

CRENSHAW DISTRICT REDEVELOPMENT PROJECT

REQUEST
FOR
PROPOSALS

Los Angeles Community Redevelopment Agency

William H. Jackson, Chair

MESSAGE FROM THE CHAIR

The Los Angeles Community Redevelopment Agency (CRA) is pleased to offer an outstanding opportunity for the redevelopment of an area called the Crenshaw District. Los Angeles is an urban center for commerce, industry, education, culture, and recreation. Los Angeles provides a high quality of life for its residents. It also is an attractive site for business and industry. These, in turn, provide for continued physical and economic growth. Los Angeles's current revitalization efforts take advantage of both its historic past and its current growth.

The development of the Crenshaw District, a portion of the City of Los Angeles, reflects a longstanding effort on behalf of the CRA to bring new life to this area. Created in 1948, the CRA has played a major role in Los Angeles' redevelopment and renaissance in both the downtown and its many neighborhoods. Working closely with elected officials, civic and community organizations, and the business community, the CRA is responsible for urban renewal, housing, and economic development activities for the City.

It is the goal of the CRA to make the Crenshaw District a major center of growth and development. It is part of the CRA's commitment to a renewed neighborhood...a neighborhood which incorporates residential, business, cultural, and recreational facilities. I invite and encourage you to participate in this unique development opportunity.

William H. Jackson

William H. Jackson
Chairman

INTRODUCTION

The CRA seeks proposals from qualified developers for the redevelopment of the Crenshaw District.

This Request for Proposal (RFP) describes the

- Development project;
- Background and demographic information;
- Proposal requirements; and
- Developer selection criteria.

The CRA seeks a developer who can create an economically vibrant, distinctive district that reflects the historical heritage of the area and takes advantage of the surrounding commercial, educational, and cultural resources.

The CRA's Redevelopment Plan for the Crenshaw District permits the following:

- New construction of office, retail, and residential buildings;
- Rehabilitation of existing buildings; and
- Provision of new community and recreational facilities.

The primary goals for the area's revitalization include:

- Remove blighting influences;
- Attract retail businesses that serve the needs of neighborhood residents;
- Create housing to meet the needs of mixed-income groups;
- Create affordable housing for the very low income, as well as residents who provide services to the community, such as police, fire fighters, and teachers; and

The winning proposal will accomplish the greatest number of these goals while demonstrating to the CRA that the proposal is based on market demand and can attract the required capital to build the project. Proposals must be for the entire Site. Each existing building that is identified must be either rehabilitated or demolished, and a use must be specified for each vacant lot.

The CRA will select the developer. All information required by the Developer to respond to this RFP is provided in the RFP and the additional information in this handbook.

DEVELOPMENT PROJECT

Location

The project is located within the Baldwin Hills - Crenshaw Area. It is located just south of the 10 freeway and east of the 405 freeway. The Crenshaw District project is bounded by Coliseum Street, 39th Street, Marlton Avenue, Martin Luther King Boulevard & Santa Rosalia Plaza.

Development Site

The development site is approximately 23 acres within walking distance of a mall/cinema complex, which is immediately adjacent to the south. Baldwin Hills, Ladera Heights, View Park and Windsor Hills are just up the hill to the west and Rancho Cienega Park and Dorsey Senior High School are up Martin Luther King Boulevard to the northeast. One of the blocks also includes an elementary school.

Development Program

It is up to your team to determine the most profitable mix of uses (e.g., how many housing units to build or how much square footage of retail to construct); however, your proposal must follow the below guidelines in order to be deemed responsive:

