



April 7, 1999

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Redevelopment Agency of the
City of Sacramento
Sacramento, California

Honorable Members in Session:

SUBJECT: REQUEST FOR PROPOSALS FOR COMMERCIAL REVITALIZATION COORDINATORS FOR THE OAK PARK AND FRANKLIN BOULEVARD REDEVELOPMENT AREAS

LOCATION & COUNCIL DISTRICT Oak Park and Franklin Boulevard Redevelopment Areas; Council District 5

RECOMMENDATION

Staff recommends adoption of the attached resolution, which authorizes the Executive Director or her designee to:

- amend the Agency budget to transfer \$25,000 in funds from the Franklin Boulevard Developer Assistance Fund to the "Franklin Boulevard Commercial Revitalization Coordinator Fund."
- amend the Agency budget to transfer \$40,000 in funds from the Oak Park Developer Assistance Fund to the "Oak Park Commercial Revitalization Coordinator Fund."
- issue a RFP, presented as Attachment I, for commercial revitalization coordination services for the Oak Park and Franklin Boulevard redevelopment areas.
- convene selection committees to review proposals, make awards, and execute professional services contracts with the selected commercial revitalization coordinators.
- execute individual tax increment (TI) funded contracts with consultants acting as commercial revitalization coordinators for the Oak Park and Franklin Boulevard Redevelopment areas.
- renew, at the Executive Director's discretion, professional services contracts subject to satisfactory performance and available funding.

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CONTACT PERSONS John Dangberg, Director, Community Development Department,
440-1316
Jim Hare, Program Manager, Community Development
Department, 440-1399 ext. 1442

FOR COUNCIL MEETING OF April 20, 1999

SUMMARY

This report recommends approval to contract with consultants to provide commercial revitalization coordination services in the Oak Park and Franklin Boulevard redevelopment areas. The RFP, Attachment I, describes the services that are being requested and the selection process for commercial revitalization coordinators.

PAC ACTION

At its meeting of March 3, 1999, the Oak Park PAC recommended approval of the attached resolution. The votes were as follows:

AYES: Brown, Burks, Chandler, Davis, Harris, Lampe, Madison, Miller, Mitchell,
Parker, Nash, White, Williams

NOES: McCalla

ABSENT: Johnson

At its meeting of March 10, 1999, the Franklin Boulevard PAC reviewed the attached resolution, but did not vote on the attached resolution because a quorum was not present.

COMMISSION ACTION

At its meeting of April 7, 1999, the Sacramento Housing and Redevelopment Commission adopted a motion recommending approval of the attached resolution. The votes were as follows:

AYES: Castello, Cespedes, Dobbins, Harland, Hoag, Holloway,
 Newsome, Rotz, Simon

NOES: None

ABSENT: Amundson

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BACKGROUND

Since the early 1980s, the Agency has provided funding for contracts with commercial revitalization coordinators in various redevelopment areas. The Oak Park and Franklin Boulevard business associations have benefited from this partnership with the Agency and rely on this support to accomplish their revitalization and business support objectives. With Agency assistance, the commercial revitalization coordinators have implemented revitalization projects and programs such as the coordination of graffiti abatement and street cleaning and maintenance, sponsorship of community events, technical support to small businesses, and the marketing of Agency commercial loan and rebate programs.

The Agency's current contracts with the Oak Park revitalization coordinator and the Franklin Boulevard Business Association expire June 14, 1999 and April 31, 1999, respectively. Both contracts were one-year contracts with two (2) one-year extensions, for a total contract length of three years. The contracts expiring this year are the last of the authorized extensions.

This report recommends approval to offer one-year contracts, with an option to renew pending available funds and adequate performance, to commercial revitalization coordinators for the Oak Park and Franklin Boulevard redevelopment areas. The RFP, Attachment I, describes the services that are being requested and the selection process for commercial revitalization coordinators. Based on discussions with the Oak Park and Franklin Boulevard Business Associations, it has been determined that the following services are needed:

- preparation of a work plan,
- organization of promotional events,
- commercial district management activities,
- business recruitment and retention,

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- capacity building for the organizations,
- advocacy to increase resources and resolve issues facing the organization's members,
- assistance and cooperation in marketing Agency programs.

