
**GREATER SYRACUSE
PROPERTY DEVELOPMENT CORPORATION**

201 East Washington Street, Suite 500
Syracuse, NY 13202
Tel (315) 448-8177 Fax (315) 448-8705

To: Board of Directors
Greater Syracuse Property Development Corporation

From: Katelyn Wright

Date: December 4, 2012

Re: Board of Directors Meeting Agenda – December 11, 2012

The Greater Syracuse Property Development Corporation will hold a Board of Directors Meeting on **Tuesday, December 11, 2012 at 12:30 p.m.** in the Syracuse/Onondaga County Economic Development Office conference room at 333 W. Washington Street, Syracuse, NY 13202.

I. Call to order

II. Roll Call

III. Proof of Notice – p. 2

IV. Minutes

Approval of minutes from the November 13, 2012 Board of Directors meeting – p. 3

V. Committee Reports

Governance Committee Report – November 30, 2012 Governance Committee Meeting – p. 7
(Minutes yet to be approved; draft attached)

VI. New Business

Set 2013 Meeting Dates – p. 9

Adopt 2013 budget (required for PAAA reporting compliance) – p. 10

Renewal of City-Services Contract – p. 14

RFP for legal services, board counsel – p. 21

Formal Request of Common Council and County Legislature for Revenue-Sharing Agreement

VII. Discussion

Citizens Advisory Board update

-policy guidance for redevelopment and holding of property

Phase I Foreclosures update

Fundraising update

Advertising for an Executive Director -

- Example listings and draft listing attached p. 29

VIII. Other Business

IX. Adjournment

**GREATER SYRACUSE
PROPERTY DEVELOPMENT CORPORATION**

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Syracuse, NY 13202
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PLEASE POST

PLEASE POST

PLEASE POST

PUBLIC MEETING NOTICE

GREATER SYRACUSE PROPERTY DEVELOPMENT CORPORATION

HAS SCHEDULED A BOARD OF DIRECTORS MEETING

FOR

Tuesday, December 11, 2012

AT 12:30 P.M.

IN

**WASHINGTON STATION
333 West Washington Street
Suite 130
Syracuse, NY 13202**

For more information, please contact Katelyn Wright at 315-448-8177 or kwright@ci.syracuse.ny.us.

**GREATER SYRACUSE
PROPERTY DEVELOPMENT CORPORATION**

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Minutes

Greater Syracuse Property Development Corporation

BOARD OF DIRECTORS MEETING

Tuesday, November 13, 2012, 12:30 P.M.

333 W. Washington Street, Suite 130

Syracuse, NY 13202

Board Members Present: Daniel Barnaba, Vito Sciscioli, James Corbett, Mary Beth Primo, Dwight Hicks

Others Present: Thomas Babilon, Martin Murphy, Katelyn Wright, Durrie Bouscaren, John Ferguson, Lamont Mitchell, Councilor Bob Dougherty, Bob Antonacci, Travis Glazier, Paul Driscoll, Andy Obernesser, Bob Morris, Bill Fisher, Jonathan Logan, Ben Walsh, David Reed

I. Call to order

Vito Sciscioli called the meeting to order at 12:34 p.m.

II. Roll Call

Mr. Sciscioli noted that all board members were present.

III. Proof of Notice

Mr. Sciscioli noted that the public notice of the meeting had been timely and properly provided.

IV. Minutes

Mr. Sciscioli asked if there were any comments on or amendments to the minutes provided from the October 9, 2012 meeting of the board of directors. Hearing none he asked for a motion to approve the minutes. Mary Beth Primo motioned to approve the minutes from the October 9, 2012 Board of Directors meeting. Jim Corbett seconded this motion. **ALL BOARD MEMBERS PRESENT UNANIMOUSLY ACCEPTED THE MINUTES FROM THE OCTOBER 9, 2012 BOARD OF DIRECTORS MEETING AS AMENDED.**

V. Committee Reports

Mr. Sciscioli summarized the activity of the November 2, 2012 Governance Committee meeting. At this meeting, the Governance Committee recommended the Procurement Guidelines and a minor revision to the Property Disposition Guidelines be forwarded for consideration by the full Board of Directors, which are included on today's agenda. In addition, Property Acquisition Policies were discussed, and guidance was given to Katelyn Wright for further research on policy preferences that might be incorporated into the guidelines in furtherance of the GSPDC's mission. These will be discussed in greater detail at the next Governance Committee meeting. An Investment Policy is also under

consideration by the Governance Committee, which has requested that Mr. Babilon seek clarification from the state regarding the Board's ability to delegate investment decisions.

VI. New Business

Procurement Guidelines

Tom Babilon noted one typo that should be fixed on page one of the guidelines. Mary Beth Primo made a motion to pass a resolution adopting the Procurement Guidelines as amended. Dan Barnaba seconded this motion. **ALL BOARD MEMBERS PRESENT UNANIMOUSLY APPROVED A RESOLUTION TO ADOPT THE PROCUREMENT GUIDELINES AS AMENDED.**

Amendments to the Property Disposition Guidelines

Tom Babilon explained that section 5.2 was an addition to the previously adopted Property Disposition Guidelines. A requirement of Not-for-Profit Corporation Law that two-thirds majority of the board approve of all sales, mortgages, or leases of real property would, in this case, require four of the five board members approve all such transactions. In addition, a minor amendment was necessary to section 7.2 regarding an explanatory statement submitted 90-days prior to the disposal by negotiated sale of 1) personal property in excess of \$15,000, 2) real property in excess of \$100,000, 3) real property disposed of by lease if annual rents exceed \$15,000, or 4) real or personal property disposed of in exchange for real property.

Jim Corbett made a motion to pass a resolution adopting the Property Disposition Guidelines as attached. Mary Beth Primo seconded this motion. **ALL BOARD MEMBERS PRESENT UNANIMOUSLY APPROVED A RESOLUTION TO ADOPT THE PROPERTY DISPOSITION GUIDELINES AS ATTACHED.**

VII. Discussion

Commencement of Proactive Foreclosure

Katelyn Wright provided an update on the process used to determine which areas of the City would be included in Phase I of the new comprehensive foreclosures policy and the collaboration with the Land Bank Citizens Advisory Board to determine this process. She described the desire to send foreclosure notices in targeted clusters from a range of market-types and a random lottery. The first 200 noticed, selected using this methodology, will be sent on November 19, 2012. The foreclosure process is anticipated to take approximately six months, projecting land bank acquisition of the properties foreclosed on from among this group to occur in May 2013.

Katelyn provided information on the types of properties included in Phase I clusters and their occupancy/vacancy status. The City anticipates that 100-120 properties from this group will pay and avoid foreclosure. Ms. Wright indicated that Code Enforcement is pursuing interior inspection warrants on the 35 vacant buildings included in Phase I, so that the land bank board will have a better understanding of their condition prior to foreclosure. Mr. Barnaba asked if the Board would have the ability to refuse specific addresses and Ms. Wright indicated that yes, the Board would be asked to pass a resolution authorizing the acceptance of a specific list of addresses, but that the adoption to Property Acquisition Policy would be necessary first. Ms. Wright agreed to gather more information on the specific properties included in Phase I for the Board's review prior to their next meeting, and stressed that this review should entail that application of acquisition criteria designed to further the land bank's mission to this list.

Revenue-Sharing Proposal (update)

Vito Sciscioli summarized the revenue-sharing proposal currently being considered by the Common Council, including the following thresholds for splitting the increase in delinquent tax collections:

From \$3.2m to \$4.2m - 100% of amount over \$3.2m - up to \$1,000,000; (floor)

From \$4.2m to \$6.2m - 50% of amount over \$4.2m - up to \$1,000,000

From \$6.2m to \$7.2m - 25% of amount over \$6.2m - up to \$250,000 (ceiling)

The Common Council proposes sharing start at \$3.2 million—the average amount budgeted for Tax Fees and Penalties plus Prior Years' Tax Collection over the past five years—rather than the previously discussed \$3.1 million—the approximate budgeted amount for the '12-13 budget year.

Mr. Sciscioli explained that the current ordinance before Council makes this revenue-sharing available only after the depletion of a \$1million loan from the City of Syracuse and that there is some debate between the Common Council and the City Administration over whether those \$1million funds exist. Were these two items to be 'decoupled' and not dependent on one another the commitment of revenue-sharing from the City would facilitate the commitment of gap-funds needed to fund the land bank from February 2013 until approximately October 2013, when the revenue-sharing, a sustainable revenue source for the land bank's ongoing operations, would become available (after the close of the '12-13 fiscal year).

At this time, Bill Fisher recommended that Mr. Sciscioli and Katelyn Wright meet with the Chairman of the Onondaga County Legislature and request a similar revenue-sharing based on the County's anticipated increase in delinquent collections due to the City's comprehensive foreclosure strategy.

Fundraising Update

Vito Sciscioli and Katelyn Wright summarized their meetings with local foundations and staff from the Onondaga Civic Development Corporation on October 22. Local foundations present included the Gifford Foundation, Community Foundation, Reisman Foundation, and the Allyn Foundation. All expressed an interest in supporting the land bank's start-up, but stressed that they would want to see a commitment from the Common Council for ongoing funding of the organization before committing any funds. Alternatively, issuing a commitment contingent on Council funding was suggested by one funder present. A combination of loans and grants from those present and other local financial institutions was considered likely to fill the \$450,000 gap in operating revenues needed between February and October 2013.

