

Scope of Work for Strategic Planning  
Michigan Land Bank Fast Track Authority

**1. What specific types of policies, procedures, e.g. internal (human resources) and/or external (service delivery)? Will the strategic planning consultant or strategic planning team review these items? What is the expected outcome of the review?**

The ideal vendor should be able to review the Authority's current *Policies and Procedures for Property Acquisition and Disposition* and assess the Authority's current procedures and programs to determine if new policies should be instituted.

The outcome of the review is to identify the essential issues and areas of the Authority's organizational capacity that need to be addressed during this next phase of development in an effort to create a one-year action plan and five-year vision that emphasizes key strategies necessary for the Authority's growth.

**2. How many people are expected to be on the strategic planning team? How often are they prepared to meet? How long for each meeting?**

The scope of work includes the creation of a Strategic Planning Team comprised of select Board Members, staff and the Executive Director. The composition of the Strategic Planning Team has not been finalized.

The Authority's Board Members, staff and Executive Director are aware of the proposed timeline and will determine the ideal time and frequency of meetings, once a consultant is selected.

**3. Who will be surveyed? How many people? Closed or open-ended questions? How many focus groups?**

The selected vendor will engage the Authority's Board of Directors, Executive Director, staff and other stakeholder groups, including a technical expertise workgroup.

The Authority is governed by a seven member board of directors and the Authority's staff is comprised of 10 full-time staff members, two student assistants and several consultants. The composition of the stakeholder groups, including the technical expertise workgroup, has not been finalized.

The ideal vendor will be experienced in determining the number of focus groups and the best evaluation strategies, whether closed or open-ended questions, needed to ensure the strategic planning process will be inclusive, relevant, and able to capitalize on the institutional knowledge and expertise of all stakeholders.

**4. Conduct a facilitated retreat with staff, select MEDC staff and the Executive Director. How long? One complete day? How many people will attend? What is expected outcome of the retreat?**

The ideal vendor will be experienced in leading the development of retreats, including finalizing the format, length and objectives and outcomes.

The Authority is governed by a seven member board of directors and the Authority' staff is comprised of 10 full-time staff members, two student assistants and several consultants. The decision regarding MEDC staff, who will be participating in the Authority's strategic planning process, has not been finalized.

The following are Initial outcomes of the retreat:

- To assist the vendor in implementing a strategic planning process that is inclusive, relevant, and capitalizes on the institutional knowledge and expertise of stakeholder groups.
- To identify the essential issues and areas of the Authority's organizational capacity that needs to be addressed during the next phase of the Authority's development.
- To inform the vendor's creation of a one-year action plan and five-year vision that emphasizes key strategies necessary to for the Authority's growth.

**5. Conduct an additional facilitated retreat with staff. How long? One complete day? How many people will attend? What is expected outcome of the retreat?**

The ideal vendor will be experienced in leading the development of retreats, including finalizing the format, length and objectives and outcomes.

The following are the Initial outcomes of the additional retreat:

- To provide the staff, Executive Director and select MEDC staff with an opportunity to review the vendor's preliminary findings, including the essential issues and areas that the need to be addressed during the next phase of the Authority's development.
- To provide and opportunity for the staff, Executive Director and select MEDC staff to offer relevant feedback regarding preliminary strategies the vendor has created including, goals, objectives and outcomes and any preliminary strategies.
- To inform the vendor's creation of a one-year action plan and five-year vision that emphasizes key strategies necessary to for the Authority's growth.

The Authority' staff is comprised of 10 full-time staff members, two student assistants and several consultants. The decision regarding MEDC staff, who will

be participating in the Authority's strategic planning process, has not been finalized.

**6. Conduct a SWOT analysis. With who? How many SWOT analyses sessions?**

The selected vendor will engage the Authority's Board of Directors, Executive Director, staff and other stakeholder groups, including a technical expertise workgroup in the strategic planning process.

The ideal vendor will be experienced in determining the number of SWOT analyses sessions needed to ensure the analysis will inform the creation of a one-year action plan and five-year vision that emphasizes key strategies necessary for the Authority's growth.

**7. Analyze pertinent statues and pending legislation that could affect the operation of Authority. How many? Desired outcome?**

Pertinent statues are available at [www.michigan.gov/landbank](http://www.michigan.gov/landbank) in the Resource Section under *Land Bank Legislation*.

At this time, Senate Bills 42, 696 and 749 have been introduced.