FINANCIAL CONSIDERATIONS

Oak Park Tax Increment

Staff recommends that \$40,000 be transferred from the Developer's Assistance Fund for commercial revitalization services. Currently, there is \$200,617 in the Developer's Assistance Fund, resulting in a remaining balance of \$160,617. An option to renew will be pending based on the availability of funds and adequate performance. Staff is in discussion with the Oak Park Project Area Committee to prioritize the use of the remaining balance and anticipated Bond proceeds.

Franklin Boulevard Tax Increment

Staff recommends that \$25,000 be transferred from the Developer's Assistance Fund for commercial revitalization services. Currently, there is \$191,374 in the Developer's Assistance Fund. A separate staff report before your body recommends the allocation of \$60,000 to the Exterior Rebate and Commercial Loan Program for use in the Franklin Boulevard Redevelopment Area. Approval of both recommendations will result in a remaining balance of \$106,374. An option to renew will be pending based on the availability of funds and adequate performance. Staff is in discussion with the Franklin Boulevard Project Area Committee to prioritize the use of the remaining balance.

POLICY CONSIDERATIONS

The actions proposed in this report are consistent with previously approved policies to support the development of the capacity of business associations, their revitalization activities, their contribution to Agency revitalization strategies, and their support of small businesses in the city and county of Sacramento.

ENVIRONMENTAL REVIEW

The proposed action does not constitute a project under CEQA per Guidelines Section 15378 (b) (3), nor a federal undertaking under NEPA.

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M/WBE CONSIDERATIONS

The Agency's M/WBE Policy will be enforced and applied to the issuance of the request for proposals and contract award.

The composition of the selection committee and the evaluation criteria for the contract award are explained in the RFP, Attachment I.

Respectfully submitted,


ANNE M. MOORE
Executive Director

Transmittal approved,



ROBERT P. THOMAS
City Manager

ATTACHMENT I

REQUEST FOR PROPOSALS COMMERCIAL REVITALIZATION COORDINATORS

The Sacramento Housing and Redevelopment Agency (Agency) is soliciting the services of commercial revitalization coordinators to assist in the development and implementation of commercial revitalization activities for the redevelopment areas described below and shown with boundaries on the attached maps. More specifically, revitalization activities will be focused on the commercial corridors represented by the business associations in each area.

The Agency seeks commercial coordinators to provide the following services:

- preparation of a work plan
- organization of promotional events,
- commercial district management activities,
- business recruitment and retention,
- capacity building for the organizations,
- advocacy to increase resources and resolve issues facing the organization's members,
- assistance and cooperation in marketing Agency programs

PROFILE OF TARGETED AREAS

Summary profiles of the redevelopment areas are provided below.

Franklin Boulevard

- Commercial district

Franklin Boulevard, between Sutterville Road and Turnbridge Drive, is the area's primary commercial and retail district. The district is included in both the City's and County's jurisdiction. Campbell Soup is the largest employer on the boulevard, providing up to 1,400 jobs during peak season. The district includes a manufacturing area dominated by small independent trucking and warehousing operations. Ethnic restaurants and businesses (primarily Mexican restaurants and discotecas), building

supply stores and lumberyards, and automotive parts and services outlets make up the balance of the small businesses in the district.

- **Principal community-based revitalization organizations**

The Franklin Boulevard Business Association and the Franklin Boulevard Project Area Committee are the principal community-based organizations working with the Agency in developing revitalization strategies and/or implementing programs.

- **Boulevard history**

The Franklin Boulevard commercial area was designated a Commercial Revitalization Target Area in 1984 following its designation as Sacramento's ugliest street by the Sacramento Tree Foundation in 1982. This designation by the city council, acting in its capacity as the Sacramento Housing and Redevelopment Agency made the area eligible for funding for a commercial district revitalization plan and SHRA's exterior rebate and commercial loan program. In late 1993, the city and county established the Franklin Boulevard Redevelopment Area so that Tax Increment monies could be generated for the financing of housing and commercial development projects.

