

AGENDA



Rochester Land Bank Corporation

Meeting Agenda

City Hall, 30 Church St, Rm. 223B, Rochester, NY 14614

August 15, 2024

3:00pm – 4:00pm

- | | |
|------------|--|
| 3:00: | Call to Order |
| 3:00-3:05: | Approval of 7/18/24 Minutes |
| 3:05-3:10: | Treasurer's and Cash Disbursements Reports |
| 3:10-3:20: | Resolution 16 to Amend Policy Governing Acquisition of Real Property |
| 3:20-3:30: | Resolution 17 to Accept a Donation of Real Property |
| 3:30-4:00: | Discussion <ul style="list-style-type: none">• Anticipated Affordable Homeownership Opportunity Application• RFP for Strategic Plan Development• RFP for General Contractors List• Preparation for Annual Meeting<ul style="list-style-type: none">○ Review of Adopted Policies○ Board Self-Evaluation |

JULY 18, 2024
BOARD MEETING
MINUTES

Rochester Land Bank Corporation
Meeting Minutes
July 18, 2024
City Hall, Room 223B
30 Church St, Rochester, NY 14614

Board Members Present: Erik Frisch, Carol Wheeler, LaShay Harris, Kurt Martin, James Smith and Eric Van Dusen

Board Members Absent: John Fornof

Non-Board Members Present: Paul Scuderi, Andrew Creary, Maritza Mejias, Rianne Mitchell, Casmic Reid and Cindy Castillo

The meeting was called to order at 3:03 pm by Erik Frisch.

Eric Van Dusen moved that the minutes from the last meeting held May 16, 2024 be approved; Kurt Martin seconded. The motion was approved by the Board at 3:04 pm.

Rianne Mitchell presented the **Treasurer's Report and the Cash Disbursement Report for the month of June 2024**. The Treasurer's Report for the month of June classified the disbursements for the month and reported the revenue received for the month of June. Cindy Castillo advised the reports for the month of July 2024 will be presented the August 2024 Board meeting.

All reports were distributed to all members for review.

The first item on the agenda was **Resolution No. 13 of 2024 to Approve Sale of Certain Properties to Rochester Housing Development Fund Corporation**. Paul Scuderi presented and discussed the Resolution and provided the details of the sale.

Kurt Martin made a motion to approve Resolution No. 13 of 2024 to Approve Sale of Certain Properties to Rochester Housing Development Fund Corporation; LaShay Harris seconded. The motion was approved by the Board at 3:08 pm.

The next item on the agenda was **Resolution No. 14 of 2024 to Amend FOIL Policy**. Paul Scuderi presented the Resolution and Andrew Creary provided detailed information regarding the need to amend the policy.

Kurt Martin made a motion to approve Resolution No. 14 of 2024 to Amend FOIL Policy; Eric Van Dusen seconded. The motion was approved by the Board at 3:12 pm.

TREASURER'S
REPORTS

RESOLUTION 16

POLICY GOVERNING THE ACQUISITION OF REAL PROPERTY BY THE ROCHESTER LAND BANK CORP.

The acquisition of real property by the Rochester Land Bank Corp., herein referred to as the Land Bank, shall be governed by the general guidelines set forth in this policy, and shall at all times be consistent with the provisions of § 1600 of the New York Not-for-profit Corporation Law (the “Land Bank Act”) and all applicable Federal, State, and local laws, rules, regulations and ordinances.

1. Coordination with City of Rochester initiatives

Properties acquired shall support the mission of the Land Bank in alignment with the City of Rochester’s redevelopment strategies, municipal goals and objectives. Criteria for acquisition shall include an analysis to determine that Land Bank action and involvement will achieve a desired objective in a manner that is more cost effective, timely, brings greater benefits and/or adds value, as an alternative to the City of Rochester’s existing real estate programs and practices. Costs associated with Land Bank transactions will be projected, including costs of acquisition, management and disposal. Whenever possible, a statement will be provided illustrating program or municipal savings or expenses as a result of specifically using the Land Bank as a development tool.

2. Board Approval

Acquisitions shall be approved by the Board prior to conveyance of title. Purchases of real property undertaken to meet the requirements of a grant previously accepted by the Board or for which the total cost of acquisition is no more than \$25,000 are hereby delegated to be within the authority of the Acquisition Committee of the Land Bank, subject to the Committee’s adherence to the guidance of this Policy Governing Real Property acquisitions in its entirety. Acquisitions that are within the authority of the Acquisition Committee must be approved by a unanimous vote of the Committee and the terms of any contract or agreement concerning such acquisition shall be approved by the Committee. Any real property acquisition outside of this delegated authority must be approved by a majority vote of the Board and the terms of any contract or agreement concerning the purchase, lease, license, acceptance of any easement or donation, or other acquisition of any interest in real property, shall be approved by the board.

