



**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 12, 2024 ----- RFP Release

October 2, 2024 via Zoom at 11:30 a.m. ----- Information/Question Session

Meeting URL: <https://cityofrochester.zoom.us/j/87240523664?pwd=HE9SfdxJDIJvaeDxLGR2WPa5X9kLHo.1>

Meeting ID: 872 4052 3664

Passcode: 769561

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)

Meeting ID: 872 4052 3664

Passcode: 769561

October 23, 2024.....Questions Deadline (responses posted by October 25, 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, November 1, 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.