In 1985, the Franklin Boulevard Business Association was formed and quickly established a business improvement district to fund private business community activities in the redevelopment area. BID dues, a fee up to \$250 based on annual sales, average between \$25,000 - \$30,000 per year.

- **Past revitalization activities**

In 1992, the City of Sacramento completed the removal of power poles, the undergrounding of utilities, and the completion of curbs, gutters and sidewalks along the city portion of Franklin Blvd. (between Sutterville Road and Fruitridge Road). The Agency's exterior rebate and commercial loan program has produced six commercial rehabilitation loans totaling \$310,155 and 25 facade improvement grants totaling \$313,828. In addition, the BID removed many nonconforming business signs, instituted a streetside clean-up program and graffiti hotline, published a monthly newsletter (currently inactive), made internet access available to area businesses, installed 50 seasonal light pole banners and purchased 20 trash receptacles for the boulevard.

- **Current focus**

Image building is the district's top-priority in developing an overall business retention and recruitment program. The BID strategies include an emphasis on code education and code enforcement, production of a newsletter, organization of community events and promotional events to attract customers, and the continuation of anti-graffiti and roadside clean-up programs. The Agency will continue to promote the facade grant and commercial loan programs and plans to develop a streetscape and gateway design plan to

guide street beautification and transportation improvement projects.

Oak Park

- **Commercial district**

Oak Park's primary commercial and retail districts are Broadway from Alhambra to Stockton boulevards and Stockton Boulevard from Broadway to 14th Avenue. Major employers and enterprises located in the area include the McGeorge School of Law, U. C. Davis Medical Center, the Shriner's Hospital for Children, Earthgrains/Rainbo Baking Company, the Sacramento Observer newspaper, and Fruitridge Printing.

- **Principal community-based revitalization organizations**

The Oak Park Business Association (OPBA) and the Oak Park Project Area Committee are the principal community-based organizations committed to developing revitalization strategies and/or implementing programs. The Stockton Boulevard Merchants and Property Owners Association concerns itself with revitalization activities on Stockton Boulevard including that portion that lies within Oak Park.

- **Oak Park history**

The Oak Park community was built at the turn of the century, was among the first suburbs of the City of Sacramento, and was a vibrant business and entertainment community. In 1962, the construction of Highway 99 separated Oak Park from the adjacent, more affluent Curtis Park neighborhood and restricted commerce along 35th Street, Broadway and Stockton Boulevard, causing a slow but steady deterioration of business and economic vitality.

- **Past revitalization activities**

In 1985, the district became a target area for commercial revitalization. Progress has been made in recent years with the opening of the Food Source Supermarket, future construction of a Walgreens and Hollywood Video, the completion of the Broadway Stockton Boulevard Urban Design Plan, and the renovation of the historic Donner Elementary School for the UCDCM Department of Pediatrics and County Child Protective Services. In addition, the Agency's commercial revitalization program has, to date, resulted in 23 commercial rehabilitation loans totaling \$2.1 million and 59 facade improvement grants totaling \$332,000. The district is not a Business Improvement District.

- **Current focus**

The Oak Park Historic District's main priorities are to increase marketing efforts to attract new businesses to the commercial area and to retain existing businesses; to

increase real estate brokering activities; to strengthen the business association; and to develop image enhancement programs and activities. The Historic District is identified as Broadway, between Alhambra and Martin Luther King, Jr. Boulevard. Additionally, the commercial corridor on Martin Luther King, Jr. Boulevard between Broadway and Fruitridge Road has also been identified for revitalization efforts.