3. Ownership by Land Bank

Pursuant to § 1609(a) of the Land Bank Act, the Land Bank shall hold in its own name all real property acquired by the Land Bank irrespective of the identity of the transferor of the property.

4. Authorized Signatory

The Board delegates to the Executive Director of the Land Bank the authority to enter into and execute agreements, instruments of conveyance and all other related documents pertaining to the conveyance of real property to the Land Bank. The Executive Director has responsibility and authority for carrying out the directives of the Board with regard to acquisition of property. All contracts shall be executed in the name of the Land Bank. In the event that the Executive Director is unavailable, unable, or unwilling to carry out this responsibility, the Board President shall have authority to act in this capacity.

5. Geographic Area Limitation

The Land Bank will operate within the City of Rochester and shall not own any property outside the jurisdictional boundaries of the City of Rochester.

6. Purpose for Acquisition

The Land Bank shall give consideration to the following factors in making a determination to acquire real property:

- Proposals and requests by governmental entities that identify specific properties for ultimate use, including redevelopment and public purposes
- Proposals and requests by non-profit corporations that identify specific properties for ultimate acquisition and redevelopment
- Residential properties which are suitable for owner occupancy with an appropriate level of rehabilitation
- Improved properties that are the subject of an existing order for demolition of the improvements and properties that meet the criteria for demolition of improvements
- Real property acquisition that supports strategic neighborhood stabilization and revitalization plans, including nondevelopment use that enhances quality of life
- Opportunities to create an assemblage to aggregate land for development
- Properties that will generate income to support the mission, purpose and operations of the Land Bank
- Acquisitions whereby the Land Bank may accomplish correction of title issues, financial constraints and other failures in the marketplace that prevent real property from being utilized for its intended purpose or being developed to its highest and best use
- Conduit transfers entailing the sequential acquisition and disposition of property according to an approved disposition strategy
- Acquisition of real property located in areas where opportunities exist to maintain and increase owner occupancy; preserve stability in viable neighborhoods; assist in halting neighborhood decline and/or foster development in areas that are non-viable for private investment

7. Acquisition Methods

The Land Bank may acquire real property, or any interest in real property, by the following methods:

- conveyance of title from the City of Rochester,
- through a City tax foreclosure auction by placing a bid in accordance with the Land Bank Act
- by acceptance of donation from public or private entities or individuals
- by purchase from public or private entities or individuals
- by placing a bid at auction, including but not limited to, auctions for foreclosure of Monroe County taxes, or mortgage liens
- on any terms and conditions permitted pursuant to the Land Bank Act.

8. ~~Trump Bid~~ / Credit Bid

The Land bank shall use its powers to place a bid on properties at a municipal tax foreclosure auction for the purpose of acquiring property for any approved project, program, or any other purpose in conformance with the mission of the land bank. The municipality and the Land Bank shall mutually agree as to form, substance, and timing of payment for real property acquisitions at auction.

9. Option to Purchase Real Estate

The Land Bank may acquire an option to purchase real property for a specified percentage of the purchase price with a negotiated time frame to be negotiated by the Land Bank. This payment will be credited to the sale price at closing. If closing does not occur, the fee shall be forfeited. All option agreements are subject to all policies and procedures of the Land Bank pertaining to property acquisitions.

10. Operational and Financial Capacity

The Land Bank shall acquire real property only in the event it has operational and financial capacity to complete the requirements of the transaction.

11. Planned Disposition Strategy

A planned disposition strategy that furthers community development objectives, along with an estimate of the length of the holding period, must be identified prior to acquisition. The disposition strategy may include holding the property in ownership by the land bank for a period of time, demolition, sale to a developer or other strategies. In all cases involving conduit transfers, a transaction agreement must be approved in advance and executed by the Land Bank and the Transferee. Such a transaction agreement will generally be in the form of an Acquisition and Disposition Agreement prepared in accordance with this Policy.

12. Characteristics of Real Property

Acquisition of real property by the Land Bank from entities other than the City of Rochester or County of Monroe shall be limited to property that is tax delinquent, tax foreclosed, vacant or abandoned; provided however that the Land Bank may purchase other real estate consistent with an approved development plan.

