



To: Board of Directors; Greater Syracuse Property Development Corporation
John Sidd
From: Katelyn Wright
Date: February 11, 2019
Re: Personnel Committee Meeting – February 12, 2019

The Greater Syracuse Property Development Corporation will hold the a meeting of the Personnel Committee on **Tuesday, February 12, 2019 at 8:00 A.M.** in the third floor conference room at the CNY Philanthropy Center at 431 E. Fayette Street, Syracuse, NY 13202.

- I. Call to order
- II. Roll Call
- III. Proof of Notice
- IV. New Business
 - A. Staffing gaps
 - i. Community Engagement Specialist
 - ii. “Renovation Mentor”
 - iii. Sales Assistant
 - B. Board Training/Retreat
- V. Adjournment



PLEASE POST

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PUBLIC MEETING NOTICE

GREATER SYRACUSE PROPERTY DEVELOPMENT CORPORATION

HAS SCHEDULED A MEETING OF THE PERSONNEL COMMITTEE

FOR

8:00 AM Tuesday, February 12, 2019

At

The CNY Philanthropy Center
431 E. Fayette Street
Suite 375
Syracuse, NY 13202

For more information, please contact Katelyn Wright at 315-422-2301 or
kwright@syracuselandsbank.org



Executive Summary
February 12, 2019
Personnel Committee Meeting

I. New Business

A. Staffing gaps

i. Community Engagement Specialist

For quite some time I have wanted to hire someone to exclusively focus on community engagement, like the Genesee County Land Bank in Flint, Michigan has done. I would like to discuss with the Personnel Committee why we think it is critical to have someone focused on this and where we are currently falling short.

In early 2018 we were awarded funding for a full-time AmeriCorps position that we wanted to utilize to hire this person. That would have paid a full-time person for 10 months and if it worked well we would try to keep them on. I was unable to find anyone with good experience and the people skills necessary for a job like this who was able to work full-time at the low wages paid to AmeriCorps “volunteers.”

I have met with the staff person who coordinates TNT and think that we could hire someone half-time to serve in this role. They would need to be available to attend evening TNT meetings and other neighborhood meetings, focusing especially on the neighborhoods where the Land Bank has a dense concentration of properties. I am hoping for someone who has some experience in this type of role and/or who has extensive connections in the community already. I wonder if a half-time position might appeal to someone who is partly retired, but still wants to work. While I am reluctant to hire anyone new given the fact that we are deficit spending for the foreseeable future, I think this hire would generate significant goodwill for the organization and having a conduit for feedback from the community will likely also improve the outcomes of our work. We can also discuss whether this person needs to be an hourly employee of the Land Bank or whether we could bring them on as a 1099 contractor.

ii. “Renovation Mentor”

We currently have over 50 “overdue” enforcement mortgages. We are working on a variety of strategies to improve timely completion of enforcement mortgages and hold our buyers accountable – see attached one-page outline. We are attracting a pool of buyers who are not all seasoned professional real estate investors and who, as a result, struggle with hiring and managing contractors, pulling permits, and planning their project budgets. Many of our buyers would benefit greatly from having a seasoned construction manager on call to assist them with developing that plan and with hiring and managing their contractors.

Dave Rowe has the skills to do this, but does not have enough time to provide this service to our buyers. I’ve had some preliminary conversations with another construction manager who has worked as an hourly consultant for HHQ and other grant-funded housing agencies over the years about whether this is something we could hire out so that our less experienced buyers could have a coach on-call. I would like to discuss the idea of running a pilot program wherein we engage one or more qualified professionals as 1099 contractors and make them available on an as-needed basis to advise our buyers as they complete their renovation

projects. We would not provide this service to buyers who have renovation experience. For unexperienced buyers, we would require a brief planning meeting before they close on the house and then quarterly or monthly check-ins with their renovation mentor, who would be available for additional meetings if needed. I think this would be a huge boost for people's perception of how helpful the Land Bank is and might improve the quality of renovation outcomes, which could further bolster our reputation in the community.

iii. Sales Assistant

B. Board Training/Retreat this spring

With two new board members and many new elected officials/department heads we think it would be valuable to bring in Center for Community Progress to lead a retreat that would be part board training and part long-term visioning about the Land Bank's mission and how we might need to evolve. I'd like to discuss with the committee exactly what we hope to accomplish this event and make sure the scope of sessions planned for that day meet our needs. I have attached a proposed scope of services from CCP. We can reduce this cost to approximately \$7,800 by just bringing in one trainer.