GENERAL SCOPE OF SERVICE

The Agency is seeking one coordinator per area described, who will work closely with merchants and property owners to promote specialized revitalization activities. **Applicants may apply for more than one area.**

Selected coordinators will be required to work and coordinate their activities with the Agency's planning staff and the community organizations noted above. A general scope of services is provided below. The Agency's planning staff will be tailoring that scope to facilitate and/or implement specific revitalization strategy elements for each targeted area. In addition, candidate prepared work plans should include strategies that complement and build on the strategies guiding redevelopment in the areas. Two documents that identify redevelopment strategies for the areas are the Five-Year Investment Strategies and the Broadway/Stockton Urban Design Plan. **These documents are available upon request, and will be provided at the pre-bid conference to take place following the release of the RFP.**

Five-Year Investment Strategy: 1996-2000

The Agency-prepared investment strategies provide an analysis of the existing infrastructure in the areas, including commercial and retail development, housing development, public infrastructure, and public services, and recommend redevelopment strategies for developing the infrastructure. The Investment Strategy also provides an analysis of regional economic trends and conditions and describes how the individual redevelopment areas fit into the larger scheme of regional development.

Broadway/Stockton Urban Design Plan

The recently completed Broadway/Stockton Urban Design Plan is a major breakthrough in Oak Park redevelopment efforts. According to the plan's executive summary, "The Broadway/Stockton Urban Design Plan is strategic. It provides an integrated framework of principles, policies and concepts geared to improve the image and competitiveness of the Broadway and Stockton Boulevard commercial areas. The strategies in this document evolved out of a community-based process lead by a citizens advisory committee. Planning concepts in this report reflect the business and residential communities' revitalization objectives for community-serving commercial districts that can also become destinations for other Sacramento residents."

Scope of Services

Specialized revitalization activities to be addressed should include but not be limited to the following:

- preparation of a work plan
- organization of promotional events,
- commercial district management activities,
- business recruitment and retention,
- capacity building for the organizations,
- advocacy to increase resources and resolve issues facing the organization's members,
- assistance and cooperation in marketing Agency programs

Funding and Duration of Contract

One-year renewable coordinator contracts, subject to funding availability and annual performance reviews, must cover all requisite costs, (e.g., clerical services, travel and salary). The following annual contracts are available:

<u>Area</u>	<u>Agency contract</u>	<u>Association contract</u>	<u>Total contract</u>
Oak Park	\$40,000	0	\$40,000
Franklin Boulevard	\$25,000	\$6,000 ¹	\$31,000

¹ The Franklin Boulevard Business Association is offering an additional contract of \$6,000.

Proposal submission and format

A written proposal is required. Seven (7) copies should be sent to the attention of:

Sacramento Housing and Redevelopment Agency
Procurement Services
c/o Dan Moellenberndt
320 Commerce Circle
Sacramento, California 95815

The proposals must be received at the above address on or before May 14, 1999 at 5:00 P.M. Faxes will not be accepted. Proposals received after the deadline above, regardless of the date of postmark, will be returned unopened.

FORMAT

Your proposal is to be submitted in the following format:

- Cover or transmittal letter, executed by an authorized signatory of your firm or the individual contractor submitting the proposal; not to exceed one (1) page. Indicate which contract or contracts you are most interested in and state your reasons.
- Identification of the number of hours per week your firm or the individual contractor will provide to the position based on the contract amount. *In addition, the Franklin Boulevard Business Association maintains an office in the redevelopment area, and applicants should identify the number of hours they will be able to staff the Association's office.*
- Statement of the services to be provided, including the approaches and methods to be used and a tentative annual work program organized on a monthly basis, not to exceed four (4) pages.
- Statement of experience in the identification and implementation of promotional activities in commercial revitalization areas, not to exceed one (1) pages.
- Statement of experience in commercial district management, including nuisance abatement and beautification activities, not to exceed one (1) page.
- Description of experience in organizational and fiscal capacity building of mutual benefit organizations such as business associations, not to exceed one (1) page.
- Description of experience providing business management assistance, not to exceed one (1) page.
- Synopsis of experience in leasing activity and recruitment of new businesses to neighborhood commercial districts, not to exceed one (1) page.
- Detailed statement of experience with governmental programs and agencies, not to exceed one (1) page.
- If the responding entity involves more than a single individual, describe your firm's affirmative action, equal employment program and identify your current mix of female and minority employees in relation to your entire work force; not to exceed one (1) page.
- Resumes of the key personnel from your firm assigned to this contract and percentage of time assigned to project.