Ms. Wright indicated that she made an informal presentation to the Board of the Onondaga Civic Development Corporation on November 8th and that the land bank's mission, its business model, and the anticipated economic development benefits of the land bank's redevelopment activities were well-received. The next step in acquiring some portion of the land bank's needed start-up capital from OCDC is a formal request for funding. The Board agreed it would be best to leave this until a commitment from Common Council for ongoing revenue-sharing was acquired.

Collaboration with the Citizens' Advisory Board

Katelyn Wright reported on having met with the Citizens Advisory Board and collaborated on the selection criteria for Phase I foreclosures. In addition, this group will be developing a set of city-wide policy guidelines for the holding and redevelopment of properties received by the land bank and they will look to include GSPDC board members in the development of this document.

Summary from the NY Land Banks' Mini-Summit

Katelyn Wright provided a brief summary of the discussion had by staffs from the first five land banks in New York, which convened in Syracuse on November 5, hosted by CenterState CEO. Land Bank staffs discussed development models, expected acquisitions and redevelopment projects in year one, funding models, and procedures for interacting with/receiving guidance from participating municipalities. Opportunities to pool resources for the acquisition of property management software and potential state legislative/regulatory lobbying issues were identified.

VIII. Other Business

Town Supervisors Meeting

Dan Barnaba reported that he and Travis Glazier had attended the Town Supervisors Meeting on October 16 and discussed what the land bank might be able to provide within their municipalities. He stressed that they'd be asking for a plan for properties from the Towns and that the GSPDC is not interesting in acquiring properties without the support of local officials. He indicated that no immediate projects were proposed, but that many indicated that they would consider how the GSPDC may be of assistance in their municipality.

Advertising for an Executive Director and Procuring Legal Services

Mary Beth Primo brought up the need to advertise for an Executive Director and RFP for legal services. She recommended that Katelyn Wright compile examples of other job listings for land bank directors, draft a listing for the GSPDC to consider, and provide this for their information at the next Governance Committee meeting.

In addition, Katelyn indicated that she'd obtained OCIDA's and OCDC's RFPs for legal services and would provide those for the Board's consideration in drafting and issuing their own RFP for legal counsel. Ms. Primo indicated that they'd want to draft it in such a way as to solicit pro bono representation until the organization obtains adequate funds.

IX. Adjournment

Mr. Sciscioli asked for motion to adjourn. Dwight Hicks motioned to adjourn the meeting. Dan Barnaba seconded this motion. **ALL BOARD MEMBERS PRESENT UNANIMOUS AGREED TO ADJOURN THE MEETING AT 1:51 P.M.**

**GREATER SYRACUSE
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Minutes

Greater Syracuse Property Development Corporation
GOVERNANCE COMMITTEE MEETING
Friday, November 30, 2012, 12:30 P.M.
333 W. Washington Street, Suite 130
Syracuse, NY 13202

Members Present: Vito Sciscioli, James Corbett, Mary Beth Primo

Others Present: Daniel Barnaba, Dwight Hicks, Thomas Babilon, Katelyn Wright, Ben Walsh, Lamont Mitchell

I. Call to order

Vito Sciscioli called the meeting to order at 12:34 p.m.

II. Roll Call

Mr. Sciscioli noted that all members were present.

III. Proof of Notice

Mr. Sciscioli noted that the public notice of the meeting had been timely and properly provided.

IV. Approval of Minutes

Mr. Sciscioli asked if there were any comments on or amendments to the minutes provided from the November 2, 2012 meeting of the governance committee. Hearing none he asked for a motion to approve the minutes. Mary Beth Primo motioned to approve the minutes from the November 2, 2012 meeting of the governance committee. Jim Corbett seconded this motion. **ALL MEMBERS PRESENT UNANIMOUSLY ACCEPTED THE MINUTES FROM THE NOVEMBER 2, 2012 MEETING OF THE GOVERNANCE COMMITTEE.**

V. Old Business

Investment Policy

Tom Babilon indicated that he'd requested a formal opinion on whether the Board could delegate investment decisions and that there was some conflict between the land bank act and other portions of the Not-for-Profit Corporation Law in this regard. The Attorney General's office indicated that they would review the matter and provide guidance shortly. In the meantime, he recommended the item be tabled. Jim Corbett moved to table the matter until more information is provided. Mary Beth Primo seconded this motion. **ALL MEMBERS PRESENT UNANIMOUSLY AGREED TO TABLE THE MATTER UNTIL MORE INFORMATION IS PROVIDED.**

Property Acquisition Policy

Ms. Wright indicated that the draft previously considered by this committee included only what is legally permissible regarding the acquisition of property, but that she had completed further research on policies to incorporate, up to the discretion of the Board, governing the acquisition of property that ensure furtherance of the GSPDC's mission. She presented policies adapted from the Genesee County (Flint, MI) Land Bank and policies specifically recommended for the GSPDC by the Center for Community Progress and recommended that they discuss the merits of each and how they would apply to local conditions and the GSPDC's mission. Each was discussed point-by-point, providing guidance to Tom Babilon to incorporate certain policy statements into the Acquisition Policy for the Governance Committee's consideration at their next meeting.

VI. New Business

No new business was raised at this time.

VII. Discussion

Advertising for an Executive Director and Soliciting Legal Counsel

Mr. Sciscioli noted that since this was not a full board meeting and that this topic should be discussed with the full board, discussion would be postponed until the December 11, 2012 meeting. Ms. Primo requested that Katelyn present a draft RFP for legal counsel to the full board at that time, in addition to the materials attached to this agenda packet.

PAAA Reporting Requirements

Ms. Wright indicated that a budget report for the coming fiscal year is due at this time. Mr. Babilon presented a summary of PAAA reporting requirements and indicated that the Board must adopt a budget for the coming year prior to its submission to the Authorities Budget Office. Ms. Wright suggested that the preliminary budget being used for fundraising be submitted, and indicated that the budget may be amended as it's refined. The committee recommended that this draft budget already in circulation be brought to the board for their adoption on December 11, 2012.

VIII. Other Business

IX. Adjournment

Mr. Sciscioli asked for motion to adjourn. Mr. Corbett motioned to adjourn the meeting. Ms. Primo seconded this motion. **ALL BOARD MEMBERS PRESENT UNANIMOUS AGREED TO ADJOURN THE MEETING AT 1:55 P.M.**

**Greater Syracuse
Property Development Corporation**
333 West Washington Street, Suite 130
Syracuse, NY 13202

To: Board of Directors
Greater Syracuse Property Development Corporation

From: Katelyn Wright

Date: December 4, 2012

Re: 2013 Board of Directors meeting mates

The Greater Syracuse Property Development Corporation will hold Board of Directors meetings on the **second Tuesday of each month at 12:30 p.m.** in the Syracuse/Onondaga County Economic Development Office conference room at 333 W. Washington Street, Syracuse, NY 13202.

January 8, 2013

February 12, 2013

March 12, 2013

April 9, 2013

May 14, 2013

June 11, 2013

July 9, 2013

August 13, 2012

September 10, 2012

October 8, 2012

November 12, 2012

December 10, 2012

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2013 Budget Report

I. Past budget years' actual expenses and revenues:

N/A

II. Current budget years' projected expenses and revenues:

The Greater Syracuse Property Development Corporation has no assets/liabilities or revenues/expenditures for the 2012 fiscal year.

III. 2013 Budget attached.

Basis for Estimated Expenses

This budget is based upon the operating costs of several local non-profit housing-development agencies and public authorities. These numbers provide a basis for fundraising and planning, but will likely be amended once the GPSDC acquires properties, better defines unit-costs for their maintenance, and gains operating experience.

- 1) **Staffing** will include a blend of salaried position(s) and contracted professional services:
 - Executive Director – likely to be hired in spring, 2013
 - Administrative Assistant – possible hire 2013/2014, may contract out
 - Contracts Manager – possible hire 2014, or may be part of ED's duties
 - Contracted Professional Services: Board Legal Counsel, Accounting, Payroll
- 2) **IT** costs to include
 - Purchase and set-up of desktop computers for staff
 - Software Licenses
 - o Microsoft Office
 - o Adobe Suite
 - o Arc GIS
 - o Property management database software
 - Set-up and maintenance of GSPDC website that will include all Public Authorities reporting requirements, inventory of GSPDC-owned property, online purchase application, etc.
 - Mobile unit(s) for data-entry in the field – conditions assessment and monitoring properties
- 3) **Office Supply** usage estimates based on City Department of Neighborhood & Business Development—likely on the high end.
- 4) **Office space** volunteered by the City in year one. Depending on space needs future location yet to be determined.
- 5) **Acquisition costs** \$1+\$150 title search cost = \$151/property.