The desired outcome for the analysis is for the vendor to understand the context in which the Authority was created, how potential changes in applicable laws would impact the operation of the Authority and to assist the vendor in identifying any expansion opportunities, partnerships or new business models that could be created.

**8. Provide recommendations for improvement to the Authority's branding including its website, brochures and conveyance applications. Exactly what are the expectations for this item? Do you want a comprehensive audit of the marketing and communication functions? Is this an expectation for the strategic planning consultant or a desired outcome from the planning process?**

The ideal vendor will be able to review the Authority's current website, brochures and other collateral material and make recommendations regarding the most effective manner for the Authority's visual image and brand to be consistently represented.

**9. What is the ideal balance for the strategic planning consultant between content expertise and process facilitation? Is the ideal consultant someone that has specific knowledge of land banks or proficient in facilitating a strategic planning process for a nonprofit/governmental agency?**

The ideal vendor should have specific knowledge of land banks and be exceptional in its ability to facilitate a process for a governmental agency as the Authority is a discretely presented component unit of the State of Michigan.

**10. Section II.B.(1) is not clear. It implies that a previous plan, possibly a SP, was completed for the MLB. Could you please provide me a copy of any previous SP completed for the MLB?**

There are no previous Strategic Plans completed by the Michigan Land Bank

**11. After searching on Michigan.gov, the MLB discussed conducting a SP in 2007. It appears a SP may have been completed in 2008, or 2009, although I could not locate this document on Michigan.gov. In case an SP was not completed, could you please provide a copy of the plan that is inferred in II.B.(1) "... next phase of development."?**

There are no previous Strategic Plans completed by the Michigan Land Bank.

The Authority is required by statute to submit a biennial report to the Michigan Legislature. Links to biennial reports from 2005-2006 and 2009-2010 are available at [www.michigan.gov/landbank](http://www.michigan.gov/landbank) in the Resource Section.

The reference to "next phase of development" signifies the transfer of the Authority from the Department of Treasury to the Michigan Strategic Fund, which receives administrative services from the Michigan Economic Development Corporation.

**12. If a previous SP was conducted, please provide a copy of the winning bid and justification for that award.**

N/A

**13. Section II.B.(2) notes a number of "staff and stakeholder groups". Will there be a core group of individuals who the grantee of this RFP will interact with?**

The scope of work includes the creation of a Strategic Planning Team comprised of select Board Members, staff and the Executive Director.

**14. How many individuals will make up this core group and who are these individuals?**

The composition of the Strategic Planning Team has not been finalized.

**15. Who will be the primary point of contact for the consultant?**

The primary point of contact for the consultant will be Khalilah Burt Gaston.

**16. Section II.B.(3)- please enumerate and describe in detail the current short and long-term goals of the MLB.**

No official short or long-term goals currently exist. The selected consultant will create a one-year action plan and five-year vision, with identifiable metrics, that assists the Authority with accomplishing short and long-term goals, as identified through the strategic planning process.

**17. Section II.C.8 asks that the consultant "measure the ongoing effect of established programs." Please enumerate and define these established programs.**

The State Land Bank currently manages an inventory of approximately 8,500 tax-reverted properties through the following programs:

- Garden for Growth Program- In an effort to support community garden, the Authority leases unbuildable lots, which are not slated for development projects requiring land assembly, to non-profits or individuals for twenty-five dollars per year.
- Adjacent Lot Disposition Program- The Authority makes unbuildable lots available for purchase to adjacent property owners.
- Neighborhood Stabilization Program 1- As a sub-grantee of the State of Michigan Housing Development Authority, the State Land Bank received approximately \$14 Million in funds to demolish blighted property in its inventory and to support the economic development efforts of local units of government through the strategic acquisition of foreclosed and vacant properties.
- Neighborhood Stabilization Program 2- As part of the Michigan NSP2 Consortium, the Authority is currently partnering with six cities to stabilize neighborhoods throughout the State of Michigan using \$105.8 in NSP2 funds.
- Third Party Property Sales-Since its inception, the Authority sold approximately 1,700 tax-reverted properties to individuals, nonprofits or local units of government.

**18. Have these programs been previously evaluated? If yes, please provide prior evaluation documents for each program.**

No.

