



## REQUEST FOR PROPOSALS

STRATEGIC PLAN DEVELOPMENT AND GRANT WRITING SUPPORT

Finger Lakes Regional Land Bank Corporation

ISSUE DATE: February 22, 2023

SUBMISSION DEADLINE: March 22, 2023

Submit by mailed sealed bid to:

Joseph McGrath

CEO/President

FRLBC

1 DiPronio Drive

Waterloo, NY 13165

# REQUEST FOR PROPOSAL: STRATEGIC PLAN DEVELOPMENT AND GRANT WRITING SUPPORT

## Objective:

The Finger Lakes Regional Land Bank Corporation (FLRLBC) Board of Directors seeks to identify a qualified consultant or team of consultants to guide and execute a sustainability planning process to produce a FLRLBC Strategic Plan that identifies methods of creating sustainable revenue stemming from single and multi-family housing development projects on vacant, abandoned, and distressed properties acquired by the FLRLBC primarily after tax foreclosure. The collection of funding and development models can be thought of as a “menu” where the FLRLBC can choose an option that best fits the goals of the corporation considering a given situation or property. The consultant will also assist the FLRLBC in producing applications and applying for identified grant resources for housing projects in 2023. The FLRLBC Strategic Plan and the following grant writing support is meant to provide a foundation for generating consistent revenue for the funding of operations and administration of the corporation.

FLRLBC seeks a consultant or team of consultants that demonstrates strong understanding in nonprofit structure and operations, proven experience with nonprofit strategic planning, and demonstrated ability and experience in drafting grant applications in New York State for various housing construction and rehabilitation programs. Knowledge and experience with NYS Land Banks is a plus.

## Corporation Overview:

FLRLBC is a New York State Land Bank, a 501 (C) (3) Not-for-Profit Corporation and Local Public Authority established in 2015. The Corporation is staffed and functions from the Seneca County Department of Planning & Community Development under a Memorandum of Agreement (MOA) with Seneca County. The Corporation is County-wide and works in partnership with Seneca County’s 10 towns and four incorporated villages.

## **SCOPE OF WORK & DELIVERABLES**

The project is expected to include the design and execution of a strategic planning process that meets the criteria outlined in this RFP including project management, facilitation, budget for implementation, and support structure for plan implementation. It is expected that the Strategic Plan portion of the work will be completed by the end of April 2023 and that grant writing support will be provided to the 2023 NYS Consolidated Funding deadline or other grant deadlines as applicable.

For the Strategic Plan, the selected consultant(s) will provide the following services:

- Work with the FLRLBC CEO/President and Board Members to determine areas of focus for the strategic planning process, which will include a focus on FLRLBC programs/activities, organizational development, and/or board development.
- Work with the FLRLBC CEO/President and Board Members to identify and create multiple models of single and multifamily housing development projects that capitalize on the Land Bank’s unique ability to acquire properties after tax foreclosure at nominal cost.

- Identify and create development models that have a range of administrative intensity and cost.
  - The Strategic Plan will determine by estimation the revenue potential for each model along with an estimate of administrative burdens to provide a framework for a financially sustainable operation for Staff and Board Members to consider.
- Development models will often depend on partnering with other organizations and agencies for execution. A level of communication and coordination with Seneca County Habitat for Humanity, Seneca Housing Inc., and other identified partners is expected as part of this project in both the Strategic Planning phase and grant application phase.
- Review FLRLBC’s current acquisition and disposition policies. Changes in policies may be necessary to facilitate or streamline successful development projects in accordance with the “menu options” developed in the strategic plan.
- Formulate and provide recommendations for program delivery and administration.