- **Residential**
 - Provide a variety of housing for at least 300 units (1 per family). Use demographic and market information to determine type of housing, for example single family homes, condominiums, and apartments. (Refer to page 7 for demographic and market analysis.)
- **Office**
 - No more than 50,000 square feet of office – some small professional office space for dentists and architects, etc. to service the community, in addition to typical large office space;
- **Retail**
 - No more than 100,000 square feet of retail – including at least three types of retail uses, for example: restaurants, grocery stores, big box retail, clothing stores, and movie theater, etc.
 - Take into account the needs of the retailers, i.e. store frontage, loading areas, etc.;
- A mix of uses and two to four story buildings are encouraged for the entire project site;
- Adequate parking (structure, underground, and surface) for all proposed uses;
- Provide enough green space and amenities to make the Crenshaw District desirable and attractive;
- Provide for public transportation options and linkages;
- Existing building:
 - Buckingham Place Senior Housing, a 70-unit, 4-story building affordable senior housing project located at 4020- 4070. The building is 90% complete. You may complete it as the planned 70-unit senior housing, renovate to a different use, or demolish it. There are costs associated with either. (See financial spreadsheet). If you decide to demolish, you must provide an additional 70 housing units on the site.



BALDWIN HILLS - CRENSHAW AREA BACKGROUND

The CRA, together with the City of Los Angeles, invites proposals for the development of a site in the Crenshaw District – Santa Barbara Plaza Shopping Center. The Santa Barbara Shopping Center is 23 acres, within walking distance of a mall/cinema complex, which is immediately adjacent to the south. Baldwin Hills, Ladera Heights, View Park and Windsor Hills are just up the hill to the northwest and Rancho Cienega Park and Dorsey Senior High School are up Martin Luther King Boulevard to the northeast.

The CRA now seeks a developer who can create a comfortable and distinctive urban living environment that revitalizes Santa Barbara Plaza Shopping Center. The primary goal for the proposed development is the creation of a community, including residential units, office and retail space, and amenities, that effectively revitalizes the neighborhood and provides increased opportunities for in-town living for mixed-income groups. The Crenshaw District project also represents a commitment to redevelop a part of Los Angeles through the restoration and rehabilitation of old structures and the construction of new ones.

The preferred development program calls for the development of the entire site as discussed that will attract a range of income groups to the area. Proposals must be for development of the entire site.

Zoning defines the way particular pieces of land may be used. The Site was recently rezoned for a mix of uses and is designated a mixed-use area. The CRA, acting on behalf of the City, and working in conjunction with the Department of City Planning and the Neighborhood Alliance, is responsible for the selection of the developer.

Metropolitan Los Angeles

Los Angeles is located in Southern California. Los Angeles County is home to 10 million people. Los Angeles has a diverse economy, nationally respected colleges and universities and one the world's largest ports. It is also home to one of the largest retail sales markets in the United States, and second largest for international trade. Los Angeles also has the largest concentration of retail stores per capita in the nation.

Crenshaw/Baldwin Hills-Crenshaw Area

Crenshaw is bordered by Jefferson Park and Leimert Park on the east, Baldwin Hills on the south, Culver City on the west, and Carthay and Country Club Park on the north. The district's boundaries are roughly Crenshaw Boulevard on the east, the Santa Monica Freeway on the north, the city limits of Culver City on the west, and the southern city limits of Los Angeles on the south.

Major thoroughfares in the district include Crenshaw, Exposition, Adams, and Jefferson Boulevards, La Brea Avenue, and Rodeo Road. Crenshaw is a largely residential area of single-story Mediterranean bungalows and low-rise apartment buildings, with an industrial corridor along Jefferson Boulevard.

The Baldwin Hills-Crenshaw area is a small part of Crenshaw. The area is populated by hundreds of small and major businesses, including a major shopping mall, the Magic Johnson Theatre complex, and major banking institutions and food chains. It is also a popular tourist destination and tourists regularly visit Leimert Park Village, West Angeles Cathedral and other popular sites.

The Baldwin Hills-Crenshaw Area, one of the nation's most affluent black enclaves, is the economic and cultural center of black life in Los Angeles. It comprises the largest concentration of affluent African-

American in the West. Yet even within the Baldwin Hills-Crenshaw Area, there are areas of endemic poverty. It is one of those rare parts of Los Angeles where affluence – even if much of it is new – intimately coexists with poverty. Though it is home to many of Los Angeles’ wealthiest blacks, the poverty in portions of the Baldwin Hills-Crenshaw Area ranks it below the city average for several measures of affluence.

