



## **BOARD OF DIRECTORS REGULAR MEETING**

**August 17, 2023**

### **Table of Contents**

Agenda	Page 2
July 13, 2023, Meeting Minutes	Page 4
Financial Report	Page 9
President's Report	Page 12
<u>Item VII a:</u>	Page 19
Consideration and Possible Action to Approve the Successful Bidders under the Request for Qualifications for Professional and Technical Real Estate Development Services issued March 31, 2023.	



BOARD OF DIRECTORS REGULAR MEETING  
AGENDA

Thursday, August 17, 2023 – Noon Central Time

United Way of Greater Houston

50 Waugh Drive, Houston, Texas 77007

The meeting will be in person and open to the public but restrictions regarding masks, allowable room capacity, and seating arrangements may be in place.

The public meeting location will be at the United Way Greater Houston 50 Waugh Drive, Houston, Texas 77007. The Board Chair, as presiding officer of the Board, will be physically present; Board members will also be physically present.

**Please contact [info@houstonlandbank.org](mailto:info@houstonlandbank.org) or call us at 281-655-4600 with any questions.**

AGENDA

- I. Call to Order and Roll Call
- II. Public Speakers & Registered Attendees

***Speakers must be registered by 5 p.m. on Wednesday, August 16, 2023. To register, please use the online form at [www.houstonlandbank.org/resources](http://www.houstonlandbank.org/resources), e-mail [info@houstonlandbank.org](mailto:info@houstonlandbank.org) or call 281-655-4600. The Chair will call on speakers and allow three minutes per speaker.***
- III. Consideration and Adoption of Meeting Minutes
  - a. July 13, 2023 Board Meeting
- IV. Chairman's Greeting: Matt Zeis
- V. Committee Reports:
  - a. Executive Committee: Matt Zeis, Chair
  - b. Finance Committee: Laurie Vignaud, Chair
  - c. Partnership and Program Development: Commissioner Janae Ladet, Chair
  - d. Real Estate Acquisition and Disposition: Victor Mondragón, Chair
  - e. Procurement and Oversight: Jesus DeAnda, Chair
- VI. President's Report: Christa Stoneham, CEO/President
- VII. Houston Land Bank Real Estate Inventory Presentation: Donald Hughes
- VIII. Board Action Items
  - a. Consideration and Possible Action to Approve the Successful Bidders under the Request for Qualifications for Professional and Technical Real Estate Development Services issued March 31, 2023.

IX. Executive Session

*NOTE: The Houston Land Bank Board may go into executive session, if necessary, pursuant to Chapter 551 of the Texas Government Code, for one or more of the following reasons: (1) consultation with its legal counsel to seek or receive legal advice or consultation regarding pending or contemplated litigation; (2) discussion about the value or transfer of real property; (3) discussion about a prospective gift or donation; (4) consideration of specific personnel matters; (5) discussion about security personnel or devices; or (6) discussion of certain economic development matters. The Board may announce that it will go into executive session on any item listed on this agenda if the subject matter is permitted for a closed session by provisions of Chapter 551 of the Texas Government Code.*

*Discussion may occur in executive session as provided by State law, but all Board actions will be taken in public.*

X. Board Member Comments

XI. Adjournment

P.O. Box 131106, Houston, Texas 77219  
281.655.4600

---

[houstonlandbank.org](http://houstonlandbank.org)

**HOUSTON LAND BANK  
MINUTES OF THE BOARD OF DIRECTORS REGULAR MEETING  
HOUSTON, TEXAS**

**July 13, 2023**

A regular meeting of the Board of Directors ("Board") of the Houston Land Bank ("HLB"), a Texas non-profit corporation created and organized by the City of Houston as a local government corporation pursuant to the Texas Transportation Code Annotated, Section 431.101, *et seq.*, and the Texas Local Government Code Annotated, Section 394.001 *et seq.*, was held at 50 Waugh Drive, Houston, Texas, on Thursday, July 13, 2023 at 12:00 p.m. Written notice of the regular meeting, which included the date, hour, place and agenda for the regular meeting, was posted in accordance with the Texas Open Meetings Act.

Board members in attendance were:

Tonzaino Bailey	Janae Ladet
David Collins	Victor A. Mondragón
Chrishelle Palay	Marilyn Muguerra
Dwantrina Russell	Matt Zeis

Board directors absent were: Jesus DeAnda. Antoinette Jackson, Danielle Keys Bess, Elaine Morales, and Laurie Vignaud. Others in attendance included: Christa Stoneham, Chief Executive Officer/President of the HLB; Donald Hughes, Acquisition and Development Director for the HLB; LaTosha Okoiron, In-house Legal Counsel and Compliance Director for the HLB; Isai Mendez, Finance Director; Mark Glanowski (Paralegal) of Winstead PC, outside legal counsel for the HLB; Lindsey Williams, Director of Community Development for the HLB; Donesha Albrow, Administrative Manager for the HLB; Jen Allison, Chief Operations Officer for the HLB; Gracie Saenz, outside legal counsel for the HLB and Nick Foran of the HLB Advisory Board.

**I. Call to Order and Roll Call**

Chairman Zeis called this regular meeting to order at 12:07 p.m. A roll call of the Board members attending in person immediately followed. Chairman Zeis then announced that an in-person quorum of the Board was present for this meeting.

**II. Public Speakers**

Nothing to report.

**III. Consideration and Adoption of Meeting Minutes**

**a. June 8, 2023 Board Meeting**

Chairman Zeis noted that the minutes for the June 8, 2023 regular meeting of the Board were previously circulated for review and comment. He asked if there were any comments for discussion to such minutes. Hearing none he asked for a motion on the minutes.

Director Muguerza made a motion to approve the minutes of the Board meeting held on June 8, 2023, as written, which motion was duly seconded by Director Ladet and passed with the unanimous vote of the Board.

**IV. Chairman's Greeting: Matt Zeis**

Chairman Zeis thanked the HLB staff for its work organizing, promoting and hosting the Bankers Fair at the Federal Reserve Bank building which he noted was well attended by homebuilders, developers, and financial representatives. He stated that he is looking forward to next year's event.

**V. Committee Reports:**

**a. Executive Committee: Matt Zeis, Chair**

Chairman Zeis reported that the Executive Committee met last week to discuss operational matters and builder compliance matters.

**b. Finance Committee: Laurie Vignaud, Chair**

Mr. Mendez reported that the Finance Committee met on June 30, 2023 to discuss a reduction in the Fiscal Year 2024 Budget, updates on various projects, spending associated with the EPA grant, and the new account opened with Amegy Bank.

**c. Partnership and Program Development Committee: Janae Ladet, Chair**

Director Ladet reported that the Partnership Committee did not meet, however the Committee reviewed the grant process for The Jacob and Terese Hershey Foundation.

**d. Real Estate Acquisition and Disposition Committee: Victor Mondragón, Chair**

Director Mondragón reported that the READ Committee met on June 28, 2023 to discuss the status of development of the Yellow Cab site, the data related to builder compliance, and the repurchase of lots from builders who are out of compliance under their construction contracts.

Mr. Hughes reported on the analysis conducted of the median household income by neighborhood in order to develop a new data driven tool to align sales prices for houses to be constructed in each neighborhood. The proposed square footage tool would assist to calculate the recapture cost and determine the house sales price. Director Mondragón said he was excited for any data driven and forward looking type of tool to assess sales prices properties before construction of the houses proceeds. Mr. Hughes stated that he is also developing an acquisition plan so that the HLB staff will not have to wait for Board approval to purchase lots.

Lastly, the READ Committee discussed creating a framework for staff to acquire lots on the open market without needing approval by the Board at its monthly meeting.

e. **Procurement and Oversight Committee: Jesus DeAnda, Chair**

Chairman Zeis reported that the Procurement and Oversight Committee met last week to discuss the audit procurement and the builder RFQ.

**VI. President's Report: Christa Stoneham, CEO/President**

Ms. Stoneham announced that the new RFQ for builders and developers to participate in the Traditional Homebuyer Program was amended to include different types of builders being Master Community Builders, Established Builders, Startup Builders, Non-Traditional Builders, Rehab/Reconstruction Builders, and Neighborhood Commercial Builders and was posted on July 3, 2023. She then reported that the Audit Procurement has also opened.

Ms. Stoneham announced that the builders' forum held on June 30<sup>th</sup> in conjunction with the Houston Housing Collaborative at the Federal Reserve Bank building in Houston had over 200 people registered for the event including District D Council Member Tiffany Thomas. The Houston Housing Collaborative assisted with funding for this inaugural event. Ms. Stoneham stated that the HLB will need to procure more sponsors for next year's event.

Ms. Stoneham then discussed the status of the development data and the need to add more builders to the program. She noted that there are 65 houses in development, however 54 builders are out of compliance with regard to the progress to completion status. She reported that seven builders will be conveying their lots back to the HLB, as some of these builders have been out of compliance for several years now. The legal ramifications will need to be assessed for other builders who are out of compliance depending on the type of contract entered into and the date the builder went out of compliance. Some of the deeds to the builders included a reverter, however others do not. Ms. Stoneham stated that she would be working to revise the current construction contracts to include improved requirements to strengthen controls with regard to compliance. Lastly, Ms. Stoneham mentioned that the HLB recently organized its second Juice and Justice event which was held on June 2, 2023. During this event the HLB introduced its Hidden Gems program to promote the untapped potential of neglected spaces within the city.

**VII. Board Action Items**

a. **Consideration and Possible Action to Approve Houston Land Bank to submit application and proposal for the 2023 Jacob & Terese Hershey Foundation.**

Ms. Williams announced that the HLB wished to submit an application for a grant in the amount of \$150,000 to The Jacob and Terese Hershey Foundation ("Foundation") for operations support to expand its Brownfields Program to perform comprehensive environmental testing before acquiring new lots for the HLB lot inventory. This Foundation invests in efforts to mitigate climate change and reduce harmful emissions.

