



Seneca Nation
Community Planning and Development
Request for Proposals (RFP)
Elder Housing Campus Feasibility & Financial Modeling

1. Purpose

The Seneca Nation (“SN”), through its Community Planning and Development Department, is soliciting proposals from qualified consultants to provide feasibility analysis and financial modeling for a mixed-model elder housing campus that includes independent living, assisted living, and long-term care. We also seek a consultant who can provide guidance for aging in place programs.

2. Background

The Nation serves a growing elder population and is seeking culturally appropriate housing and care options that allows elders to age within our territories. The SN seeks to understand models of care, financial models, and recommendations on “right sizing” the project. The Seneca Nation currently operates elder facilities on the Cattaraugus and Allegany territories. Both facilities are independent living. There is a growing need for more supportive elder care through assisted living, high skilled nursing facilities, and also pathways for elders to age in place.

3. Project Objectives

The objective of this RFP is to determine the feasibility, scale, configuration, and funding strategies for a mixed elder housing campus, including Medicaid-funded long-term care, market rate rentals, and low-income assisted & independent living.

4. Scope of Work

The selected consultant will conduct a needs and market analysis, develop three campus concepts, prepare detailed operating and capital financial models, analyze cross-subsidization, and provide implementation recommendations. Further, consultants will analyze the regulatory and licensing pathways for each model under consideration (independent living, supportive housing, assisted living, memory care, and long-term care or Medicaid-funded long-term care).

5. Deliverables

Deliverables shall include a written feasibility report, Excel-based financial models, capital stack comparisons, and a presentation to Seneca Nation leadership. Onsite visits to the Allegany and Cattaraugus territories are expected.

6. Consultant Qualifications

Consultants must demonstrate experience in elder housing development, Medicaid-funded long-term care, financial feasibility analysis, and work with tribal, rural, or low-income communities.

7. Proposal Requirements

Proposals must include a project team description, relevant experience, detailed work plan, timeline, and a fixed-fee cost proposal.

8. Evaluation Criteria

Proposals will be evaluated based on relevant experience, quality of financial modeling approach, understanding of tribal context, and overall cost.

9. Schedule

- RFP Released: Monday February 23, 2026
- RFP Questions Due: Monday March 2
- RFP Proposals Due: Monday March 9
- Interviews Scheduled: Week of March 16-19, 2026
- Contract Executed: April or May 2026
- Please submit questions to CPDD@sni.org
- Please submit proposals to CPDD@sni.org
- Project under the direction of Dr. Donielle Heron-Lovell, PhD—Director of Community Planning and Development

10. Sovereignty and Data Ownership

All data, analyses, and materials produced under this contract shall remain the sole property of the Seneca Nation of Indians.