

**CITY OF LOS ANGELES**  
**REQUEST FOR PROPOSALS (RFP)**  
**FOR THE**  
**LINCOLN HEIGHTS JAIL ADAPTIVE REUSE PROJECT**



**Web:** <http://www.labavn.org/>

**Email:** [lincolnheightsjail.rfp@lacity.org](mailto:lincolnheightsjail.rfp@lacity.org)

**Issued by:** **Office of the Chief Legislative Analyst (CLA) and  
Office of the City Administrative Officer (CAO)**

**RFP Issue Date: Thursday March 16, 2017**

**RFP Submission Deadline: Friday June 9, 2017 by 2:00 p.m.**

**Business Inclusion Program (BIP) Outreach Deadline: Friday May 26, 2017**

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## Lincoln Heights Jail Adaptive Reuse Project RFP

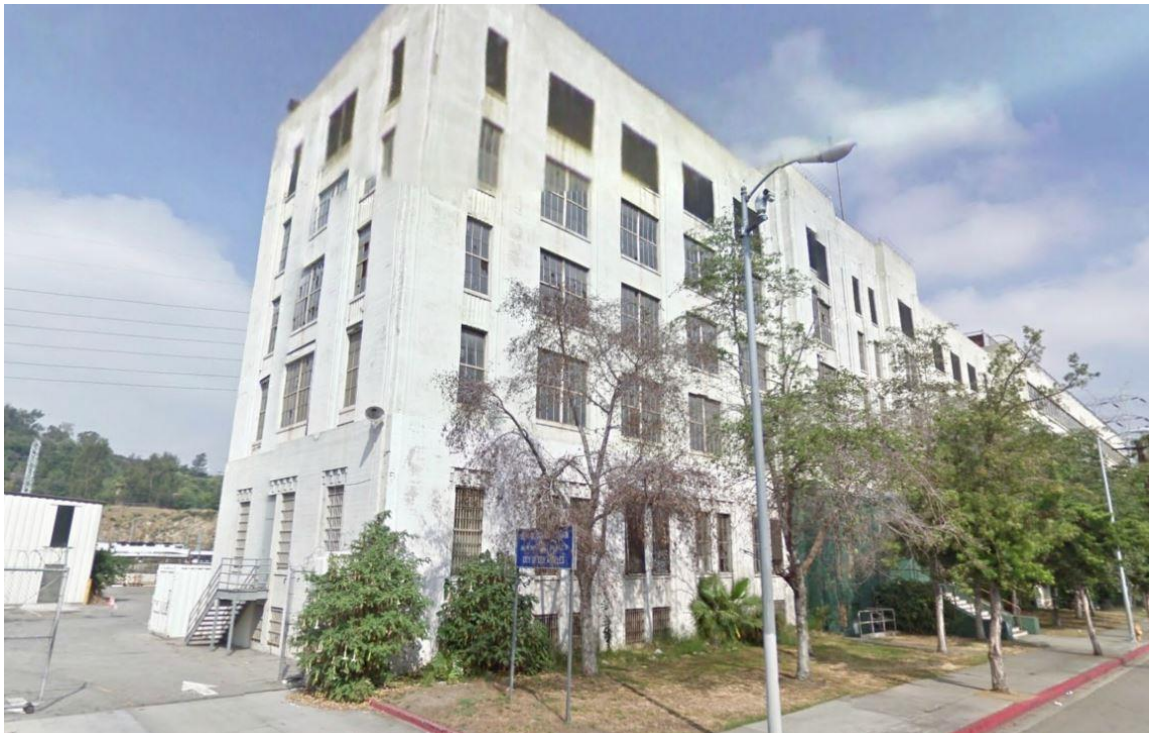
### SUMMARY

<b>DATE ISSUED:</b>	Thursday March 16, 2017
<b>TITLE:</b>	LINCOLN HEIGHTS JAIL ADAPTIVE REUSE PROJECT
<b>DESCRIPTION:</b>	The City of Los Angeles (“City”) is seeking proposals for the adaptive re-use of the historic Lincoln Heights Jail and related on-site buildings.
<b>DEADLINE FOR SUBMISSION:</b>	Responses must be received at the Submission Delivery Address shown below by Friday June 9, 2017 at 2:00 p.m.
<b>SUBMISSION DELIVERY ADDRESS:</b>	Office of the Chief Legislative Analyst Lincoln Heights Jail Adaptive Reuse Project Attn: Clay McCarter 200 N. Spring Street, Room 255 Los Angeles, CA 90012 (213) 473-5709 <a href="mailto:Lincolnheightsjail.rfp@lacity.org">Lincolnheightsjail.rfp@lacity.org</a>
<b>PRE-PROPOSAL CONFERENCE:</b>	A Pre-Proposal Conference and site walk will be held on Tuesday April 4, 2017 at 2:00 pm at the Lincoln Heights Jail, 401 North Avenue 19, Los Angeles. <b>All potential respondents are encouraged to attend. RSVP is requested but not required.</b> Send email confirming attendance to <a href="mailto:lincolnheightsjail.rfp@lacity.org">lincolnheightsjail.rfp@lacity.org</a> .
<b>TECHNICAL ASSISTANCE:</b>	All questions related to this Request for Proposals shall be submitted via email to <a href="mailto:Lincolnheightsjail.rfp@lacity.org">Lincolnheightsjail.rfp@lacity.org</a> no later than Friday May 12, 2017 at 2:00 p.m.
<b>FINAL QUESTIONS AND ANSWERS POSTED TO LABAVN:</b>	May 19, 2017
<b>BUSINESS INCLUSION PROGRAM DEADLINE:</b>	May 26, 2017

## I. OVERVIEW

The City of Los Angeles (“City”) is soliciting proposals from development teams for the restoration and adaptive reuse of the former Lincoln Heights Jail, a 229,120 square-foot landmark building (“Jail”) located in the Lincoln Heights neighborhood. The City seeks to enter into a long-term ground lease or sale with the selected development team. The project site is comprised of the historic Jail and two smaller City-owned facilities situated on a City-owned lot (the “Project”).