Ms. Williams reported that this Foundation is a private philanthropic grant foundation dedicated to environmental justice; the health of the public, climate, air, water, and nature; reproductive justice; and the interdependent relationship between humans, public parks and open spaces, nature, and the environment. The Foundation supports work in and around the Houston and Austin regions, and across Texas on statewide issues.

She then noted that HLB staff thoroughly examined the Foundation's mission and funding guidelines and agreed that the HLB's work and proposed project is in line with the criteria and objectives of the Foundation. HLB will request a grant of \$150,000 for general operations support to expand its Brownfields Program and perform comprehensive environmental testing on potential lots before acquiring such lots for the HLB lot inventory.

This grant proposal will also highlight Houston's considerable number of potential Brownfield sites along with abandoned properties with real or perceived environmental contamination within most of the underserved communities. It highlights HLB's innovative approach to reclaim and revitalize abandoned and contaminated properties and turn them into productive and sustainable assets for the community.

HLB believes this grant is necessary to rehabilitate contaminated properties and foster sustainable development practices allowing the HLB to play a role in transforming blighted lots into thriving community assets.

Director Mondragón asked how the amount of \$150,000 was arrived at. Ms. Williams said she reviewed prior grants awarded by the Foundation and the prior costs for Phase I and Phase II environmental testing on HLB properties. Director Mondragón then asked why grants are brought to the Board for approval. Chairman Zeis responded to this question to inform that the Board wished to conduct due diligence on providers of the grants to insure that no negative publicity would result that harms the HLB.

Director Mondragón then made a motion to approve submitting an application for a grant to The Jacob and Terese Hershey Foundation in the amount of \$150,000 which motion was duly seconded by Director Bailey and passed with the unanimous vote of the Board.

**b. Consideration and Possible Action to create a Community Purpose Lot Program.**

Ms. Williams then announced that the HLB staff is working to create a Community Purpose Program to focus on community led activation for HLB's undersized, inaccessible, and flood plain lots. She informed that a number of community members have expressed an interest in such lots during various events hosted by the HLB. She noted that HLB's overall maintenance costs will be reduced because any lots leased for community uses would then be required to be maintained by the lessee rather than HLB. Ms. Williams stated that there are approximately 25 lots which are either 2,000 square feet or less in size, are inaccessible due to no access to a roadway, or are located in the 100-year flood plain. The subject lots are scattered all over the various neighborhoods and are not contiguous to each other except for a few lots.

The Community Purpose Lot Program will be designed to activate small, underutilized lots in certain neighborhoods for community purposes and organizations. This program will help bring together community members and organizations to revitalize these small or flood prone lots into vibrant spaces that serve the needs and interests of the local community.

The program will select HLB lots for community use by organizations, individuals, or nonprofits. The process will be public to welcome proposals from interested organizations, individuals, or nonprofits. Those submitting proposals will complete applications for identified

available inventory and submit proposals for activating these lots. In addition to internal review, the neighborhood activation committee will review applications and evaluate the proposals based on their community-oriented focus. The chosen community proposals will then enter a 2-year lease with the HLB and take on the responsibility of property maintenance during the lease term. Permanent infrastructure additions will not be allowed during the 2-year lease term to ensure the program remains flexible and adaptable to changing community needs. Temporary enhancements and improvements are encouraged to maximize the lot's potential. A quarterly update requirement will be required for all participants within the program to allow the Houston Land Bank to stay informed about the progress and impact of the community-purpose lots and ensure accountability and transparency. Program participants will undergo a review process at the end of each lease term to determine the possibility of renewing the lease, expanding the partnership, or ending enrollment in the program.

An essential requirement for participation in the program is that all proposed uses must include a community-oriented focus element to ensure Community Purpose Lot activation benefits and enhances the local community. Chairman Zeis asked if insurance will be required for any lots to be leased for community projects. Ms. Williams confirmed that the lease agreements will include insurance provisions benefitting the interests of the HLB. She also mentioned that there would be a roll out event to the community when the selected lots become available.

Director Russell made a motion to create a Community Purpose Lot Program which motion was duly seconded by Director Palay and passed with the unanimous vote of the Board.

**VIII. Executive Session**

Nothing to report.

**IX. Board Member Comments**

Nothing to report.

**X. Adjournment**

Chairman Zeis asked if there were any additional matters to be discussed or considered by the Board. Hearing none, this regular Board meeting then adjourned at 12:40 p.m. with the motion of Director Bailey which was duly seconded by Director Russell and passed with the unanimous vote of the Board.

Minutes Prepared By:

Mark Glanowski (Paralegal) of Winstead PC and  
Graciela Saenz of Law Offices of Graciela Saenz, PLLC

Signed on the \_\_\_\_ day of \_\_\_\_\_, 2023.

---

Secretary



**Houston Land Bank**  
**Balance Sheet**  
As of June 30, 2023

	<b>Total</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Bank Accounts</b>	
10100 Chase - Operating 8465	230,767
10200 UNB - Operating MM 4992	185,071
10300 Chase - Lot Acquisition MM 7058	485,510
10400 Chase - Unrestricted MM 7066	2,878,230
10500 Chase - Unrestricted Reserve 5577	18,178
10600 Susser Bank - MM 7878	250,514
10700 Susser Bank - Savings Sweep 78781	54,064
10800 Petty Cash	13
<b>Total Bank Accounts</b>	<b>\$ 4,102,346</b>
<b>Accounts Receivable</b>	
12100 Accts Receivable	1,210,092
<b>Total Accounts Receivable</b>	<b>\$ 1,210,092</b>
<b>Other Current Assets</b>	
<b>Prepaid Expenses</b>	
14100 Prepaid Acquisition Costs	5,500
14200 Prepaid Insurance	24,584
14300 Prepaid Rent	3,689
14400 Prepaid Security Deposit	4,839
14500 Prepaid Subscription Services	13,350
<b>Total Prepaid Expenses</b>	<b>\$ 51,960</b>
<b>Total Other Current Assets</b>	<b>\$ 51,960</b>
<b>Total Current Assets</b>	<b>\$ 5,364,399</b>
<b>Fixed Assets</b>	
15100 Equipment	14,665
15900 Accum. Depreciation	-10,073
<b>Total Fixed Assets</b>	<b>\$ 4,592</b>
<b>Other Assets</b>	
16100 Earnest Fee	125,100
16200 Lease Asset	67,042
17100 Investments Held For Sale	9,718,027
<b>Total Other Assets</b>	<b>\$ 9,910,169</b>
<b>TOTAL ASSETS</b>	<b>\$ 15,279,160</b>
<b>LIABILITIES AND EQUITY</b>	
<b>Liabilities</b>	
<b>Current Liabilities</b>	
<b>Accounts Payable</b>	
20100 Accounts Payable	139,760
<b>Total Accounts Payable</b>	<b>\$ 139,760</b>

<b>Other Current Liabilities</b>	
21100 Liabilities Due to HCDD	483,519
21400 Liabilities Due to HLB Fund	3,000
21500 Accrued Expense	18,474
21600 Lease Liability - Current	44,171
<b>Total Other Current Liabilities</b>	<b>\$ 549,165</b>
<b>Total Current Liabilities</b>	<b>\$ 688,924</b>
<b>Long-Term Liabilities</b>	
22600 Lease Liability - Noncurrent	22,871
<b>Total Long-Term Liabilities</b>	<b>\$ 22,871</b>
<b>Total Liabilities</b>	<b>\$ 711,795</b>
<b>Equity</b>	
30100 Unrestrict (retained earnings)	14,227,620
Net Income	339,746
<b>Total Equity</b>	<b>\$ 14,567,365</b>
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>\$ 15,279,160</b>

**Houston Land Bank**  
**Profit and Loss**  
July 2022 - June 2023

	<b>Total</b>
<b>Income</b>	
40100 Acquisition and Development Agreement	249,991
40200 Administrative Fees	22,500
40300 HLB Program Revenue	177,952
40400 Operations Agreement	1,622,897
40500 Outside Sources Contributions	209,566
<b>Total Income</b>	<b>\$ 2,282,906</b>
<b>Gross Profit</b>	<b>\$ 2,282,906</b>
<b>Expenses</b>	
60100 Salaries and Fringe	922,584
60200 Legal Fees	48,935
60300 Professional Services	246,646
60400 Property Cost - Lot Maintenance	428,147
60500 Software and Subscriptions	38,376
60600 Rent Expense	26,427
60700 Advertising and Marketing	2,156
60800 Bank Fees	8,807
60900 Conference and Meetings	4,877
61000 Depreciation Expense	4,207
61100 Filing Fees	74
61200 Insurance	27,652
61300 Membership and Dues	6,226
61400 Office Expense	13,586
61500 Phone and Internet	7,793
61600 Training and Development	1,205
61700 Travel Expense	17,943
61800 Other Miscellaneous Expense	47,693
62100 Acquisition Costs - HLB Traditional	1,124
62200 Property Cost Disposition - HLB Traditional	69,591
63200 Property Cost Disposition - NHDP	62,923
<b>Total Expenses</b>	<b>\$ 1,986,973</b>
<b>Net Operating Income</b>	<b>\$ 295,933</b>
<b>Other Income</b>	
70100 Interest Income	43,812
<b>Total Other Income</b>	<b>\$ 43,812</b>
<b>Net Other Income</b>	<b>\$ 43,812</b>
<b>Net Income</b>	<b>\$ 339,746</b>



# AUGUST 2023

## PRESIDENT'S REPORT

Restoring vacant, abandoned, damaged, and contaminated properties to catalyze community transformation.