Acquired properties may include, but are not restricted to the following categories:

- parcels of vacant land
- parking lots
- parcels improved with high or low-density residential, commercial, mixed-use, special use, parking/storage or industrial structures

13. Purchase Price

An assessment of the fair market value of the real property, as determined by an appropriate method of valuation such as a Broker Price Opinion, appraisal or comparative market analysis performed by Land Bank staff or a qualified independent real estate professional, shall be made prior to its purchase.

- A. Purchases of real property made at auction may exceed fair market value in instances where they align with the purposes for acquisition outlined in Section 6 of this policy and remain within the operational and financial capacity of the Land Bank as defined in Section 10 of this policy.
- B. Purchases of real property made by negotiation shall not exceed the fair market value of the real property, as determined by an appropriate method of valuation such as a Broker Price Opinion, appraisal or comparative market analysis performed by Land Bank staff or a qualified independent real estate professional, as further defined in Land Bank procedures, by the greater of \$5,000 or 10% (ten percent) of said value.

Any payment of purchase price in excess of the fair market value shall be at the sole discretion of the Executive Director. Closing costs and related acquisition expenses shall not exceed what is reasonable and typical in the local market.

14. Environmental

An environmental review will be conducted prior to acquisition of any real property that is currently, or was formerly, used for commercial or industrial purposes, or any property where contamination is suspected.

15. Title

All real property must be conveyed to the Land Bank with insurable title, free of outstanding liens or encumbrances, including taxes, special assessments, water and refuse bills, and any other charges assessed by the City of Rochester and County of Monroe subject to such exceptions as specifically authorized by the board of directors. In no event shall property be acquired where outstanding liens and/or encumbrances exceed the fair market value. All property must be conveyed with insurable title. It may be possible for lien holders to donate their interests in a property.

16. Boundary Lines

The Land Bank may grant and accept easements to resolve boundary line title tissues, including building encroachments between adjoining parcels and fence encroachments. The Executive Director may authorize boundary line agreements and driveway agreements with the owners of parcels adjacent to Land-Bank owned parcels, without conveyance of ownership. Consideration for said easements and agreements may be set at \$1 (payment waived).

17. Acknowledgment of Donated Property

The Land Bank will not determine the value of donated property for the purpose of tax benefits, but will provide a letter describing the property donated.

18. Property Management

The Land Bank will either provide directly or obtain appropriate property management services for all assets it owns. Prior to authorizing the acquisition of a property, the Board shall ensure that maintenance responsibilities will be addressed via an agreement that is specific to a certain acquisition, through an agreement between the Land Bank and the City of Rochester, or by another method. Management responsibilities may include, but not be limited to any of the following:

- Payment of all charges attributable to the property during the holding period, including property taxes, assessment charges, water and refuse charges, and utility expenses
- Grass cutting, debris removal, tree maintenance, and snow removal
- Structural maintenance and/or repair necessary to protect the investment of the Land Bank, secure a structure or land against unauthorized entry or correct an immediate danger
- Discretionary repairs to comply with codes or improve marketability
- Legal costs including potential evictions, leases, tenant or prior owner workouts, clearing of title, representation for acquisition, representation for disposition, and any other legal costs to be incurred by the Land Bank during the Holding Period
- Marketing costs
- Appraisal services
- Environmental costs required prior to disposing of the property, including but not limited to asbestos removal, lead paint remediation, removal and disposal of hazardous substances
- The maintenance requirements imposed by N-PCL § 1608(d).

19. Inventory List

Pursuant to N-PCL §§ 1608(h) and 1608(i), within one week of the acquisition of any parcel of real property, the Land Bank shall inventory the acquired parcel in a publicly available inventory list. The list shall include the following details regarding every parcel of real property so acquired: 1) the location 2) the purchase price 3) the current assessed value 4) any amount owed to a locality for real property taxation and 5) any conditions or restrictions applicable to the property. Every parcel of real property acquired by the Land Bank shall remain on the inventory list at least one week prior to any disposal of any interest in said real property.

20. Exceptions to Policy

Any exception to the policy governing acquisitions shall be taken to the governing body of the Land Bank for approval.

21. Annual Review and Amendments of Policy

This Policy is subject to modification and amendment at the discretion of the Board in accordance with the PAL § 2800 and N-PCL § 520. The Policy shall be reviewed and approved annually by the Land Bank Board. On or before March 31st of each year, the Policy most recently reviewed and approved including the name of the Contracting Officer shall be filed with the Comptroller of the State and posted on the Land Bank's website.

The question of the adoption of the foregoing Resolution No. 16 of 2024 was duly put to a vote, which resulted as follows:

	Aye	Nay	Abstain	Absent
John Fornof				
Erik Frisch				
LaShay Harris				
Casmic Reid				
James Smith				
Eric Van Dusen				
Carol Wheeler				

The foregoing Resolution was thereupon declared duly adopted.