The City seeks a use or combination of uses for the site that will be a catalyst to the surrounding area, stimulate economic activity, and enhance the Lincoln Heights neighborhood. The winning proposal will combine adaptive reuse of the building with an innovative mix of uses that also provide community benefits and create much needed jobs. The winning proposal will respect the unique history and location of the site, including the historic nature of the property and its location relative to the Los Angeles River.



The Jail is located at 401 North Avenue 19, near the site where the City of Los Angeles was founded at the Los Angeles River. The classic Art-Deco facility, constructed in 1931, with an addition in 1949, functioned as a City jail until 1965 and has long been a landmark in Los Angeles. Through the years, the building has served as a non-profit performing arts venue and has been a popular location for film and video shoots. As a stand-alone structure, the historically designated building commands exceptional visibility from multiple vantage points and can be seen by thousands of Gold Line and Metrolink riders every day.

The City has commissioned various studies of the site, including an Environmental Phase I Site Assessment, a Cultural Resources Assessment and an updated Adaptive Re-Use Study to identify improvements necessary for the Project for safe use. Additionally, the City issued a Request for Interest in April 2016 which generated conceptual ideas for consideration on the range of potential development opportunities for the site in the current economic and cultural environment. Some of the ideas introduced included a hotel, restaurant, and creative/office space.

The Lincoln Heights Jail has a long and fascinating history, including riots, alleged mobsters, and an infamous place in the history of the LGBTQ community in Los Angeles.

The full history of the jail is carefully detailed in two reports that are available to respondents to this RFP on LABAVN:

- 1) Cultural Resources Assessment for the Lincoln Heights Jail prepared by AECOM in September 2016. The historic context section begins on Page 13 and the history of the Jail begins on Page 15.
- 2) City of Los Angeles Adaptive Re-Use Study Report prepared by Perkins + Will, dated September 23, 2016. The Historical Analysis section begins on Page 10.

### **Adaptive Reuse Opportunity and Challenges**

The Project presents a unique and exciting opportunity to preserve a historic building and to create an economic catalyst for the entire Lincoln Heights neighborhood. Adaptive reuse of the Jail, the process of reusing the site for a purpose other than which it was built, will allow the City to meet its economic development goals, activate a vacant City facility, create much-needed jobs, and stimulate the local economy - all with careful consideration of community needs and the preservation of the historic structure.

The Lincoln Heights Jail was declared as a City of Los Angeles Historic-Cultural Monument #587 in 1993. As a Historic-Cultural Monument, proposed alterations to the building will be reviewed by the Department of City Planning's Office of Historic Resources, on behalf of the City's Cultural Heritage Commission, to ensure that future work complies with the Secretary of the Interior's Standards for Rehabilitation. The Standards help ensure that significant character-defining features of the building will be preserved, while allowing for compatible new additions and sensitive changes to the structure. For a summary of the Standards and associated guidelines, see <http://preservation.lacity.org/resources/secretary-interior's-standards-and-guidelines>.

Development proposals may be for a combination of one or more uses, and may include, but are not limited to, the following:

- Uses permitted in the “Urban Innovation Zone” pursuant to the Cornfields / Arroyo Seco Specific Plan (“CASP”)
- Technology or creative office (e.g., biotechnology)
- Clean tech or other manufacturing uses
- Adaptive re-use (such as the Helms Bakery District or Anaheim Packing District)
- Live / Work lofts, artist studios and/or other art production space, within the limitations of the CASP.
- Hotel with meeting spaces and a restaurant

The City may choose to enter into an Exclusive Negotiating Agreement or a Development Agreement with the selected proposer. The City may negotiate a Ground Lease or a Purchase and Sale Agreement to convey the property to the development team. Any lease or sale agreement will document the City's requirements for the resulting development, timeline for completion of construction of the development, and economic and community benefits. A covenant agreement to be recorded against the property may also be required to ensure the construction of the approved development and the provision of the economic and community benefits.

Based on the various assessments already performed, the site may require considerable investment to bring it up to current code standards. Challenges include the historic status of the property, limited parking area, and the zoning for the site. The property contains hazardous materials, such as lead and asbestos, and will need aviary waste abatement. The building is poured-in-place concrete and may need structural renovation. Development on site must conform to the U.S. Secretary of the Interior Standards for Rehabilitation as well as the CASP.

## **II. SITE AND BACKGROUND INFORMATION**

### **A) Property Information**

The address of the subject site is 401 North Avenue 19, Los Angeles County Assessor’s Parcel Number (APN) 5447-005-900. Subsequent to the building being used as a jail, the site was occupied by City departments and later the Bilingual Foundation of the Arts until 2014. Since then, the Jail has remained vacant. In 1993, the Los Angeles Cultural Heritage Commission recognized the significance of the Jail and designated the building a City Historic Cultural Monument (No. 587).

The property is wedge-shaped and bordered by the Los Angeles River and railroad tracks owned by the Union Pacific Railroad to the west, Avenue 19 to the northeast, and the Metro Gold Line to the southeast. It sits near the confluence of the Arroyo Seco and the Los Angeles River. Views from the Jail’s top floors take in Elysian Park and Downtown Los Angeles. The site is near the intersection of the 110 and the I-5 Freeways and close to the 2, the 101, the 10 and the 710 freeways. It is located in the Lincoln Heights neighborhood, northeast of Chinatown and Downtown’s Civic Center and Central Business District and east of Dodger Stadium and Elysian

Park. The Metro Lincoln Heights / Cypress Park Gold Line station is approximately one-half mile walking distance from the site.