- A list of relevant clients or employers, and the names and phone numbers of persons who can be contacted regarding your experience with the above activities.

Contract award will be based upon the responses. The Agency may request additional materials or information subsequent to submission. All material requested shall be contained in a single document and shall be retained by the Agency. The evaluation and selection criteria have been developed such that it is helpful to have specific experience in community economic development programs, but it is not necessary to have this experience if the applicant is strong in community organizing and program administration skills.

The Agency reserves the right: To reject any or all proposals submitted, to request clarification of information submitted and/or to request additional information of one or more competitors; and the right to waive any irregularity in the proposal submission and review process. An award, if made, will be made to the firm/individual whose proposal is deemed to be in the best interest of the Agency.

Selection Criteria

Selection committees to review candidates will be comprised of one Sacramento Housing and Redevelopment Commissioner, one representative from the business association in each contracted area, one representative of the Project Area Committee in each contracted area, and one Agency staff member representing each contracted area.

The Selection Committee will forward its recommendation for commercial revitalization coordinator positions to the Agency's Executive Director, who will make the final award.

The selection committee will make recommendations by reviewing and evaluating written proposals according to the criteria listed below. Additional questions may be asked of proposers, and formal oral interviews may be conducted as well. Proposers will be notified of any additional required information or interviews after written proposals have been evaluated.

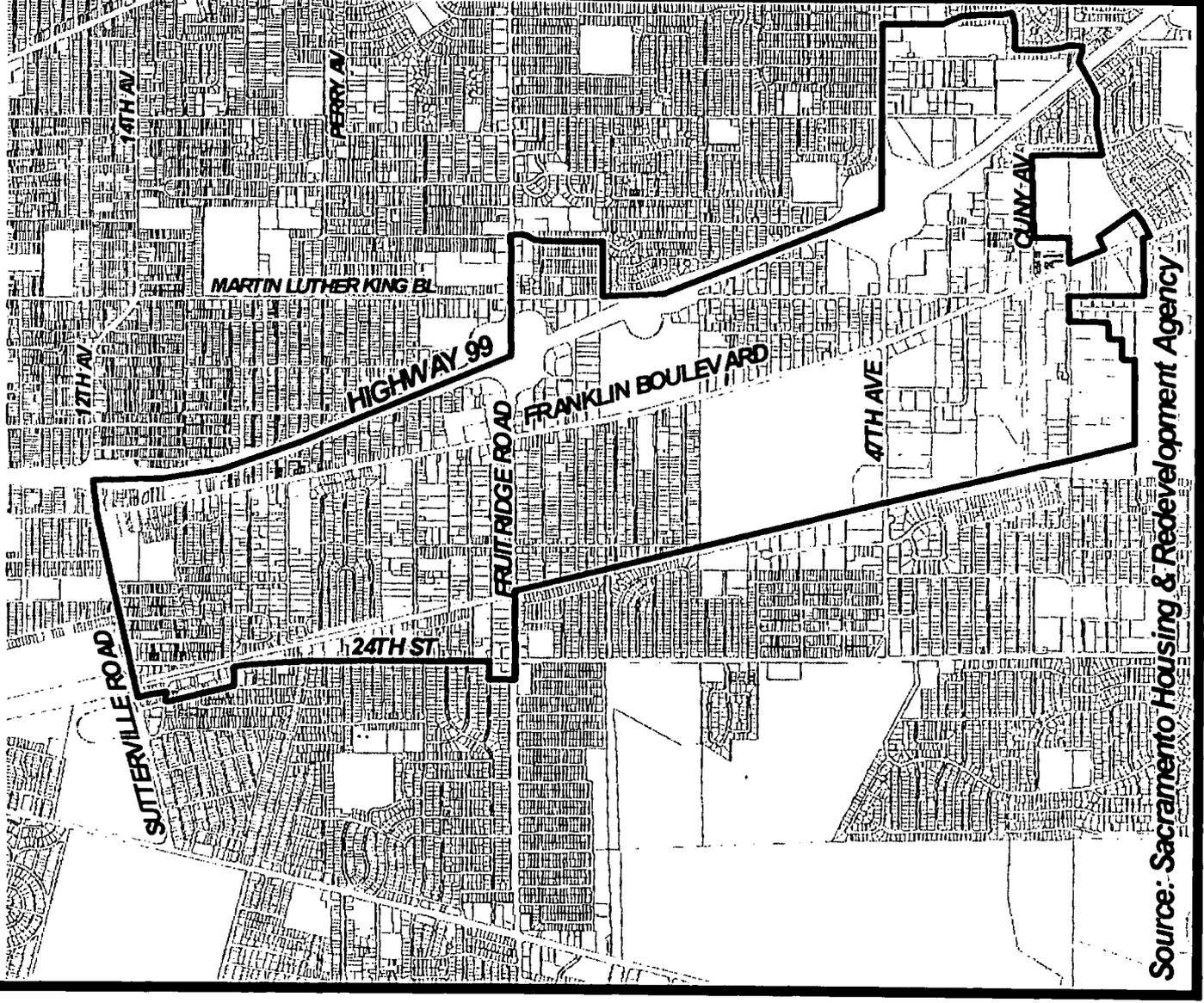
Evaluation criteria and the relative weight assigned to each are listed below:

