

## **RFP NO. 20220215**

### **South Bay Cities Council of Governments**

Accelerating Redevelopment of Commercial Parcels into Sustainable Housing  
Regional Early Action Planning (REAP) Project  
February 15, 2022

Deadline for submittal is 5:00 P.M. on March 18, 2022

Questions must be submitted in writing by e-mail to: [jonathan@southbaycities.org](mailto:jonathan@southbaycities.org)  
By 5:00 P.M. on February 25, 2022

**Responses to all questions to be posted March 4, 2022**

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The South Bay Cities Council of Governments (SBCCOG) is seeking proposals for the Accelerating Redevelopment of Commercial Parcels into Sustainable Housing REAP Project.

SBCCOG is a joint powers authority of 16 cities and the South Bay unincorporated areas of Los Angeles County that share the goal of maximizing the quality of life and productivity of our area. Information on the SBCCOG can be found at:  
[www.southbaycities.org](http://www.southbaycities.org)

#### **PROJECT OVERVIEW**

This project is funded through a Regional Early Action Planning (REAP) grant from the California Department of Housing and Community Development and administered through the Southern California Association of Governments (SCAG). The expected outcome is to investigate the potential for South Bay cities to redevelop "underperforming" commercial areas into affordable housing as an option for meeting RHNA allocations. Besides redeveloping commercial areas into housing, the project will look at relocating viable commercial uses adjacent to residential clusters to encourage walking, cycling, and travel using zero emission local use vehicles.

#### **BACKGROUND AND PROJECT DESCRIPTION**

SBCCOG is sponsoring this project on behalf of member cities. Many South Bay communities reflect a postwar suburban development pattern, with strip malls, regional malls, big box retail, and office and industrial parks. Even before, but especially in the aftermath of COVID-19 closures, consumers are increasingly shifting to e-commerce and work-from-home arrangements. As a result, many South Bay commercial areas

have become underutilized. Meanwhile, South Bay communities are challenged to identify enough suitable properties that can support the housing production assigned by the 6th Cycle Regional Housing Needs Assessment (RHNA) and included in the update to local jurisdictions' housing elements.

The intent of the Accelerating Redevelopment of Commercial Parcels into Sustainable Housing REAP project (hereafter Commercial Redevelopment into Housing) is to identify commercial properties that are strong candidates for redevelopment into housing. The project will investigate strip arterials, regional malls, office buildings, industrial parks, and any underperforming commercial parcels for their potential for redevelopment into housing.

This analysis will be conducted in several South Bay cities that committed to considering the results as a guide to rezoning, incorporating findings into new housing elements, or generally meeting RHNA targets. Participating cities, at the time of this RFP, include Manhattan Beach, Hermosa Beach, Redondo Beach, El Segundo, Carson, and Hawthorne.

The project will address the feasibility of commercial redevelopment into housing units wherever possible to create demand within walking distance of brick-and-mortar businesses.

This project acknowledges a direct nexus between housing and transportation. Any plan to develop housing requires a companion transportation plan to ensure sustainability in terms of zero emission mobility by the occupants of the new housing. This concern for sustainability was mentioned in the REAP Guidelines:

*“The Planning activities are required to accommodate the development of housing and supportive infrastructure that will accelerate housing production in a way that aligns with state planning priorities, .... transportation, .... and climate goals.”*

The transportation component is most often assigned to public transit, but the transit mode share in the South Bay before COVID-19 impacts was only 3%. It is unclear whether even the former levels of ridership will return post-COVID. Arguing that housing redeveloped from commercial properties should be on high-quality transit corridors has no relevance in the South Bay.

To meet this project objective, SBCCOG seeks a consultant to lead a robust, multifaceted research project to develop methods to identify commercial arterials and segments with potential for residential redevelopment. As a result of this project, South Bay cities will be more successful in identifying underperforming commercial areas

suitable for redevelopment into housing destinations.

## **SCOPE OF WORK**

The selected consultant shall be responsible for the following tasks:

### **TASK 1: Project Administration**

The consultant will manage and oversee all administrative, contractual, technical, invoicing and reporting aspects to ensure the timely production of tasks to achieve the Commercial Redevelopment into Housing REAP Project objectives. The consultant shall coordinate project management tasks and participate in monthly meetings with the SBCCOG team.

**Task 1.1: Kickoff Meeting** – The consultant shall attend a kickoff meeting with the SBCCOG team to discuss the work plan, project expectations and deliverables, and resolve any outstanding questions. The consultant shall provide a memorandum memorializing the contents of the kickoff meeting. The kickoff meeting is scheduled for the week of May 2, 2022, and will be either through Zoom or in-person at the SBCCOG office.

