

## Request for Proposals

**Highest & Best Use Study for Redevelopment  
of Willard Drug Treatment Center***Issued November 22, 2022**Due January 20, 2022***1.) PURPOSE**

The purpose of this RFP is to obtain competitive proposals from qualified firms interested in conducting a Highest and Best Use Study to inform the future redevelopment of the Willard Drug Treatment Center in the Towns of Ovid and Romulus in Seneca County, New York. Services by the consultant selected shall include, but not be limited to: asset valuation and strategy; land use planning; highest and best use analysis; facilitation of community input sessions; and presentations to officials and the public.

The goal of this project is the development of a Highest and Best Use Plan that will guide the community's efforts to redevelop the former Willard Drug Treatment Center to support new commerce and economic opportunities and preserve and enhance the quality of life in Seneca County. The ideal redevelopment plan will account for market and economic factors when recommending future uses in addition to community needs and public benefit.

**2.) INTRODUCTION AND BACKGROUND**

Located in the Towns of Ovid and Romulus in Seneca County, New York, the 550-acre Willard Drug Treatment Center has had a rich history. The property, which boasts approximately 1 mile of water frontage along Seneca Lake in the Hamlet of Willard, was founded in 1853 to be the first Agricultural College in the United States. After the Civil War, the college became Willard Asylum (1865) and was at the leading edge of mental healthcare in New York State. The site was later known as Willard State Hospital (1890), Willard Psychiatric Center (1974), and, finally, Willard Drug Treatment Center (1995).

At its peak, Willard State Hospital housed almost 3,000 patients. More recently, declining inmate populations led to the state's announcement that the New York State Department of Correctional Services and Community Supervision (DOCCS) would be closing the Willard Drug Treatment Campus in March 2022, transferring over 100 inmates to a new facility and relocating over 260 employees. A few months later, the Governor's office announced the formation of a Prison Redevelopment Commission to analyze redevelopment opportunities for the state's shuttered prisons.

Since Willard's closure earlier this year, elected officials, business leaders, and community members have banded together to advocate for responsible, locally-led redevelopment of the site. The community believes this site has tremendous future potential given its waterfront location and historic significance in the heart of the Finger Lakes region with its robust craft beverage, agriculture manufacturing, and tourism industries.

As part of the redevelopment effort, the Seneca County Industrial Development Agency (SENIDA)—whose mission is to advance the job opportunities and economic welfare of the people of Seneca County by actively promoting, encouraging and attracting economically sound commerce, industry and recreational opportunities—has identified the need to hire a firm to conduct an evaluation of the existing assets at the site and develop a Highest and Best Use Plan to inform future redevelopment opportunities.

### 3.) SCOPE OF WORK

SENIDA seeks proposals from qualified firms to undertake this 2-part project.

Part 1 should include an evaluation of the physical assets of the 550-acre Willard campus and its 856,823 square feet of buildings, including but not limited to:

#### Evaluation of Physical Assets

- “As-is” appraisal of the 550-acre Willard campus
- Assessment of the condition and capacity of the buildings, roads, and other public utilities (i.e. gas, electric, water, sewer, internet)
- Recommendations and cost estimates for which buildings and other assets need to be stabilized prior to potential sale/redevelopment
- Recommendations and cost estimates for which buildings or assets need to be demolished or removed prior to potential sale/redevelopment
- Overview of which portions of the site would not be eligible for redevelopment (i.e. cemetery)

Part 2 should include the completion of a Highest and Best Use study, including but not limited to:

#### Highest and Best Use Analysis

- Evaluation of the Willard campus setting and characteristics in the context of the political environment, neighborhood characteristics, and nearby properties
- Analysis of entitlements and constraints on the property, including land use and zoning
- Market analysis that reflects the site assets and best utilization for each industry, to include key industries such as agriculture, craft beverage and food production; manufacturing; housing; and hospitality/tourism (not just a macro-level assessment of industry trends)
- Valuation of segments of Willard campus if developed to highest and best use
- Public input/community engagement sessions (at least 2)
- Land use and subdivision plan that outlines areas for redevelopment, categorized by public versus private use
- Identification of the top highest and best uses for the Willard campus for each section of the property that accounts for both public and private uses
- Recommendations and estimated costs for utility or asset upgrades to support the recommended best uses
- Overview of the role historic designations and/or tax credits may play in redevelopment of the property (the property is eligible for the National Historic Register)
- Presentation of findings and recommendations to SENIDA staff, board, and other stakeholders as deemed appropriate by SENIDA

**4.) SUBMISSION REQUIREMENTS**

All responses to this Request for Proposals must include the following:

- Outline of proposed services and approach
- Anticipated pricing for Part 1 & 2 services (Final pricing shall be determined by contract to be negotiated between SENIDA and the selected respondent.)
- Prior experience
- Qualification and biography of involved personnel

**5.) SCHEDULE**

RFP Release	November 22, 2022
Proposal Submission Deadline	January 20, 2022
Interviews	February 8, 2023
Anticipated Selection of Proposal	March 23, 2023
Anticipated Work Completion	July 6, 2023

**6.) PROJECT MANAGEMENT**

The SENIDA Executive Director will be the main point of contact for all project questions and deliverables. SENIDA will pay the firm for deliverables upon completion of each deliverable.

Access to the site requires approval of New York State via Empire State Development. Respondents should contact the SENIDA Executive Director (contact information below) to request site access. Maps and other information on the site are available upon request.

**7.) PROCESS**

All responses to this Request for Proposals will be reviewed by SENIDA staff, who will contact respondents as necessary to discuss any points of clarification. Selection of proposal, if any, will be to the firm deemed best qualified in the sole discretion of SENIDA. The party whose proposal is selected, if any, will be notified following approval of the selection by SENIDA’s Board. Notification of selection shall not be deemed a contract between SENIDA and the party whose proposal is selected. SENIDA shall have no obligations unless and until a written contract has been executed by both parties.

SENIDA may reject any proposal not in compliance with the terms of this Request for Proposals and reserves the right to reject any and all proposals for any reason. SENIDA reserves the right to waive any requirement or condition of this Request for Proposals and/or any irregularity in any submission upon a finding that it is in the best interests of SENIDA and its mission to do so.

Any responses received by SENIDA after the deadline for responses set forth above will be rejected and returned.

All respondents to this Request for Proposals shall bear all costs incurred by the respondent in responding. SENIDA will not reimburse or otherwise be responsible to respondents for any costs.

Any information provided by SENIDA in connection with this Request for Proposals is for information purposes only and should not necessarily be relied upon by a respondent or any other party. All parties responding to this Request for Proposals are expected to do their own diligence and necessary information gathering in preparing a response.

All information and documentation submitted to SENIDA is potentially subject to public disclosure pursuant to New York State Freedom of Information Act, and/or at SENIDA's discretion.

Nothing submitted to SENIDA in response to this Request for Proposals should be considered confidential.

This Request for Proposals, and any contract(s) made in connection therewith, are subject to SENIDA's procurement, conflict of interest, and other applicable policies. These policies are available at SENIDA's website ([www.senecacountyida.org](http://www.senecacountyida.org)).

Submittals must be in sealed envelope clearly marked "Willard Highest & Best Use RFP" and include ten (10) hard copies and one electronic copy. Submissions must be delivered to:

Seneca County Industrial Development Agency  
1 DiPronio Drive  
Waterloo, NY 13165  
Attention: Kelly Kline

Contact for Questions or Additional:

Sarah Davis  
Executive Director, Seneca County IDA  
1 DiPronio Drive  
Waterloo, NY 13165  
(315) 539-1725  
[s.davis@senecacountyida.org](mailto:s.davis@senecacountyida.org)