I, the undersigned Secretary of the Rochester Land Bank Corporation (the "Land Bank"), do hereby certify that the foregoing is a true copy of a Resolution which was duly adopted by the Board of Directors of the Rochester Land Bank Corporation on **August 15, 2024**.

Attest: _____
Secretary

RESOLUTION 17

WHEREAS, once it is acquired by the Land Bank and for as long as the Land Bank continues to own the Offered Property, it will be secured and managed to minimize or avoid further deterioration or other adverse impacts on its neighborhood by personnel and services provided by the City of Rochester at no cost to the Land Bank pursuant to the parties' existing Shared Services Agreement; and

WHEREAS, the Land Bank will not be required to pay a purchase price for the Offered Property and any other transactional or other costs incidental to ownership of the Offered Property, as well as post-acquisition pre-development costs necessary to the marketing of the property will be paid by the City of Rochester in accordance with the Shared Services agreement.

NOW, THEREFORE, BE IT RESOLVED BY THE ROCHESTER LAND BANK CORPORATION AS FOLLOWS:

Section 1. The recitals above are incorporated into this Resolution as it fully set forth herein.

Section 2. The Board hereby finds that the Land Bank's acceptance and acquisition of the Offered Property would further the purpose of the Land Bank in alignment with the City of Rochester's redevelopment strategies, municipal goals and objectives and finds that the acquisition would satisfy the requisite criteria set forth in the Land Bank's duly adopted Policy Governing the Acquisition of Real Property.

Section 3. The Land Bank hereby accepts Kirsch Land LLC's donation of the Offered Property conditioned upon: (1) completion of the subdivision delineated in the attached instrument survey, and (2) the parcel is transferred free of all liens and encumbrances.

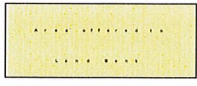
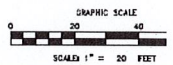
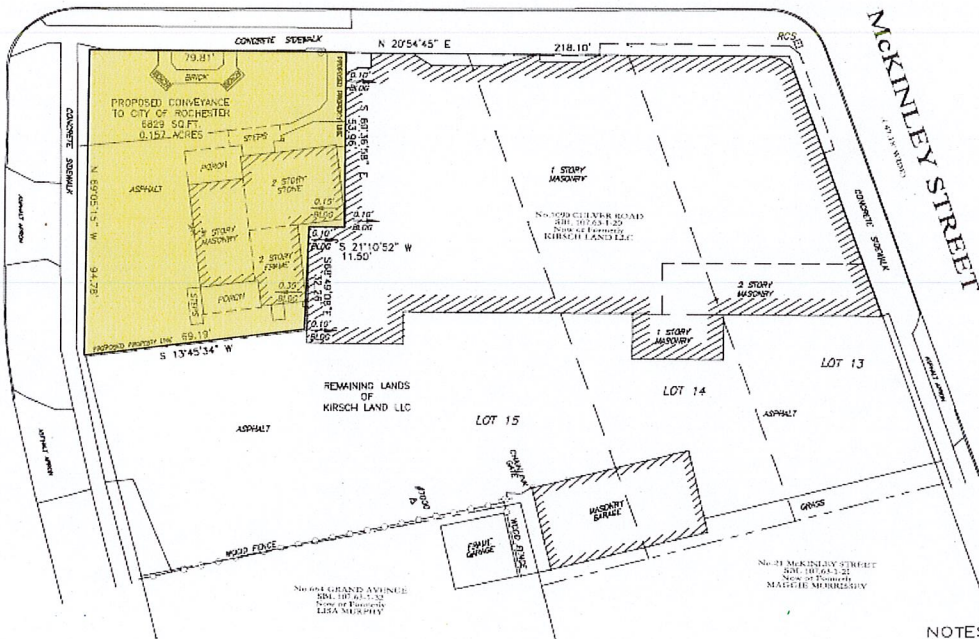
Section 4. The Executive Director is authorized and directed to prepare and execute all documents on behalf of the Land Bank which may be necessary or desirable to complete the acquisition and further the intent of this Resolution and do such further things or perform such acts as may be necessary or convenient to implement the provisions of this Resolution.

Section 5. The Land Bank shall hold title to the Offered Property in the name of the single member limited liability company formed by the Land Bank pursuant to the Land Bank Law at Section 1607(21) of the New York Not-for-Profit Corporation Law.

