strategic plan's implementation.
- Develop a new list of performance measures to help track the Land Bank's effectiveness and success.

Timeline

The proposed project timeline is three months for the Strategic Plan to be completed with a full report.

Proposal Requirements:

Please submit a proposal no longer than five (5) pages in length. Please include resumes of key staff to be working on each portion of the project as well as up to four references that can speak to experience to produce the report. Resumes and references are not included in the five-page limit.

Guidelines for Proposal Content:

Please provide a brief proposal outlining your approach and concept for the project, including your use of the funds budgeted for this project and how you would use CCPDC Board Members and Arbor Housing and Development staff in the planning process.

The proposal statement of work should be presented in a conceptual, high-level format, with the understanding that the actual scope of work will be refined after consultant selection.

Specific Proposal Contents:

- Name of firm
- Name and contact information for the consultant(s)
- Description of experience and qualifications
- Indication of availability during project period
- Statement of work: brief response on approach to the project scope
- Cost proposal, See Appendix A
- A working schedule for the process
- Five (5) page limit
- At least four references (does not count toward five-page proposal limit)
- Resumes of key staff (does not count toward five-page proposal limit)

Submission Requirements

Proposals must be received by mailed sealed bid:

December 22nd, 2023, at 2:00 PM

Submit by sealed bid including all documents to:

Danielle Kenny
Director of Real Estate Development
Arbor Housing and Development
26 Bridge Street
Corning, NY 14830

Valuable Links

Website <https://www.chemunglandbank.com/>

Contact Information

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Appendix A

Please complete the following pricing information as listed below. Please note that additional fees outside of the cost of the plan and the work associated therewith must be noted as part of the response to be considered.

Cost Details for Services Required	
Preparation Strategic Plan:	\$
Other Cost #1:	\$
Other Cost #2:	\$
Overall Project Cost	\$

NON-COLLUSION CERTIFICATION

By submission of this proposal, each proposer and each person signing on behalf of any proposer certifies, and in the case of a joint proposal, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of their knowledge and belief:

1. The prices in this proposal have been arrived at independently without collusion, consultation, communication, or agreement, for the purpose of restricting competition as to any matter relating to such prices with any other proposer or with any other competitor;
2. Unless otherwise required by law, the prices which have been quoted in this proposal have not been knowingly disclosed by the proposer and will not knowingly be disclosed by the proposer prior to opening, directly or indirectly, to any other proposer or competitor; and
3. No attempt has been made or will be made by the proposer to induce any other person, partnership, or corporation to submit or not submit a proposal for the purpose of restricting competition.

Proposer Company: _____

By: _____
Name / Title