- 6) **Deed Filing Costs** based on deeds bundled onto six-eight filings per year from City to GSPDC, following quarterly foreclosures.
- 7) **Legal** costs for property acquisition, separate from board counsel
- 8) **Property Insurance** estimated to be \$800/year based on Syracuse Model Neighborhood Corporation's cost for occupied buildings; \$500/year for vacant buildings; \$200/year for vacant lots based on SIDA's insurance costs for unimproved properties.
- 9) **Special Assessments** based on typical City properties. Does not account for special districts, but foreclosures are less likely in special lighting districts, which tend to be located in higher-value neighborhoods. It also accounts for County waiver of the sewer use charge for vacant buildings owned by the GSPDC.
- 10) **Maintenance of Vacant Buildings** – contracted service. \$2000/year per vacant building = Cost of periodic monitoring, mowing, snow removal, board-ups, clean-up following dumping. This cost gradually declines as properties are sold or demolished.
- 11) **Maintenance of Vacant Lots** – contracted service. \$500/year per vacant lot = Cost of periodic monitoring, mowing, snow-removal, clean-up following dumping. This cost gradually increases as properties are demolished, but will eventually decline as properties are assembled and disposed of.
- 12) **Stabilization of Strategic Properties.** These will include partial rehabs and this item will increase as funds become available. These will be located in targeted investment areas and otherwise prioritized in the City's redevelopment plan, based on property type, location, and condition, planned to maximize the impact of these strategic investments.
- 13) **Management of Occupied Properties** – contracted service. Rents collected should cover the cost of property management – a property manager will be contracted for basic maintenance, rekeying, managing leases, collecting rent – and necessary repairs. Keeping properties occupied will reduce the likelihood of vandalism and makes them easier to sell, with a rental income stream in place.
- 14) **Hazardous Materials Assessment** – contracted service. As disposition decisions will be based on condition (rehab potential), location, and property type, strategic properties may require hazardous materials testing to determine their disposition strategy (sell for rehab or demo/deconstruct). This will include asbestos, lead-paint, and other materials requiring costly remediation.
- 15) **Demolition/Deconstruction.** In years one and two, SIDA's contribution to the City of Syracuse will cover an extensive number of demolitions and focus on seizable properties that are not in a salvageable condition, prior to their transfer to the GPSDC.
- 16) **Demolitions and Stabilization** of these properties utilize budget above in first four years.
- 17) **Architectural and Surveyor Services.** Incentive programs to encourage purchasers to rehab to specific design standards and encourage combination of "lot next door" purchases with existing property may require professional assistance of architects or surveyors.

GSPDC Estimated Expenses

	Year 1 FY2013	Year 2 FY2014	Year 3 FY2015	Year 4 FY2016
Organizational Overhead				
Staff ¹	\$ 200,000.00	\$ 213,300.00	\$ 223,300.00	\$ 223,300.00
Directors and Officers Insurance	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,000.00
IT ²	\$ 10,000.00	\$ 8,000.00	\$ 6,000.00	\$ 6,000.00
Office Supplies and Postage ³	\$ 8,000.00	\$ 10,000.00	\$ 12,000.00	\$ 12,000.00
Rent, Utilities ⁴	in-kind	tbd	tbd	tbd
subtotal	\$ 228,000.00	\$ 241,300.00	\$ 251,300.00	\$ 251,300.00

Backlog of Foreclosed Properties *

<i>Soft Costs</i>				
Acquisition Costs ⁵	\$ 71,725.00	\$ 95,633.33	\$ 95,633.33	\$ 23,908.33
Deed Filing Fees ⁶	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00	\$ 2,500.00
Legal Fees ⁷	\$ 60,000.00	\$ 140,000.00	\$ 140,000.00	\$ 40,000.00
Property Insurance ⁸	\$ 150,000.00	\$ 300,000.00	\$ 325,000.00	\$ 350,000.00
Special Assessments ⁹	\$ 61,225.00	\$ 96,700.00	\$ 134,000.00	\$ 99,000.00
<i>Hard Costs</i>				
Maintenance of vacant buildings ¹⁰	\$ 300,000.00	\$ 660,000.00	\$ 900,000.00	\$ 800,000.00
Maintenance of vacant lots ¹¹	\$ 75,000.00	\$ 300,000.00	\$ 500,000.00	\$ 515,000.00
Stabilization of Strategic Properties ¹²	\$ 500,000.00	\$ 750,000.00	\$ 750,000.00	\$ 750,000.00
Management of Occupied Properties ¹³	\$ -	\$ -	\$ -	\$ -
Hazardous Material Assessments ¹⁴	\$ 20,000.00	\$ 50,000.00	\$ 50,000.00	\$ 50,000.00
Demolitions ¹⁵		\$ 500,000.00	\$ 500,000.00	\$ 500,000.00
subtotal	\$ 1,240,450.00	\$ 2,894,833.33	\$ 3,397,133.33	\$ 3,130,408.33

Properties Seized Each Year **

Acquisition Costs	\$ 15,100.00	\$ 15,100.00	\$ 15,100.00	\$ 15,100.00
Closing Costs/Filing Fees	\$ 1,050.00	\$ 1,050.00	\$ 1,050.00	\$ 1,050.00
Property Insurance	\$ 13,103.75	\$ 68,830.00	\$ 87,115.00	\$ 101,660.00
Maintenance of vacant buildings	\$ 45,000.00	\$ 110,000.00	\$ 130,000.00	\$ 150,000.00
Maintenance of vacant lots	\$ 5,625.00	\$ 45,000.00	\$ 72,500.00	\$ 90,000.00
Management of Occupied Properties	\$ -	\$ -	\$ -	\$ -
Hazardous Material Assessments	\$ 10,000.00	\$ 20,000.00	\$ 20,000.00	\$ 20,000.00
Special Assessments	\$ 2,000.00	\$ 9,375.00	\$ 13,875.00	\$ 17,875.00
Demolitions and Stabilization ¹⁶	\$ -	\$ -	\$ -	\$ -
Survey and Architectural Assistance to purchaser	\$ 15,000.00	\$ 30,000.00	\$ 45,000.00	\$ 45,000.00
subtotal	\$ 106,878.75	\$ 299,355.00	\$ 384,640.00	\$ 440,685.00

	Year 1 FY2013	Year 2 FY2014	Year 3 FY2015	Year 4 FY2016
Operating Expenses Grand Total	\$ 1,575,328.75	\$ 3,435,488.33	\$ 4,033,073.33	\$ 3,822,393.33

GSPDC Estimated Revenues

Expenses

	Year 1	Year 2	Year 3	Year 4
	FY2013	FY2014	FY2015	FY2016
Operating Expenses Grand Total	\$ 1,575,328.75	\$ 3,435,488.33	\$ 4,033,073.33	\$ 3,822,393.33

Revenues

1) City Increase in Delinquent Collections	\$ 2,000,000.00	\$ 3,000,000.00	\$ 3,000,000.00	\$ 2,000,000.00
Ford IT grant	\$ 10,000.00	\$ 8,000.00	\$ 6,000.00	\$ 6,000.00
GAP: Other sources	\$ 450,000.00			
2) Sale of Real Property	\$ 300,000.00	\$ 2,154,289.60	\$ 2,154,289.60	\$ 2,154,289.60
3) 50%/5 Year Property Tax Split	\$ -	\$ 6,416.16	\$ 52,398.64	\$ 98,381.12
Fund Balance *	\$ 1,184,671.25	\$ 1,733,217.43	\$ 1,179,614.91	\$ 436,277.39

* Revenue shared by the City (lines 1 and 3) will be transferred each October, so the "fund balance" rolls into the next year's operating costs.

Gap funds needed to fund operations from February until October 2013

AGREEMENT FOR SERVICES

This AGREEMENT made as of the 11th day of October, 2012 by and between the CITY OF SYRACUSE, a municipal corporation organized and existing under the laws of the State of New York, having offices at 233 East Washington Street, Syracuse, New York 13202, (hereinafter "the City") and the GREATER SYRACUSE PROPERTY DEVELOPMENT CORPORATION, having offices at 201 East Washington Street, Syracuse, NY 13202 (hereinafter the "Land Bank").

WITNESSETH

WHEREAS, it is the intention of the City of Syracuse to provide legal and organizational services to the Land Bank to allow for the Land Bank to operate prior to the Land Bank becoming fully capitalized and to assist the Land bank to address the problems of vacant, abandoned or tax delinquent real properties in the City of Syracuse during this period of capitalization; and

WHEREAS, this agreement is made pursuant to section 1606 of the Not-For-Profit Corporations Law, Section 4.14 of the Intermunicipal agreement dated March 27th 2012 between the City of Syracuse and the County of Onondaga, and Article V Section 9 of the Bylaws of the Land Bank; and

WHEREAS, the Common Council has authorized this agreement pursuant to Ordinance #534-2012, adopted on September 24, 2012 and the City wishes to provide the services contained herein pursuant to said Council authorization.

NOW, THEREFORE, in consideration of the mutual promises and covenants contained herein, the City and the Land Bank agree as follows:

ARTICLE 1. Services

Section 101- Legal Services: The City shall provide to the Land Bank the use of one or more Attorneys (hereinafter referred to as the "Attorney") from the City of Syracuse Department of Law. The Attorney shall represent the Land Bank and shall be directed by and report to the Board of the Land Bank (hereinafter the "Board") in regards to all Land Bank matters. The Attorney shall provide transactional and organizational legal services for the Land Bank as directed by the Board, including but not limited to:

- 1) Prepare policies and procedures for the Board and ensure legal compliance therewith.

