



Hudson River Valley Greenway

December 10th, 2024

Strategic Planning Consulting Services

Request for Proposals

The [Hudson River Valley Greenway](#) is seeking proposals for **CONSULTANT** services to support the Boards and Staff of the Hudson River Valley Greenway in developing a strategic vision for the next phase of the organization.

The *Hudson River Valley Greenway* (Greenway) is a collective term for three unique organizations: two state entities created as part of the Hudson River Valley Greenway Act of 1991; and one federal associated with the National Park Service. Each organization requires some level of independent management and planning. However, the organizations work closely together to present a seamless front-facing approach to meeting mission.

The organizations are:

Hudson River Valley Greenway Communities Council (Council) is part of the NYS Governor's executive department. The Council offers grant funding for a variety of community planning activities and some state management activities are handled through the Council (state vehicle, ITS needs, and other state-contracted administrative activities). Council Funds are managed through the state comptroller's office.

Greenway Conservancy for the Hudson River Valley, Inc. (Conservancy) is a part of the NYS Governor's executive department and is a Public Benefit Corporation (PBC). The Conservancy is the employer of all Hudson River Valley Greenway staff and most administrative, fiscal, programmatic, and management tasks fall within the Conservancy's mandate. The Conservancy staff manage all Hudson River Valley Greenway activities.

The **Hudson River Valley National Heritage Area** ([HRVNHA](#)) is a Congressionally designated entity and is part of the National Park Service. The Conservancy, through the PBC's not-for-profit, the Greenway Heritage Conservancy HRV, Inc. is the formal management entity. The HRVNHA receives an annual federal appropriation. These resources are used for Conservancy staff salaries, various programmatic activities, and grant making.

Hudson River Valley Greenway Leadership: The Council and the Conservancy were each created through the same state legislation (see appendices), The Hudson River Valley Greenway Act of 1991, as amended. The Council and the Conservancy each have independent boards of directors and work closely together to



Hudson River Valley Greenway

ensure the smooth governance of the Hudson River Valley Greenway community. The Council and Conservancy boards (Board) co-lead the HRVNHA.

Staff: All seven organizational staff are employed through the Conservancy. These include four full-time and three part-time employees, with room to grow in the coming year(s).

Greenway Strategic Planning Objectives

1. Review and update the current five-year strategic plan (completed in 2014). The Greenway is open to considering creative options for the planning approach and timeframe.
2. Explore organizational leadership: In June 2024, the Greenway hired a new executive director. This person is the first external director hired in more than 20 years (and the first new staff person in more than six years). In 2022, the board's founding chairman retired from the Greenway after serving in the leadership position for more than 40 years.
3. Define Hudson River Valley Greenway as a single, front-facing organization inclusive of both the state and federal entities.
4. Program and mission: Define clear and specific programmatic directions that implement mission grounded in organizational strengths and define community needs.
5. Expand Staff Capacity. Current staff are each dedicated and passionate about advancing the Greenway mission and have clearly defined roles. However, overall staff capacity has been significantly reduced over the past several years and positions have not been replaced.
6. Outreach and Communication – Address a strategy for a consistent and clear approach to all external communications activities, publications, and virtual tools.

Planning Approach

The Greenway wishes to work closely with the successful Consultant to develop an achievable strategic plan that is grounded in community input and based on Greenway capacity and mission. The following items will provide a baseline of activities that may be considered to achieve this goal.

- The planning process is expected to last for up to one year.
- Select Interviews.
 - Board members (12-15 interviews). The two boards have a total of 48 members.
 - Staff (7 interviews).
 - State Agency (3-4 potential interviews). Key partners include NYSOPRHP and NYS DEC.



Hudson River Valley Greenway

- Similar organizations/non-profits (4-6 interviews). Includes, but not limited to, Open Space Institute, Riverkeeper, Scenic Hudson, two overlapping National Heritage Areas, and various groups having received past Greenway grants.
- National Park Service (2 -3 interviews) Can include both local parks and regional/national staff.
- Municipalities (county, town, village, CDPs) (5-6 interviews).

- Design and Lead at least one full-day board/staff retreat.
- Develop and lead up to six committee meetings.
- Organize the strategic planning effort, including developing a project schedule and milestones, scheduling meetings, compiling meeting notes, and preparing interim documents, to keep the process moving forward in conformance with the overall planning schedule.
- Write draft plan documents, edit with Greenway staff and board, and finalize document.
- Propose a creative approach to a final product. This may include more than one document for use based on situation. These include, at a minimum, distributing at various conference booths, meetings with donors and supporters, and informing our various political delegations about the direction of our work.

Questions and proposal submissions

HRVG will accept written questions via email through COB on Monday, December 23, 2024. HRVG will provide a consolidated written response to all questions received by COB Monday, December 30th.

Submissions are due January 10th and will receive priority consideration. Submissions must include a proposed fee, three references, examples of prior planning projects, a brief proposal illustrating a high-level summary and schedule of the anticipated process, and a clear understanding of the Greenway's stated goals.

Contract award will be made on a most advantageous basis.

Contact

Beth Campochiaro
Trails and Community Outreach Director
Hudson River Valley Greenway
Maurice D. Hinchey Hudson River Valley National Heritage Area
625 Broadway, 4th Floor
Albany, NY 12233-2995
Beth.Campochiaro@hudsongreenway.ny.gov



Hudson River Valley Greenway

Appendices

Legislation and Planning Documents

1. [Hudson River Valley Greenway Strategic Plan \(through 2019\)](#)
2. [Hudson River Valley Greenway Legislation \(as amended\)](#)
3. Maurice D. Hinchey Hudson River Valley National Heritage Area (NHA)
 - a. [Hudson River Valley National Heritage Area Act of 1996](#)
 - b. [Hudson River Valley National Heritage Area Management Plan](#)