#### ***Task 1.1 Deliverables:***

- Attendance at one (1) kickoff meeting
- Memorandum including meeting agenda, summary, goals, agreements, schedules

**Task 1.2: Monthly Invoicing** – The consultant shall provide SBCCOG with monthly invoices accompanied by a progress report that summarizes the tasks completed that month.

#### ***Task 1.2 Deliverables:***

- Monthly invoices
- Monthly progress reports

**Task 1.3: Monthly Meetings** – The consultant shall attend at least one (1) project management meeting per month with the SBCCOG team to discuss progress and address questions or concerns for the duration of this project. The consultant shall provide a memorandum memorializing the contents of each meeting. Meetings are anticipated to be a minimum of one (1) hour and will be either through Zoom or in-person at the SBCCOG office. In addition to monthly meetings, the consultant shall maintain timely and regular contact with SBCCOG's project manager for the duration of

this project.

***Task 1.3 Deliverables:***

- Attendance at monthly project management meetings
- For each meeting, a memorandum including meeting agenda, summary, goals, agreements and next steps, schedules
- Timely and regular contact with SBCCOG's project manager

**TASK 2: Research Underutilized Commercial Parcels for Redevelopment into Housing**

The selected consultant shall be responsible for the following research tasks:

**Task 2.1: Analyze Assessor Data, Determine Commercial Vacancies, and Identify Priority Parcels** – The consultant shall complete a coarse grain analysis of South Bay commercial properties based on the ratio of parcel improvement to land value using Los Angeles County Assessor's data. SBCCOG deployed this method in 2019 working with SCAG staff but findings proved to have value only as a starting point. The consultant shall prepare a report on the locations of commercial vacancies in the participating cities. After compiling the commercial vacancies report and Assessor data, the consultant and SBCCOG shall meet with representatives from each participating city to identify and review priority parcels. The consultant shall develop with each city the characteristics of parcels that would make segments feasible for redevelopment into housing in that particular jurisdiction. Feasibility criteria can include, but not be limited to, number of parcels, parcel size/depth, age of structures on-site, proximity to public amenities, such as parks, libraries, schools, etc.

***Task 2.1 Deliverables:***

- Memorandum summarizing the results of this first pass at redevelopment potential, commercial vacancies, priority areas identified in each city, and redevelopment criteria for each city

**Task 2.2: Inventory of Buildings and Businesses** – For each priority area, the consultant shall inventory the buildings on each parcel in terms of size, ownership, business type according to the North American Industry Classification System code (NAICs), sales volume, and employees of each business. If sales tax revenue by priority area cannot be directly acquired, the consultant should collect tax revenue data from the larger area that contains the priority development area where possible. The consultant shall assess the suitability of each parcel for redevelopment (for example, verify parcels are deep enough for housing; identify small parcels to tie together for higher density housing development; identify parcels developed at a lower intensity than

what is allowed by current zoning). The consultant shall share these findings with participating cities and SBCCOG. With that new information in hand, cities will reevaluate their respective priority areas.

***Task 2.2 Deliverables:***

- Memorandum on buildings, businesses, sales tax revenue, and current priority areas

**Task 2.3: Redevelopment Profiles** – For each priority area, the consultant shall determine the market value of each parcel and recalculate the value ratio as another screen for feasibility. The market value determination may require consultation with commercial realtors, direct contact with parcel owners, or both. These data will be used to create redevelopment profiles (including opportunities and challenges) of priority areas to discuss with participating cities. Each city will select any or all priority areas for evaluating redevelopment feasibility.

***Task 2.3 Deliverables:***

- Memorandum containing redevelopment profiles, including opportunities and challenges, of each priority area to discuss with cities; city will identify parcels to evaluate redevelopment feasibility

**Task 2.4: Regulation Amendments** – The consultant shall review city regulations that may need amendments to facilitate redevelopment and estimate cost impacts for each city. The consultant shall compare housing totals from the redevelopment scenarios created to RHNA allocation. The consultant shall identify land use changes and zero emission mobility options that will help develop “sustainable housing.”

***Task 2.4 Deliverables:***

- Memorandum summarizing the regulatory changes to facilitate the highest redevelopment candidates in each city, along with the expected impacts on city services and budget

**Task 2.5: Collect and Analyze City Infrastructure Data** – Using existing city resources, the consultant shall collect infrastructure data from participating cities and conduct a high-level review to identify conditions and capacity on water supply and its distribution system, sewer infrastructure, solid waste disposal, parks per capita, budget constraints, parking, and mobility systems to ensure sustainability. The analysis would compare the impact load on resources from commercial vs. housing. The objective is to have a general understanding of whether redevelopment burdens the carrying capacity of the participating cities.