- 2) Prepare Resolutions of the Board for general and special meetings
- 3) Review, prepare, and amend contracts, deeds, forms, and other legal documents for the Land bank.
- 4) Provide legal opinion to the Land Bank, the Board Members, and employees of the Land Bank in regards to the actions, policies, transactions and proposals of the Land Bank.
- 5) Other legal services as requested by the Board.

The Attorney shall not perform litigation services under the terms of this agreement. Legal services for the prosecution or defense of any legal claim shall not be provided for and are specifically excluded from the services to be provided under the terms of this agreement.

Section 101 - Organizational Services: The City shall provide to the Land Bank the use of one or more persons (hereinafter referred to as the "Coordinator") from the City of Syracuse Bureau of Planning and Sustainability and/or the City of Syracuse Department of Neighborhood and Business Development. The Coordinator shall report to the Board and shall provide the following services at the direction of the Board:

- 1) Receive and relay general correspondence to the Board or its Members.
- 2) Send Correspondence as authorized or directed by the Board.
- 3) Supervise the Maintenance of a temporary website for the Land Bank.
- 4) Under the Direction and authorization of the Secretary of the Land Bank (hereinafter the "Secretary") prepare and post Public Notice as required for Meetings of the Board of the Land Bank, and the various committees of the Board.
- 5) Prepare agendas for meetings of the Board, or Committees of the Board.
- 6) Under the Direction and authorization of the Secretary, keep or hold on behalf of the Secretary all official meeting minutes, resolutions, contracts, and other documents of the Land Bank.
- 7) Plan and budget the Land Bank's start up, overhead and operating costs.

- 8) Plan for the acquisition, disposition, assembly, and holding of real property by the Land Bank.
- 9) Plan and budget for the maintenance, management, improvement, and marketing of the real property owned or to be owned by the Land Bank.
- 10) Coordinate efforts between City and County Governments.
- 11) Coordinate outreach to neighborhood and community groups and the City of Syracuse Land Bank Citizens Advisory Board.
- 12) Other administrative, planning, and policy development services as directed by the Board.

ARTICLE 2. Term

Section 201. This agreement shall commence as of June 29th 2012 and shall terminate on December 31, 2012 unless otherwise extended by the parties.

Section 202. The Land Bank and the Mayor of the City of Syracuse may extend this contract upon mutual agreement with regards to all or some of the services provided by the City for a period of time not to exceed six months.

ARTICLE 3. Consideration

Section 301. The Land Bank agrees to pay to the City the sum of one dollar (\$1.00) and other good consideration for the services to be provided to the Land Bank under the provisions of this contract.

ARTICLE 4. General Provisions

Section 401. Indemnity and Defense

The Land Bank shall indemnify, hold harmless, protect, and defend (with counsel approved by the City's Corporation Counsel) the City of Syracuse, its employees, officers, servants, agents, and representatives from and against any and all liability, damages, cost or expense including but not limited to reasonable attorney fees and court costs arising from injury or death to persons, damage to property or claims against the City arising from or caused by any act, or failure to act of any employee of the City of Syracuse in regards to the services provided under the terms of this agreement.

This Section 401 shall not be construed so as to impose personal liability upon any Board Member, Employee, or Officer of the Land Bank to indemnify or defend the City or to pay damages related to the Land Bank's failure to indemnify or defend the City pursuant to this section.

Section 402. Termination

Either party may terminate this contract upon thirty days written notice to the other party. Such termination shall not be deemed a breach of contract and neither party shall have any cause of action or basis for damages in relation to a termination pursuant to this section.

Section 403. Amendment & Extension of this Agreement

This Agreement may only be amended by a written instrument signed by the Mayor of the City of Syracuse and approved by the City's Corporation Counsel, approved by resolution of the Board of the Land Bank and approved by Counsel of the Land Bank. No extension of any term of this agreement shall be for greater than six months without the approval of the Common Council of the City of Syracuse.

This Agreement represents the entire Agreement between the parties and supersedes all prior negotiations, representations, or agreements, either written or oral.

Section 404. Governing Law

This Agreement shall be governed by the law of the State of New York. It is agreed that each and every provision of law required by law to be included herein shall be deemed to be included as though set forth at length. The parties agree that this Agreement does not waive or dispense with the requirements of any law including but not limited to the Charter of the City of Syracuse.

Section 405. Third Party Beneficiaries

The services of this Agreement are for the benefit of the Land Bank and the City only. Neither this Agreement nor any service rendered hereunder shall give rise to, or shall be deemed to or construed so as to confer, any right, claim or cause of action of any other party as a third party beneficiary or otherwise.

Section 406. Stipulation

The Land Bank stipulates that no member of the Common Council of the City of Syracuse or any other City officer or employee forbidden by law, is interested in, or will

derive income from, or is a party to, this Agreement.

Section 407. Waiver

Failure of the City to insist upon strict performance of any of the covenants or conditions of this Agreement shall not be construed as a waiver or relinquishment of any of the covenants or conditions contained herein, but the same shall remain in full force and effect.

Section 408. Laws

The Land Bank, its agents and employees, shall comply with all applicable federal, state and local laws, ordinances, rules and regulations pertaining to the fulfillment of obligations under this Agreement.

Section 409. Conflicts of Interest

The Land Bank acknowledges that the Attorney and the Coordinator will be primarily employed by the City of Syracuse during the term of this agreement and that there is a potential that conflicts may arise in the performance of their dual duties or upon the direction of those duties by either the City or the Land Bank.

The Land Bank further acknowledges that the City in providing these services does so as a convenience to the Land bank and that the Attorney and the Organizer have a primary responsibility and duty to act in the best interest of their employer, the City.

If a conflict or potential conflict does arise in regards to the services provided by the Attorney, the Attorney shall immediately disclose the conflict or potential conflict to the Chair of the Corporation, to the Corporation Counsel of the City of Syracuse, and to the full Board of the Land Bank at the next available meeting.

If a conflict or potential conflict does arise in regards to the services provided by the Organizer the Organizer shall immediately disclose the conflict or potential conflict to the Chair of the Corporation, to the Director of Planning and Sustainability or the Commissioner of the Department of Neighborhood and Business Development of the City of Syracuse, and to the full Board of the Land bank at the next available meeting.

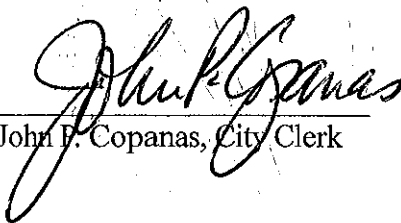
Upon learning of a conflict or potential conflict, the Board of the Land Bank may 1) waive any conflict that may be waived, 2) hire, retain, or assign persons to perform the duty, action, or work that initiated the conflict, to eliminate the conflict, or 3) terminate this agreement.

The Mayor on behalf of the City shall have the authority to waive any conflict that may be waived upon a determination by the Mayor that waiver of such conflict will be in the best interest of the City.

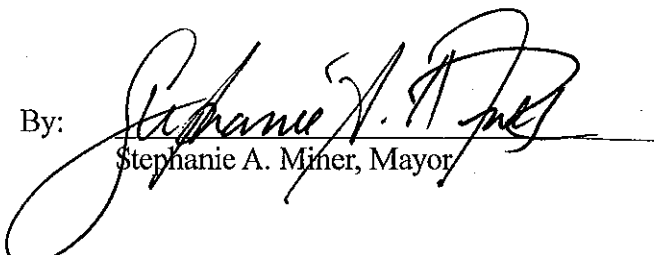
If a potential conflict arises that would not allow for the Organizer or the Attorney to continue to perform services for the Land Bank while under the employment of the City, the Organizer or the Attorney (as the case may be) shall perform no further services for the Land Bank, and shall specifically be relieved from performing any further services for the Land Bank under the terms of this agreement.

CITY OF SYRACUSE

Attest:


John F. Copanas, City Clerk

By:


Stephanie A. Miner, Mayor

GREATER SYRACUSE PROPERTY DEVELOPMENT CORPORATION

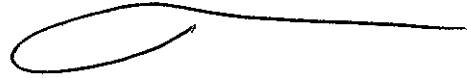
By:


Vito Sciscioli, Chair

STATE OF NEW YORK)
COUNTY OF ONONDAGA) ss.:
CITY OF SYRACUSE)

On this 11 day of October, 2012 before me personally came Stephanie A. Miner, Mayor of the City of Syracuse, with whom I am personally acquainted, who, being by me duly sworn, did depose and say: that she resides in the City of Syracuse, New York; that she is Mayor of the City of Syracuse, the corporation described in and which executed the within instrument; that she knows the corporate seal of said City of Syracuse and it was so affixed pursuant to the Charter of the City and that she signed said instrument as Mayor of said City of Syracuse by like authority; and the said Stephanie A. Miner further says that she is acquainted with John P. Copanas and knows him to be the City Clerk of said City of Syracuse and that the signature of John P. Copanas was hereto subscribed pursuant to said Charter and in the presence of her, the said Stephanie A. Miner, Mayor.