Housing



Parks &  
Public Spaces



Conservation &  
Resiliency



Economic  
Development



Food Access  
Solutions

# HLB Team Welcomes

## Asset and Disposition Manager: Charles Keys, Sr

Charles Keys Sr. is a versatile professional with a rich history of experience in various roles. He has honed his skills as a certified handyman and carpenter and built a reputation for his exceptional attention to detail and problem-solving abilities.

Prior to his current role, Charles held significant positions at United Airlines, where he showcased his leadership skills as an assistant manager, lead agent, and supervisor. His commitment to excellence and dedication to his responsibilities were evident in every aspect of his work.



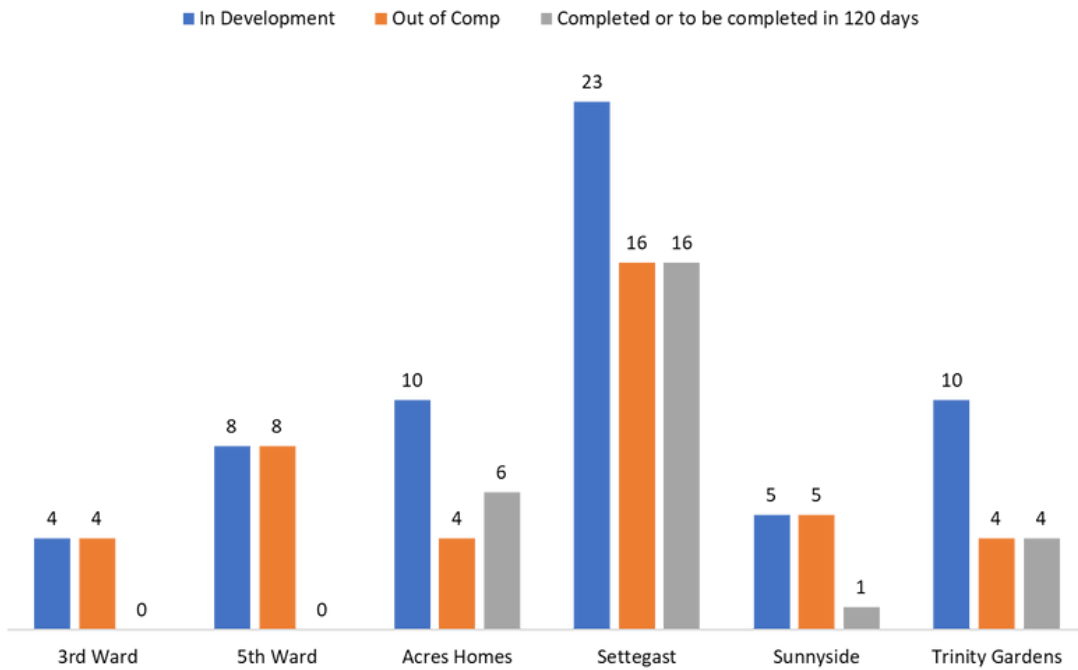
Today, Charles serves as the Asset and Disposition Manager at the Houston Land Bank, where he continues to bring his expertise to the forefront. His background in management and his hands-on experience make him an invaluable asset to the organization. Charles is known for his proactive approach, innovative ideas, and strong commitment to community development.

With a track record that reflects both his professional acumen and his passion for creating positive change, Charles Keys Sr. is a driven individual who is making a significant impact in the realm of property management and community revitalization.

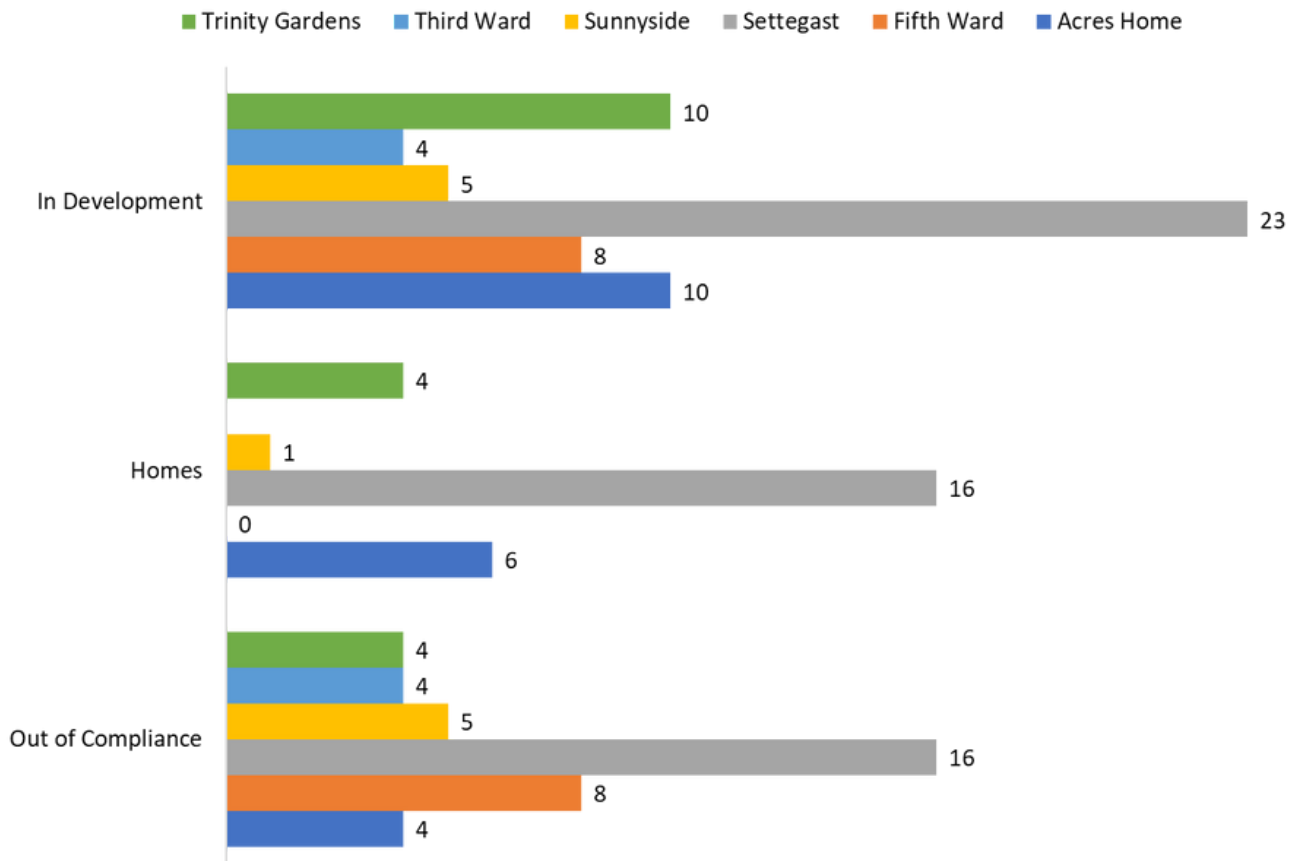


# HLB DEVELOPMENT

## Development by Neighborhood



There are 65 properties in development and 54 properties out of compliance. Out of the 54 properties that are out of compliance, 7 are currently being purchased back from the builders



# HLB Programs & Partners: Black Women Developer Program



There is a growing racial and gender gap in the representation of affordable housing developers. According to the Urban Land Institute's (ULI) 2021 Annual Report, 8% of ULI members in the United States identified as Black/African American as compared to the 73% of members who identify as White. To begin closing this gap in representation, LISC Houston -- in partnership with the Fifth Ward Community Redevelopment Corporation (FWCRC), Houston Community Land Trust (HCLT), and Houston Land Bank (HLB) created The Black Women Developers Cohort. Through an eight-month (Aug. 2023 - March 2024) long planning effort to determine the promising strategies, Innovan Neighborhoods will identify what is needed to increase the presence of Black Women in the development industry and build their capacity in the Houston market. The consultant will collaborate with various stakeholders/industry leaders to facilitate information gathering, research, and brainstorming to develop a program plan and implementation plan.





# HLB IN THE COMMUNITY

## Community Purpose Lot Program

The community-purpose lot program was approved in July of 2023 and is an innovative initiative designed to activate small, underutilized lots in communities for community purposes and organizations. This program aims to bring together community members and organizations to transform these small lots into vibrant spaces that serve the needs and interests of the local community. HLB has defined community-purpose parcels in our inventory as those below 2,499 sqft, inaccessible for single-family activation within the next two years, and properties in the flood plain. HLB's current inventory has eight parcels within size limits, 20 inaccessible lots, and 52 lots that are located within the 100 or 500-year flood plain.

## 45th Annual Advanced Real Estate Law Course: Land Banking

Latosha Okiron, HLB General Counsel and Compliance Director, spoke on land banking. Land Banking can be a valuable tool for economic development, housing stability, and innovative real estate transactions, serving as an immense benefit to the community. Texas's Legislative framework allows both the governmental and private sectors to avail themselves of these effective tools.



### COMMON TYPES OF AGREEMENTS USED IN LAND BANKING

1. Interlocal Agreements
2. Community Partnership Agreements
3. Land Banking Agreements





# *Save the Dates*



## **BUILDERS RFQ CLOSES**

AUGUST 18, 2023  
5 P.M. CENTRAL TIME



## **HLB LOT SALES**

FALL 2023





# Thank You

HLB collaborates and convenes cross agencies and partners working together to maximize land use and impact. Thank you to all of the vendors, consultants and HLB Team for continued service to accelerate our impact.