The subject parcels measure to approximately 210,787 square feet or approximately 4.8 acre (per ZIMAS). The footprint of the Jail building is 40,280 square feet and total building size is approximately 229,120 square feet. The Jail is five stories in height and sits above a partially raised basement. There are two smaller City-owned buildings that are non-historic and sit on the southern end of the Project Site. These buildings consist of a one-story vehicle repair facility (5,000 square feet) and a one-story warehouse that houses functions of the Department of Transportation (13,430 square feet). It is anticipated that these functions would be relocated in order to make the entire site available for the Project.

## **B) Neighborhood Information**

The property is located on the east bank of the Los Angeles River in the neighborhood of Lincoln Heights in Council District 1. In recent years, Lincoln Heights has experienced a flow of new public and private investment, including the development of the Alta Vista Lofts and L.A. Prep, a production space for wholesale food producers. The Los Angeles State Historic Park, a 34-acre state park southwest of the site and across the river (east of Chinatown) is undergoing a \$20 million development that will open to the public this year. Within walking distance of the Jail and on the same bank of the river - just north of Main Street - the six-acre Albion Riverside Park will break ground later this year.

Historic bridges spanning the Los Angeles River are being upgraded, including the Riverside Drive Bridge, which opened earlier this year. The Bureau of Sanitation is conducting a feasibility study for the development of a Clean Water Campus which would include a 60,000 square foot office building on its property at the corner of Humboldt St. and San Fernando Road. There are also plans to construct an eight-mile bike path along the LA River connecting Elysian Valley to the City of Maywood through downtown Los Angeles.

## **C) Neighboring Uses**

*North and West:* The Los Angeles River is to the west of the site. The LA River Revitalization Master Plan identifies the Jail as Project No. 187 (Lincoln Heights Riverfront Cultural Center) and Project No. 189 (Riverside Drive to North Spring Street River Greenway) and Project No. 185 (Arroyo Seco Confluence Park) (see [www.lariver.org](http://www.lariver.org)). This area is also noted in the 2016 Los Angeles River Ecosystem Restoration Project of the U.S. Army Corps of Engineers, for which the City is serving as local sponsor. The LA River Ecosystem Restoration Project calls for ecosystem restoration at the Arroyo Seco confluence area (see: <http://www.lariver.org/blog/la-river-ecosystem-restoration-feasibility-study>) and both call for direct public access to the river and Arroyo Seco in the vicinity of the Jail.

*South:* There is a warehouse facility dedicated to food distribution located at 317 North Avenue 19. The site is separated from the warehouse by the Gold Line. On the other side of the

warehouse is the Ed P. Reyes Riverway, a recreational space and storm water recapture facility completed in 2013 by the City and maintained by the Bureau of Sanitation.

*Southeast:* The City Bureau of Sanitation (BOS) is studying the feasibility of constructing a 60,000 square foot office building at 303 N. San Fernando Road as part of a Clean Water Campus. The building would have space for community meetings. Future phases may include a parking structure and an additional office building for their Clean Water program. The City is considering the vacation of Humboldt Street to create a green pathway between the Ed P. Reyes Riverway and San Fernando Road. Traffic on North Avenue 19 will not be impeded.

*Northeast:* Across Avenue 19 is another food distribution warehouse at 416 North Ave 19 and a parking lot to the south of that. There is a preliminary application under review by the City for a mixed use development to be built on the warehouse parcel.

*Other Uses:* Nearby uses include a large Goodwill facility, St. Vincent de Paul, Alta Lofts, and a Los Angeles Fire Department Supply and Maintenance facility.

### **III. CITY OF LOS ANGELES REQUIREMENTS AND TECHNICAL INFORMATION**

#### **A) Development Requirements/Assumptions**

These requirements/assumptions are meant to provide additional context for development at the site:

##### Development Requirements

Notwithstanding other requirements listed in this RFP, the proposal must feature a publicly-accessible use that will be open during business hours. Public amenities may include, but are not limited to, food services, hospitality, entertainment, art, music venue, and green space. Proposals that locate this public amenity on the rooftop will receive additional points.

##### Development Assumptions

These assumptions are for the purposes of this RFP and may not apply to the final lease or sale agreement.

- 1) It is anticipated that the LADOT buildings located on the site will be vacant at the time that possession is transferred. The cost for demolition of the LADOT buildings, if any, should be included in the development pro forma.
- 2) The proposal must meet the conditions of the Cornfield Arroyo Seco Specific Plan which provides the land-use regulations for the area. Projects that comply with the CASP are



considered by-right, and therefore require no further zoning approvals. Such projects are approved per the administrative review process.

- 3) The property will be transferred vacant and as-is, with no remediation or cleanup. The site requires extensive improvements and modifications to ensure it is suitable for use. It is the responsibility of the respondent to submit proposals that take into consideration these costs and associated costs with a development proposal.
- 4) Up to 200 spaces of parking may be leased at market rate to the developer of the Lincoln Heights Jail at the Clean Water Campus of the Los Angeles Bureau of Sanitation, a to-be-built facility for which construction and funding have not yet been secured.

## **B) Entitlement Process**

The City is committed to working with the selected team to achieve all necessary approvals. However, it is the ultimate responsibility of the development team to secure all necessary permits, approvals, and entitlements required for the selected proposal.

The development team must conduct their own due diligence before submitting a response and is strongly encouraged to review the Exhibits available on LABAVN.

Receipt of this RFP does not constitute approval by the City of any required permits, applications, or allocations, and in no way limits the discretion of the City in the permit review and approval process.

## **C) Financial Assistance**

**Operating Pro Forma:** The proposal must be financially self-sustaining. The proposals must include a detailed pro forma that includes revenue and operating cost projections.

**Development Financing:** Assistance from the City of Los Angeles, if any, will be determined on the basis of the proposal submittal and subsequent negotiations with the development team. A reduced lease payment or a sale below appraised value may be considered. Those proposals that maximize private financing (debt and equity) and minimize public financial assistance will be scored more favorably as further described in Section VII, Evaluation Criteria.