Job Listing: Community Outreach Coordinator

Posted: DATE

Applications Due: DATE

The Greater Syracuse Land Bank is accepting applications for a full-time CFO/Director of Administration. Founded in 2012, the Land Bank is a local public authority and a 501(c)3 not for profit devoted to the redevelopment of vacant, abandoned, and underutilized properties throughout Onondaga County. Please review www.syracuselandbank.org for more information on the Greater Syracuse Land Bank, its programs, and its mission. This employee will join a team of six staff persons and will report to the Land Bank's executive director. We are seeking an energetic team-member who possesses a broad range of skills, the flexibility and willingness to tackle special projects as they arise, and enthusiasm for our organization's mission. This is an hourly part-time position not to exceed 20 hours/week.

Responsibilities

The Community Outreach Coordinator will be the primary liaison between GSLB and residents and community-based organizations within the City of Syracuse. The Community Outreach Coordinator's tasks will include:

- Participate in regular meetings with block clubs, neighborhood associations, churches, business associations, and other community based groups to stay informed about community priorities and concerns, answer questions and provides information about Land Bank programs.
- Gather input from residents about Land Bank plans, strategies, and grant applications.
- Listen to and document resident ideas, concerns and feedback.
- Create opportunities for community engagement to provide information on Land Bank programs and accomplishments and to enable residents to share issues, concerns, priorities and plans with the Land Bank.
- Share feedback from community groups with Land Bank staff and board.
- Serve as a community advocate within the Land Bank to address community concerns.
- Make presentations on behalf of the Land Bank to community groups, churches, and other organizations.
- Assist the Land Bank Planning and Neighborhood Revitalization Team in developing plans, strategies and grant applications that are responsive to resident concerns
 - Provide resident input into plans, strategies, and grant applications for demolition, blight elimination and redevelopment.
 - Build community support for grants for redevelopment and blight elimination.
- Spread the word about Land Bank programs and opportunities in the community
 - Provide information about properties available for sale, lease and adoption at neighborhood meetings.
 - Connect with organizations, businesses and churches to organize events to spread the word about renovated homes for sales.

- Give presentations at community events to spread the word about Land Bank opportunities.
- Expanding the Land Bank's Clean and Green, Adopt-a-Lot, and Side-Lot Programs to encourage community-based care and maintenance of vacant land.
- Provide support to and represent the Land Bank at community-based revitalization efforts, especially those that connect to the Land Bank's mission – such as Home Headquarters' Annual Block Blitz, Syracuse Grows' Garden Resource Drive, and others.

Qualifications

Applicants should possess:

- Desire and ability to work with a diverse group of people, particularly those living in low-income distressed neighborhoods, preferably with experience living, working, or volunteering in communities and neighborhoods where the Land Bank's work is focused
- Experience with community engagement, community outreach, and/or volunteer coordination
- Strong public presentation and public speaking skills
- Empathetic to individuals in difficult social and economic conditions
- Comfortable with organizational change in a fast-paced work environment
- Ability to work independently and in a team environment
- Proficient in Microsoft Office Suite
- Excellent written and oral communication skills
- Ability to work a flexible schedule (night and weekend meetings will be required)
- Valid NYS driver's license or, if presently living in another state, a valid driver's license from that state and the ability and willingness to obtain a NYS license.
- Ability and willingness to use your own reliable vehicle for work-related travel to Land Bank owned properties and meetings throughout Onondaga County.
- Must reside in or be willing to move to Onondaga County.

To Apply

Submit a resume, including two references, and a cover letter to kwright@syracuselandbank.org by 5:00 PM DATE. Interviews with the Personnel Committee will be scheduled for the following two weeks. This committee will select a candidate who they will recommend for the board of directors' approval at their regularly scheduled meeting on DATE.