Acres Home Town Center Project Site Visit



Phone Number:  
281-655-4600  
Email Address:  
[info@houstonlandbank.org](mailto:info@houstonlandbank.org)  
Website:  
[www.houstonlandbank.org](http://www.houstonlandbank.org)

## CONTACT US





## **REQUEST FOR BOARD ACTION**

**Meeting Date: August 17, 2023**

**Agenda Item VIII a: Consideration and Possible Action to Approve the Successful Bidders under the Request for Qualifications for Professional and Technical Real Estate Development Services issued March 31, 2023.**

---

### **ACTION SUMMARY**

Approval of this agenda item will authorize HLB to create a contracting pool of professional and technical real estate developers as described under the Houston Land Bank Request for Qualifications for Professional and Technical Real Estate Development Services issued March 31, 2023. This action is necessary to facilitate the real estate development work of the Houston Land Bank.

### **BACKGROUND/OVERVIEW (Background of the Agreement and Summary)**

Houston Land Bank (HLB) adopts a holistic approach that considers the community's and other stakeholders' needs and aspirations, achieving success through innovative practices that expand the organization's capacity to serve our community. HLB seeks to create an ecosystem of resilient neighborhoods and districts where all individuals can thrive. Our community partners supplement our community-focused approach, which requires empathy and understanding of disinvested neighborhoods' unique challenges and opportunities.

Additionally, HLB aligns with the goals and objectives of the City of Houston's Complete Communities Plans, which center around a healthy, economically thriving, equitable, and sustainable Houston for everyone. HLB will also work with these partners to create specific program and policy solutions to address development needs in pilot and future neighborhoods and advance public trust and community partnerships. HLB sought consultants with these areas of expertise: market analysis & feasibility services, urban programming & community engagement services, master urban planning services, architectural design services, engineering services, historic preservation services, environmental and brownfield consultants, construction estimation services, tactical urbanism services, real estate brokerage services, and fundraising services.

In furtherance of these goals and objectives, HLB issued an RFQ on March 31, 2023, that closed on April 27, 2023. As a result of the RFQ, fifty-three (53) submissions were received across categories, with thirty-eight (38) successful bidders across categories. Each submission category had an HLB procurement panel of four staff reviewing and evaluating the submissions. The evaluation criteria were based on the posted RFQ (see attached).

After review and evaluation of the submissions, the scoring results contain the points received from each submission based on the highest possible points of one hundred (100) (see attached). Companies receiving a combined average score of eighty (80) points are considered

successful and should the Board of Directors approve this item they will be added to the Real Estate Professional and Technical Contractor pool.



# Request for Qualifications for Professional and Technical Real Estate Development Services

Issued: March 31, 2023

Optional Pre-Response Webinar/Presentation: April 21, 2023, at noon Central time via Zoom:

Online at <https://us02web.zoom.us/j/82387592597> And/or dial in at one of these phone

numbers:

346 248 7799

253 215 8782

669 900 6833

301 715 8592

312 626 6799

929 205 6099

877 853 5247

888 788 0099

Meeting ID: 823 8759 2597

Find your local number: <https://us02web.zoom.us/j/82387592597>

**Questions regarding this procurement** solicitation are due to [procurement@houstonlandbank.org](mailto:procurement@houstonlandbank.org) **no later than 5 p.m. Central time April 27, 2023.**

All questions will be answered in writing and posted at [houstonlandbank.org/resources](https://houstonlandbank.org/resources) under the Procurements tab.

Responses should be emailed to [procurement@houstonlandbank.org](mailto:procurement@houstonlandbank.org).

**Response Deadline: 5 p.m. Central time May 4, 2023.**

**Late responses will not be accepted.**

## **Introduction and Overview**

The Houston Land Bank (HLB) is a government corporation seeking consultant expertise for redevelopment and revitalization projects in Houston. HLB promotes workforce development, community development, economic development, and affordable housing through our land inventory throughout the communities we serve. We acquire vacant, deteriorated, and often contaminated properties and turn them into productive use. In addition, HLB encourages and supports resilient planning and development efforts that create affordable housing units, provide economic opportunity, and encourage community-centric redevelopment in various Houston sub-markets.

HLB adopts a holistic approach that considers the community's and other stakeholders' needs and aspirations, achieving success through innovative practices that expand the organization's capacity to serve our community. HLB seeks to create an ecosystem of resilient neighborhoods and districts where all individuals have the opportunity to thrive. Our community partners supplement our community-focused approach, which requires

P.O. Box 131106, Houston, Texas 77219  
281.655.4600

[houstonlandbank.org](https://houstonlandbank.org)

empathy and understanding of disinvested neighborhoods' unique challenges and opportunities. Additionally, HLBs align with the goals and objectives of the City of Houston's Complete Communities Plans, which center around a healthy, economically thriving, equitable, and sustainable Houston for everyone. HLB will also work with these partners to create specific program and policy solutions to address development needs in pilot and future neighborhoods and advance public trust and community partnerships.

HLB seeks consultants with these areas of expertise: market analysis & feasibility services, urban programming & community engagement services, master urban planning services, architectural design services, engineering services, historic preservation services, environmental and brownfield consultants, construction estimation services, tactical urbanism services, real estate brokerage services, and fundraising services.

HLB welcomes respondents certified as HUBs or MWBEs (Minority Women, Business Enterprise) by the City of Houston or comparable public entities. HLB's goals in seeking statements of qualifications include:

1. Qualify firms to support housing, community, and economic development planning efforts in various Houston neighborhoods to guide affordable home development strategy and provide community-centric real estate development and redevelopment plans as needed.
2. Organize firms by area of expertise and capacity to identify potential team members for numerous projects and as-identified project needs.
3. Encourage and support holistic and resilient planning and development efforts that create affordable housing units and encourage community-centric redevelopment of underutilized land tracts in various Houston sub-markets.

### **Tasks and deliverables**

Once qualified firms are identified, HLB will consider this shortlist of qualified consultants and contractors in future development-related projects and tasks. HLB intends to enter project-specific contracts and terms as needed for specific geographic areas, guiding research questions or objectives, and location or neighborhood-specific goals as applicable. Qualification through this solicitation will be for two years. Selection into this pool does not guarantee projects, but qualified firms may enter task order contracts more efficiently. There is an expectation that over the next two years, there will be several types of projects, including but not limited to:

1. Test-fit architectural and planning concepts for various parcels and neighborhoods to assess economic and market feasibility.
2. Creating site-specific program or policy solutions to address development needs in pilot projects and neighborhoods and advancing community partnerships.
3. Master developing large parcels or completing the predevelopment phase to hand off construction-ready projects to other master development teams.

4. Activating and transforming underutilized lots into functional and productive spaces that serve the local community's short-term or long-term needs.

**About the Houston Land Bank**

Houston Land Bank is a local government corporation, originally established by the City of Houston in 1999 as the Land Assemblage and Redevelopment Authority, to facilitate the redevelopment of vacant and tax-damaged residential real estate in targeted Houston neighborhoods. Over the past two years, the organization has realigned its strategic activities better to serve neighborhood revitalization activity in the City of Houston and changed its name to reflect its core function. The Houston City Council passed the Houston Land Bank’s amended bylaws and articles of incorporation in August 2018. The Board of Directors includes representatives appointed by the City of Houston, Harris County, and the Houston Independent School District.

The current HLB lot inventory was assembled over the past 20 years, typically at auction or by ‘strike off’ by the taxing entities presently represented on the HLB Board. Most of the original and existing inventory exists in three neighborhoods: Acres Home, Settegast, Trinity Gardens, Near Northside, and Sunnyside. HLB currently holds approximately 550 lots or 60 acres in its inventory, with about 100 designated for the City of Houston’s various programs.

HLB acquisitions and development projects require a review of market conditions and the highest and best use of sites. Houston Land Bank must define and understand this project's financial feasibility parameters or ‘levers’ to create a Master Development Plan. A thorough understanding of the current marketplace and its constraints related to affordable housing goals & requirements is a key first step to defining the financial viability of this project.

The organization has initiated several development projects and intends to further its mission and capacity by extending the HLB Team, including direct acquisition, to provide additional affordable housing opportunities and more comprehensive community revitalization.

**Process and Schedule**

**TIMELINE (subject to change):**

RFQ Release	March 31, 2023
RFQ/RFP Optional Pre-Response Webinar/Presentation	April 21, 2023, at 12 noon
Deadline for submitting questions	April 27, 2023, at 5 p.m. Central
RFQ / RFP Responses Due	<b>May 4, 2023, at 5 p.m. Central</b>
Notification to Qualified Firms	June 2023

**Submission and Selection Details**

The following comprehensive and specific scopes of work are envisioned needs for the Houston Land Bank. Please ensure your response or submission details the respondent’s ability, experience, and approach to addressing the goals listed in the scopes of work.

- Team member qualifications, project examples and demonstrated experience managing similar HLB projects: Submit Resume (s) and evidence of project examples. Describe methodology and experience of the identified role and scope of work. Methodology and experience of the identified role and scope of work: summarizing qualifications and experience.
- References: Provide at least three references (names and current phone numbers) from recent work. Include a brief description of the projects associated with the reference, and the role of the individual.

Statements of qualifications and proposals are to be evaluated by a committee of HLB staff and may include members of the Board of Directors and at least one representative from the Client working group. HLB reserves the right to reject incomplete responses. Statements of qualifications will be evaluated based on the following scopes of work and evaluation criteria.

**Scopes of Work & Evaluation Criteria**

The following scopes of work may be requested comprehensively, sequentially, or independently of one another. Overall, the specific types of consultants needed for each HLB project will depend on the scope of the project, the building type, and the site conditions. Depending on the project, HLB anticipates it will need the consultant teams outlined below. Please review Comprehensive Tasks and Subtasks for more information.