## **D) Zoning**

Due to the site's inclusion in the Urban Innovation Zone of the CASP, there are limits on residential multi-family housing (15% of floor area), hotels (100 rooms) and retail uses. The CASP allows for an opportunity to increase the total housing up to .525 Floor Area Ratio provided compliance with affordable housing provisions. See Exhibit 13 for more details. There are no vehicle parking requirements in the CASP. If parking is provided, it must meet Americans with Disabilities Act (ADA) standards and include a minimum number of electric vehicle spaces

(at a ratio of 1% of the parking spaces). The cost of parking must be distinguished from the rent and/or sale of any of the uses. Respondents should familiarize themselves with the CASP to verify the land-use regulatory framework and requirements governing the Project's use. See Exhibit 10 and 11 for a potential Parking Structure Diagram.

Successful proposals should ensure a visual connection to the river, to the maximum extent possible. Development teams should research all applicable plans and documents that are related to the LA River, including:

- [LA River Revitalization Master Plan](#)
- [LA River Master Plan](#) (County)
- US Army Corps of Engineers' LA River Ecosystem Restoration Project (or [ARBOR Study](#), and its [Reader's Guide](#)) [Cornfield Arroyo Specific Plan](#)
- LA [River Design Guidelines](#)
- [LA River Master Plan Plant Palette and Landscaping Guidelines](#)
- NELA Riverfront Vision Plan (See Exhibit 15).

These documents are accessible via hyperlinks embedded in the electronic version of the RFP. If you need assistance locating the links, email [LincolnHeightsJail.RFP@lacity.org](mailto:LincolnHeightsJail.RFP@lacity.org).

#### IV. RFP REQUIREMENTS

##### A) Submission Requirements

Development teams must submit one (1) original and six (6) copies (a total of seven sets), of the RFP response document in 8 1/2" x 11" format or folded 11" x 17" format. All submittals must be in a three ring binder with the name of the development team clearly identified on the spine of the binder.

All proposals shall be marked "Lincoln Heights Jail Adaptive Reuse RFP" and hand-delivered by the respondent or by a delivery service. **Proposal submitted via U.S. Postal Services or fax will not be accepted.**

**Submissions are due on Friday June 9, 2017 at 2:00 p.m. to:**

Office of the Chief Legislative Analyst  
Lincoln Heights Jail Adaptive Reuse Project  
Attn: Clay McCarter  
200 N. Spring Street, Room 255  
Los Angeles, CA 90012  
(213) 473-5709  
[Lincolnheightsjail.rfp@lacity.org](mailto:Lincolnheightsjail.rfp@lacity.org)

In addition to the hard copies, one electronic copy in a single PDF file should be emailed to [lincolnheightsjail.rfp@lacity.org](mailto:lincolnheightsjail.rfp@lacity.org) by Friday June 9, 2017 at 2:00 p.m. or delivered on a USB drive with the hard copies.

**Responders should allow ample time to go through Los Angeles City Hall security procedures when submitting your proposal.** It is the sole responsibility of the developer submitting the proposal to see that it is delivered on time. Proposals received after the deadline will not be accepted. Delays due to the internal routing of misdirected proposals or due to verbal directions given by the City of Los Angeles staff shall be the responsibility of developer.

A proposal may be rejected and deemed non-responsive if it is conditional or incomplete, or if it contains alterations of form or other irregularities of any kind. A proposal will be rejected if, in the opinion of the City, the information contained therein is erroneous or fallacious with the intent to mislead the City in the evaluation of the proposal.

### **B) Questions, Inquiries, and Clarifications**

Refer all questions, inquiries and requests for clarification regarding this RFP in writing to [lincolnheightsjail.rfp@lacity.org](mailto:lincolnheightsjail.rfp@lacity.org)

Technical assistance will be available for questions regarding the requirements of the RFP. Such assistance is intended to further explain the City's requirements and expectations. The City will not provide assistance to the proposer's narratives nor will the City review or evaluate a proposer's responses to the RFP prior to the close of the RFP process.

All questions must be submitted via email, except for verbal questions which will be recorded at the pre-proposal conference. The deadline to submit questions is Friday May 12, 2017 at 2:00 p.m.

To ensure fair and consistent distribution of information, questions will be answered by a Question-and-Answer (Q&A) document available on the City of Los Angeles' BAVN website. Individual answers will not be given directly to the inquirer and a consolidated answer may be provided in response to several questions that are similar in nature. The Q&A documents on BAVN may be updated occasionally to ensure prompt dissemination of information. The final Q&A will be posted on May 19, 2017.

### **C) Successful Proposals**

The City is soliciting development responses that are creative, innovative, and catalytic. Responses must fully describe the proposed project and financing and respond completely to the sections outlined below. Proposals that result in the hiring of local firms and employees are encouraged.

Respondents to the RFP will be judged based on financial feasibility, community benefits, economic benefits, environmental benefits, and overall fit with the Cornfields Arroyo Seco Specific Plan and the Los Angeles River Revitalization Master Plan and the Los Angeles River Ecosystem Restoration plan. Successful proposals will incorporate a publicly-accessible use, establish the site as both a local and regional destination, integrate features and improvements compatible with the vision for the Los Angeles River revitalization; and maximize the site's potential as an economic development catalyst.

#### **D) Additional Instructions**

- 1) In order to ensure the reviewer's ability to review the responses in a timely fashion, **proposals must not exceed 200 pages**. This page limit does not apply to the required attachments. **Each page of the proposal must be numbered**, except the Attachments.

Organize your response in the order of sections described in Section V of this RFP and clearly label each section and subsection.