Figures from the 2000 census show that between 1990 and 2000, the Latino population in the area surrounding Crenshaw Boulevard increased by nearly 50%, while the African American population dipped by 11% and the white population dropped by more than a third.

Santa Barbara Plaza Shopping Center

The Santa Barbara Plaza Shopping Center is located in the CRA/LA Crenshaw Redevelopment Area. The Redevelopment Area was adopted in 1984 to revitalize the area and was expanded in 1994 in response to the 1992 civil disturbances.

Santa Barbara Plaza is a sprawling 23-acre shopping center, home to about 250 businesses, including clothing stores, hair salons, cleaners, restaurants, pharmacies and offices for lawyers and doctors. Santa Barbara Plaza was originally designed as a local, non-anchored shopping plaza with a 10-acre surface parking lot in the center. It is surrounded by one- and two-story commercial buildings that were built at different times over the past 30 years. Today Santa Barbara Plaza is marked by:

- many vacant lots and open spaces;
- several abandoned buildings that have deteriorated to the point where they are not redeemable;
- debris; and
- underutilized buildings

Recent Happenings

For the Amended Crenshaw Redevelopment Project Area, CRA/LA initially selected a developer in 2000 to rehabilitate the Santa Barbara Plaza Shopping Center. The original shopping center was completed in 1955, but by 2000 the center was out-of-date and in need of repair. When development negotiations did not result in an agreement, a new developer (Capital Vision Equities) was selected in 2001.

In 2004, a development agreement was approved for the Santa Barbara Plaza Mixed-Use Development. The first phase was to be a 70-unit affordable senior housing development named Buckingham Place. After construction started on the senior housing units, the developer’s legal and financial problems brought work to a standstill in early 2008 and the developer filed for bankruptcy. The building is currently vacant.

The CRA is working to resolve the legal issues and expects the project to be completed prior to selecting a new developer for the rest of Santa Barbara Plaza.

DEMOGRAPHIC ANALYSIS

Demographics describe the number and various characteristics of the people who live in a community. Demographic trends indicate patterns of change in the makeup of a community over time. An analysis of the Crenshaw District's demographic trends from 1960 to 2010 tells the community's history and projects its future. Included in the appendix are the demographic trends for the City of Los Angeles and the Crenshaw District neighborhood.

Highlights of the Demographic Trends:

- **The size of the population of the Crenshaw District either stayed the same or declined** from 1960 to 2000. This is despite a significant increase in overall population for the County and City of Los Angeles.
- **The average age of the residents increased**, with the portion of residents over 65 years of age growing from 8.2 percent to 13.7 percent.
- **Poverty also has increased. About one-third of the local population is living below the poverty line (32.5%).**
- The trends also show that an influx of Latino families to the area is increasing the population of people under the age of 20.
- It is projected that by adding much needed housing through redevelopment, the population of the **Crenshaw District will increase back to its 1960 level of 31,000.**
- **The new residents are expected to include many younger and more prosperous people.** It is hoped that this project will reverse the Crenshaw community's increasing trend of households living below the poverty line while providing low income housing for some of its neediest current residents. Also, note the trend towards increasing unemployment in the Crenshaw District. One of the primary goals of the Project is to serve as a catalyst to reverse this trend and provide much needed jobs to the local residents.

MARKET ANALYSIS

A survey of the local real estate market shows a real demand for a variety of residential units and commercial space in the Crenshaw District area. Potential demand for each type is described below; remember, this represents maximum demand. All properties should be sold to a property investment company upon completion. This strategy will ensure that cash is available to repay all loans and realize a return on developer equity.

Apartments. Demand exists for both moderately priced apartments and low-income housing.

- Modest-sized two-bedroom units (1,000 square feet each) could be sold for \$175,000.
- The affordable units could be sold for \$125,000 each.

The "sale price" for apartments is the price that an investor might pay to own the apartments as income-generating property.

Condominiums. Demand exists also for condominium units for the local working population. Each 1,500 square-foot unit can sell for \$400,000. The affordable condominiums could be sold for \$325,000.