**Table of Contents**

Table of Contents ..... 4

Market Analysis & Feasibility Services: ..... 5

Urban Planning & Programming:..... 7

Architectural Design Services: ..... 9

Engineering Services: ..... 11

Historic Preservation Consultants: ..... 15

Environmental and Brownfield Consultants ..... 16

Construction Estimation Services:..... 17

Tactical Urbanism Services ..... 19

Real Estate Brokerage Services ..... 19

Fundraising Services:..... 21



**Market Analysis & Feasibility Services:** HLB acquisitions and development projects require a review of market conditions and the highest and best use of sites. Houston Land Bank must define and understand this project's financial feasibility parameters or 'levers' to create a Master Development Plan. Accurate and unbiased data collection and analysis to ascertain the viability of a proposed project, identify impediments, and provide customers with the information they need to make the right choices. A thorough understanding of the current marketplace and its constraints related to affordable housing goals & requirements is a key first step to defining the financial viability of this project.

### *Housing Market Analysis*

- Analyze current and historical trends in housing prices, inventory, sales, and rental volume to identify demand sale and rental volume for single and multifamily housing, including vacancy levels, supply, demand, absorption, and shifts in pricing around the subject property.
- Analyze population, demographic, and psychographic trends around the subject property, such as the number of households, incomes, age, ethnicity, tenure, migration, and other characteristics to estimate the number of potential renters or buyers.
- Develop competitive analyses that compare the potential residential use of the subject property to completed properties in the market to identify strengths, weaknesses, and opportunities.
- Identify the target market the development should target, such as young professionals, young families, empty-nesters, or retirees, considering their needs, lifestyle preferences to determine what type of units would be most suitable for a development.
- Determine and report the number, sizes, amenities, and mix of units the subject property can accommodate, and are most suitable for the target market and the neighborhood.
- Recommend project development phasing based on the anticipated quarterly and annual supply, demand, and absorption.

### *Commercial Real Estate Analysis*

- Gather data on current and historical commercial real estate market trends, including pricing, vacancy rates, supply, demand, absorption rates, demographic, and economic information. And highlight trends in demand for retail, office, hotel, and industrial properties in the respective trade area, submarket, and region.
- Develop demand and gap analysis for potential uses of commercial spaces developed in properties, including community facilities, education facilities, grocery and food-based services/retail, and the amount and types of small neighborhood-based retail.

- Evaluate properties to determine their value, risks, and potential for commercial uses. Identify likely industries or potential tenants for commercial spaces built in HLB developed properties.
- Evaluate and analyze the physical characteristics of existing buildings, such as location, size, layout, condition, and cost to determine potential for adaptive reuse.
- Prepare reports that summarize the key findings and provide recommendations on the recommended square footage of commercial space a new development could support.

### *Feasibility Analysis*

- Assess the demand for the type of property in the target market, evaluate competitive properties, and identify market trends, using a self-prepared or HLB supplied market study.
- Develop pro-forma analyses to identify total development costs, primary financing mechanisms, and related timelines for implementation including projected hard and soft costs, net operating income, operating reserves, debt service, internal rate of return (IRR), and returns on investment (ROI).
- Provide an analysis of various funding sources and tools to achieve the needed development and develop sources and uses tables.
- Develop realistic and implementable real estate solutions to achieve the planning vision. Develop a project plan that outlines the proposed project scope, timeline, budget, marketing, and financing strategies.
- Identify potential partners and stakeholders for the project, such as investors, lenders, nonprofits, government entities, and community groups.
- Prepare feasibility reports that summarize the findings of the analysis, including risks and recommendations.

### *Fiscal Impact Analysis*

- Perform cost/benefit analysis of a potential project in a TIRZ (Tax Increment Redevelopment Zone), MUD (Municipal Utility District), or PID (Property Improvement District). including estimating the direct and indirect costs of the project, as well as any potential benefits, such as increased tax revenue or job creation.
- Model the potential impact of a real estate development project on the economy
- Using economic models, the fiscal impact analysis will project how the proposed project or policy will affect the overall economy. This includes estimating changes in economic growth, employment, and tax revenue.
- Analyze the fiscal impact of the proposed project's taxable value, identifying any potential long-term impacts on City revenue and finances.

- Summarize and present the findings of the fiscal impact analysis to the community, City leadership, organizations, and other stakeholders.

Evaluation Criteria	Total Score (100)
Ability to determine if the project is feasible based on market conditions and project goals and lay out development (plans) options that are feasible and/or available for this site. Ability to draw conclusions and provide recommendations on market conditions and project goals to inform options that are feasible and/or available for this site.	30
<p>Ability to make recommendations of appropriate mix of housing types, AMI or income ranges, and home sales prices of both market and subsidized homes.</p> <p>Ability to make recommendations of appropriate mix of development solutions.</p> <p>Demonstrated ability to provide feasibility studies, market studies, or economic impact analyses are based on sound research, reliable data, and careful analyses.</p>	30
Demonstration of other potentially financially feasible development options or plans. Ability to conduct a feasibility study and market analysis to determine and recommend the appropriate and financially feasible mix of BOTH affordability ranges served and actual market/subsidized unit mix or count. Feasibility Studies, Market Studies, and Economic Impact Analyses are based on sound research, reliable data, and careful analyses.	25
Relevant Project Experience, References, and certifications such as HUB/MWBE or relevant certifications.	15

**Urban Planning & Programming:** The Houston Land Bank believes in incorporating community voices in all stages of scattered site or master planned developments development. There have been several community goals outlined in Resilient Houston, the Climate Action Plan, the Complete Communities Action Plan in addition to HLB planning efforts. The Houston Land Bank believes in incorporating community voices in all stages of scattered site or master planned developments development. There have been several community goals outlined in Resilient Houston, the Climate Action Plan, the Complete Communities Action Plan in addition to HLB planning efforts.

### *Urban Planning (Site Specific)*

- Geographic and spatial analysis of the existing built environment, identifying and communicating opportunities and challenges of the site.
- Plat Activities including but are not limited to the following: site platting, replatting, code of ordinance integration, and recordation of subdivision plats.
- Providing analysis of parcels, lots, and other related city ordinances that shape development, including any considerations required to improve the built outcome.
- Provide Recommendations for integration of walkable, urban programming techniques for site integration
- Assess and organize development scenarios for sites that meet Houston's goals for the neighborhood, including but not limited to integrating market analysis, site planning or aligning local, state, or federal initiatives into the development program.
- Site specific infrastructure planning & phasing.
- Identify and project parking needs and other logistical support and how it would integrate with specific parcels.

### *Master Planning (Neighborhoods and Districts)*

- Assess and organize City's spatial needs for identified uses in the public realm.
- Assess and organize development scenarios that meet Houston's goals for the neighborhood, including integrating market analysis, site planning or aligning local, state, or federal initiatives into the development program.
- Provide analysis of resiliency challenges, sensitivity analysis, and proposed strategies to improve the designated area's performance in any shock or stress event.
- Transportation planning interaction and as-needed transportation planning analysis.
- Providing scenarios and options that communicate the various ways the neighborhood might be developed in context to meet the intended market (phasing and scaling).
- Consideration of workforce activities and housing/development needs.
- Demonstration of the City's resiliency plan components as part of the vision.
- Consideration for 'working' spaces to provide increased jobs and small business opportunities integrated into the overall neighborhood design.

### *Urban Programming & Placemaking*

- Urban Design to provide prospective projects in the public realm, integrating with potential development sites.
- Identify options for community benefit and potential community/institutional and corporate/philanthropic benefits.

- Recommendations for integration of walkable, urban programming techniques for site integration.
- Identify strategies for engagement and involvement in planning and then future development phases of the project.
- Assist with organizing community meetings receive feedback on the previous planning studies and goals outlined by community stakeholders.
- Identify strategies for engagement and involvement in planning and then future development phases of the project.
- Complete streets design to accommodate multi-modal accessibility and improved community experience.
- Assist with organizing community meetings receive feedback on the previous planning studies and goals outlined by community stakeholders.

Evaluation Criteria	Total Score (100)
Demonstrated experience integrating neighborhood input in HLB neighborhoods, Complete Communities, or similar areas.	30
Experience with site pre- or post-development, master planning, community planning or community-led project.	30
Experience with urban predevelopment or development services or projects.	25
Relevant Project Experience, References, and certifications such as HUB/MWBE or relevant certifications.	15

**Architectural Design Services:** HLB acquisitions and development projects will test-fits and architectural design depending on the project. Must be a state registered professional organization with superior background, training, and qualifications meeting all requirements of the applicable section of this RFQ. Registered with or licensed by the National Council of Architectural Registration Boards. Please indicate all project types that are applicable to your responses including, but not limited to residential, commercial, mixed-use, public, health, religious, landscape, interior, historic preservation, adaptive reuse, and multifamily. The project scope of services required by this RFQ may include some or all the following service phases:

*Pre-Design / Schematic Design*

- Perform background research on the site.
- Secure background information deemed necessary for the proposed project scope may include but is not limited to plat records, as-built drawings, equipment cut sheets, geotechnical information, and surveys.

- Perform Site Study & Analysis, researching all land requirements, setbacks, parking, and traffic requirements applicable to the current City of Houston code of ordinances.
- Perform project feasibility studies including but not limited to the following: Test fits, programming, Unit count and size, sketches, site massing models, preliminary floor plans, exterior concepts, project feasibility, & design alternates.
- Secure and/or lead coordination with subcontractors to complete outlined scope as needed.
- Consult and coordinate with additional disciplines and clients as needed to aid in site selection and acquisition activities.

### *Design Development*

- Secure and/or lead coordination with additional project disciplines to complete outlined scope.
- Outline project specifications and finish material allowances as needed.
- Develop and design exterior concepts.
- Perform preliminary cost estimation and value engineering analysis: complete interior layouts and floor plans with finalized dimensioning and material selections.
- Special services may be requested as warranted by project specifics.