- 2) All proprietary or confidential information shall be identified as such by the respondent.
- 3) The City reserves the right to request that respondents clarify information provided in RFP responses, including clarification of assumptions used in the RFP response.
- 4) Proposers are encouraged to include links to online references such as firm resumes and/or photos of catalytic project ideas and peer cases.
- 5) The City reserves the right to extend the submission deadline should that be in the interest of the City.
- 6) The City reserves the right to modify the number of finalists that will advance to the Community Advisory Panel.

#### **V. RFP SECTIONS**

Each proposal should be accompanied by a letter signed by an authorized officer of the lead developer, summarizing the major points contained in the submission, and providing the name, address, email address, and telephone number of the authorized officer and the day-to-day contact person during the RFP process. The lead developer is the primary company and contact responsible for the proposal. Proposals may involve multiple or single companies; however, a lead developer must be identified for each proposal. If the project proposal has been given a name, list that name in the cover letter.

**A) Section 1: Development Team Qualifications/Financial Capability and Viability (35 points)**

**1.1 Identification of Development Team**

Development team members will include the lead developer and may include architects, other design and engineering consultants, historic architecture specialists, financing entities, construction managers, or other members that have been identified. For each of the principal parties comprising the proposed development team, provide the following information:

- a) An organizational structure for the development team.
- b) Name, address, telephone and web site of each development team member.
- c) Identification of the team member's role in the project.
- d) Organizational structure of the team member (nonprofit, corporation, partnership, individual, other).
- e) Note if any of the development team members are a Women Business Enterprise (WBE), a Minority Business Enterprise (MBE), a Small Business Enterprise (SBE), Emerging Business Enterprise (EBE), Other Business Enterprise (OBE), or a Disabled Veteran Business Enterprise (DVBE).
- f) A narrative on the past experience of team members working together.
- g) A detailed description of how the team will approach the historic elements of the property, and how the historic elements will be incorporated into the new program.
- h) Description of the team's experience with adaptive re-use of historic properties.

**1.2 Development Team Members**

For each development team member, include the following:

- a) Identification of team member's role in the project.
- b) Firm resume, or link to online firm resume
- c) A description of the experience with the specific role that they will play with this team, including any experience with similar adaptive reuse projects.
- d) Experience and/or familiarity with adaptive reuse economic development projects, the City's Los Angeles River Revitalization Master Plan, the Los Angeles River Ecosystem Restoration report completed by the Army Corps of Engineers, approved by the City Council in June 2016; the Cornfield Arroyo Seco Specific Plan; and the Mayor's pLAN.
- e) For architecture team members only, descriptions and illustrations of the proposed architect's or architects' work on development projects that have been built or are under construction. If possible, include photographs of these projects.

### **1.3 Lead Developer’s Qualifications**

The lead developer’s ability to carry out a project from conception through fruition is critical to the City of Los Angeles. This section should focus on experience with projects that are similar to the one being proposed in scope, budget, program, and complexity, specifically adaptive re-use of historic structures. Describe the relationships to these projects (i.e. developed, owned, operated and/or managed) and a general description of the project cost(s) including any unique challenges. Identify the location, total project costs, scope, land uses, budget, graphic description, length of time to complete, and actual completion dates. Photos, renderings, and other visual information are useful. Note: Lack of experience with adaptive reuse projects does not preclude respondents from participating. However, provide experience that aligns with the goals and objectives for the site.

- a) Listing of current projects in the Developer’s pipeline, including predevelopment, construction and lease-up activities underway. This list should include the location, project type, size and total development costs for each project.
- b) A list of lead developer staff. Prior to final selection, the organizational documents such as Articles of Incorporation, By-Laws, Partnership Agreement, Operating Agreement, or Limited Liability Certificate may be requested.
- c) If proposal contains hotel or housing as part of the project, provide description of market-rate and/or affordable housing and/or hotel projects developed, owned and managed, including success in obtaining any tax credits and/or public funding/financing from the State and/or the City of Los Angeles.
- d) If the proposal contains manufacturing or office as part of the project, provide a description of similar projects developed, owned and managed.
- e) Experience and/or familiarity with adaptive reuse economic development projects, the City’s Los Angeles River Revitalization Master Plan, the Los Angeles River Ecosystem Restoration report completed by the Army Corps of Engineers, approved by the City Council, US President and Congress in 2016; the Cornfield Arroyo Seco Specific Plan; and the Mayor’s Sustainability pLAN.

### **1.4 Development Team’s Financial Plan and Financial Capacity**

- a) Annual reports or other financial documents representing the lead developer’s financial capability. PLEASE NOTE – If these documents are to be kept confidential, mark them accordingly.
- b) If the lead developer is privately held and there is no public information, provide documented evidence of prior transactions in which all or substantially all of the financing was provided by the proposer, and/or letters from banks and/or current financial partners indicating the scale of recent loans, the size of the credit line, or other information that will provide the City with assurances that the entity can fund a project of the scale proposed without unduly stretching its resources.
- c) If, in the past 5 years, any funding sources or financial institution has taken any adverse action against the lead developer or any joint venture partner, such as

terminating or restricting the use of funds, include a summary of such action and the outcome of the same. Respondents shall also indicate any litigation or settled litigation in which the lead developer has been involved over the last ten years, if any.

Additional financial information may be required from the selected development team.

### **1.5 Community Experience and Strategy**

Describe, in detail, the development team's experience in working with and developing in ethnically diverse, multi-lingual and low-income communities.

- a) Examples of community benefits provided by the past and current projects you have developed.
- b) Describe community engagement, methods use to resolve community opposition for previous projects.
- c) Community references (residents, business/property owners, community based organizations and/or other community stakeholders) for prior projects.
- d) Staff with experience in conducting outreach.
- e) Examples of participation in local hiring programs and/or partnerships with vocational centers.
- f) Previous participation by MBE, WBE, Small Businesses, Emerging Businesses, and Disabled Veterans Businesses, and previous participation in local hiring programs.

### **1.6 References**

Provide a list of at least four (4) references, including contact, title, addresses, email address and telephone number, and a description of the project or projects that the reference is from. Provide at least two (2) letters of reference from lenders or financial partners (public or private) to demonstrate the lead developer's financial capacity to undertake the project.