CULVER ROAD



GRAND AVENUE



The question of the adoption of the foregoing Resolution No. 17 of 2024 was duly put to a vote, which resulted as follows:

	Aye	Nay	Abstain	Absent
John Fornof				
Erik Frisch				
LaShay Harris				
Casmic Reid				
James Smith				
Eric Van Dusen				
Carol Wheeler				

The foregoing Resolution was thereupon declared duly adopted.

I, the undersigned Secretary of the Rochester Land Bank Corporation (the "Land Bank"), do hereby certify that the foregoing is a true copy of a Resolution which was duly adopted by the Board of Directors of the Rochester Land Bank Corporation on **August 15, 2024**.

Attest: _____
Secretary

DISCUSSION
DOCUMENTS

Confidential Evaluation of Rochester Land Bank Corp. Board Performance

Criteria	Agree	Somewhat Agree	Somewhat Disagree	Disagree
Board members have a shared understanding of the mission and purpose of the Rochester Land Bank Corp.				
The policies, practices and decisions of the Board are always consistent with this mission.				
Board members comprehend their role and fiduciary responsibilities and hold themselves and each other to these principles.				
The Board has adopted policies, by-laws, and practices for the effective governance, management and operations of the Land Bank and reviews these annually.				
The Board sets clear and measurable performance goals for the Land Bank that contribute to accomplishing its mission.				
The decisions made by Board members are arrived at through independent judgment and deliberation, free of political influence, pressure or self-interest.				
Individual Board members communicate effectively with Executive Director so as to be well informed on the status of all important issues.				
Board members are knowledgeable about the Land Bank's programs, financial statements, reporting requirements, and other transactions.				
The Board meets to review and approve all documents and reports prior to public release and is confident that the information being presented is accurate and complete.				
The Board knows the statutory obligations of the Land Bank and if it is in compliance with state law.				
Board and committee meetings facilitate open, deliberate and thorough discussion, and the active participation of members.				
Board members have sufficient opportunity to research, discuss, question and prepare before decisions are made and votes taken.				
Individual Board members feel empowered to delay votes, defer agenda items, or table actions if they feel additional information or discussion is required.				
The Board exercises appropriate oversight of the Executive Director and other staff, including setting performance expectations and reviewing performance annually.				
The Board has identified the areas of most risk to the Land Bank and works with Executive Director to implement risk mitigation strategies before problems occur.				
Board members demonstrate leadership and vision and work respectfully with each other.				

Date Completed: _____



Request for Proposals (RFP)

Strategic Plan Development

Complete and Return by:

4:00 p.m. Friday, November 1, 2024

Rochester Land Bank Corporation (“RLBC”) is seeking a consultant to guide us through a strategic planning process. Since its formation in 2013, its mission has been to return underutilized property to productive use, preserve and create quality housing, enhance the quality of life within neighborhoods, and encourage economic opportunities. In that time, RLBC has returned more than 180 parcels of vacant, tax foreclosed, blighted or otherwise underutilized property to productive use. Moreover, it has subsidized more than 150 rehabilitations of residential properties for affordable homeownership.

While RLBC can certainly be said to have engaged in activities to further its mission, many of the means and methods by which it has undertaken these activities are becoming unattainable or untenable. In addition, the needs and nature of the housing market have undergone a sea of change. RLBC is seeking a planning consultant to help our organization clarify its collective values and thereby create a vision to propel us through our next iteration. Our aim is a distillation of that vision into goals and, ultimately, identify the activities that will allow us to embody it in our community.

RLBC has identified a number unique powers and benefits it holds as both a local public authority and not-for-profit corporation that it believes have not been fully tapped. These include:

- Flexibility in procurement as compared to other governmental agencies
- Access to grant funding available only to nonprofit corporations
- Simplified property disposition guidelines
- Protection from governmental liability when taking title to potentially environmentally contaminated properties
- Authority to negotiate freely with its municipality with regards to the terms of payment for property acquisition and/or service provision.

Likewise, the symbiotic relationship Rochester’s Land Bank has with its municipality, and the competency and efficiency with which the City of Rochester manages its tax foreclosure, property management and code enforcement activities allows RLBC to focus on boutique, value-adding activities.

A successful proposal will present ways to more fully utilize and expand these existing capacities through:

1. A Stakeholder Analysis
2. A Funding Strategy
3. Advantageous Partnerships (Regional, Municipal, Cross-agency, etc.)
4. Board and staff structure
5. Analysis of local and national trends in Foreclosures (both mortgage and tax), Housing Policy, Land Banking in general and other areas affecting neighborhood stabilization and community development.