Hourly Wages

\$____-____/hour depending on experience

Questions

Contact Katelyn Wright, Executive Director, at (315) 422-2302 or kwright@syracuselandbank.org (email preferred).

Enforcement Mortgage Policy Updates

2/11/19

Current Practice:

- Buyers are given 12 months to complete the scope of work (unless agreed upon otherwise prior to closing)
- Before closing we make sure that they have written quotes from their contractors (at a minimum this will include any licensed subs they must hire in order to pull their electric, plumbing, and HVAC permits, but in many cases they are hiring out the whole renovation so we look at a quote for the whole job); re-check proof of financing to make sure they have enough resources
- Land Bank sends a 6 month reminder letter
- We check in at 12 months if we haven't heard from them. If they aren't done, we do a progress inspection and make sure that they have a plan to finance the remainder of the work before we grant them any extension

There are currently over 50 overdue enforcement mortgages. People fall behind for many reasons:

- Poor planning including, but not limited to:
 - Not realizing how long it will take to get permits and starting too late;
 - Not completing exterior work while the weather is good
 - thinking they can DIY more than they really can and then hiring contractors at the last minute
- Poor financial management – we sometimes have buyers who show us proof of funds and then spend that on something else instead of the renovation
- Unexpected hardship outside of their control – a death or illness or loss of job
- Unsatisfactory performance from contractors – either contractors who are fired for poor quality work or who walk off the job leaving the homeowner in a lurch
- Finding unexpected issues when they start tearing into walls – we now make them show financing to cover a 10-20% contingency on top of the estimated project cost, which should help with this
- Underestimating how much it will really cost – now that we're making them get quotes before they close we hope this will improve
- Unexpected delays due to zoning/permits – we're doing a better job now of letting people know what they'll need up front in this area and not relying on the buyers' attorneys to obtain a zone check

How we plan to improve outcomes:

- Meet with a Renovation Coach before closing
- Quarterly progress inspections with LB inspector and their Renovation Coach
- Renovation Coach on call available to advise them when they run into problems
- A Fee for any deadline extensions
 - \$500 for every 60-day extension
 - Discretion to waive this fee in the event of financial hardship or if the situation arose from a circumstance beyond their control



**CENTER FOR COMMUNITY PROGRESS
PROFESSIONAL SERVICES AGREEMENT**

WITH

GREATER SYRACUSE LAND BANK

**FOR PROVISION OF
CONSULTANT SERVICES**

This consulting agreement ("Agreement") with an effective date of February 1, 2019 by and between the **Center for Community Progress** ("Community Progress") with its principal business office at 111 E. Court St. Suite 2C-1, Flint, MI 48502 and the **Greater Syracuse Land Bank** ("Land Bank") with its principal business office at 431 E. Fayette Street, Suite 375, Syracuse, NY 13202 the provision of consultant services by Community Progress.

In consideration for the promises and mutual covenants set forth below, the parties agree as follows:

1. Services. Community Progress agrees to provide consulting services to the Land Bank as described in the attached **Exhibit A**.

2. Period of Performance. This Agreement will govern the consulting services described in **Exhibit A** and performed by Community Progress between February 1, 2019 and May 31, 2019 including any and all deadlines for delivery of services described in **Exhibit A**. Community Progress and the Land Bank agree that time is of the essence with respect to the performance of services under this Agreement.

3. Best Efforts. Community Progress will ensure that all employees performing services under this Agreement will do so to the best of their abilities, experience and talents, to the reasonable satisfaction of the Land Bank. Community Progress will inform the Land Bank of any event or circumstance which renders Community Progress unable to perform or complete any aspect of the consulting services.

4. Payment. As consideration for the services to be provided by Community Progress under the terms of this Agreement, the Land Bank shall pay Community Progress a total amount not to exceed ten thousand, one hundred and fifty dollars (\$10,150) in accordance with the Budget set forth in **Exhibit B**. Payment will be made upon satisfactory completion of items in **Exhibit A** of this Contract and within 30 days of the Land Bank's receipt of each invoice reflecting hours or fee-based services billed and expenses incurred from Community Progress. Reimbursement for expenses is conditioned upon receipt of copies of all expense receipts.