Retail Space. Few stores now exist to serve the people who will be attracted to the Crenshaw District to live. Market studies indicate that the area can support no more than 100,000 square feet in retail buildings. The buildings will provide space for grocery stores, drug stores, clothing stores, and other businesses that provide necessities, plus restaurants, bars, and other types of entertainment. For simplicity, each can sell for \$200 per square foot. For example, a 10,000-square-foot building would sell for \$2,000,000 (\$200 x 10,000 sq. ft. = \$2,000,000).

Office Space. The nearby central business districts of Los Angeles, Santa Monica and Culver City have experienced increased demand for office space, which has resulted in an office construction boom. Because the Crenshaw District is so close by, market studies indicate that it may capture some spillover demand for office space, particularly among smaller businesses like law firms, dentist, architects and other small professionals. Market studies indicate that the area can support no more than 50,000 square feet of office space. Office space probably can sell for \$250 per square foot. For example, a 10,000-square-foot office building, therefore would sell for \$2,500,000.

Amenities. Plan to include some amenities in your development: for example, park areas, basketball courts, and/or other community facilities. While these additions will not bring in revenue directly, they increase the attractiveness of the neighborhood and make it more likely that people will want to purchase housing there. Furthermore, the CRA will approve your project more quickly if you include amenities.

Parking. Traffic congestion, especially during the rush hour is very heavy in the area. The City has agreed to construct traffic control lanes and traffic lights at all entrances to the development's parking lots and structures. You are able to choose between three options for providing parking: surface parking lots, above grade parking structures and subterranean (below grade) parking. (Please note that parking on the ground floor with building above should be priced as an above grade parking structure.) The type of parking you use not only affects the physical development of your project, by utilizing an area for parking that could be better used for a building; but it also affects your costs and return on developer equity, as an above grade parking structure is more expensive than a surface lot and subterranean (below grade) parking is more expensive than an above grade parking structure. The Excel program provides the costs for each type of parking.

City ordinances require the following parking requirements:

- All new market rate apartment buildings include two (2) parking spaces for each apartment unit;
- All new affordable apartment buildings include one (1) parking space for each apartment unit;
- All new condominium units include two and a half (2.5) parking space for each unit;
- The construction of the single-family homes includes a two (2) car garage for parking, so additional parking is not required;
- Retail and office projects are to include four (4) parking spaces for each 1,000 square feet of development; and
- Parking for amenities is not required as the assumption is being made that the amenities will be used by the community and the community can walk or take public transportation.
- Please note that the parking for the church and senior center are fixed numbers and are automatically calculated for you. They were derived as follows:
- Senior Center – Seniors are less likely to drive and more likely to take public transportation. They are also more likely to have someone drive them and drop them off at the Senior Center. 20 parking spaces have been set aside for the Senior Center. These parking spaces must be provided in a surface parking lot.
- Churches – In normal instances, one parking space for every 35 square feet of sanctuary is required for a church use. Churches are busiest during evening hours and Sunday while services are in progress. The Crenshaw District will include office and retail construction and their subsequent parking. The busiest time for these uses is during the day. Therefore, the parking, with the exception of the parking dedicated to the housing, will be mostly vacant on evenings and weekends and available for the church's use. This is an example of joint use.

SUSTAINABLE DESIGN (GREEN BUILDING)

Introduction

Sustainable Design (Green Building) is a building requirement that the CRA has implemented. The purpose of including sustainable design as a part of building requirements is to introduce the notion that the environment is extremely sensitive to development and to encourage a thoughtful response to a topic which is gaining in momentum daily.

There are many different concepts of green or sustainable building design due to the large scope of sustainable issues. Definitions of sustainability range from broad concepts that incorporate all aspects of sustainability to narrow definitions focused on one specific sustainable design feature such as recycled content materials or energy efficiency. Within this broad spectrum, green buildings embody a design intent on balancing environmental responsiveness, resource efficiency, and cultural and community sensitivity. Green building design includes all players in the development process, from the design team (building owners, architects, engineers, and consultants), the construction team (materials manufacturers, contractors, and waste haulers), maintenance staff and building occupants.