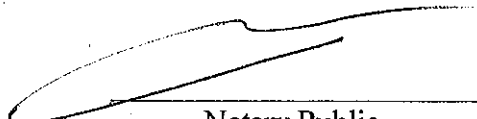
THOMAS RAYMOND BABILON
Notary Public in the State of New York
Qualified in Onondaga County
No. 01BA6091431
My Commission Expires 4/28/15



Notary Public

STATE OF NEW YORK)
COUNTY OF ONONDAGA) ss.:

On this 16 day of October, 2012 before me, the undersigned, a Notary Public in and for said State, personally appeared Vito Sciscioli personally known to me or proved to me on the basis of satisfactory evidence to be the individual whose name is subscribed to the within instrument and acknowledged to me that he executed the same in his capacity, and that by his/her signature on the instrument, the individual, or the person upon behalf of which the individual acted, executed the instrument.



Notary Public

THOMAS RAYMOND BABILON
Notary Public in the State of New York
Qualified in Onondaga County
No. 01BA6091431
My Commission Expires 4/28/15

**GREATER SYRACUSE
PROPERTY DEVELOPMENT CORPORATION**

201 East Washington Street, Suite 500
Syracuse, NY 13202
Tel (315) 448-8177 Fax (315) 448-8705

December 2012

Request for Professional Services

Counsel and Special Counsel Services for
The Greater Syracuse Property Development Corporation

I. Introduction

Pursuant to the procurement policy adopted in 2012, the Greater Syracuse Property Development Corporation is seeking a proposal or proposals for legal services for the period 2013-2015. The lawyer or law firm selected will advise the Corporation as to its legal rights and obligations, and represent the Corporation in all legal matters.

II. Background

The Greater Syracuse Property Development Corporation was established pursuant to Intermunicipal Agreement between the City of Syracuse and County of Onondaga as a not-for-profit local development corporation pursuant to Article 16 of the New York Not-For-Profit Corporation Law (“NPCL”). The Corporation’s mission is to address the problems of vacant, abandoned, or tax delinquent property in the City of Syracuse and the County of Onondaga in a coordinated manner through the acquisition of real property pursuant to New York Not-for-Profit Corporations Law section 1608 and returning that property to productive use in order to strengthen the economy, improve the quality of life, and improve the financial conditions of the municipalities, through the use of the powers and tools granted to Land Banks by the Laws of the State of New York.

This is a newly established organization and one of the first five land banks in New York created under the recently adopted Land Bank Act. As such, it is currently developing its operating policies and procedures, which are anticipated to evolve and be refined extensively in the coming years. It is anticipated to engage in a broad variety of residential and commercial redevelopment projects in the coming year(s) including, but not limited to, acquisition of derelict and underutilized properties, management of occupied properties, rehabilitation of vacant and/or occupied properties, assembly of larger parcels, and marketing of properties for sale.

III. Evaluation

Proposals submitted through this process will be evaluated by the Greater Syracuse Property Development Corporation. A three-year agreement will be awarded based on the evaluation, subject to annual reappointment.

IV. Criteria for Proposal Acceptance

To be considered for selection, a respondent must be able to demonstrate that it can meet the following criteria in providing the services contemplated:

1. Successful proposals must include representation on a pro bono basis or allow for deferred compensation until such time as the Corporation obtains sufficient financial resources (or a mix of both); this is anticipated to be necessary for no more than the first six months of representation.
2. Experience in legal matters relating to property development corporations and experience with operations subject to Not-for-Profit Corporation Law.
3. Experience in legal matters relating to real property development, management, acquisition and disposition.
4. Knowledge of the Public Authorities Accountability Act of 2005 and the Public Authorities Reform Act of 2009.
5. Knowledge of environmental law, particularly as it relates to the New York Environmental Quality Review Act (SEQRA).
6. Ability to have acceptable representation at monthly and special Corporation meetings.
7. Resources required to respond in a timely fashion to Corporation inquiries and to support existing active Corporation projects and staff.

V. Contents of Proposal

Responses to this request for professional services shall contain the following information:

1. An introduction to the individual or law firm, including name(s) and summary of relevant experience of individuals who will work with the Corporation in a professional capacity.
2. Any information determined by the applicant as necessary to meet the requirements of Criteria for Proposal Acceptance above.
3. The fee basis for the services being proposed and the method of billing. Successful proposals must include representation on a pro bono basis or allow for deferred compensation until such time as the Corporation obtains sufficient financial resources

(or a mix of both); this is anticipated to be necessary for no more than the first six months of representation.

VI. Proposal Response

Ten hard copies and an electronic copy, which may be submitted to GSPDC@ci.syracuse.ny.us, of the completed proposal must be received at the offices of the Greater Syracuse Property Development Corporation no later than 4:00 PM on January 15, 2012. Proposals may be submitted by ground delivery or in person. Please verify the receipt of proposals. Proposals delayed will not be reviewed. Proposal packages must be sealed and clearly marked on the lower left front with the RFP title.

Please submit proposals to:

Katelyn Wright
Greater Syracuse Property Development Corporation
c/o Bureau of Planning & Sustainability
City Hall Commons
201 E. Washington Street, Suite 500
Syracuse, NY 13202

All technical questions relating to this request for proposals should be emailed to GSPDC@ci.syracuse.ny.us. Please include the name of the RFP in the subject line. The response will be sent to all recipients of the RFP.

ONONDAGA CIVIC DEVELOPMENT CORPORATION

ONONDAGA COUNTY CIVIC CENTER, 421 MONTGOMERY ST., SYRACUSE, NY 13202
PHONE: 315.435.3770 • FAX: 315.435.3669

Request for Professional Services

Counsel and Special Counsel Services for The Onondaga Civic Development Corporation

I. INTRODUCTION

Pursuant to the procurement policy adopted in 2010, the Onondaga Civic Development Corporation is seeking a proposal or proposals for legal services for the period 2011-2013. The lawyer or law firm selected will advise the Corporation as to its legal rights and obligations, and represent the Corporation in all legal matters.

II. BACKGROUND

The Onondaga Civic Development Corporation was established by the County Executive as a not-for-profit local development corporation pursuant to sections 402 and 1411 of the New York Not-For-Profit Corporation Law ("NPCL"). The Corporation's mission is to stimulate economic growth and/or lessen the burdens of government through facilitating investments that will promote job creation/retention, improve the quality of life of Onondaga County citizens, generate prosperity, and/or encourage economic vibrancy for Onondaga County as a whole, by using available incentives including the issuance of negotiable bonds for Onondaga County's non profit organizations as set forth more fully in Section 1411(a) of the Not-for-Profit Laws of the State of New York.

III. EVALUATION

Proposals submitted through this process will be evaluated by the Onondaga Civic Development Corporation. A three-year agreement will be awarded based on the evaluation, subject to annual reappointment.

IV. CRITERIA FOR PROPOSAL ACCEPTANCE

To be considered for selection, a respondent must be able to demonstrate that it can meet the following criteria in providing the services contemplated:

1. Experience in legal matters relating to the issuance of bonds by a New York not-for-profit local development corporation.
2. Knowledge of the Public Authorities Accountability Act of 2005 and the Public Authorities Reform Act of 2009.
3. Knowledge of environmental law, particularly as it relates to the New York Environmental Quality Review Act (SEQRA).
4. Ability to have acceptable representation at monthly and special Corporation meetings.
5. Resources required to respond in a timely fashion to Corporation inquiries and support the existing active Corporation projects and staff.

V. CONTENTS OF PROPOSAL

Responses to this request for professional services shall contain the following information:

1. An introduction to the individual or law firm, including name(s) and summary of relevant experience of individuals who will work with the Corporation in a professional capacity.
2. Any information determined by the applicant as necessary to meet the requirements of Criteria for Proposal Acceptance above.
3. The fee basis for the services being proposed and the method of billing.

VI. PROPOSAL RESPONSE

Ten copies of the completed proposal must be received at the Office of the **Onondaga Civic Development Corporation, John H. Mulroy Civic Center, 421 Montgomery Street, 14th Floor, Syracuse, New York, 13202** not later than December 30, 2010. Proposals should be addressed to Kristi Smiley. If there are any questions regarding this request for proposals, contact Kristi at 435-3770 or ksmiley@ongov.net.



Onondaga County Industrial Development Agency

September 2011

Request for Professional ServicesCounsel and Special Counsel for the Onondaga
County Industrial Development AgencyI. Introduction

Pursuant to the procurement policy adopted in 1993, the Onondaga County Industrial Development Agency is seeking a proposal or proposals for legal services for the period January 1, 2012 to December 31, 2014. The lawyer or law firm selected will advise the Agency as to its legal rights and obligations, and represent the Agency in all legal matters. Typically, the firm performs 100 hours of work per year.

II. Background

The Onondaga County Industrial Development Agency (OCIDA) is a public benefit corporation of the State of New York created in 1970 pursuant to Article 18A of the General Municipal Law. Industrial Development Agencies are authorized to promote, develop, encourage, and assist in the acquiring, constructing, reconstructing, improving, maintaining, equipping and furnishing industrial, manufacturing, warehousing, commercial, research and railroad facilities, civic facilities owned or occupied by not-for-profit corporations and horse racing facilities and thereby advance the job opportunities, health, general prosperity and economic welfare of the people of the State of New York and improve their recreation opportunities, prosperity and standard of living.