For the Grant Application Support, the selected consultant(s) will provide the following services:

- Drafting and submitting up to three applications to the NYS CFA in 2023 or other identified resource. Grant opportunities will be identified in the Strategic Plan.
- Coordinate and communicate with development partners in submission of these grant applications.
- The FLRLBC currently has four (4) vacant lots in its inventory located in Villages and Hamlets in South Seneca County which have been earmarked for new construction of affordable single or multi-family housing. The grant writing portion of the work will include these four properties.
- The FLRLBC will be acquiring a slate of vacant, abandoned, and distressed properties in Spring 2023 from Seneca County which should also be included in any grant application as necessary. Former FLRLBC held properties now in ownership of partner organizations may also be included in development applications when appropriate.
- Assist with the drafting of any Request for Proposals or Requests for Qualifications to identify or cultivate new development partners.

## Budget

The total project budget is \$30,000 with no more than \$10,000 dedicated to the Strategic Plan. The remainder of the budget should be dedicated to grant writing and application support.

## Timeline

The proposed project timeline is two months for the Strategic Plan beginning March, 2023 with a completed report delivered in May 2023. The grant application support will run concurrently and conclude with the identified submissions in 2023.

## Proposal Requirements:

Please submit a proposal no longer than five (5) pages in length. Please include resumes of key staff to be working on each portion of the project as well as up to four references that can speak to experience for both the production of the report and ongoing grant writing support. Resumes and references are not included in the five page limit.

## Guidelines for Proposal Content:

Please provide a brief proposal outlining your approach and concept for the project, including your use of the funds budgeted for this project and how you would use FLRLBC Staff and engage our Board of Directors in the planning process.

The proposal statement of work should be presented in a conceptual, high-level format, with the understanding that the actual scope of work will be refined after consultant selection.

#### Specific Proposal Contents:

- Name of firm
- Name and contact information for the consultant(s)
- Description of experience and qualifications
- Indication of availability during project period
- Statement of work: brief response on approach to the project scope
- Cost proposal, See Appendix A
- A working schedule for the process
- Five (5) page limit
- At least four references (does not count toward five-page proposal limit)
- Resumes of key staff (does not count toward five-page proposal limit)

#### Submission Requirements

Proposals must be received by mailed sealed bid, **March 22<sup>nd</sup>, 2023 at 2:00 PM**

Submit by sealed bid including two hard copies and a thumb drive containing the materials to:

Joseph McGrath  
CEO/President  
FLRLBC  
1 DiPronio Drive  
Waterloo, NY 13165

#### Valuable Links

Website <http://www.flrlbank.org/projects>

#### Contact Information

Joseph (Joe) McGrath  
CEO/President, Finger Lakes Regional Land Bank Corp.  
Deputy Director, Seneca County Department of Planning  
1 DiPronio Drive, Waterloo, NY 13165  
(315) 539-1667  
[jmcgrath@co.seneca.ny.us](mailto:jmcgrath@co.seneca.ny.us)

## Appendix A

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Please complete the following pricing information as listed below. Please note that additional fees outside of the cost of the plan and the work associated therewith must be noted as part of the response to be considered.

Cost Details for Services Required	
Preparation Strategic Plan:	\$
Preparation of Grant Applications:	\$
Other Cost #1:	\$
Other Cost #2:	\$
<b>Overall Project Cost</b>	<b>\$</b>

## NON-COLLUSION CERTIFICATION

By submission of this proposal, each proposer and each person signing on behalf of any proposer certifies, and in the case of a joint proposal, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of their knowledge and belief:

1. The prices in this proposal have been arrived at independently without collusion, consultation, communication, or agreement, for the purpose of restricting competition as to any matter relating to such prices with any other proposer or with any other competitor;
2. Unless otherwise required by law, the prices which have been quoted in this proposal have not been knowingly disclosed by the proposer and will not knowingly be disclosed by the proposer prior to opening, directly or indirectly, to any other proposer or competitor; and
3. No attempt has been made or will be made by the proposer to induce any other person, partnership, or corporation to submit or not submit a proposal for the purpose of restricting competition.

Proposer Company: \_\_\_\_\_

By: \_\_\_\_\_  
Name / Title