Here are just a few elements that you can incorporate in your plan:

- Energy Efficiency – The project could incorporate use of 1) natural ventilation in interior and attics, 2) daylighting and efficient artificial lighting systems, shade-providing plants and devices, 3) insulation of roofs/attics and exterior walls, 4) a combination of window shading, and 5) efficient HVAC systems.
- Recycling – Building design and management shall include recycling programs and facilities to comply with the City’s Recycling Ordinance and to facilitate source separation and collection.
- Water Conservation – Promote the efficient use of water through installation of 1) ultra-low flow toilets, faucets, and other plumbing fixtures, 2) drought resistant and native plant landscaping, 3) automatic drip or soaker-based irrigation systems with rain sensors. The use of rain and reclaimed water for landscaping is encouraged.
- Stormwater/Urban run-off management – Stormwater shall be carefully managed during both construction and operation to reduce surface runoff, mitigate downstream flooding and water pollution. Where feasible, landscaping, ground drainage, and paving design shall include features to retain rainfall onsite and promote infiltration. Where feasible, all landscaping areas shall be sloped to retain water and permeable pavement shall be utilized on surface parking lots and driveways to the maximum extent feasible.
- Environmentally sensitive products – Where feasible, design and construction efforts should be made to use all material and resources efficiently and to reduce and recycle construction waste.

Summary

Teams are encouraged to include a section of their proposal on Sustainable Design. There are no financial ramifications, but there could well be marketing and design strategies that increase the opportunity for success of your project.

FINANCING PLAN

You have several sources of funding available for your development project: a construction loan from a bank, a “seed” loan from the CRA, and cash from you the Developer.

A commercial bank has agreed to finance up to 80 percent of total project costs. This loan will be secured by a mortgage on the property, which means that in case the developer defaults, the bank may seize the property. Assume that the cost of this financing will be about 12 percent of the amount borrowed (6 percent per year for an anticipated 2-year development period).

The CRA will provide, in the form of a short-term loan, up to 10 percent of total project costs. The CRA provides this loan at below-market rates to increase the viability of a project that will provide affordable housing and economic development. Assume that the cost of the CRA loan will be 8 percent (4 percent per year for 2 years).

The balance of the project costs must be provided by you or your investors. This financing, called “equity” financing is paid back only after all other lenders have been repaid. Assume that your equity investors will require a projected return of about 20 percent per year on their investment. This return will come from the profits on the project, and is not a cost per se. The equity investors bear the highest risk, since they are paid back only if the project is profitable. Should development costs be greater than projected, or revenues less (for example, if prices decline as they have in recent years or development take longer than anticipated), the investors may lose their entire investment. Their projected return should compensate them for their risk.

You anticipate selling the project upon completion. The condominium units will be sold to individual homeowners. The apartments, retail, office and other parts of the project will be sold to a real estate investment firm that will secure its own financing. The sale proceeds will be used first to repay the construction loan, the CRA loan, and then the equity investors.

As an example, assume that the total project costs are \$50,000,000. You could finance 80 percent, or \$40,000,000 through the construction loan, at an interest cost of \$4,800,000 (\$40,000,000 times 12 percent). The CRA would provide a loan of \$5,000,000 at a cost of \$400,000 (\$5,000,000 times 8 percent). You the developer would need to provide the balance, or \$5,000,000. In order to achieve a return on equity of 20 percent per year, total sales revenue would need to be at least \$52,000,000 in order to generate a profit of \$2,000,000 (\$5,000,000 times 20 percent per year times 2 years). Your proposed costs will likely be different, but the calculation would be similar. The financing worksheets will help you figure out the financing cost.

SECTION IV

PREPARING YOUR PROPOSAL & PRESENTATION

PROPOSAL REQUIREMENTS

WRITTEN RESPONSE

SITE MODEL

THE ORAL PRESENTATION

The Process

Address the Issues

Sell Your Proposal

PROPOSAL REQUIREMENTS

The development team must present a **written response** to the RFP, an **oral report (The Presentation)**, and a **scaled site model** at an upcoming CRA subcommittee meeting, demonstrating how their proposed development plan meets the CRA's goals and objectives for the Crenshaw District. From this initial presentation, the subcommittee will recommend finalists that will be required to make a second presentation to the full CRA Board later the same week. (**All presentation materials must be crafted by the students.**)