## **B) Section 2: Proposed Development Program and Architectural Concept (60 points)**

### **2.1 Development Program (Design/Development Concept):**

- a) A narrative that provides a general overview of the proposed development, concept for the proposal, approach to plan for development, allocation of each proposed use, and other relevant information. Narrative must also describe how project proposal will be beneficial for the site and community.
- b) Architectural renderings. Site plan and elevations. Floor by floor plans of the massing with program distribution with square feet included. Indicate specific uses for each floor. Provide longitudinal and horizontal sections.
- c) If the proposal contains office, retail, or hotel, indicate which tenants or operators, if any, have been identified for the site, and the development team's working relationship and/or ability to secure a lease with that entity. If specific operators

have not been identified, name specific entities that are the type that are envisioned for this project. Include links to their websites.

- d) Concept project renderings to convey the vision for the Project. For conceptual renderings, provide a minimum of three interior experiential renderings and two exterior overview renderings.
- e) Type of housing on the site, if any, e.g. market-rate and/or affordable and proposed support services, if any.
- f) If the housing proposed will be affordable, provide a unit matrix that shows the unit size (including # of bedrooms) and type of affordability level.
- g) A detailed description of how the development and the programming will stimulate economic activity to the site and area. Also include proposal's relationship to the CASP, the Los Angeles River, and the area immediately surrounding the site and overall Lincoln Heights area.
- h) If the proposal is inconsistent with the CASP, explain which entitlements you will be requesting and why. Provide an anticipated schedule for the entitlements.
- i) Narrative describing how your proposal fits in with the river-related plans and documents listed on Page 10 of this RFP.

## **2.2 Financial Feasibility of the Proposed Project**

- a) Sources and Uses for each phase of development, including a development schedule that shows major development and financing milestones.
- b) Project Development Budget (total development cost)
- c) Project Operating Pro Forma, including 10-year cash flow analyses with clear explanations of all assumptions.
- d) Market data that demonstrates the feasibility of projected revenue streams.
- e) Detail specific assumptions of financial assistance that will be requested from the City, including any modification of lease payments or sales price from the appraised value,
- f) Explanation of how the development team proposes to finance the project.
- g) Description of how the lead developer has financed projects of similar type and scope, including total project costs, sources and uses for similar projects. Describe a specific project and how unexpected budget increases were handled, during project implementation and how budget gaps were filled.
- h) Summary Financial Schedule.

## **2.3 Business Terms**

Business Terms must include, at minimum, the following:

- a) Proposed Deal Structure. Indicate division of responsibilities for the project's successful completion.
- b) Initial Conditions. Indicate any initial conditions or requirements, which are needed to be granted by a government entity. These initial conditions may include, but are



not limited to, financial assistance, monetary contributions or land write down, tax credit programs, technical assistance, City variances or special entitlement processing, and any similar contingency which could result in additional time and resources on City's behalf to complete the Project.

- c) Project Time Schedule. A schedule of performance outlining the estimated time for each step and phase. Include summary "time line" or other similar graphic representation of the development processes. The schedule should recognize the time involved in completing site assembly, finalizing development agreements, receiving project entitlements, designing the project, financing the project, commencing construction and completing construction, lease negotiations, marketing and final occupancy. Project development timeline showing schedule of major milestones.
- d) Community Benefits Package. Proposal of benefits may come from the construction and ongoing operation and on-site development features of the Project. Examples of community benefits include: living wage programs, targeted and local hiring programs, public open space features and enhancements, public infrastructure improvements, and generation of new tax revenues. If discussing jobs, provide an estimate of type and number jobs to be retained and new temporary and permanent jobs to be created.

## 2.4 Proposed Community Engagement Plan

Describe, in detail, the development team's approach to this proposal and how they envision working with ethnically diverse, multi-lingual, and low-income community members.

- a) Describe your approach for community engagement, and anticipated resolution methods to be used for potential community opposition.
- b) Describe how you will facilitate community input and engagement.
- c) Include any community references for your proposal (residents, business/property owners, community based organizations and/or other community stakeholders).
- d) Provide an outreach plan.
- e) Do you propose to use local hiring programs and/or partnerships with vocational centers for job creation in this proposal? If so, please describe.
- f) Describe how you will incorporate and involve MBE, WBE, Small Businesses, Emerging Businesses, and Disabled Veterans Businesses, and in this proposal.
- g) Proposed community outreach strategy for this development proposal.

**Note:** Bidders are required to comply with the City's Business Inclusion Program (BIP). You will be required to reach out to consultants through the BIP procedures on LABAVN. See instructions in Section IX.

The winning applicant may be required to conduct design charrettes. These may be done in a series, at accommodating times. Fliers and translators may be required to be offered in: English, Chinese, Khmer, Korean, Spanish, and Vietnamese.

### **C) Section 3: Public Amenity Located on the Roof (5 points)**

3.1 Proposals must include a publicly accessible amenity that will be open during business hours. To score up to five points in this section, proposals must include the amenity on the Jail's roof. Proposers are welcome to include other publicly accessible amenities on the site.

## **VI. Selection and Appeals Process**

### **A) Selection Process**

All proposals submitted in response to the RFP will be reviewed for their relative strengths and weaknesses based on the submission requirements and evaluation criteria described herein, including consistency with the goals and objectives of the RFP. In addition, proposals will be reviewed for completeness, developer and team experience, the proposed development program, outreach plan as well as the ability of the respondent to finance, undertake and complete the proposed project in accordance with an agreed upon time schedule. See Section IV (C) for more information regarding successful proposals.

A Technical Panel, composed of City staff, will review and score all responsive proposals and the top three scoring finalists will advance to a public review process. Proposals must score a minimum of 70 points to advance. The public review will include presentations to a Community Advisory Panel. The Community Advisory Panel will review these three proposals and provide comments to the Technical Panel, which will provide the final scores.