Evaluation Criteria

- | | | |
|----|--|-----|
| 1. | Experience in developing and implementing promotional activities to improve the image and competitive market position of retail and commercial districts | 25% |
| 2. | Quality of the proposed work plan | 20% |
| 3. | Experience in commercial district management, including nuisance abatement and beautification activities | 20% |

EXHIBIT A
FRANKLIN BOULEVARD REDEVELOPMENT AREA MAP

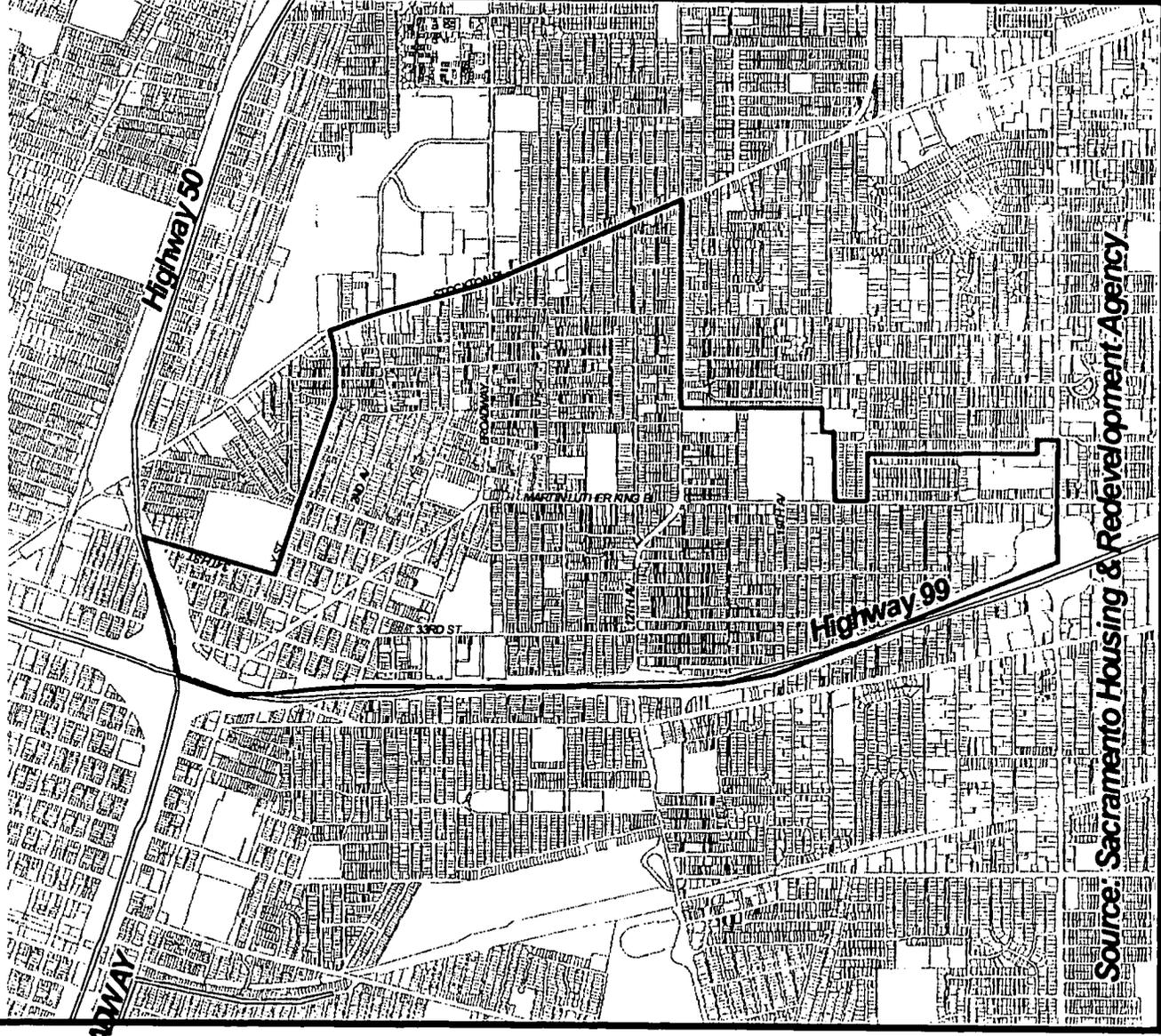
FRANKLIN BOULEVARD REDEVELOPMENT AREA



Source: Sacramento Housing & Redevelopment Agency

EXHIBIT B
OAK PARK REDEVELOPMENT AREA

OAK PARK REDEVELOPMENT AREA



Source:

Sacramento Housing & Redevelopment Agency



RESOLUTION NO. 99-013

ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO

ON DATE OF _____

**REQUEST FOR PROPOSALS FOR COMMERCIAL REVITALIZATION
COORDINATORS FOR THE OAK PARK AND FRANKLIN BOULEVARD
REDEVELOPMENT PROJECT AREAS**

BE IT RESOLVED BY THE REDEVELOPMENT AGENCY OF THE CITY
OF SACRAMENTO:

Section 1: The Agency budget is amended to transfer \$25,000 in funds from the Franklin Boulevard Developer Assistance Fund to a project to be called "Franklin Boulevard Commercial Revitalization Coordinator."

Section 2: The Agency budget is amended to transfer \$40,000 in funds from the Oak Park Developer Assistance Fund to a project to be called "Oak Park Commercial Revitalization Coordinator."

Section 3: The Executive Director is authorized to issue a Request for Proposals for commercial revitalization services in the Oak Park and Franklin Boulevard Redevelopment Project Areas.

Section 4: The Executive Director is authorized to convene a selection committee to select a commercial revitalization coordinator for each of the named project areas, and enter into a one-year contract for said revitalization services with the coordinator or coordinators recommended by the selection committee.

Section 5: The Executive Director is authorized to renew the commercial revitalization coordinator contracts at her discretion, subject to satisfactory performance and the availability of funding.

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____

Section 6: With respect to activities authorized for the Franklin Boulevard
Redevelopment Project Area and funding therefor, this resolution is contingent upon adoption
of a corresponding resolution of the Redevelopment Agency of the County of Sacramento.
With respect to activities and funding authorized herein for the Oak Park Redevelopment
Project Area, this resolution shall take effect immediately upon its adoption.

CHAIR

SECRETARY

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____