Written Proposal

This written report should be written to the CRA and must be organized in the following sections and contain, at minimum, the following items:

- Section 1.**
- Coversheet
 - Proposal Coversheet*
 - Table of Contents
 - Agency Board of Director Resolution Authorization*
 - Executive Summary of Business Plan

**These two forms can be found at the end of this RFP in Appendix I & II.*

The executive summary is usually no longer than 10% of the original document. It can be anywhere from 1-10 pages long, depending on the report's length. The Executive Summary is written for an executive who most likely DOES NOT have the time to read the original. As a cover sheet to a document, an executive summary need not go into ANY mention of how you conducted your analysis and/or what you're basing your conclusion(s) on. Instead, begin with a concise statement of the conclusion(s) you reached after conducting your analysis in the paper that would normally be attached. The Executive

The executive summary will:

- Make a recommendation;
- Give the CRA the essential contents of your document in 1-10 pages;
- Preview the main points of your Proposal enabling the CRA to build a framework for and understanding the detailed information in your Proposal; and
- help the CRA compare the key results and recommendations of your Proposal to other Proposals.

The Executive Summary should be written after you have completed your Proposal. Before writing your summary, try to:

- review your Proposal to determine its content, structure and length; highlight key points; review your RFP and determine what the key ideas or concepts are;
- group ideas in a logical fashion and prepare a point form outline of the summary;
- use subtitles, bullets, selective bolding or some other type of formatting structure will help organize the summary;
- write the summary in your own words; and
- read it aloud.

The following is a list of elements that should be included in your Executive Summary. The amount of space that you give to each element will depend on how you want to present your proposal—for example, you might choose to put most of the description into a graphic presentation and relatively little in the text, or vice versa.

- The primary goals of your development;
- Your planning and design strategy for meeting those goals;
- A brief verbal and graphic description of the development;
- A preliminary budget and financial projection for the development; and
- Other supportive information.

Section 2. Company Officers, Staff and Workforce
Marketing Plan

A Marketing Plan is the section of the RFP which details how your team will sell the Crenshaw District to the residents and businesses. The Plan, if developed properly, will identify the target customers, their needs, what you are going to communicate about the Crenshaw District to interest them, how you will communicate this message, and what measures you will use to determine whether or not your plan is successful. The marketing plan is a blueprint for communicating the value of your ideas for the Crenshaw District. Marketing is all about letting people know about the Crenshaw District and what you are offering, and persuading them to come to the Crenshaw District. The Marketing Plan includes details about your business' unique selling proposition, pricing strategy, the sales and distribution plan and your specific plans for advertising and promotions.

Once you set up your marketing plan, remember to refer to it regularly while preparing the RFP and review your goals. During those reviews, consider what you have completed to help you achieve the marketing objectives your team has set. Conducting these reviews can go a long way towards helping your team stay focused and on track and market the Crenshaw District effectively.

Section 3. Project Proposal Description

Housing Development (minimum of 300 new housing units)
Office Business Development (no more than 50,000 square feet of office)
Retail Development (no more than 100,000 square feet of retail)
Amenities/Community Facilities

This section of the report must explain, at minimum, the following:

- Location, size, and height of all proposed new buildings, structures, and amenities;
- How sustainable design (green building) were incorporated;
- Square footage or number of units of each type of use;
- How each proposed use responds to market demand;
- Compatibility among proposed uses;
- Describe the proposed type of retail uses; how such uses respond to market demand and/or residents;
- Projected rate of return of the project and its ability, therefore, to attract investors to build the project;
- Any additional public benefit created by the proposed development; and
- Responsiveness to the neighborhood's social and cultural concerns.

Section 4. Detailed Financial Worksheets (attached)

Section 5. Site Map

Color coded and with map Key explaining location of buildings within the community. The Site Map should display the various uses and demonstrate compliance with design, open space, and parking requirements. Make your documents easy for the CRA to use. Organize the document in the order and sections noted above. Staple the pages together or place in a presentation folder.

Remember to include your team name on ALL documents. What other material might help the CRA understand your proposal?