### *Construction Documents: Must be licensed by the National Council of Architectural Registration Boards in Texas.*

- Secure and/or lead coordination with additional project disciplines to complete outlined scope.
- The project scope could include the following: furniture plans, fixtures and equipment schedule, interior architecture, and landscape architecture.
- Produce complete construction document set for outlined project scope as required by the City of Houston. Secure any supplemental documentation required by the City of Houston to secure a building construction permit. Documentation may include but is not limited to the following: Energy code documentation, compliance checklist, the City of Houston permitting forms signed by all relative parties, stamped drawings from additional disciplines, product cut sheets, specifications, and historic designation review forms.
- Perform drawing submission with proper permitting authority.
- Coordinate and provide all responses and revisions needed to secure a required permit.

### *Construction Administration*

- Perform regular site visits and on-site meetings with the builder. Create documentation to update and advise the owner on all needed revisions and ongoing progress.

- Review pay applications from the general contractor and subcontractors. Review and coordinate responses to all shop drawings for architectural discipline.
- Track, document, and submit all documentation for LEED certification on applicable projects.
- Provide construction administration services, including field observations, submittal review, testing and inspection bid document preparation requisition and procurement of specialized pricing and consideration/negotiation of changes, and project contract completion, including punch list, warranty review, preparation of record drawings and closeout.
- Create and coordinate the closing of the final punch list.

Evaluation Criteria	Total Score (100)
Demonstrated ability to deliver architectural services outlined in the tasks and subtasks of the Architectural Services section on single-family residential, multi-family residential, mixed-use, vacant land, or commercial construction projects. Verification of qualifications, registration, and insurances.	30
Relevant Project Experience	30
Capacity to perform the work per the plans and specifications within the contract time, as determined by skill level, financial strength, integrity and experience record with the city and/or other approved or recognized government organizations.	25
Relevant Project Experience, References, and certifications such as HUB/MWBE or relevant certifications.	15

**Engineering Services:** HLB is seeking the services of qualified engineering firms to provide a full variety of engineering and consulting services on an as-needed basis. Engineers must be a state-registered professional organization with superior background, training, and qualifications meeting all requirements of the applicable section of this RFQ. Firms must be Texas-Licensed.

*Civil Engineering*

- Prepare detailed engineering designs for site layout ensuring the design and construction of the site's infrastructure, including roads, sidewalks, parking areas, utilities, stormwater management systems, and other infrastructure, are appropriate, sustainable, and meet all compliance and regulatory requirements.
- Possible projects could include site and utility plans, including detention plans, grading plans, drainage plans, subdivision and development reviews, land use analysis, and other feasibility studies.

- Conduct site assessments to evaluate the feasibility of the development project, and provide technical support during the construction process, and
- Conduct geotechnical and site investigations and designing foundation systems while preparing site plans.
- Prepare construction documents, including plans, specifications, and cost estimates, obtaining necessary permits and approvals from the City or municipal utility districts.
- Coordinate with and provide technical assistance to other engineers, disciplines, contractors, and other professionals while performing construction inspections and ensure quality control.

### *Structural Engineering*

- Preparation of specialized engineering studies on various subjects including building's structural systems, such as the foundation, walls, and roof, drainage studies, construction, and other feasibility studies.
- Preparation of plans and specifications for construction projects in varying complexity. Services may include preliminary plans and cost estimates, necessary fieldwork, drafting, design, surveying, bid assistance, construction inspection, project management, preliminary reports, and identification of alternatives; the Engineer will also secure all necessary permits for the project.
- Design structural systems for buildings, such as beams, columns, and foundations.
- Lead or support elevator or lift equipment design in coordination with elevator contractors, architects or other engineers.
- Analyze the strength and stability of existing structures
- Conduct seismic and wind load calculations
- Create construction drawings and specifications
- Ensure compliance with building codes and safety regulations
- Coordinate with architects, geotechnical, mechanical, or other engineers.

### *Mechanical, Electrical, and Plumbing Engineering*

- Design the building's heating, ventilation, and air conditioning (HVAC) systems, plumbing, and fire protection systems. Select and specify mechanical equipment, such as boilers, chillers, and pumps, ensuring compliance with building codes and safety regulations.
- Design electrical systems for buildings, including power distribution, lighting, and communication systems
- Conduct arc flash and coordination studies, perform load calculations, electrical system design analysis, and support the identification backup power or generator solutions.
- Prepare construction drawings and specifications, coordinating with architects, other engineers, and other disciplines to ensure system integration.
- Lead or support elevator or lift equipment design in coordination with elevator contractors, architects or other engineers.
- Conduct energy analysis and modeling to optimize building performance.
- Oversee the design of water supply, drainage, and sewage systems.



- Calculate water demand based on the number of occupants, fixtures, and appliances, select appropriate materials for the plumbing system based on factors such as water quality, pressure, and temperature, plumbing fixtures such as sinks, toilets, showers, and faucets to ensure they are appropriate for the building's intended use.
- Conduct testing on the plumbing system after installation to ensure proper functioning.
- Coordinate with architects, geotechnical, mechanical, or other engineers.

### *Environmental Engineering*

- Ensure the building meets noise level requirements per the regulations under specific funding sources. And HLB may require engineers to provide noise mitigation plans.
- Conducting environmental assessments to identify potential hazards and obtaining necessary permits to manage and dispose of hazardous materials and waste.
- Assist with the design of stormwater management systems
- Ensure that the property complies with all environmental regulations, such as the Clean Air Act, Clean Water Act, and Resource Conservation and Recovery Act (RCRA), HUD, and National Environmental Policy Act (NEPA).
- Design and implement pollution control systems to minimize environmental impact.
- Conduct risk assessments to determine the potential impact of environmental hazards on public health and the environment. And develop remediation plans for contaminated sites.
- Provide expertise and guidance on environmental issues related to land use, zoning, and construction projects.
- Conduct environmental audits and inspections to ensure compliance with regulations and standards. Collaborate with other engineers and environmental consultants, such as environmental and climate justice professionals, geologists, chemists, and biologists, to develop comprehensive environmental management plans.

### *Geotechnical Engineering*

- Conduct geotechnical site investigations to assess the physical and mechanical properties to evaluate the geologic, soil, and groundwater conditions of the project site.
- Evaluate the seismic hazards and stability of natural and man-made slopes to determine their susceptibility to failure due to forces such as gravity, earthquakes, or weather conditions.
- Design and implement techniques to improve the strength, stiffness, drainage characteristics, or increasing the load-bearing capacity of a site, such as embankments, cut slopes, retaining walls, compaction, grouting, and soil stabilization.

- Coordinate with architects, geotechnical, mechanical, or other engineers. And inspect and monitor construction progress, ensuring compliance with design specifications and plans.
- Perform laboratory tests on soils to determine characteristics, such as strength, density, permeability, and compressibility.
- Design or assist with designing foundations for buildings, including shallow foundations, deep foundations, and pile foundations.
- Construction monitoring: Monitoring construction activities to ensure that geotechnical designs are properly implemented and that unexpected conditions are addressed.
- Assist with assessing the environmental impact of construction and assist with the design of mitigation measures to prevent environmental damage.
- Evaluate the risk of geotechnical hazards, such as landslides, liquefaction, and sinkholes, and assist with the design of mitigation measures.
- Coordinate with architects, other engineers, and other consultants. And prepare reports summarizing the geotechnical investigation, analysis, and design recommendations.

#### Surveying

- Consultants may perform various topographical surveying tasks as requested for the preparation of civil engineering construction plans. Services may include, but not be limited to, the gathering of topographical survey data, and providing digital submissions. It is understood that the final work product will be a complete survey that will contain all known site features and will be ready for use as a base drawing for final engineering plans.
- Assess topographic conditions and create topographic maps, assist with drainage issues, or identify potential natural hazards, such as flooding or landslides.
- Evaluate the soil and rock conditions at the site to determine the foundation requirements for the building. And provide control and stakeout services during construction
- Conduct boundary and topographic surveys, creating maps, construction layout, as-built plans, and reports for use in the development process
- Prepare legal descriptions for real estate transactions.
- Assist architects, engineers, consultants, and contractors during the construction, ensuring the project progresses according to the building specifications and plans.

Evaluation Criteria	Total Score (100)
---------------------	-------------------

Demonstrated ability to deliver engineering services outlined in the tasks and subtasks of the Engineering section on single-family residential, multi-family residential, mixed-use, vacant land, or commercial construction projects. Please include copies of all ISO certifications, state and national licensure, and all other industry-specific credentials, certifications, and qualifications.	45
Capacity to perform the work per the plans and specifications within the contract time, as determined by skill level, financial strength, integrity and experience record with the city and/or other approved or recognized government organizations.	20
Approach and methodology to projects, including client engagement, project planning, and defining deliverables. And approach to innovation in providing creative solutions to engineering challenges.	20
Relevant Project Experience, References, and certifications such as HUB/MWBE or relevant certifications.	15

**Historic Preservation Consultants:** HLB understand the importance of the linkage between past, present, and future generations. History preservation has become more valuable to the community during this recent period of rapid growth, which has led to a desire by both new and long-time residents to connect with and preserve their history.

- Lead Discussions with the SHPO.
- Provide expert advice and guidance on preserving, restoring, and rehabilitating historic buildings, structures, and landscapes.
- Conduct research, evaluating historical significance and integrity, assessing conditions and needs, and developing preservation plans and recommendations.
- Develop plans that preserve and maintain historical sites while accommodating contemporary needs and uses.
- Assess a site's cultural, historical, and architectural significance, identify funding sources, such as Historic Tax Credits to support potential projects, coordinate with architects and engineers, and communicate and coordinate with local historic preservation authorities.
- Provide stakeholders with a thorough understanding of architectural history, preservation philosophy and practice, and relevant laws and regulations on a site.
- Conduct detailed research and analysis of historical sites and communicate findings and recommendations with HLB and other diverse stakeholders.
- Compile a report document of major architectural/historic themes throughout the city, including key common attributes of existing styles,
- Conduct a survey of potential resources within the city, including residential, commercial, industrial, and public structures, documenting the physical address

and architectural style/details of any structure deemed historic or worthy of preservation along with a photograph.