All invoices should be sent via electronic mail to:

Attention: Katelyn Wright, Executive Director, Greater Syracuse Land Bank,
kwright@syracuselandbank.org

5. Entire Agreement and Severability. This Agreement contains the entire agreement between Community Progress and the Land Bank concerning the subject matter hereof, and supersedes and replaces any previous oral and/or written communication, representation, understandings, or agreements. If any provision of this Agreement is unenforceable or invalid for any reason whatsoever, such provision will be severed from the remainder of this Agreement and the validity of the remainder will continue in full force and effect and be construed as if this Agreement had been executed without the invalid or unenforceable provision.

6. Assignability. No portion of this Agreement may be assigned by Community Progress without prior written permission from the Land Bank.

7. Termination. This Agreement may be terminated at any time by either party providing at least thirty (30) days prior written notice to the other party indicating the effective date of such termination.

8. Notice. Any notice, acceptance or other documents required or permitted hereunder to be given, with the exception of invoices, time reports and expense reports described in Paragraph 4, shall be provided by hand delivery or by prepaid first class mail, certified return receipt requested, addressed and sent to the parties as follows:

If to the Land Bank:

Attention: Katelyn Wright, Executive Director
Greater Syracuse Land Bank
431 E. Fayette Street, Suite 375
Syracuse, NY 13202

If to Community Progress:

Attention: Kim Graziani, VP and Director of National Technical Assistance
Center for Community Progress
1001 Connecticut Ave. NW
Suite 1235
Washington, DC 20036

or such address as either Community Progress or the Land Bank may from time to time appoint by notice in writing to the other party in accordance with this paragraph. Any notice delivered by hand and addressed as above will be deemed to have been delivered on the day of delivery, and any notice mailed by first class prepaid mail and addressed as above will be deemed to have been received four (4) business days after posting; but if at the time of posting or between the time of posting and the fourth (4th) business day thereafter there is a lockout or labor disturbance affecting postal service, then such notice will not be effectively given until actually received.

9. Representations. Nothing in this Agreement shall be construed to mean that Community Progress and the Land Bank are joint venturers or partners, it being

expressly understood and agreed that Community Progress, in performing its obligations under this Agreement, shall be deemed an independent contractor and not the Land Bank agent or employee. Neither Community Progress nor the Land Bank is authorized or empowered to act as agent for the other for any purpose and shall not on behalf of the other enter into any contract, warranty or representation as to any matter. Neither Community Progress nor the Land Bank shall be bound by the acts or conduct of the other.

Community Progress certifies that this Agreement will not violate the terms of any other agreement or interfere with any other obligation binding upon Community Progress. Community Progress shall have the right to perform services for others during the term of this Agreement, provided that such performance does not interfere or conflict with Community Progress's performance of services hereunder.

The Land Bank certifies that this Agreement will not violate the terms of any other agreement or obligation binding upon the Land Bank. The Land Bank shall have the right to contract with others to perform services during the term of this Agreement, provided that, to the best of the Land Bank's knowledge, such services will not otherwise duplicate Community Progress' performance of services under this Agreement.

The Land Bank warrants that the undersigned representative of the Land Bank has the full right, power and authority to execute this Agreement on behalf of the Land Bank.

10. Work Product. Ownership of and the right to determine disposition of any copyrightable material first produced or composed in the performance of this Agreement shall remain with Community Progress.

11. Publicity. Community Progress shall be permitted to issue press releases, publications, brochures and promotional materials in connection with performance of this Agreement and all such materials shall name Community Progress and the Land Bank in their respective roles related to the scope of work described in **Exhibit A**.

12. Public Nature of Deliverables. One of the key goals of Community Progress' Technical Assistance is to help locate, improve upon, and share the lessons learned and best practice approaches related to vacancy and abandonment from communities across the country with Community Progress' network, our partners, and the general public. In order to achieve this goal, all written products described and listed in the deliverable section of **Exhibit A**, if any, may be public in nature, may be posted on the Community Progress website, and may be disseminated through various social media platforms managed by Community Progress.

13. Governing Law. This Agreement shall be governed by and construed according to the laws of the State of Michigan.

14. Titles. The section titles in this Agreement are for convenience and should not be considered in construing the Agreement.