SITE MODEL

As part of your presentation to the CRA, your development team must submit a site model. The model will be one of the many presentation tools your company will use to demonstrate to the CRA that your project makes sense for the community.

A good site model will indicate the types of buildings proposed for the project and will be in the proper scale and proportion. Your site model can be made of foam, wood, construction board or any other material. Creativity in your model making will help it to stand out and make it an effective presentation tool.

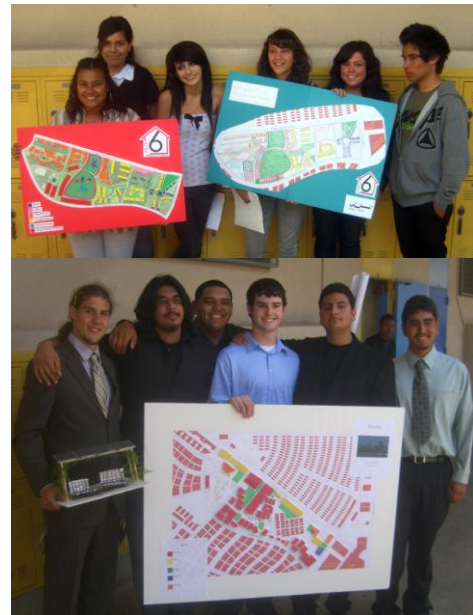
THE ORAL PRESENTATION

While a well-rehearsed and confident presentation, will not compensate for a proposal that is not well thought out or does not meet the Checklist requirements; it is important to effectively communicate the merits of your proposal. Presentation quality is often the determining factor when the CRA is deciding which development team to select among several good proposals. Why is the oral presentation so important to the CRA? As with any redevelopment agency in this situation, the Los Angeles CRA will be committing millions of dollars of public funds, the future of an entire neighborhood, and perhaps, their own political futures on the success of the Crenshaw District. A development team that clearly articulates its vision, the benefits of its proposal to the neighborhood and City, and its reasoning behind the proposal will inspire confidence among CRA members. In addition, the CRA knows that the winning team will have to meet with neighborhood residents, City leaders, lenders and investors, and even the press, many more times before the project is finally approved and built. They want a developer that can cope with these challenges and keep the project moving “on time” and “on budget.”

The Process

Your team will potentially present your oral presentation twice: once to a subcommittee of the CRA and the second time to the full CRA board.

The CRA will select the winning proposal after the second oral presentation. CRA members will hear many proposals in a short time. Your task is to make your proposal stand out through the quality of its vision, a clear, informed explanation of your proposal by each team member, helpful supporting documents, and thoughtful responses to CRA’s questions. As with all development presentations before redevelopment agency, your company has a limited amount of time to speak. Typically, teams have a



total of 20 minutes for presentation and 10 minutes for questions from the CRA board. Each team member must speak from the perspective of her/his role for a minimum of two minutes. Again, as in actual developer presentations, no matter where your team is in its presentation, the CRA will stop you when your 20 minutes is up.

Address the Issues

The CRA will judge the content of your team's proposal based on the criteria in the Developer Selection Process and Criteria section of the RFP and the Project Goals Checklist. Review the issues to insure that your proposal addresses all the criteria.

Practice your presentation as a team. Make sure each team member understands and addresses the issues relevant to her/his role. Your 20 minutes will fly by. Remember, no matter where you are in your presentation, the CRA board will stop you when your allotted time is up.

Don't waste precious time by repeating points relevant to other roles. For example, the CEO should discuss the benefits of the proposal to the residents, not the return to investors.