RLBC also welcomes submissions including any additional analyses and/or services that will improve the strategic planning process or outcome.

SCHEDULE AND PROPOSAL SUBMISSION INSTRUCTIONS

Proposed Schedule & Deadlines

September 2, 2024 ----- RFP Release

September 17, 2024 via Zoom at 11:45 a.m. -- Information/Question Session

Meeting URL: <https://cityofrochester.zoom.us/j/89228344610?pwd=MnRHdFNEb0tITjZEMFk5amNNc20rZz09>

Meeting ID: 892 2834 4610

Passcode: 956173

Join by Telephone

For higher quality, dial a number based on your current location.

Dial: +1 646 558 8656 US (New York)
+1 646 931 3860 US
+1 646 518 9805 US (New York))
833 548 0276 US Toll-free

Meeting ID: 892 2834 4610

Passcode: 956173

October 9, 2024.....Questions Deadline (responses posted by October 15, 2024)

November 1, 2024 (by 4:00 p.m.).....Proposals Submission Deadline

November 18-22, 2024.....Respondent Interviews (as needed)

December 19, 2024.....Anticipated Board Consideration (approval)

Proposals Submission Instructions

A complete copy of the proposal must be received no later than **4:00 PM on Friday, November 1, 2024** at:

Rochester Land Bank Corporation
City of Rochester, 30 Church Street, Room 125-B
Rochester, NY 14614

or at

landbank@cityofrochester.gov

Proposals submitted after 4 PM on Friday, May 17, 2024 will not be considered.

Questions may be directed to:

Rianne Mitchell, Director of Capacity & Compliance
Email: Rianne.Mitchell@cityofrochester.gov

SCOPE OF SERVICES

RLBC is seeking the services of one or more consultants to perform some or all of the following services:

1. **Develop a strategic vision/plan** - Work with the Board of Directors and key stakeholders to develop a comprehensive strategic vision for the Land Bank over a time horizon of no less than five years, using data to evaluate RLBC's current position, set realistic goals, and establish accountability practices to achieve this strategic vision.
2. **Organizational Design** - Evaluate RLBC's organizational and governance structure to detect structural weaknesses and opportunities. Analyze the external environment for governmental, public agency and relevant not-for-profit entities for partnerships and affiliations that support the strategic vision. Characterizing and prioritizing RLBC stakeholders external to the organization in relation to the vision. Propose improvements to the organizational design, recommendations for collaborations and ideas and methods of meaningful engagement, characterizing the performance-based impact of such changes.
3. **Community Engagement** - Outreach to entities and constituencies impacted by the policies and activities of RLBC for the purpose of gathering qualitative, as well as quantitative data.
4. **Data-driven Trend Analysis** - Analysis of local and national trends in Foreclosures (both mortgage and tax), Housing Policy, Land Banking in general and other areas affecting neighborhood stabilization and community development.
5. **Peer Benchmarking** - Comparison to other New York State land banks and similar housing/community development agencies related to operations, finances and type of interventions.

6. **Sustainability Analysis** - Evaluate methods by which Land Banks create sustainable revenue from development projects, provision of services, and continuous sourcing of grant opportunities, that are consistent with the New York States statutory and judicial considerations and restrictions.

RLBC reserves the right to alter the scope of services in consultation with the respondent before finalizing a contract agreement. RLBC also reserves the right to award specific services to one respondent, or to forgo specific services in consultation with the respondent(s).

For each individual service, please provide a cost estimate in addition to a “total” cost for all services. If your organization does not specialize in one of the below services, feel free to exclude that service from your proposal

DELIVERABLES

This project must include:

- 1) Monthly written (e-mail) updates on the status of all items in the scope of services.
- 2) Documentation of the sources and methodology used in the respondent’s trend analysis.
- 3) A draft report, prior to submission of the final report, that the Board can review with Consultant and provide feedback.
- 4) A final report, written in an executive summary style, which summarizes the Consultant’s recommendations, major findings, and a summary of the analytical approach.
- 5) A PowerPoint version of the final report, appropriate for presentation to our municipal partner(s) and to external stakeholders.
- 6) A final in-person presentation for the Board.