The parties hereby execute this Agreement on the date indicated below. This Agreement shall be binding on Community Progress and the Land Bank upon execution by both parties.

EXECUTED by:

Akilah Watkins-Butler, President and CEO
Center for Community Progress

Date

Katelyn Wright, Executive Director
Greater Syracuse Land Bank

Date

EXHIBIT A

SCOPE OF CONSULTING SERVICES

Community Progress proposes the following scope of services for a one-day site visit to complete a morning land bank board training and an afternoon stakeholder roundtable. The primary goals of the land bank board training are to: (1) solicit feedback from board members on challenges and opportunities; (2) provide new members with a strong understanding of land bank best practices; (3) explain the national trend of land banks playing a greater role in equitable development and community resiliency; and (4) engage the full board on what it would mean for the Land Bank to make this transition, with a strong focus on racial equity and justice. The primary goals of the stakeholder roundtable are to: (1) gain a better understanding of stakeholder's views of the Land Bank as it relates to strengths, weaknesses, challenges, and opportunities; (2) share national trends and best practices to increase understanding of opportunities; and (3) build stronger commitments among key stakeholders to explore and possibly implement innovative partnerships toward more equitable and inclusive development and outcomes.

The services below will be delivered by Tarik Abdelazim, Associate Director of National Technical Assistance and Kim Graziani, VP and Director of National Technical Assistance.

1. Task #1: Prep and Research (up to 35 hours)

Community Progress will participate in planning calls, conduct online research, and review data, resources, and maps that the Land Bank can gather and provide. Community Progress will work with the Land Bank to finalize agendas for both sessions that reflect a clear understanding of roles, responsibilities, and expectations.

The Land Bank will provide Community Progress a finalized list of attendees/invitees—including job title, organizational affiliation, and contact information—for both the training and roundtable at least four weeks in advance of the one-day site visit. Community Progress will develop an online survey to distribute to board members at least three weeks in advance of the training, and use the findings to help guide some conversations. Similarly, a separate online survey will be developed and circulated to stakeholders at least three weeks in advance of the afternoon roundtable session. Community Progress will develop necessary content and presentations in support of the day's agenda.

Community Progress's ability to customize its content will be largely contingent on what data, research, and maps the Land Bank can provide in advance. The more resources made available that accurately depict historical and current activities and conditions, the more Community Progress can tailor some of the presentation content to the greater Syracuse area.

2. Task #2: Site Visit: Board Training and Stakeholder Roundtable (up to 16 hours)
Community Progress will facilitate, and lead when appropriate, the day-long retreat as mutually agreed upon with the Land Bank during the prep phase. The Land Bank will assume responsibility for note taking and providing a summary of the discussions to Community Progress within five (5) business days of the retreat. All event logistics, such as room reservation and meals, will be the sole responsibility of the Land Bank.

3. Task #3: Post-Retreat Support (up to 4 hours)
Community Progress will prepare, in email form, an informal summary of reflections within five (5) business days of receiving the summary notes of the retreat from the Land Bank. Within ten (10) business days of sending its summary of reflections, Community Progress will participate in a debrief call with the Land Bank to discuss reflections, key takeaways, and provide guidance on next steps.

EXHIBIT B

BUDGET

A corresponding budget for the above services is \$10,150. Please note that the budget **reflects a discounted hourly rate for members of the New York Land Bank Association**. The budget would allow for one invoice, following the satisfactory completion of the tasks outlined above.

Itemized Budget

• Prep and Research , up to 35 hours @ \$150/hr	\$5,250
• Site Visit , 16 hours @ \$150/hour	\$2,400
• Post-Retreat Support , up to 4 hours @ \$150/hr	\$600
• Travel Expenses	\$1,900
○ Up to 6 hours of travel time @ \$150/hr	
○ Up to \$1000 for eligible travel expenses*	
Total:	\$10,150

**Community Progress will seek reimbursement for only those travel expenses (airfare, mileage, accommodations, parking, per diem, etc) that are actually incurred and will provide receipts for all incurred expenses. Mileage and per diem will be based on current federal reimbursement rates.*