Sell Your Proposal

- Summarize for the CRA board what they are about to see and hear. An excellent strategy is to begin your team's presentation by summarizing the benefits your proposal will bring to the Crenshaw District and Los Angeles. Then, each team member can demonstrate how the details of your plan provide those benefits. Finally, wrap up your presentation with another brief summary of the benefits to remind the CRA board what they have seen and heard.
- Success = Features and Benefits: Your presentation will be more successful if you focus on the "benefits" of your proposal rather than simply describing the "features." "Features" are the land use choices your team made: a townhouse, a mid-rise office building, a Wal-Mart, or a park, for example. "Benefits" describe the good outcomes these land uses bring to the city and the neighborhood. The perceived benefits of any product or service are what people really buy. Do not assume that either the CRA or the neighborhood residents will understand the benefits of your proposal unless you explain them. In fact, some may only see the drawbacks. For example, an office building brings new jobs for residents; customers for local retailers; tax revenues which help the city provide and maintain parks, community centers, fire and police services, etc. Some neighbors or CRA members oppose office buildings simply because they do not know the benefits office buildings provide. They may think of office buildings only in the context of increased traffic or density. If you can describe the benefits, and show the CRA how you have placed your building in a way to minimize the perceived drawbacks, you may win them over.
- Professional Appearance and Demeanor – Developer selection hearings are serious events. Remember, you are a professional. Winning this contract can mean millions of dollars to your firm. Losing could cost your firm up to \$200,000 – the amount of money you spent researching and preparing the presentation. The CRA, all practicing land use professionals, will expect you to be businesslike in your dress, language and demeanor. If you are not sure what "businesslike" means, discuss this with your teacher.
- Here are some tips
 - While you may not own a business suit, dress as you would for a conservative adult occasion.
 - Introduce yourself to the CRA board when you rise to make your presentation. You may also want to make nametags for each team member.
 - Speak clearly and make eye contact with the CRA members.
 - While you may refer to notes, don't read your presentation.
 - Be attentive when your teammates are making their presentations.

APPENDICES

APPENDIX 1: RFP COVERSHEET

APPENDIX 2: AGENCY BOARD OF DIRECTORS RESOLUTION

APPENDIX 3: FINANCIAL PLANNING WORKSHEETS (Separate File)

APPENDIX 4: BUILDING PATTERN CUTOUTS (Separate File)

APPENDIX 5: DIGITAL FINANCIAL FILE (Excel Proforma- Separate file)

CRENSHAW DISTRICT
LOS ANGELES COMMUNITY REDEVELOPMENT AGENCY
REQUEST FOR PROPOSALS (RFP)

Legal Name of Company/Corporation: _____

Address of Company/Corporation: _____

Project Title: _____

Project Address: _____

Chief Executive Officer: _____ Telephone: _____

Contact Person: _____ Telephone: _____

The above named Company/Corporation hereby submits a Request for Proposal for the City of Los Angeles, Crenshaw District Redevelopment. The company warrants that all information in the proposal package is true to the best of its knowledge and belief. The company further agrees to abide by all conditions and requirements in the RFP. The company also understands that this proposal is the company's entire proposal and cannot be amended after submission, except as provided for in the RFP. This proposal is submitted as a firm and fixed offer valid and open from 90 days of the submission deadline.

Authorized Signature: _____ Title: _____

Type Name of Authorized Signature: _____

DEADLINE OF SUBMISSION: _____

NO postmarks or facsimiles (FAX) accepted. Must be received by date and time indicated.

For Office Use Only:

Date Received: _____ Time Received: _____

By: _____ Title: _____

AGENCY BOARD OF DIRECTORS RESOLUTION
AUTHORIZING SUBMISSION OF APPLICATION

Name of Corporation: _____

Address: _____

Telephone: _____

Be it resolved that the Board of Directors of _____ resolved
Company Name
at its meeting of _____ to authorize _____, _____
Date Name Title
to make application of the Los Angeles Community Redevelopment Agency for grant funding in the
name of the corporation. The amount requested is \$269,000,000.

This Board authorizes _____ as Chief Executive Officer to execute any
document necessary or subject funding. If funded, the proceeds will be utilized to:

Redevelopment and Rehabilitation of the Santa Barbara Plaza Shopping Center.

I hereby certify that the foregoing resolution was approved by our Board.

President of Board (signature)

Date

President of Board (print name)

Copyright Information

The *UrbanPlan* is an Urban Land Institute project. All materials are copyrighted by the Urban Land Institute and may not be copied or reproduced without expressed written consent. The “*UrbanPlan*” name is copyrighted by the Urban Land Institute and may not be used without their written consent.