PROPOSAL CONTENT

The proposal should include the following information:

- A. **Project statement:** A Project narrative that describes the Respondent’s understanding of the RLBC’s needs and the unique value the Respondent will bring to the process.
- B. **Proposal/Description of Services:** Methodology the Respondent will use to perform the services required in this RFP. The proposal should address, in detail, the tasks as described in the Scope of Services and any additional services the respondent proposes.
- C. **Respondent’s Experience and Qualifications:** Information about the Respondent and its qualifications for this Project. Include information about prior engagements similar to that being solicited herein, particularly involvement those with other Land Banks..
- D. **Project Budget:** An itemized budget for each service listed in the scope of services, in addition to a total project cost if the Respondent were to be selected for all services.
- E. **A proposed timeline for start and completion of all items in the scope of services, including meetings with the Board, Staff, and others as proposed by the Consultant.** Include a proposed breakdown of roles and responsibilities of the Consultant and RLBC, and what staff you feel should be intimately involved with the project.
- F. **Project personnel:** The name and resume of the Respondent’s lead person for the Project. Names and background/experience for all staff who will be involved in the Project and the roles to which

they will be assigned. RLBC expects the staff named in the proposal to be the staff implementing the work. If there the staff assigned is changed, RLBC expects to receive the name and background/experience for the new staff prior to their joining the project.

- G. Subcontractors: Names, resumes, and roles of sub-contractors, associates, or any non-employees who will be involved in the Project. RLBC is open to proposals made by respondents who engage in partnerships to provide the requisite expertise for the project.
- H. New York state presence: Information about Respondent's presence in New York state, particularly in the Rochester area, and/or any collaborative relationships with local firms that are to be formed for this Project.
- I. References: Proposals shall include three (3) external client references from clients who received similar services. The minimum information that shall be provided about each reference is:
 - 1. Name of individual or organization for whom services were provided
 - 2. Address of individual or organization
 - 3. Name of contact person
- J. M/WBE: Statement as to whether respondent is a New York State, Monroe County or City of Rochester M/WBE firm.

EVALUATION CRITERIA

The following is a summary of the proposal evaluation criteria. It is within RLBC's sole discretion to determine the value assigned to each of these criteria.

Proposal: The Respondent's comprehension of RLBC's needs as demonstrated by its description of its approach to the elements listed in the Scope of Services section of this RFP. Points will be awarded for overall approach and the demonstration of understanding of the scope of the project.

Experience: The Consultant's relevant experience in analysis and evaluation of municipal public safety department organizational structures, including cost/benefit analysis.

Cost: The total cost of the Respondent's proposal is important to RLBC, however, based on the evaluation of the other criteria, the City will not necessarily select the lowest bidder.

References: Evaluation of the Respondent's work for previous clients receiving similar services to those proposed in this RFP.

Commitment of key principals to the Project: Demonstration of availability of senior-level staff or associates to be assigned to this Project to ensure depth, accountability, and diversity of perspective.

M/WBE Businesses: RLBC desires to create equitable opportunities for with minority and women owned (M/WBE) businesses. Additional weighting of 10% will be given to all Respondents who are New York State, Monroe County or City of Rochester approved M/WBE firms.

Other Criteria: Other criteria may be considered if it is determined to be in the best interest of RLBC and the success of the Project to do so.

The selection of a Consultant is within the RLBC's sole discretion and no reasons for rejection or acceptance of a proposal are required to be given. Although costs are an important consideration, the decision will be based on qualifications and compliance with the requirements of this RFP and not solely on

cost. RLBC reserves the right to reject any or all proposals or to accept a proposal that does not conform to the terms set forth herein. RLBC further reserves the right to waive or modify minor irregularities in the proposals and negotiate with Consultants to serve the RLBC's best interests.

RLBC will prioritize proposals that demonstrate an understanding of the Land Bank's and the community's current state as a foundation for effective future planning. Our community has commissioned research on the government policies, environmental and historical realities and societal factors that affect housing access and quality, as well as neighborhood health and will expect a consultant to take into consideration existing studies and plan, such as:

- [City of Rochester 2020-24 Consolidated Plan, 2020-21 Annual Action Plan, and 2020 Analysis of Impediments to Fair Housing Choice](#)
- [Rochester 2034 Housing Section](#)
- [2018 Citywide Housing Market Study](#)
- [Rochester Housing Authority \(RHA\) Agency Plan](#)
- [Monroe County Department of Human Services Housing/Homeless Services Annual Report](#)
- [Partners Ending Homelessness \(CoC\) Annual Report](#)
- [Unmarried and Single Parents in Poverty: Understanding Realities and Potential Strategies for a Key Subgroup in Rochester](#)
- [DataROC](#) City of Rochester's Open Data portal

Also helpful may be the following table showing Rochester's "Homeownership Ecosystem," i.e. - the community resources available to support the Land Bank's work.