Evaluation Criteria	Total Score (100)
Demonstrated experience with staff and key stakeholders regarding any structures of particular interest to investigate.	30
Experience with how to implement historic preservation with city staff, elected and appointed officials, and/or the general public.	30
Experience with identifying structures and other resources that may be appropriate for local designation or that may be eligible for state or national designation.	25
Relevant Project Experience, References, and certifications such as HUB/MWBE or relevant certifications.	15

**Environmental and Brownfield Consultants:** The organization seeks to select a respondent offering quality services at best value for HLB and is likely to negotiate a contract for EPA brownfield grant writing and potential administration services with the qualified respondent best suited for that work. The firm selected is expected to be a licensed engineering firm with deep expertise of EPA eligible grant activities with experience in applying and managing a similar type of federal grant. In general, requested services may include the following:

*EPA Grant Management, Quality Assurance & Technical Support Services*

- Primary liaison with EPA
- Grant Management task management & Reporting
- Site research and selection
- Community Outreach, education, Inventory management & Site Selection
- QA/QC & Contractor\_Oversight for firms doing additional work supported by the grant
- Cleanup & Reuse Planning Activities

*Brownfield inventory assessment*

- Conduct environmental assessments, identifying potential environmental risks and impacts, developing strategies and plans to minimize or mitigate those risks, and ensuring compliance with relevant local, state, and federal regulatory environmental regulations and policies.
- Provide advice and guidance to HLB stakeholders on environmental management practices.

- Assess the project's potential environmental impacts, including the effects on air quality, water quality, and wildlife.
- Provide Phase 1 and Phase 2 environmental site assessments. And provide recommendations to mitigate and remediate contamination and limit potential impacts on human health and the environment.
- Assess, evaluate, and manage environmental risks and impacts associated with various HLB projects.
- Work with property owners, developers, and government agencies to identify potential contamination, assess the associated risks, develop strategies to manage and remediate the site, and assist HLB with obtaining funding for remediation and redevelopment of contaminated sites.

Evaluation Criteria	Total Score (100)
Demonstrated experience with writing and submitting successful applications for EPA grants, evidence of leverage of brownfields funding or research and reporting;	50
Experience with environmental issues, and management/coordination with multi-disciplinary team to advance development	30
Proposed team member qualifications and alignment with Environmental Justice Principles	10
Relevant Project Experience, References, and certifications such as HUB/MWBE or relevant certifications.	10

**Construction Estimation Services:** HLB is seeking a consultant to investigate alternatives and assess solutions and corresponding costs for the execution of projects. The consultant would prepare a “road map” of project packaging recommendations to aid in determining priorities, cost estimates and schedules. The consultant will also develop reporting methods and a platform, using a database to track individual items for progress and completion.

*Cost Estimator (Pre-development)*

- Provide independent cost estimates for construction projects.
- Calculate the overall cost of construction projects. And develop detailed cost estimates for construction projects, including estimates for labor, materials, equipment, permits, and other expenses.
- Provide quantity takeoffs, detailing the quantity of materials and labor required for a construction project that include estimated costs and project schedules, including concrete, steel, wood, plumbing fixtures, electrical wiring and components, HVAC systems, insulation, roofing materials, and other materials.

- Identify any special material requirements, such as strength or fire resistance ratings, and ensure the materials meet local building codes and regulations.
- Analyze construction projects to identify opportunities to reduce costs and improve efficiency without sacrificing quality. Identify any special material requirements, such as strength or fire resistance ratings, and ensure the materials meet local building codes and regulations.

*Subcontractor Estimator (Implementation)*

- Develop detailed work plans that outline how HLB would complete the project, including timelines, milestones, and any other relevant details.
- Assist architects and engineers in reviewing project plans and construction specifications to implement the scope of work and identify any special requirements that may affect the cost.
- Identify the specific tasks and materials needed to complete the project, including any subcontracted work.
- determine the cost of materials needed for the project and factor in any waste or additional expenses.
- Identify and mitigate risks associated with a construction project, such as potential delays, cost overruns, and safety concerns.
- Determine what equipment is necessary for the project and the associated costs of renting or purchasing it.
- Analyze construction projects to identify opportunities to reduce costs and improve efficiency without sacrificing quality.
- Analyze bids from subcontractors to determine which offers the best value for the project.

Evaluation Criteria	Total Score (100)
Demonstrated ability to provide a neutral and unbiased comprehensive cost breakdown based on the project scope, specifications, and other relevant factors, detailing costs associated with a single-family, multifamily, mixed-use, or commercial project, including labor, materials, equipment, and expected timeline for completion.	45
Demonstrated ability to analyze the cost and function of all aspects of a single-family, multifamily, mixed-use, or commercial construction project for cost-effectiveness, functionality, and overall value and identify and recommend areas for improvement to enhance the project's overall value.	30
Relevant Project Experience, References, and certifications such as HUB/MWBE or relevant certifications.	25

**Tactical Urbanism Services:** HLB seeks a proactive approach for active transportation and placemaking projects through thoughtful communication plans and strategic community engagement tactics.

- Develop short-term, low-cost, scalable interventions to improve urban and public spaces.
- Develop community-led initiatives using temporary or pop-up interventions, such as parklets, event spaces, temporary storefronts, street murals, or bike lanes, to test and demonstrate potential improvements to the built environment.
- Identify and recommend ways to quickly and efficiently make positive changes to public spaces and foster greater community engagement and ownership in the urban environment.
- Develop methodologies to quickly and efficiently make positive changes to public spaces and foster a greater sense of community engagement and ownership.
- Develop strategies to prototype and test ideas as a precursor to permanent changes to the urban landscape.

Evaluation Criteria	Total Score (100)
Experience with the tools and resources necessary to work with municipal departments, community organizations, residents, civic groups, educational institutions, and for-profit and nonprofit businesses to undertake catalytic projects. Experience could be a tactical urbanism projects implemented, including parks, roadway interventions, placemaking, artwork, games, music, pop-up shops, food trucks, and activation for community events.	30
Demonstration of rapid, low-cost project implementation techniques that aim to test and showcase new ideas, enhance the public realm, and create lasting positive outcomes.	30
Demonstrating the importance of using context-sensitive design and applying an equity lens to create inclusive projects that are welcoming to all community members, including incorporating communication and engagement plans prior to project planning, design, implementation, evaluation, and stewardship.	25
Relevant Project Experience, References, and certifications such as HUB/MWBE or relevant certifications.	15

**Real Estate Brokerage Services** HLB is seeking Texas-Licensed residential and commercial real estate brokerage entities for general real estate acquisition services

including identifying surplus properties and vacant properties owned by public, private and non-profit entities.

- Conduct thorough analyses of the Houston real estate market to find on- or off-market properties for HLB to acquire and determine the optimal price range for purchasing properties. And draft Competitive Market Analyses and/or Broker's Price Opinions.
- Schedule property viewings for the HLB staff and accompany them to each viewing.
- Perform extensive due diligence to ensure that the properties meet the HLB criteria and are a good fit for HLB programs and/or community-oriented development.
- Negotiate with property owners or seller's agents on behalf of HLB to achieve the best possible price and terms, including providing detailed valuation support, purchase price justification, contingencies, closing date, and other terms.
- Prepare and submit letters of intent and offers on properties and assist with navigating the contract's legal and financial details.
- Assist HLB in preparing and submitting a contract, ensuring that all necessary details are included and that HLB's interests are protected.
- Coordinate, facilitate, and attend the closing with the seller, ensuring that all necessary paperwork is completed correctly and closing within the specified time.
- Facilitate steps required to structure and close final real estate transactions, including the use of dedicated forms/closing documents for HLB programs, for approval by HLB.

Evaluation Criteria	Total Score (100)
Demonstrated ability to provide full range of services sought, including acquisition due diligence, appraisal and valuation support, price negotiation, contingencies, deposits, access agreements, and closing terms.	50
Demonstration of work in low-to-moderate income communities or communities of color, or successfully closing a transaction(s) that required significant cultural and/or contextual sensitivity, including but not limited to a historical site, brownfield/contaminated site, or otherwise stigmatized site.	30
Demonstration of familiarity with acquiring property with sources of funds with funding requirements and restrictions, such as U.S. Department of Housing and Urban Development funding, TIRZ, and other local, state, or federal funding streams. And	10



Relevant Project Experience, References, and certifications such as HUB/MWBE or relevant certifications.	10
--	----

**Fundraising Services:** Houston Land Bank (HLB) seeks to procure an experienced and well-qualified fundraising consultant develop and execute a real estate acquisition and development fundraising strategy, for land assemblage, capital improvement campaigns, operational and programmatic support. The Houston Land Bank works with MWBE (Minority Women, Business Enterprise), nonprofits, and small businesses to produce new affordable single-family housing and complementary community development projects throughout Houston’s low-to-moderate income communities. The Houston Land Bank implements and facilitates programming in the following focus areas: *Innovative Affordable Housing, Community-Engaged Design and Decision-Making, Placemaking and Lot Activation, Environmental and Climate Justice*. HLB is requesting qualification packages from qualified individuals or firms to provide fundraising services to include 1) developing a campaign plan; 2) managing, designing and/or implementing the campaign; and 3) tracking progress:

*Prospecting:*

- Understand HLB’s work and potential links to donors.
- Identify top prospects, including a diversity of potential revenue sources.

*Value proposition and fundraising materials:*

- Develop necessary solicitation materials such as donation cards, one-pagers, funding levels, capital campaign materials, etc.
- Financial Modeling and implementation structure for HLB strategic plan.
- Sponsorship opportunity packages for HLB key programs and priorities.