The Onondaga County Industrial Development Agency is an active Agency, averaging \$63,113,360 in bond and straight lease transactions over each of the past five years. The Agency is also the conduit for state and federal assistance for several types of projects, is engaged in site development projects and enters into contracts for services to serve the purposes of the Agency.

III. Evaluation

Proposals submitted through this process will be evaluated by the Onondaga County Industrial Development Agency. A three-year agreement will be awarded based on the evaluation, subject to annual reappointment.

IV. Criteria for Proposal Acceptance

To be considered for selection, a respondent must be able to demonstrate that it can meet the following criteria in providing the services contemplated:

1. Experience in legal matters relating to the issuance of bonds by a public benefit corporation, experience with the operations of Industrial Development Agencies under GML, Article 18-A, and knowledge of the Public Authorities Accountability Act of 2005 and the Public Authorities Reform Act of 2009.
2. Knowledge of environmental law, particularly as it relates to the New York Environmental Quality Review Act (SEQRA).
3. Experience in handling commercial & industrial real estate transactions.
4. Ability to have acceptable representation at monthly and special Agency meetings and all committee meetings.
5. Resources required to respond in a timely fashion to Agency inquiries and support the existing active Agency projects and staff.

V. Contents of Proposal

Responses to this request for professional services shall contain the following information:

1. An introduction to the individual or law firm, including name(s) and summary of relevant experience of individuals who will work with the Agency in a professional capacity.
2. Any information determined by the applicant as necessary to meet the requirements of Criteria for Proposal Acceptance, above.
3. The fee basis for the services being proposed and the method of billing.

VI. Proposal Response

Ten copies of the completed proposal must be received at the offices of the Onondaga County Industrial Development Agency no later 4:00 pm on October 14, 2011. Proposals may be submitted by ground delivery or in person. Please verify the receipt of the proposals. Proposals delayed will not be reviewed. Proposal packages must be sealed and clearly marked on the lower left front with the RFP title.

Please submit proposals to:

Kristi Smiley
ATTN: Counsel and Special Counsel RFP
OCIDA c/o Onondaga County Office of Economic Development
333 W. Washington Street, Suite 130
Syracuse, NY 13202
Phone: (315) 435-2346

All technical questions relating to this request for proposals should be emailed to ksmiley@ongov.net. Please include the name of the RFP in the subject line. The response will be sent to all recipients of the RFP.



REDEVELOPMENT PROGRAM MANAGER

Office of Sustainability/Economic Health

Hiring Range: \$6,065 – \$7,263/mo.

Salary Range: \$6,065 – \$8,462/mo.

Requisition #12097

Classified, Full-time Position

Open to the public

Closing Date: September 7, 2012

THE POSITION

SUMMARY: Manage and oversee redevelopment efforts for the City of Fort Collins and Fort Collins Urban Renewal Authority. Encourage a vibrant and resilient economy through redevelopment efforts. Primary job functions include: development and coordination of programs, projects, and/or special assignments; prioritization of service needs and organizational objectives; and direct and participate in cross-functional teams.

ESSENTIAL DUTIES AND RESPONSIBILITIES: The following duties and responsibilities are illustrative of this position and are not intended to be all inclusive:

- Manage, direct, organize and plan activities related to the Fort Collins Urban Renewal Authority (URA), including
 - o Develop and coordinate URA programs, formulate proposals and decisions, and facilitate meetings, working as part of the Economic Health Office (EHO)
 - o Prepare, manage, and monitor all financial aspects of the entire URA and individual tax increment districts
 - o Monitor, comment and engage in the process of maintaining and updating state statutes, regulations, and rules pertaining to Urban Renewal Authorities
 - o Analyze districts, nodes, and projects within the City as potential new Urban Renewal Plan Districts
 - o Negotiate redevelopment agreements directing the investment of millions of dollars of Tax Increment assistance
 - o Maintain and enhance the policies and procedures of the Urban Renewal Authority
 - o Develop, monitor, and report goals, objectives, and performance metrics to measure the success of the URA
 - o Assist in the management of the EHO by directing the work of Economic Health Analysts, Interns and Administrative Staff when applicable to the URA related programs/projects
- Develop and coordinate Development/Redevelopment Finance programs
- Manage, direct, organize, and plan all activities related to special districts intended to assist in financing redevelopment projects in the City, including but not limited to Metro Districts, Business Improvement Districts, General Improvement Districts, and Special Improvement Districts
- Provide an interface for development/redevelopment projects that achieves broad City goals and objectives be-

tween the private developer/land owner and the Development Review, Planning and Building Review departments

- o Provide regular updates to the above departments on development/ redevelopment activities
- o Coordinate a team of mid-level managers related to development/redevelopment
- Communicate development/redevelopment activities to City Council, including:
 - o Prepare an annual report on the URA
 - o Present to City Council on programs, projects, and special assignments as necessary
 - o Present to City Council, City Staff, public stakeholders on local policies and procedures, state statutes, regulations, and rules pertaining to Urban Renewal Authorities
- Engage and manage independent contractors on a variety of projects/programs related to development/redevelopment assistance, financial analysis, economic impact analysis or other aspects of the URA and/or EHO
- Assist with prioritizing EHO and URA service needs and organizational objectives
- Interface with community partners (e.g., Colorado State University, Rocky Mountain Innosphere, Fort Collins Area Chamber of Commerce, Northern Colorado Economic Development Commission, etc.) to further departmental goals
- Travel locally, regionally, and nationally as needed to meet with potential prospects, attend industry trade shows, and to further departmental goals; travel equals 10 percent or less of working time
- Represent the City and Department at numerous networking and business functions; especially to understand the current business and economic climate and gather intelligence about potential prospects, industry trends, and economic conditions affecting the vibrancy and resiliency of the local economy
- Represent the department at internal and external meetings as needed

SUPERVISORY RESPONSIBILITIES: This job has no direct supervisory responsibilities.

THE SUCCESSFUL CANDIDATE

QUALIFICATIONS: The requirements listed below are representative of the knowledge, skills, and abilities required to perform the necessary functions of this position.

KNOWLEDGE, SKILLS, AND ABILITIES:

- Experience in the private sector, either working as a consultant or in business, is strongly preferred.

- Thorough knowledge of the department's goals, objectives, and services.
- Ability to work with limited supervision and exercise independent judgment.
- Advanced knowledge of Urban Renewal, Tax Increment Financing, Real Estate Finance, Real Estate Development, and Public Private Partnership structures and negotiations.
- Intermediate knowledge of Economic Analysis, Economic Theory, Property Tax Policy/Assessment, and Municipal Finance/Bond Issuance.
- Thorough working knowledge of all applicable Local, State and Federal regulations related to Development and Redevelopment Finance, including but not limited to: Urban Renewal Law, Colorado Revised Statutes; Special District Financing Law, Colorado Revised Statutes, and applicable Code of Federal Regulations.
- Knowledge of principles of project management; ability to manage time, organize and prioritize work effectively.
- Knowledge of standard office software including word processing.
- Advanced knowledge of and ability to operate more complex software for spreadsheet development.
- Superior oral and written communication skills; especially concise report writing and presentation.
- Effective interpersonal skills and experience managing relationships, especially business relationships both within and outside of the organization.
- Strong and effective negotiation skills, especially related to real estate development negotiations and finding win-win solutions.

EDUCATION and EXPERIENCE: A minimum of a Master's degree in Real Estate Development, Real Estate Finance, Public Finance, Economics, Urban Planning, Public/Business Administration, Management or related fields is required. The successful candidate will possess a minimum of seven years of real estate development, real estate finance, urban renewal management, or economic development related background and/or experience.

LANGUAGE SKILLS: Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups or managers, clients, customers, and the general public.

REASONING ABILITY: Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to manage multiple priorities, complex information and draw reasonable conclusions. Ability to assemble, organize and present complex statistical, financial, economic and factual information derived from a variety of sources.

APPLICATION: Only on-line applications accepted for this position. Visit our website at www.fcgov.com/jobs to apply on-line by Friday, September 7, 2012. Requisition #12097. City of Fort Collins, Human Resources Department, 215 N. Mason, P.O. Box 580, Fort Collins, CO 80522. (970) 221-6535. Public access computers are available at H.R. Dept., Poudre River Public Libraries, and the Larimer County Workforce Center.

The City of Fort Collins will make reasonable accommodations for access to City services, programs and activities and will make special communication arrangements for persons with disabilities. Please call (970) 221-6535 for assistance.

**THE CITY OF FORT COLLINS IS AN EQUAL OPPORTUNITY EMPLOYER.
BACKGROUND CHECK AND DRUG TEST REQUIRED.**



CERTIFICATIONS, LICENSES, REGISTRATIONS:

- Valid driver's license.
- Development Finance Certified Professional (per Council of Development Finance Authorities requirements) or similar certification preferred.

PHYSICAL DEMANDS: Normal physical demands related to office work, including the ability to sit, talk, hear, stand, walk, use hands to finger, handle or feel, to reach with hands and arms, and frequently lift and/or move up to 10 pounds and occasionally lift and/or move up to 25 pounds. The position requires the ability to drive and a valid driver's license.

WORK ENVIRONMENT: The work environment characteristics described here are representative of those an employee would encounter while performing the essential functions of this job.