***Task 2.5 Deliverables:***

- Memorandum using existing city resources to analyze participating cities' carrying capacity on water supply and its distribution system, sewer infrastructure, solid waste disposal, parks per capita, budget constraints, parking, and mobility systems, comparing the impact load on resources from commercial vs. housing, to understand the conditions, capacity and estimated cost to correct the deficiencies that could impact redevelopment that would address RHNA requirements, and to understand if redevelopment burdens carrying capacity in participating cities

**TASK 3: Plan to Accelerate Redevelopment of Underutilized Commercial Parcels into Housing**

The selected consultant shall be responsible for the following tasks. Together, these tasks offer a plan to accelerate commercial redevelopment into housing:

**Task 3.1: Priority Redevelopment Scenarios** – The consultant shall create one or more redevelopment scenarios for priority areas and collect evaluations from housing developers, both for-profit and non-profit.

***Task 3.1 Deliverables:***

- Memorandum outlining list of development areas ranked in terms of housing redevelopment potential, including estimated number of dwelling units by size and price

**Task 3.2: Final Report** – The consultant shall prepare a final report that ranks each priority area in terms of readiness for redevelopment into housing in order for each city to satisfy its RHNA numbers, projects volume of housing possible in priority areas, assesses impact on city costs and benefits, and summarizes changes to local regulations to facilitate redevelopment into housing.

***Task 3.2 Deliverables:***

- Final memorandum ranking each priority area by readiness for redevelopment into housing, organized by city, to satisfy RHNA numbers, projects volume of housing possible in priority areas, assesses impact on city costs and benefits; and summarizing regulation changes
- Summary version of the final report in PowerPoint format

## **BUDGET / COST PROPOSAL**

SBCCOG anticipates a range of \$250,000 to \$275,000 for the total budget of this work. SBCCOG asks bidders to review all tasks and deliverables and submit bids based on their understanding of the work scope. Proposals should be submitted with a line-item budget by task. Proposers can pose options to offer flexibility in their proposed work scope. The budget should be submitted in a spreadsheet format and at a minimum include:

- Total project hours
- Hours allotted per task
- Hourly rate, along with any additional costs such as travel
- Staff assigned to project, with titles
- Sub-consultants must also be included

Equipment/hosting and software costs must be listed separately.

Proposers are cautioned to develop adequate but lean budgets to allow sufficient resources to effectively perform the work envisioned.

## **SCHEDULE**

The estimated timeline for this scope of work assumes an April 29, 2022, start date. The total project is expected to last 14 months and should be completed by June 1, 2023. All work must be completed by this deadline and due to the nature of the funding source (State HCD REAP Program) cannot be extended. It is understood that SBCCOG staff time will not be devoted 100 percent to this project and that there may be delays in the project schedule due to workload changes and shifting priorities.

## **PROPOSAL REQUIREMENTS**

Proposals shall be no more than 20 pages, excluding resumes and references, and submitted in the specified format as follows:

**Cover Letter** – Provide the name, mailing address, telephone number, email address, title, and signature of the firm's authority and/or contact person for this procurement. Also include the office location if it is different than the mailing address.

**Technical Approach** – Describe your understanding of the project and recommended project approach. Outline the proposed scope of work/services and provide a proposed project schedule.

**Project Management Approach** – Describe your proposed project management approach and organization including document management, communication, quality control, scheduling, and financial management.

**Project Team Qualifications** – Describe the responsibilities of the team members along with their qualifications. Identify the project manager and principal contact person. Provide references (minimum of two and maximum of six) preferably including a government agency for recent relevant experience for similar projects/services. Include project team member resumes.

Proposals shall be submitted in electronic format via e-mail by 5:00 P.M. on March 18, 2022 to:

**Jonathan Pacheco Bell**  
**RFP NO. 20220215**  
[jonathan@southbaycities.org](mailto:jonathan@southbaycities.org)

Emailed proposals must be print-ready. No fax or mailed proposals will be accepted. All submissions will receive a confirmation email within 1 business day. If you do not receive a confirmation email from your proposal submission, please contact Jonathan Pacheco Bell at (213) 533-9950.

Proposals received after 5:00 P.M. on March 18, 2022, will be rejected. Requests for extensions of this time and date will not be granted. Proposals or unsolicited amendments to proposals received by SBCCOG after the acceptance date will not be considered.