The City may contact references and industry sources, investigate previous projects and current commitments, interview some or all of the development team members, and take any other information into account in its evaluation of the responses. The City reserves the right to request clarification or additional information from the development teams and to request that development teams make presentations to community groups or others.

If the composition of the development team(s) changes during the RFP process, the developer will be required to notify the City of these changes and, at its sole discretion, the City will determine whether this revised development team meets the requirements of the Request for Proposals.

After the Appeal Process is completed, the Technical Panel will make its final recommendation. The final recommendation must be approved by the City Council and Mayor of Los Angeles.

The review and selection process is anticipated to take approximately 60 days from the proposal submission deadline.

## B) Appeals Process

The City will notify all proposers in writing of the results of the proposal evaluations, their right to file an appeal, and the appeals process. **Proposers may appeal procedural issues only.**

Appeals shall be hand-delivered to the City no later than ten (10) business days after the date of the RFP notification results letter. To file an appeal, applicants must submit an appeal in writing and identify the specific reason for the appeal to:

Office of the Chief Legislative Analyst  
City of Los Angeles  
RFP Appeal – Lincoln Heights Jail Adaptive Reuse Project  
Attn: Clay McCarter  
200 N. Spring Street, Room 255  
Los Angeles, CA 90012

Written appeals shall not be more than three (3) typewritten 8 ½ x 11 inch pages. Written appeals must include the following information:

- a) The name, address, and telephone number of the proposer.
- b) The name/title of RFP to which the organization responded.
- c) Detailed statement of the specific procedural issues for appeal.

Written appeals may not include any new or additional information that was not submitted with the original proposal. Only one appeal per proposal will be permitted. All appeals and protests must be submitted within the time limits set forth in the above paragraphs.

The Appeals Board shall be established by the City. All Appeals Board members shall be provided with a copy of the RFP and the response letter. Appellants may be invited to an appeals hearing. The decision of the Appeals Board shall be final.

## VII. Evaluation Criteria

The Technical Panel will determine whether submittals are complete or not. The panel will be comprised of City staff. The panel will evaluate and rank proposals in the areas detailed in V(A) RFP Section 1 - Development Team Qualifications/Financial Capability and Viability and V(B) RFP Section 2 - Proposed Development Program and Architectural Concept, and Section 3 - Publicly Accessible Use Located on Roof. Proposals can achieve a maximum score of 100 points:

- |  |           |
|--|-----------|
| ○ Development Team Qualifications/Financial Capability and Viability | 35 points |
| ○ Proposed Development Program and Architectural Concept             | 60 points |
| ○ Publicly Accessible Use Located on Roof                            | 5 points  |

**MAXIMUM POINTS**

**100 points**

Reminder: the proposal MUST include a publicly accessible use. Up to 5 points will be provided if this amenity is located on the roof.

### **VIII. City Non-Liability and Related Matters**

The RFP and the selection process shall in no way be deemed to create a binding contract, agreement, or offer of any kind between the City and the respondents. If the City selects a development team pursuant to the RFP, any legal rights and obligation between the successful team, if any, and the City will come into existence only when an agreement is fully executed by all parties, and the legal rights and obligations of each party shall at the time be only those rights and obligations which are set forth in the agreement and any other documents specifically referred to in that agreement.

Each development team submitting a proposal in response to this RFP agrees that the preparation of all material for submittal to the City and all presentation are at the development team's sole cost and expense. In addition, each development team agrees that all documentation and materials submitted in response to this RFP shall remain the property of the City. Subject to the California law relating to access to public records, the City may be required to publicly disclose all submitted information and materials to their parties requesting such information.

The City reserves the right to alter the selection process in any way, to withdraw the RFP, to deem the proposals as non-responsive, to postpone the selection process for its own convenience at any time, to waive any defects in any submission, to issue a new RFP any time, or to hire a development team it deems appropriate at its sole discretion within an RFP evaluation.

The City is not responsible for representations made by any of its officers or employees prior to the approval of an agreement by the City Council unless such understanding or representation is included in the RFP or in subsequent written addenda. The City is responsible only for that which is expressly stated in this solicitation document and any authorized written addenda thereto.

### **IX. LABAVN, Required Forms and BIP Instructions**

All documents for this RFP will be uploaded to LABAVN, which is the Los Angeles Business Assistance Virtual Network: <http://www.labavn.org/>. Once you have registered, the Lincoln Heights Jail RFP will appear as an option. At the bottom of the Summary page is the link to the Documents. The Lincoln Heights Jail RFP BAVN ID is 29726.

The Lincoln Heights Jail RFP is only available to businesses that have selected specific NAICS codes. One of the codes you select must match a code listed below, or you will not be able to access the RFP and supporting documents. If you are already on BAVN but you have not

selected any NAICS codes that match this list, go to this link:  
[http://www.labavn.org/misc/docs/BAVN\\_Add\\_NAICS\\_Code.pdf](http://www.labavn.org/misc/docs/BAVN_Add_NAICS_Code.pdf).

**Lincoln Heights Jail Selected NAICS Codes for BAVN:**

236116: New Multifamily Housing Construction (except Operative Builders)  
236210: Industrial Building Construction  
236220: Commercial and Institutional Building Construction  
311991: Perishable Prepared Food Manufacturing  
311999: All Other Miscellaneous Food Manufacturing  
493110: General Warehousing and Storage  
493190: Other Warehousing and Storage  
512110: Motion Picture and Video Production  
512120: Motion Picture and Video Distribution  
512191: Teleproduction and Other Postproduction Services  
512199: Other Motion Picture and Video Industries  
531110: Lessors of Residential Buildings and Dwellings  
531120: Lessors of Nonresidential Buildings (except Mini-warehouses)  
531390: Other Activities Related to Real Estate  
541310: Architectural Services  
541320: Landscape Architectural Services  
541330: Engineering Services  
541990: All Other Professional, Scientific, and Technical Services  
712110: Museums  
712120: Historical Sites  
445299: All Other Specialty Food Stores  
722511: Restaurants, full service  
541360: Geophysical Surveying and Mapping Services  
541310: Architectural Services

Contact [lincolnheightsjail.rfp@lacity.org](mailto:lincolnheightsjail.rfp@lacity.org) if you have any questions regarding LABAVN or BIP.