*Relationship Cultivation and Securing Gifts/Grants*

- Facilitate introductions to local and national foundations, corporations, and sponsors.
- Build and maintain strong relationships and secure grants/gifts

*Event planning and management.*

- Provide guidance on donor recognition events and organizational milestones.

*Grant writing and reporting*

- Create a letter of interest, grant applications, and reports as needed for funders.

Evaluation Criteria	Total Score (100)
---------------------	-------------------

Qualifications and previous related work of consultant.	30
Demonstrated ability of firm to carry-out fundraising campaign of similar character and size	25
Understanding of project goals, local issues, and community fundraising assets and opportunities	25
Relevant Project Experience, References, and certifications such as HUB/MWBE or relevant certifications.	20

**EVALUATION CRITERIA FOR QUALIFICATION OF FIRMS/TEAMS:**

HLB intends to select firms based on high scores, based on HLB’s need for a deep and diverse pool of service providers.

**Required Response Materials**

Please organize your response as indicated below. Responses should be emailed to [procurement@houstonlandbank.org](mailto:procurement@houstonlandbank.org) with the subject line “RFQ for Professional and Technical Real Estate Development Services.” **Responses are due no later than 5 p.m. Central time May 04, 2023**; the email timestamp will be used to gauge the time of receipt. **Late responses will not be accepted.**

- 1) Cover letter with an introduction, identification of the person(s) authorized to propose and execute agreements on behalf of the firm with contact information for each.
- 2) Executive summary of the firm approach to tasks and subtasks.
- 3) Recent & demonstrated experience in similar neighborhood contexts (up to five examples) that include;
  - a) Examples of projects with similar scope requests.
  - b) Experience with municipalities, nonprofits, public private partnerships, MUD, PID, TIRZ, or similar clients in comprehensive planning and implementation strategies.
  - c) Examples of thoughtful, innovative approaches to community engagement and developing an inclusive and equitable development strategy.
  - d) Examples of projects demonstrating experience in developing low to moderate or mixed-income communities.
  - e) Demonstration of team/personnel that represent the diversity of the neighborhoods served by Houston Land Bank.
  - f) Demonstration of meeting client needs in a timely, thoughtful, and thorough manner.
- 4) Personnel proposed for the project.
- 5) Bios of intended personnel to utilize.
- 6) Proposed fee and standard rate sheet.
  - a) Personnel Costs

- b) Fringe Benefits
  - c) Indirect Costs
  - d) Travel and per Diem Costs
  - e) Supply, Material, and Equipment Costs
  - f) Subcontract Costs (if applicable)
  - g) Profit
- 7) References (at least two, no more than four)
  - 8) Evidence of minimum required insurance coverage or ability to secure same (please see Exhibit B for insurance requirements – HLB will accept a written statement of insurance carried for purposes of this solicitation but will require proof of insurance before entering into any agreement or contract for services).
  - 9) MWBE/DBE/HUB certifications from the City of Houston or comparable public entities

### **EXHIBIT B INSURANCE REQUIREMENTS**

The Contractor shall, at all times during the term of any Agreement or Contract with the Houston Land Bank, maintain insurance coverage with not less than the type and requirements in this Article. Such insurance is to be provided at the sole cost of the Contractor. These requirements do not establish limits of the Contractor's liability.

- 1) All policies of insurance shall waive all rights of subrogation against the Houston Land Bank, its officers, employees, and agents.
- 2) Upon request, certified copies of original insurance policies shall be furnished to the Houston Land Bank.
- 3) The Houston Land Bank reserves the right to require additional insurance as it deems it necessary.
- 4) Contractor shall maintain at a minimum:
  - a) Commercial General Liability Occurrence Form including, but not limited to, Premises and Operations, Products Liability Broad Form Property Damage, Contractual Liability, Personal and Advertising Injury Liability and where the exposure exists, coverage for watercraft, blasting collapse and explosions, blowout, cratering and underground damage.
    - i. One Million Dollars (\$1,000,000.00) each occurrence Limit Bodily Injury; Products-Completed/Operations Limit One Million Dollars (\$1,000,000.00); One Million Dollars Personal and Advertising Injury Limit (\$1,000,000.00); General Aggregate Two Million Dollars (\$2,000,000.00) per project; Umbrella/Excess Liability One Million Dollars (\$1,000,000.00) Each Occurrence, One Million Dollars (\$1,000,000.00) Aggregate.
  - b) The Houston Land Bank shall be named as an "additional insured" on the commercial general liability policy and any separate policies, where applicable, covering the requirements of this Article.
  - c) Professional/Errors and Omissions Liability, One Million Dollars (\$1,000,000.00) Each Occurrence, One Million Dollars (\$1,000,000.00) Aggregate.

- d) Workers' Compensation (with Waiver of subrogation to the Houston Land Bank) Employer's Liability, including all states, U.S. Longshoremen, Harbor Workers and other endorsements, if applicable to the Project, and in accordance with Texas state law.
  - e) Automobile Liability Coverage: Combined single limit of One Million Dollars (\$1,000,000.00) Combined Liability Limits for Bodily Injury and Property Damage Combined. The Houston Land Bank shall be named as an "additional insured" on the automobile policy.
- 5) Proof of insurance with proof of waiver of subrogation and Houston Land Bank designated as an "additional insured" must be returned attached to final contract.



**2023 Professional Services RFQ Submissions: Highlighted Portions are Successful Bidders (80-point baseline)**

**Historic Preservation Consultants: One Submission, One Successful Bidder**

- |   |                       |
|---|-----------------------|
| 1. Post Oak Preservation Solutions, LLC | Combined Score: 98.75 |
|---|-----------------------|

**Urban Planning & Programming: Eleven Submissions, Seven Successful Bidders**

- |  |                       |
|--|-----------------------|
| 1. Architangent                        | Combined Score: 89.5  |
| 2. Asakura Robinson                    | Combined Score: 98    |
| 3. UH-Community Design Resource Center | Combined Score: 74.25 |
| 4. Hines Architecture+Design           | Combined Score: 63    |
| 5. Opticos Design, Inc                 | Combined Score: 86.50 |
| 6. Realinc, LLC                        | Combined Score: 71.25 |
| 7. Street Plans                        | Combined Score: 68.75 |
| 8. SWA Group                           | Combined Score: 95.50 |
| 9. TBG Partners                        | Combined Score: 93.37 |
| 10. The Goodman Corporation            | Combined Score: 94.75 |
| 11. UltraBarrio                        | Combined Score: 93.75 |

**Engineering Services: Two Submissions, Two Successful Bidders**

- |                              |                     |
|------------------------------|---------------------|
| 1. Doucet & Associates, Inc. | Combined Score: 100 |
| 2. The Goodman Corporation   | Combined Score: 100 |

**Architectural Design Services: Eleven Submissions, Ten Successful Bidders**

- |   |                       |
|---|-----------------------|
| 1. 3 <sup>rd</sup> I Business Solutions | Combined Score: 70    |
| 2. Architangent                         | Combined Score: 97.50 |
| 3. Asakura Robinson                     | Combined Score: 99.50 |
| 4. Element Architects                   | Combined Score: 98.75 |
| 5. GSMA                                 | Combined Score: 100   |
| 6. HarrisonKornberg Architects          | Combined Score: 94    |



7. Hines Architecture & Design	Combined Score: 82.75
8. Mirador Group	Combined Score: 96.75
9. Opticos Design, Inc.	Combined Score: 96
10. TBG Partners	Combined Score: 94.75
11. UltraBarrio	Combined Score: 98.75

**Construction Estimation Services: One Submission, One Successful Bidder**

1. Urbangreen Spaces	Combined Score: 81.25
----------------------	-----------------------

**Urban Tactical Services: Six Submissions, Four Successful Bidders**

1. Asakura Robinson	Combined Score: 94.75
2. UH-Community Design Resource Center	Combined Score: 82.50
3. Community Lattice	Combined Score: 53.25
4. Realinc, LLC	Combined Score: 60
5. Street Plans	Combined Score: 97.50
6. UltraBarrio	Combined Score: 98.25

**Realty Brokerage Services: Ten Submissions, Seven Successful Bidders**

1. Berkshire Hathaway Premier Properties	Combined Score: 85.37
2. CCD Ventures LLC	Combined Score: 92.50
3. Cortney Johnson	Combined Score: 0.00 (Incomplete)
4. Equinox Realty Group	Combined Score: 70.75
5. ERA Legacy Living	Combined Score: 83
6. George E. Johnson Properties LLC	Combined Score: 98.75
7. KLPTX Group, LLC	Combined Score: 91.87
8. Realinc, LLC	Combined Score: 87.37
9. Transwestern	Combined Score: 77
10. Yves Ozoude	Combined Score: 82.25

**Environmental and Brownfield Consultant: Three Submissions, Three Successful Bidders**

1. Community Lattice	Combined Score: 100
----------------------	---------------------



houston  
landbank

- |                            |                      |
|----------------------------|----------------------|
| 2. Ensafe                  | Combined Score: 100  |
| 3. The Goodman Corporation | Combined Score: 89.5 |

**Market Analysis & Feasibility Consultant: Five Submissions, One Successful Bidder**

- |   |                       |
|---|-----------------------|
| 1. 3 <sup>rd</sup> I Business Solutions | Combined Score: 67.50 |
| 2. Community Lattice                    | Combined Score: 78.50 |
| 3. Hines Architecture + Design          | Combined Score: 64.50 |
| 4. Realinc, LLC                         | Combined Score: 72.00 |
| 5. The Goodman Corporation              | Combined Score: 95.25 |

**Fundraising Services: Three Submissions, Two Successful Bidders**

- |                               |                       |
|-------------------------------|-----------------------|
| 1. Amny Consulting Group, LLC | Combined Score: 95    |
| 2. Citrine Solutions Group    | Combined Score: 72    |
| 3. Community Lattice          | Combined Score: 98.75 |