

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

### I. Introduction

The Michigan Land Bank Fast Track Authority (State Land Bank; Authority) was created by Public Act 258 of 2003<sup>1</sup> with the purpose of fostering economic development and promoting community stabilization<sup>2</sup>.

The Authority is a discretely presented component unit of the State of Michigan governed by a seven member board of directors. Executive Order Executive Order 2011-4 transferred the Authority from the Department of Treasury to the Michigan Strategic Fund, effective April 30, 2011. Consequently, the Authority is now housed within the Michigan Economic Development Corporation

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, non-profits or local units of government.

The Strategic Plan is designed to develop strategies that will enhance the Authority's capacity to continue managing its current inventory of tax-reverted

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<sup>1</sup> [http://www.legislature.mi.gov/\(S\(xkgdls3h34ybho55j2nydx45\)\)/documents/mcl/pdf/mcl-Act-258-of-2003.pdf](http://www.legislature.mi.gov/(S(xkgdls3h34ybho55j2nydx45))/documents/mcl/pdf/mcl-Act-258-of-2003.pdf)

<sup>2</sup> <http://www.michigan.gov/landbank>

property, 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.

## **II. Project Requirements**

### **A. Background**

The mission of the Authority is to stimulate job growth and invest in Michigan communities by fostering private-public partnerships; to engage citizens to preserve, protect and strengthen neighborhoods; and to promote, supervise and support land bank operations at the state, county and local levels.

The Michigan Land Bank Fast Track Authority is seeking proposals from interested and qualified consultants to provide Strategic Planning Services.

### **B. Task Description**

The Authority is seeking a vendor to facilitate a strategic planning process that will provide guidance for continuous decision making and the development of future services and result in a strategic plan that is approved by the Authority's Board of Directors. The purpose of the strategic planning process will be to accomplish following:

- (1) Identify the essential issues and areas of the Authority's organizational capacity that need to be addressed during this next phase of development. Areas previously identified include:
  - Mission & Core Purposes
  - 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
- (2) Engage the Authority's Board of Directors, Executive Director, staff and other stakeholder groups, including a technical expertise workgroup, in the process by creating and implementing a process that is inclusive, relevant, and capitalizes on their institutional knowledge and expertise.
- (3) Create a one-year action plan and five-year vision, with identifiable metrics, that assists the Authority with accomplishing short and long-term goals.

Ultimately, the process should answer the following critical questions:

- What is the Authority's vision?
- What potential new business models are available?

- What expansion opportunities exist?
- What sources of funding are available?
- What potential public- private and public-public partnerships are critical to the Authority's success?

**C. Scope of Work**

The State Land Bank is seeking a vendor who can lead the development of goals and objectives and strategies to effectively achieve the Authority's mission. Using the enabling legislation and its current mission as the context, the Vendor shall:

1. Conduct a review and assessment of current policies, procedures and programs.
2. Create a Strategic Planning Team comprised of select Board Members, staff and the Executive Director.
3. Develop appropriate surveys and conduct focus groups, as needed.
4. Conduct a facilitated retreat with staff, select MEDC staff and the Executive Director.
5. Conduct an additional facilitated retreat with staff.
6. Conduct a SWOT analysis.
7. Analyze pertinent statues and pending legislation that could affect the operation of Authority.
8. Develop short and long-term goals, objectives and outcomes to measure the ongoing effect of established programs.
9. Develop key indicators and a set of outcomes that can serve as the basis for performance measures.
10. Provide recommendations for improvement to the Authority's branding including its website, brochures and conveyance applications.
11. Review and revise, as necessary, vision and mission statements.
12. Create a draft of the Strategic Plan comprised of a one-year action plan and five-year vision that emphasizes key strategies necessary to for the Authority's growth.
13. Present draft to Board Members, Strategic Planning Team and staff for review and finalization.
14. Prepare and finalize the Strategic Plan.
15. Prepare and present a PowerPoint presentation to the Authority's Board of Directors summarizing key points of the written report.