Program Type	Organizations (not comprehensive)
Pre-Purchase Education and Counseling	<ul style="list-style-type: none"> • Flower City Habitat for Humanity, Rochester • Housing Council at PathStone • Marketview Heights Association • NeighborWorks Community Partners • Rochester Department of Neighborhood and Business Development Rochester Economic Development Corporation (REDCO) • Rochester Housing Authority • Urban League of Rochester's Home Store
Down Payment / Mortgage Assistance	<ul style="list-style-type: none"> • Housing Council at PathStone • Rochester Department of Neighborhood and Business Development • Rochester Housing Authority • NeighborWorks Community Partners
Home Repair and Weatherization	<ul style="list-style-type: none"> • Action for a Better Community • Flower City Habitat for Humanity, Rochester • NeighborWorks Community Partners • PathStone
Affordable Housing Developer/Provider	<ul style="list-style-type: none"> • Conifer Realty • CDS Monarch • CSD Housing • DePaul Properties • Flower City Habitat for Humanity, Rochester • Greater Rochester Housing Partnership/RHDFC • Home Leasing • Marketview Heights Association • PathStone • Rochester Cornerstone Group • Rochester Housing Authority • Rochester Management Inc. • Urban League Economic Development Corporation
Research and Advocacy Organizations	<ul style="list-style-type: none"> • Greater Rochester Associations of Black Realtors (GRAR Caucus) • Rochester-Monroe Anti-Poverty Initiative (RMAPI) • Urban League of Rochester
Community Development Organizations	<ul style="list-style-type: none"> • Greater Rochester Housing Partnership • PathStone • Rochester Economic Development Corporation (REDCO)
Local Commercial Banks	<ul style="list-style-type: none"> • Advantage Federal Credit Union • Bank of Castile • Citizens Bank • ESL Credit Union • Evans Bank • Five Star Bank • Genesee Co-Op Federal Credit Union • JP Morgan Chase • M&T Bank
Foundations and CDFIs	<ul style="list-style-type: none"> • Enterprise Community Partners • Low Income Investment Fund • Partners for the Common Good • Rochester Area Community Foundation
Local Government	<ul style="list-style-type: none"> • City of Rochester Department of Neighborhood and Business Development • City of Rochester Office of Planning • Rochester Housing Authority
County Departments	<ul style="list-style-type: none"> • Monroe County Community Development Office
State Agencies	<ul style="list-style-type: none"> • New York State Homeowner Assistance Fund

RIGHTS RESERVED BY ROCHESTER LAND BANK CORPORATION

- Only proposals that comply with all provisions, requirements, terms and conditions of this Request will be considered for review.
- The Land Bank reserves the right to request more detailed information from one or more proposers before the final selection is made.
- All materials submitted in response to the Land Bank's Request become the Land Bank's property without obligation of the Land Bank to return such materials.
- All determinations of completeness of any submission and its compliance with the provisions, requirements, terms and conditions of this Request and the eligibility or qualifications of any proposer shall be in the sole and absolute discretion of the Land Bank.
- The Land Bank may waive any of the provisions, requirements, terms and conditions of this Request.
- Subsequent to submission of proposals in response to this request, the Land Bank in the exercise of its sole and absolute discretion, may enter into parallel negotiations with two or more proposers, may designate two or more proposers for "short list" consideration, may request best and final offers, and/or may conduct other additional competitive proceedings with respect to the potential disposition covered by this request.
- The Land Bank reserves the right to issue an addendum should it become necessary to revise any section of this RFQ, provide additional information necessary to adequately interpret provisions and requirements of this RFQ, or respond to written inquiries concerning the RFQ.
- The Land Bank, at its sole discretion, reserves the right to accept or reject any and all responses received under this RFQ solicitation, to waive minor irregularities, and to conduct discussions with all responsible respondents, in any manner necessary, to serve the best interest on the Land Bank.
- The Land Bank has no obligation to discuss its reasons for selecting, accepting or rejecting any proposals with any proposers or representatives of said proposers.
- The Land Bank shall not be liable for any costs or expenses (including but not limited to the foregoing costs and expenses of legal counsel) incurred by any proposer in responding to this Request.
- All costs and expenses incurred by each proposer in connection with this RFQ will be borne by the proposer, including without limiting the foregoing, all costs and expenses in connection with: surveys, reports, plans, designs, schematics, studies, research and any other due diligence work; preparation of each proposal; advice and representation of legal counsel responding to this Request.
- The Land Bank reserves the right to withdraw from sale any or all of the properties listed at any time prior to closing.
- Proposals shall be accepted from principals only. No brokerage fees, finder's fees, commissions or other compensation will be payable by the Land Bank.