**19. Is there an existing strategic plan? May we have a copy of it if it exists?**

There are no previous Strategic Plans completed by the Michigan Land Bank. The Authority is required by statute to submit a biennial report to the Michigan Legislature. Links to biennial reports from 2005-2006 and 2009-2010 are available at [www.michigan.gov/landbank](http://www.michigan.gov/landbank) in the Resource Section.

**20. If there was a previous strategic plan what did you like and dislike about it?**

N/A

**21. What is the number of staff and the budget of the MLBFTA**

At this time, the staff of the Authority is comprised of 10 full-time staff members, two student assistants and several consultants.

The appropriated annual budget for the Authority is \$1.8 Million.

**22. What is the approximate share of the properties held under each of the 5 program areas noted?**

Properties in the Authority's inventory are not "held" under specific programs. The Authority owns property that is disposed of through specific programs.

**23. Are there previous strategic or business plans to build from, or is this the first? If there are others, may we review them?**

There are no previous Strategic or business plans completed by the Michigan Land Bank.

**24. Is there an annual report/annual summary available for review?**

The Authority is required by statute to submit a biennial report to the Michigan Legislature. Links to biennial reports from 2005-2006 and 2009-2010 are available at [www.michigan.gov/landbank](http://www.michigan.gov/landbank) in the Resource Section.

**25. Are there any special rules regarding the use of subcontractors, or for proposals submitted by consortiums of consultants, of which we should be aware?**

No.

**26. Our major question has to do with the timeline for the work. Is there any flexibility in terms of the timing of the initial meeting with the staff (at the end of November) and the Board retreat in December?**

While the timeline may change, upon mutual agreement of the vendor and the Authority, the Board of Directors is committed to adopting the Strategic Plan during the first quarter of 2012. The ideal vendor should be able to adhere to the timeline set-forth in the RFP.

**27. Would you be able to consider a proposal with an alternative timeline?**

The Authority will consider all proposals submitted before the appropriate deadline.

**28. What six cities is the Authority currently partnering with to stabilize neighborhoods?**

The Authority's Neighborhood Stabilization Program 2 partnerships include Detroit, Hamtramck, Wyandotte, Grand Rapids and Pontiac.

**29. Briefly describe the challenges/issues the Authority is currently having managing its current inventory of properties. What is driving the need to change?**

Some of the essential issues that were previously identified concerning the Authority's organization capacity include:

- Staff Resources
- Revision of Policies and Procedures
- Template Documents
- Proper Levels of Authority
- Technology and Data
- Challenges to Effective Execution
- Use of Vacant Property for Public Art
- Sale of Residential Property to Businesses

An increased level of organizational capacity is needed for the Authority to manage its current inventory of tax-reverted property more effectively, to engage in strategic partnerships to support the community development goals of local units of government and to position the Authority as a valuable tool for economic development. In addition, the Authority was transferred from the Department of Treasury to the Michigan Strategic Fund, which receives administrative services from the Michigan Economic Development Corporation.

**30. Is a copy of the Authority's current strategic plan available now?**

There are no previous Strategic completed by the Authority.

**31. What software applications are currently used to support the Authority's work?**

The Authority uses Microsoft Office Suite, ArchGIS and various online database platforms for specific funding sources.

**32. What is the total number of individuals comprised each of the following group; Authority Board of Directors, Staff, Stakeholder groups, Technical expertise workgroup?**

The Authority is governed by a seven member board of directors and the Authority' staff is comprised of 10 full-time staff members, two student assistants and several consultants. The composition of stakeholder groups, including the technical expertise workgroup, has not been finalized.

**33. What are the current metrics and key indicators used by the Authority?**

The Authority currently tracks the number of properties sold, the number of applications received and the number of dollars spent.

**34. How many documented policies require review and assessment?  
How many undocumented?**

Current policies include *Policies and Procedures for Property Acquisition and Disposition, Neighborhood Stabilization Program Acquisition Policies, Board of Directors Conflict of Interest Policy, Board of Directors Code of Conduct Policy, and Policy and Procedure Manual for Neighborhood Stabilization Program 2.*

The number of undocumented policies is not currently documented.

**35. How many documented procedures require review and assessment?  
How many undocumented?**

The number of documented and undocumented policies is not currently available.

**36. How many programs require review and assessment?**

The ideal vendor will lead the Authority in a review and assessment of the challenges in *implementing* current programs in an effective manner, not a review and assessment of the programs themselves.

**37. What conveyance applications is the Authority currently using?**

The Authority currently uses two conveyance applications.