The selected vendor must have the demonstrated capacity necessary to complete the scope of work in accordance with the below timeline:

**D. Timeline**

November 2011	Procure Consultant
November 2011	Staff Session
December 2011	Board of Directors Retreat
January 2012	Second Staff Session
February 15, 2012	Draft Strategic Plan
February 28, 2012	Review of draft by Staff and Board Members
March 15, 2012	Complete final draft of Strategic Plan
March 30, 2012	Board of Director Approval

**III. General RFP Information and Instructions**

**A. Proposal Format**

1. One electronic version of the proposal on a disk and five (5) bound copies of the written proposal are required.
2. Proposals must be submitted by an individual authorized to submit proposals on behalf of the organization and should contain the following:
  - Summary of firm's background and experience on similar projects.
  - Vendor must have a minimum of five (5) years experience in facilitating the strategic planning process for a non-profit and/or governmental agency.
3. Name, phone number and address of at least three references from similar contracts.
4. A brief synopsis stating illustrating the Vendors understanding of the Authority's needs and plans to meet these needs.
5. A detailed description of the proposed plan to achieve the Scope of Services and the proposed timeline.
6. A cost proposal. The cost proposal should be broken down into phases of work per the SOW and/or the consultant's proposed methodology.
7. Any other pertinent information needed to evaluate proposal.

## B. Proposal Timeline

<b>Deadlines for Questions</b>	October 31, 2011
<b>RFP Submittal Deadline</b>	November 11, 2011 at 4:00pm
<b>Anticipated Final Selection</b>	November 17, 2011
<b>Notification of Selection</b>	November 18, 2011
<b>First Staff Session</b>	November 30, 2011

*Please note the above schedule is subject to change.*

## C. Selection Criteria

Responses to this RFP will be evaluated using the following criteria:

<u>Overall Concept Strength</u> – Overall strength of proposal and alignment to scope of work, including manner in which the proposal meets the stated objective of the Strategic Planning process.	25%
<u>Cost</u> – Overall ability of proposal to represent the best value when evaluating and comparing factors, such as quality, technical expertise and past experience, in addition to pricing.	15%
<u>Proposed Time-line and Key Conditions</u> - Alignment of Proposal with the objectives outlined in the RFP. Proposals must include information on the schedule anticipated by the Respondent.	30%
<u>Past involvement with similar projects(s)</u> – Demonstrated experience with strategic planning for non-profits and governmental entities including a demonstrated capacity work with land banks.	30%

## D. Official Contact Information

Name: Khalilah Burt Gaston

Title: Development Specialist

## E. Proposal Submissions and Clarifications

For a Proposal to be considered, each Proposal must be submitted in the required format, as indicated in Section 3A.

Each Proposal must be enclosed in a sealed envelope, labeled **“REQUEST FOR PROPOSAL FOR STRATEGIC PLANNING FOR THE STATE OF MICHIGAN LAND BANK.”**

Attn: Khalilah Burt Gaston  
State of Michigan Land Bank Fast Track Authority  
300 North Washington Square  
Lansing, MI 48913

Proposals must arrive at the Authority no later than 4:00 pm, EDT on the date set forth above.

**Proposals received after the deadline will not be considered. Regardless of the delivery method, the Respondent is responsible for the actual delivery of the Proposal by the deadline.**

All Proposals become the property of the Authority after the deadline whether awarded or rejected. All information in a Respondent's Proposal is subject to disclosure under the provisions of Public Act No. 442 of 1976, as amended (known as the Freedom of Information Act).

It should be noted that submission contents will not be deemed proprietary information and individuals who submit Proposals will have the ability to review other Proposals after an announcement of award is made.

The Authority accepts no financial responsibility for costs incurred by any Respondent in responding to this RFP. By responding to this RFP the Respondent agrees to hold the Authority harmless in connection with the release of any information contained in its Proposal.

Should any Respondent be in doubt as to the true meaning of any portion of this RFP or find any ambiguity, inconsistency, or omission therein, the Respondent shall make a written request for an official interpretation or correction.

All questions concerning the solicitation and specifications shall be submitted in writing via e-mail to [gastonk@michigan.gov](mailto:gastonk@michigan.gov).

No oral responses to any questions shall be made. The Authority will only make such responses, interpretation or correction, as well as any additional RFP provisions, in writing.

Answers to questions and any RFP Addendum, if necessary, shall be posted on the Authority's website and shall become a part of the RFP.

Thank you for your interest in doing business with the State of Michigan Land Bank Authority.