The employee works in a normal office environment.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

SELECTION PROCESS: Applications will be reviewed and selected candidates will be interviewed. Additional testing may be conducted. Post-offer background check and drug test required.

Title: Sample Land Bank Program Director Job Description

About this Tool

Short Description:

This document is intended to provide guidance to organizations and localities that intend to use Land Banking as part of their Neighborhood Stabilization Program strategy. This sample program director description details a specific framework that can be considered in the administration of individual programs.

How to Adapt this Document:

This program director job description sample should be used as a guide or template. Please keep in mind that every job responsibility listed in this sample document may not be applicable to your specific program. Concepts such as governance structures, land use priorities, internal/external capacity and legal implications should be considered and discussed by your organization to determine if the recommended structure is the appropriate vehicle for your efforts.

Source of Document:

Substantial portions of this document came from the Center for Community Progress

Disclaimer:

This document is not an official HUD document. It is shown only as an example for informational purposes, which should only be adapted as described above. Any binding agreement should be reviewed by attorneys for the parties to the agreement and must conform to state and local laws.

Sample

Land Bank Program Director Job Description

Summary

Under the direction of the Board of Directors, the program director is responsible for overall management and operation of the XXXX Land Bank Authority (LBA) and protection of the organization's financial assets while ensuring compliance with board directives and applicable grantor, federal and state requirements.

Essential Duties and Responsibilities

The program director is responsible for overall operations for LBA, a public corporation (or private nonprofit) that manages the disposition of the tax reverted properties. The incumbent also:

- Oversees all accounting functions including those necessary for auditing, budgeting, financial analysis, capital asset and property management and payroll in accordance with generally accepted accounting principles, board and LBA policies and procedures, and all other applicable rules and guidelines.
- Manages acquisition, demolition and disposition programs, including negotiating agreement terms that reflect the needs of LBA; coordinates with legal advisors to finalize agreement terms; assure compliance with NSP regulations; monitors progress of agreements and maintains agreement documentation to ensure fulfillment of agreement terms including receipt and expenditure of funds.
- Responsible for development agreement management including negotiating agreement terms that reflect the needs of LBA; coordinates with legal advisors to finalize agreement terms; monitors progress of agreements and maintains agreement documentation to ensure fulfillment of agreement terms including receipt and expenditure of funds.
- Handles all aspects of human resource management for employees and contracted consultants including but not limited to hiring and termination, developing position descriptions, setting compensation, and applying board-approved employee policies and benefits in accordance with federal and state requirements; regularly supervises LBA administrative staff.
- Grants and contracts management including negotiating agreement terms that reflect the needs of LBA; coordinates with legal advisors to finalize agreement terms; monitors progress of agreements and maintains agreement

documentation to ensure fulfillment of agreement terms including receipt and expenditure of funds.

- Assists in the development of current and long-term organizational goals and objectives as well as policies and procedures for LBA operations. Establishes plans to achieve goals set by the Board of Directors and implements policies, subject to approval by the Board of Directors.
- Manages the mortgage program including negotiating agreement terms that reflect the needs of LBA; coordinates with legal advisors to finalize agreement terms; monitors progress of agreements and maintains agreement documentation to ensure fulfillment of agreement terms including receipt and expenditure of funds.
- Works closely with staff members to ensure they are provided with appropriate support systems and responsive, quality service in the areas of sales, property management, planning, project accounting, human resources, purchasing and related administrative functions.
- Analyzes and evaluates vendor services, particularly for insurance, employee benefits and management of LBA funds, to determine programs and providers that best meets the needs of LBA and makes recommendations to the Board, as appropriate; negotiates services, terms and premiums and executes contracts with benefit plan providers, supply and service vendors, auditors and consultants; manages payroll and benefits programs.

Education and/or Experience

Bachelor's degree required in business administration, community development, public administration, urban planning or other related field. Master's degree preferred. The program director must possess at least five years experience in business, non-profit operational and financial management, or related areas.

Knowledge, skills and abilities

- Knowledge of leadership and management principles
- Knowledge of current community challenges and opportunities relating to the mission of the organization
- Knowledge of human resources management
- Knowledge of financial management
- Knowledge of project management

Proficiency in the use of computers for:

- Word processing
- Excel
- E-mail
- Internet

Travel

The program director must be able to travel to attend conferences, training and other events as required to acquire and maintain proficiency in fulfilling the responsibilities of the position.

**REQUEST FOR QUALIFICATIONS
for an Executive Director (Consultant Position)
South Suburban Land Bank and Development Authority**

Issue Date: November 16, 2012

Issued by: The South Suburban Land Bank and Development Authority (SSLBDA)

Chair:	Adam Dotson, City of Oak Forest
Vice Chair:	Mark Miller, City of Blue Island
Secretary/Treasurer:	Hildy Kingma, Village of Park Forest
Board Member:	Ed Paesel, South Suburban Mayors and Managers Association

EXECUTIVE SUMMARY

The SSLBDA was created in July 2012 by an Intergovernmental Agreement (IGA) (<https://sites.google.com/a/cshcdc.org/sslbda/home>) between the City of Blue Island, the City of Oak Forest and the Village of Park Forest in Illinois. The mission of the SSLBDA is to facilitate the redevelopment of acquired properties through strategic partnerships with developers, community organizations, lenders, and local governments to improve quality of life, stabilize the tax base, and enhance economic activities that promote sustainable, healthy, and stable communities in a manner consistent with local government plans and priorities.

The SSLBDA has received grant funding to hire an Executive Director for a 12 month term. The Executive Director will be responsible for executing the SSLBDA while fulfilling its mission. The Executive Director will be responsible for fundraising not only for growing the operating capital for the SSLBDA but for the funding to sustain his/her position as well.

This Request for Qualifications (RFQ) incorporates a two-part evaluation process in order to seek a qualified candidate for the consultant position of Executive Director. In the first part, the SSLBDA will qualify the submittals based on the experience of the individual or consulting firm. Those respondents who are qualified will be invited to participate in an interview. The SSLBDA will interview the top candidates for the position of Executive Director and select the candidate who best satisfies the SSLBDA's goals and objectives for this position.

Please note that this is a consultant position for a 12 month term only. No dollars have been identified to fund this position after the initial 12 month term. Further, no benefits or liability will be provided to the Executive Director.

Key Dates:

Release of RFQ	November 16, 2012
Qualifications Submission Due Date	December 7, 2012 – 3:00 pm
Notification of Selected Candidates	Goal for week of December 10, 2012

Interviews
Selection of Sustainability Coordinator
Expected Start Date

Goal for week of December 17, 2012
Goal by December 21, 2012
Goal by January 21, 2013

INTRODUCTION

South Suburban Mayors and Managers Association (SSMMA) is a council of government that for over 30 years has been providing technical assistance and joint services to 42 municipalities representing a population over 650,000 in southern Cook and eastern Will Counties. SSMMA members work cooperatively on transportation, legislation, land use, economic development, community development and housing, recycling, purchasing, storm water and open space planning, infrastructure, human resources, public safety.

In March 2011 SSMMA received a three year US Dept. of Housing and Urban Development (HUD) Challenge Grant award to support housing and economic development in transit oriented development (TOD) districts by improving SSMMA's data management through a GIS system, developing model ordinances, setting up a sub-regional land bank and establishing a TOD fund. Progress on the grant to date:

With funding from the HUD Challenge grant, three pilot communities (Blue Island, Oak Forest and Park Forest) passed Intergovernmental Agreements in July 2012 to form the first land bank in Illinois. The SSLBDA is targeting the first quarter 2013 to be in a position to receive property. In October 2012 the SSLBDA adopted its mission statement, goals, policies and procedures.

PRIMARY DUTIES AND RESPONSIBILITIES

The SSLBDA is seeking a consultant to fulfill the role of Executive Director for the overall management, operation and growth of the SSLBDA and the protection of the organization's financial assets while ensuring compliance with board directives and applicable grantor, federal and state requirements. Key duties and essential job functions of the Executive Director during this period are to:

- Oversee all accounting functions including those necessary for auditing, budgeting, financial analysis, capital asset and property management and payroll in accordance with generally accepted accounting principles, SSLBDA policies and procedures, and all other applicable rules and guidelines.
- Manage acquisition, demolition and disposition programs, including negotiating agreement terms that reflect the needs of SSLBDA; coordinate with legal advisors to finalize agreement terms; assure compliance with all required regulations; monitor progress of agreements and maintain agreement documentation to ensure fulfillment of agreement terms including receipt and expenditure of funds.