**Required Forms:**

Once registered, under Company Profile, there is a link for Compliance Documents. The following forms are available there:

- Equal Benefits / First Source Hiring Ordinance
- Slavery Disclosure Ordinance

## **BIP Instructions:**

It is the policy of the City of Los Angeles to provide Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), Small Business Enterprises (SBE), Emerging Business Enterprises (EBE), Disabled Veteran Business Enterprises (DVBE), and all Other Business Enterprises (OBEs) an equal opportunity to participate in the performance of City contracts. In order to maximize this participation while minimizing the administrative impact on City staff and RFP respondents alike, the City has developed a Business Inclusion Program (BIP).

The BIP requires City departments to set anticipated participation levels based on the opportunities presented in their advertised contracts and department's achievement of its annual goals. Proposers' BIP Outreach to MBEs, WBEs, SBEs, EBEs, DVBEs, and OBEs shall be determined by their compliance with the following BIP Outreach process which will be performed on the City's Business Assistance Virtual Network (BAVN).

The BAVN can be accessed on the web at <http://www.labavn.org/>. Failure to meet the anticipated MBE, WBE, SBE, EBE, DVBE, and/or OBE participation levels will not by itself be the basis for disqualification or determination of noncompliance with this policy. However, failure to comply with the BIP Outreach documentation requirements will render the RFP response non-responsive and will result in rejection. Compliance with the BIP Outreach requirements is required even if the proposer has achieved the anticipated MBE, WBE, SBE, EBE, OBE, and DVBE participation levels. Adequacy of a bidder's BIP Outreach will be determined by the City after consideration of the indicators of BIP Outreach.

Proposers shall complete and submit Summary Sheets along with copies of sub consultant's MBE, EBE, SBE, EBE, OBE, and DVBE certifications with the proposal. See this link: [http://www.labavn.org/misc/docs/BAVN\\_BIP\\_walkthrough.pdf](http://www.labavn.org/misc/docs/BAVN_BIP_walkthrough.pdf) for information regarding the outreach process and detailed instructions on how to submit the required documentation through BAVN.

1. Make certain your company is registered on LABAVN, and you have selected a code that matches one of the codes listed above.
2. Sign on to LABAVN, and click on the tab that says "BIP-Prime".
3. Click on the hyperlink that says "Download the Business Inclusion Program on BAVN Tutorial."
4. Follow the instructions on the tutorial.
5. At Step 3, "Identify Subcontracting NAICS Codes and Notify Potential Subcontractors", the instructions say to "Select NAICS Codes you are interested in Subcontracting." Use the following codes ONLY:

541310: Architectural Services  
541320: Landscape Architectural Services  
541330: Engineering Services

541360: Geophysical Surveying and Mapping Services  
 562910: Remediation Services  
 712120: Historical Sites

NOTE: The BIP Outreach deadline is 16 days prior to the RFP deadline. See the Summary for the exact date.

When BIP Outreach is complete, make sure to PRINT the Summary Sheet and submit it with your RFP Response (Under Tab N).

<b>LIST OF EXHIBITS AVAILABLE ON LABAVN</b>	
1	Potential Partners for Developers Responding to RFP, from RFI issued April 2016
2	Preliminary Title Report, August 2016
3	Historic Cultural Monument Application, September 1993
4	Hazardous Materials Inspection Report, November 2014
5	LHJ Basement Plan 1997 (right)
6	LHJ Basement Plan 1997 (left)
7	LHJ Physical Assessment, Nadel Architects, 1997 – select pages
8	LHJ Structural and Seismic Capacity Analysis, EQE International, 1997
9	Adaptive Re-Use Study, Perkins + Will, September 2016
10	Parking Structure Diagram at grade, Perkins + Will, August 2016
11	Parking Structure Diagram, Levels 2 – 5, Perkins + Will, August 2016
12	Phase I Environmental Site Assessment, AECOM, September 2016
13	CASP Affordable Housing information and Housing Calc Worksheet
14	City of Los Angeles Business Inclusion Program as of 08/04/2016

15	Northeast LA Riverfront District Vision Plan & Economic Development Implementation Strategy
16	LHJ Cultural Resources Assessment

<b>LIST OF ATTACHMENTS TO BE SUBMITTED WITH PROJECT PROPOSAL</b>	
A	Title Page and Assurances
B	Non-Collusion Affidavit
C	Lobbying Ordinance, Bidder Certification, CEC Form 50
D	Bidder Contributions, Measure H, CEC Form 55
E*	Equal Benefits Ordinance and First Source Hiring Ordinance - To be completed on BAVN
F	Nondiscrimination, Equal Employment Practices, Affirmative Action Program
G	Certification of Compliance with Child Support Obligations
H	Certification Regarding Compliance with the American Disabilities Act
I	Living Wage Ordinance and Service Contract Worker Retention Ordinance
J*	Compliance with Slavery Disclosure Ordinance –To be completed on BAVN
K	Contractor Responsibility Ordinance
L	Insurance Requirements (Does not need to be submitted with RFP. Provided for informational purposes only)
M	Iran Contacting Act of 2010
N	BIP Outreach Summary Sheet

**Note:** \* All Bidders/Proposers must complete and upload, the forms marked with an (\*) through the City of Los Angeles Business Assistance Virtual Network (BAVN) at [www.labavn.org](http://www.labavn.org) prior to the deadline for submitting.