SBCCOG reserves the right to reject any or all proposals, or to negotiate separately in any manner necessary to serve the best interests of SBCCOG. SBCCOG will select the most qualified consultant and not necessarily the lowest bidder. SBCCOG also retains the right to waive irregularities in the proposal.

SBCCOG will not be responsible for any expenses incurred by a firm in preparing and submitting a proposal.

***If Needed*** – A pre-proposal conference will be held March 2, 2022, via Zoom. All prospective proposers are encouraged to attend. Prospective proposers interested in attending should advise SBCCOG by sending an email to Jonathan Pacheco Bell ([jonathan@southbaycities.org](mailto:jonathan@southbaycities.org)) stating their intent to participate no later than 5:00 PM on March 1, 2022.

## PROCUREMENT SCHEDULE

SBCCOG intends to have the consultant under contract by late April 2022. In support of the selection process, the following schedule of events has been prepared:

Date	Key Events
February 15, 2022	Release Request for Proposals
February 25, 2022	Questions due from proposers by 5:00 PM
March 2, 2022	Pre-proposal conference, if needed
March 4, 2022	Responses to proposers' questions posted online
March 18, 2022	<b>Proposals due to SBCCOG by 5:00 PM</b>
March 21 – 25, 2022	Proposal evaluations
March 29 – 31, 2022	Interviews with proposers
April 11, 2022	SBCCOG Steering Committee recommendation
April 28, 2022	SBCCOG Board of Directors approval
April 29, 2022	Notice to Proceed for selected consultant

Interviews will take place March 29 – 31, 2022 via Zoom or in person at the SBCCOG office, to be determined:

South Bay Cities Council of Governments  
2355 Crenshaw Blvd, Suite 125  
Torrance, CA, 90501

The selected consultant will be expected to execute an agreement substantially the same as the attached standard contract (Attachment A).

### **NOTIFICATION OF RIGHT TO PROTEST CONTRACT AWARD**

Proposers have the right to protest the contract award in compliance with SCAG's policy on contract award protests, which can be viewed online at SCAG's website:

<https://scag.ca.gov/post/vendor-contracts-documents>. A written protest must be filed with SBCCOG's Executive Director, or designee (Chief Operating Officer or Deputy Executive Director) within five (5) working days after posting of the notice of intent to award. SBCCOG will not accept any verbal protests. The protest must be a detailed, written statement of the protest grounds and reference the RFP number and name of the designated contracts administrator. The protest must be submitted to SBCCOG's Executive Director or designee via certified mail using the following address:

JACKI BACHARACH, EXECUTIVE DIRECTOR  
SOUTH BAY CITIES COUNCIL OF GOVERNMENTS  
2355 CRENSHAW BLVD, SUITE 125  
TORRANCE, CA, 90501

The contract award is held up when SBCCOG's Executive Director or designee receives the protest on time. The contract may not be awarded until the protest is either withdrawn or SBCCOG's Executive Director or designee has rendered a decision.

## EVALUATION CRITERIA

Proposers will be evaluated based on the criteria below:

Evaluation Criteria	Max. Possible Points	Points Earned	Comments
<p>TECHNICAL APPROACH</p> <ul style="list-style-type: none"> <li>• Tasks and approach clearly described</li> <li>• Approach is creative and innovative</li> <li>• Project intent has been met</li> </ul>	<b>30</b>		
<p>FIRMS:</p> <p><u>Prime Consultant:</u></p> <ul style="list-style-type: none"> <li>• Capability to perform the technical work required</li> <li>• Ability to allocate resources as needed to meet project schedule</li> <li>• Familiarly with public agencies</li> <li>• Experience with similar project of the same size and scope</li> <li>• Ability to explain technical tasks to non-technical audience</li> </ul> <p><u>Sub-Consultant(s):</u></p> <ul style="list-style-type: none"> <li>• Each sub provides unique service(s) to the team</li> <li>• Subs are fully capable of performing their tasks</li> </ul>	<b>25</b>		
<p>PROJECT MANAGEMENT</p> <ul style="list-style-type: none"> <li>• Reasonable total number and distribution of hours</li> <li>• Qualifications of key individuals</li> <li>• Time commitment of key individuals</li> </ul>	<b>20</b>		
<p>PROJECT COST</p> <ul style="list-style-type: none"> <li>• Realistic cost for services to be performed</li> <li>• Allocation of cost to tasks and activities</li> </ul>	<b>15</b>		
<p>SCHEDULE</p> <ul style="list-style-type: none"> <li>• Total time allocated for each task is realistic</li> <li>• Sequence of each task is logical and feasible</li> </ul>	<b>10</b>		
<b>TOTAL</b>	<b>100</b>		