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- Manage development agreements including negotiating agreement terms that reflect the needs of SSLBDA; coordinate with legal advisors to finalize agreement terms; monitor progress of agreements and maintain agreement documentation to ensure fulfillment of agreement terms including receipt and expenditure of funds.
- Handle all aspects of human resource management for employees and contracted consultants including but not limited to hiring and termination, developing position descriptions, setting compensation, and applying board-approved employee policies and benefits in accordance with federal and state requirements; regularly supervises SLBDA administrative staff.
- Grant and contract management including negotiating agreement terms that reflect the needs of SSLBDA; coordinate with legal advisors to finalize agreement terms; monitor progress of agreements and maintain agreement documentation to ensure fulfillment of agreement terms including receipt and expenditure of funds.
- Assist in the development of current and long-term organizational goals and objectives as well as policies and procedures for SSLBDA operations. Establish plans to achieve goals set by the Board of Directors and implements policies, subject to approval by the Board of Directors.
- Manage the mortgage program including negotiating agreement terms that reflect the needs of SSLBDA; coordinate with legal advisors to finalize agreement terms; monitor progress of agreements and maintain agreement documentation to ensure fulfillment of agreement terms including receipt and expenditure of funds.
- Work closely with staff members to ensure they are provided with appropriate support systems and responsive, quality service in the areas of sales, property management, planning, project accounting, human resources, purchasing and related administrative functions.
- Analyze and evaluate vendor services, particularly for insurance, employee benefits and management of SSLBDA funds, to determine programs and providers that best meets the needs of SSLBDA and makes recommendations to the Board, as appropriate; negotiate services, terms and premiums and executes contracts with benefit plan providers, supply and service vendors, auditors and consultants; manages payroll and benefits programs.
- Negotiate and manage leases for properties that are appropriate for such use.

Currently, the position does not have any direct reports, so all duties and responsibilities noted above must be fulfilled by the Executive Director.

QUALIFICATIONS

The successful candidate for this position will have:

- Knowledge of leadership and management principles
- Knowledge of current community challenges and opportunities relating to the mission of the organization
- Knowledge of human resources management
- Knowledge of financial management
- Knowledge of project management
- Broad background in government, nonprofits and management, community-based organizations, financial analysis, real estate development/finance, and land bank programs.
- Knowledge of government and regulatory systems.
- Excellent communication, speaking, and public relations skills.
- Ability to interact with Board members, local, state, and national officials, funders and community members.

The successful candidate is required to have Bachelor's degree in business administration, community development, public administration, urban planning or other related field.

A Master's Degree in public administration, community development, planning, business administration or related field is preferred. It is also preferred that the successful candidate possess at least 10 years experience in business, non-profit operation and financial management, or related areas.

REQUIRED LICENSES/CERTIFICATIONS

Valid driver's license.

PHYSICAL REQUIREMENTS/WORK ENVIRONMENT

Work is primarily sedentary in nature, no special demands are required. Occasional out of office field work, including driving and walking around various sites. Travel (including overnight travel) may be required, as necessary.

COMPENSATION

The first year salary for the position is set at \$76,000 and is funded through a HUD Challenge Grant received by the South Suburban Mayors and Managers Association. Funding for subsequent years is to be secured by the Executive Director.

SUBMISSION REQUIREMENTS

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Individuals who are interested in the Executive Director position should submit a detailed cover letter and resume to the address below. The cover letter should include acknowledgement that this position is a consultant to the SSLBDA for a 12 month period and that no benefits or liability insurance will be included with the position.

Consulting firms are also eligible to propose qualified candidates for the consultant position of Executive Director. These firms should submit a resume for the specific individual who will fulfill the role, along with detailed information about the consulting firm, and a letter of commitment from the firm that the proposed individual will be available for a 12 month term with an approximate start date of January 21, 2013. The consulting firm's letter should also acknowledge that no benefits or liability insurance will be included with the position.

All submittals should be made no later than 3:00 pm on Friday, December 7, 2012. Any questions should be sent via email only with the subject line reading: Executive Director RFQ Questions. Submittals may be sent via email with the subject line reading: Executive Director RFQ Submittal. Submittals may also be received by mail. Hand deliveries will be accepted Monday through Friday from 8:30 am to noon and 1:00 pm to 4:00 pm. Questions and submittals should be directed to:

Janice Morrissy
Deputy Executive Director of Housing
South Suburban Mayors and Managers Association
1904 West 174th Street
East Hazel Crest, IL 60429
janice.morrissy@ssmma.org

**GREATER SYRACUSE
PROPERTY DEVELOPMENT CORPORATION**

201 East Washington Street, Suite 500
Syracuse, NY 13202
Tel (315) 448-8177 Fax (315) 448-8705

The Greater Syracuse Property Development Corporation (GSPDC) seeks applicants for the position of Executive Director. This is a full-time position, managing a 501(c)(3) organization with a large inventory of property in various conditions and in a wide range of market conditions. The GSPDC is a New York Land Bank with the stated mission:

“To address the problems of vacant, abandoned, or tax delinquent property in the City of Syracuse and the County of Onondaga in a coordinated manner through the acquisition of real property... and returning that property to productive use in order to strengthen the economy, improve the quality of life, and improve the financial condition of the municipalities....”

The GSPDC receives tax-foreclosed properties from the City and the County with the purpose of returning them to productive, tax-paying use to improve their impact on surrounding properties, improve the quality of life in urban neighborhoods, facilitate the creative reuse of underutilized property, and foster economic development.

This organization was founded in June 2012 and the candidate that fills this role will be the Corporation’s first Executive Director, responsible for continued development of the organization’s policies, procedures, and operations in collaboration with the Board of Directors and other governmental and nongovernmental stakeholders.

More information about the GSPDC can be found here: <http://www.syracuse.ny.us/GSPDC.aspx>

Responsibilities:

Administrative –

- Provide staff support to the organization’s Board of Directors
- Preparation of an annual operating budget for the organization
- Preparation of the organization’s annual report—including projects undertaken, monies spent, an accounting of the land bank’s financial condition, and administrative activities of the past year—for presentation to the Common Council and County Legislature
- Oversight of Corporation employees, professional service contracts—including, but not limited to, legal services, accounting, and brokerage services—, property maintenance and development contracts
- Analyze and evaluate vendor services to ensure procurement of services that best meet the needs of the land bank
- Oversight of real estate transactions and leases
- Ensures compliance with grants management requirements, as applicable
- Ensure compliance with Public Authorities Accountability Act

- Document and illustrate the accomplishments and purpose of the land bank in support of ongoing fundraising for future years' operating budgets

Strategic Planning, Intergovernmental and Public Relations –

- Planning for strategic acquisition, disposition, and assembly/holding of property in accordance with plans developed by municipal governments. Represent the interests of the GSPDC in cooperative development and adoption of these redevelopment plans.
- Planning and budgeting for the management, maintenance, improvement, and marketing of the GSPDC's real property inventory according to said redevelopment plans
- Assists in the development of current and long-range organizational goals and objectives, as well as policies and procedures for land bank operations. Establishes and implements plans to achieve goals set forth by the Board of Directors and implements policies established by the Board of Directors.
- Collaboration with other New York land banks, affiliated local, statewide, and national organizations
- Regional and state-level advocacy for policy and legislative initiatives in support of the land bank's stated mission
- Coordination with City and County government officials and elected bodies
- Communication and coordination with the Land bank Citizens Advisory Board
- Outreach to and communication with neighborhood stakeholders

General Duties –

- Currently this will be the only staff position internal to the land bank; any support services will be contracted for and all administrative and management tasks must be fulfilled by the Executive Director
- Represent the GSPDC at professional and public functions, including speaking engagements
- Keep abreast of latest trends and best practices in land bank operations and urban redevelopment
- Must be able to travel to attend conferences, training, and other events as required to maintain proficiency in fulfilling the responsibilities of the position
- Other administrative, planning, and policy-development duties as assigned by the Board of Directors

Required Qualifications:

- A Master's degree in Real Estate Development, Real Estate Finance, Public Finance, Public Administration, Urban Planning, or a closely related field
- Two to five years experience with a land bank, in real estate development, or community development activity, with responsibility for management and marketing of property in a blighted or economically challenged area
- Thorough understanding of recent and historical trends in community planning and real estate development, including the challenges faced by communities in Syracuse and Onondaga County as related to the mission of the land bank
- Experience developing and managing a not-for-profit organization's operating budget
- Experience with grants management and regulatory compliance
- Excellent written and verbal communication skills; the ability to clearly communicate and present complex concepts

- Experience and effectiveness in a leadership and advocacy role
- Experience with policy-analysis and -development
- Effectiveness and comfort with policy-based advocacy, consensus building, and facilitating dialogue with elected bodies, municipal officials, and other public agencies
- Experience and effectiveness managing dialogue and collaboration with diverse interest groups, neighborhood advocacy groups, and other local stakeholders
- Comfort acting as the administrator of a property database to track the planning for, maintenance and redevelopment, and marketing of approximately 2000 or more properties
- Strong data analysis skills
- Proficiency with Microsoft Office Suite
- A valid New York driver's license

Desired Qualifications:

- Two or more years of experience in a managerial or leadership role
- Experience managing a not-for-profit organization
- Experience with the requirements of Public Authorities in New York
- Proficiency with Arc GIS

Salary: _____

Benefits:

Closing Date: _____

Submission Requirements:

Individuals who are interested in the Executive Director position should submit a detailed cover letter and résumé to the address below. Submit all materials by 5:00 PM EST on DAY, MONTH, DATE. Applications may be emailed to GSPDC@ci.syracuse.ny.us or mailed or submitted in person to:

Greater Syracuse Property Development Corporation
 City Hall Commons
 Attn: Planning & Sustainability
 201 E. Washington Street, Suite 500
 Syracuse, NY 13202

Please direct questions to....

Selection Process: