

Attachment 2 - REAP Grant Scope

Introduction

The Westside Cities Council of Governments (WSCCOG) is coordinating with Southern California Association of Governments (SCAG) in this proposal to pursue funding through the California Department of Housing and Community Development (HCD) Regional Early Action Planning (REAP) grant program to support this multi-jurisdictional endeavor. The REAP Subregional Partnership Program is intended to help accelerate housing production throughout the SCAG region and have a net-positive effect on housing supply by increasing housing planning, meeting the sixth cycle regional housing needs assessment (RHNA).

This proposal will be procured using SCAG's On Call Services (OCS) list established under a competitive process to pre-qualify consultants across five (5) planning disciplines. Consultants on the OCS list may include subconsultants on their teams and may choose to bid on all or any number of the four projects. The consultant(s) will be working closely with the WSCCOG staff and the WSCCOG Housing Working Group, which consists of key staff working directly on housing from each member jurisdiction.

Overview

The Westside Cities Council of Governments (WSCCOG) is a joint powers authority representing the cities of Beverly Hills, Culver City, Santa Monica, West Hollywood, and the western portion of the City of Los Angeles (Council Districts 5 and 11), and the County of Los Angeles (Supervisory District 3 and 4). The mission of WSCCOG is to engage in regional and cooperative planning and coordination of government services and responsibilities to assist the member cities in the conduct of their affairs.

The WSCCOG seeks to develop a comprehensive subregional approach to accelerate housing production in support of their efforts to accommodate critically needed affordable housing within the Westside subregion. The Westside subregion is known for its high rents and unaffordability, construction costs, and land value. To improve affordability and housing access in the subregion, the WSCCOG seeks to address barriers to housing development, increase housing in jobs and transit-rich areas, and accelerate the production of affordable housing units.

Project 1: Westside Development Constraints Cost and Land Use Regulation Policy Actions

The objective of this task is to assist cities in understanding and addressing barriers to housing production in the Westside subregion. The consultant shall provide the WSCCOG with data and policy recommendations to support the preparation and/or implementation of the cities' housing elements. The final deliverable will include a memo identifying specific policy recommendations and key actions for individual member cities and/or our subregion to adopt to directly reduce development costs and address other impediments based on the consultant's findings.

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Task 1.1. Project Management

The consultant shall schedule and conduct a kick-off meeting with the WSCCOG staff and the WSCCOG Housing Working Group members to review the task goals and objectives and clarify expectations. The consultant shall hold bi-weekly check-in meetings, (subject to change based on the progress of works and project needs); issue timely invoices and status reports; and establish and manage project timeline for all tasks and deliverables.

Task 1.1 Deliverables

- Meeting agenda and notes
- Monthly invoices and progress reports

Task 1.2 Comprehensive Development Costs Database

The consultant shall compile and develop a database of development costs across the Westside jurisdictions (specifically Beverly Hills, Culver City, Santa Monica, West Hollywood, and West Los Angeles) in comparison with the rest of the County, including cost for land acquisition, entitlement/permitting, soft costs/holding costs, and cost of construction under existing land use and development regulations. Database will also include how the construction costs vary by prototype and construction delivery method, such as traditional stick build, prefab modular, shipping container, motel conversion, accessory dwelling units (ADUs), and more.

The consultant shall provide and display the data and critical information in a format that best supports the cities in preparation of their housing elements, feasibility and pro forma analyses, and other financial analyses related to housing development.

Task 1.2 Deliverables

- Database of development costs in an excel spreadsheet format

Task 1.3. Development Constraints Analysis

Building from the Task 1.2, the consultant shall identify development and administrative constraints on housing production in the Westside subregion in a detailed memo. This process may include a review of the existing policies, programs, and administration procedures related to housing production in the Westside subregion (specifically Beverly Hills, Culver City, Santa Monica and West Hollywood), and/or interviews with housing staff, developers, and/or other stakeholders. The memo will outline specific policy actions and the feasibility of each of the key actions for the individual cities to consider adopting to eliminate or address the identified development constraints. Such actions may include proposed policy changes, drafting new or amending existing ordinances (refer to Task 1.5), as well as identify the need to create new or amend existing programs related to housing development.

Task 1.3 Deliverables

- Analysis memo detailing specific policy recommendations and key actions for individual cities and/or the WSCCOG subregion to adopt

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Task 1.4. Housing Production Policy Best Practices

The consultant shall research and provide best practices recommendations of policies from cities across the country that are leading in accelerating housing production. Draft a memo that includes specific policy recommendations and the feasibility of key actions for the individual cities (specifically Beverly Hills, Culver City, Santa Monica and West Hollywood) and/or the WSCCOG to adopt as a subregion, which may include proposed policy changes, drafting new or amending existing ordinances (refer to Task 1.5), as well as identify the need to create new or amend existing programs related to housing development.

Task 1.4 Deliverables

- Analysis memo detailing specific policy recommendations and key actions for individual cities and/or the WSCCOG subregion to adopt

Task 1.5. On-Call Technical Assistance for Drafting New and/or Amending Existing Ordinances

The consultant shall provide on-call technical assistance (TA) to the Westside cities (Beverly Hills, Culver City, Santa Monica and West Hollywood) in drafting new or amending existing ordinances in response to the recommended actions identified from the Task 1.3 and Task 1.4. The consultant shall develop a workplan to identify a schedule and the level of support for each member jurisdiction.

Task 1.5 Deliverables

- Work plan and schedule for TA work based on outcomes from Task 1.3 and Task 1.4
- Draft ordinances ready for adoption

Project 2: ADU Permit Streamlining and Production Key Actions

The objective of this task is to promote and support the production of Accessory Dwelling Units (ADUs) in the Westside subregion to help meet the subregional RHNA goals. The consultant will work closely with the WSCCOG staff and the WSCCOG Housing Group members to identify specific policy recommendations and key actions for each jurisdiction (specifically Beverly Hills, Culver City, Santa Monica and West Hollywood) to adopt, as well as assist in drafting necessary new or amend existing ordinances, to directly increase ADU production.

Task 2.1. Project Management

The consultant shall schedule and conduct a kick-off meeting with the WSCCOG staff and the WSCCOG Housing Working Group members to review the task goals and objectives and clarify expectations. The consultant shall hold bi-weekly check-in meetings, (subject to change based on the progress of works and project needs); issue timely invoices and status reports; and establish and manage project timeline for all tasks and deliverables.

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Task 2.1 Deliverables

- Meeting agenda and notes
- Monthly invoices and progress reports

Task 2.2. Review SCAG's Regional ADU Development Capacity Analysis and Westside Cities ADU Ordinances and Programs

SCAG has developed a Regional ADU Development Capacity Analysis report, which will be made available to the consultant. The consultant shall review the report and analyze the data and current ADU ordinances (specifically Beverly Hills, Culver City, Santa Monica and West Hollywood) to identify the number of potential ADUs that could be developed within the subregion and make recommendations for how to maximize ADU development potential.

The consultant shall also identify the potential opportunities for jurisdictions to build ADUs and streamline the ADU development process, which may include drafting new or amending existing ordinances (refer to Task 2.3), as well as identify the need to create new or amend existing programs related to ADU housing development. The consultant shall detail the strategies and the course of actions for each jurisdiction to adopt.

Task 2.2 Deliverables

- Analysis memo of SCAG's ADU Development Capacity Report
- Analysis memo of existing ADU ordinances in the Westside subregion
- Analysis memo detailing specific policy recommendations and key actions for individual cities to adopt

Task 2.3. On-Call Technical Assistance for Drafting New and/or Amending Existing Ordinances

The consultant shall provide on-call technical assistance (TA) to the Westside cities (Beverly Hills, Culver City, Santa Monica and West Hollywood) in drafting new or amending existing ordinances in response to the recommended actions identified from the previous task. The consultant shall develop a workplan to identify a schedule and the level of support for each member jurisdiction.

Task 2.3. Deliverables

- Work plan and schedule for TA work based on outcomes from Task 2.2
- Draft ordinances ready for adoption

Project 3: Affirmatively Furthering Fair Housing Subregional Framework and Strategy

The WSCCOG is currently conducting a study and subregional framework to affirmatively furthering fair housing in the Westside. The framework would result in the adoption policy and/or program development that address racial discrimination, residential segregation, and social inequities from historic redlining and exclusionary zoning policies. This study will also identify for the Westside subregion a set of action-oriented strategies in the subregion to ensure housing access, reduce the housing cost

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burden, increase the supply of affordable housing, increase opportunities for homeownership, address displacement, and support overall housing stability. This information will help the Westside cities' implement fair housing goals in the updated housing elements.

The WSCCOG is seeking an on-call consultant to support staff in gathering data and developing data visualization throughout the development of this study.

Task 3.1. Project Management

The consultant shall schedule and conduct a kick-off meeting with the WSCCOG staff and the WSCCOG Housing Working Group members to review the task goals and objectives and clarify expectations. The consultant shall hold bi-weekly check-in meetings, (subject to change based on the progress of works and project needs); issue timely invoices and status reports; and establish and manage project timeline for all tasks and deliverables.

Task 3.1 Deliverables

- Meeting agenda and notes
- Monthly invoices and progress reports

Task 3.2. On-Call Data Visualization Support

The consultant shall assist the WSCCOG staff in preparing data visualization maps of Affirmatively Furthering Fair Housing data, as well as gather demographic information and shapefiles that illustrate racial and housing patterns over time. The consultant shall provide support and produce up to 10 data visualization maps.

Task 3.2 Deliverables

- Draft and final sets of data and maps

Note: Task 3.3 and Task 3.4 to be completed by WSCCOG Staff.

Task 3.3 Research and Background

The WSCCOG staff shall conduct research background on the following:

- Literature review of historic racial discrimination, residential segregation, and exclusionary zoning laws in the subregion, as well as best practices to address impediments to fair housing
- Review fair housing policies and goals in the draft housing elements in the Westside cities, as well Santa Monica's Assessment of Fair Housing report and identify potential common goals and alignment

Task 3.3 Deliverables

- Literature review
- Analysis memo of fair housing goals in draft housing elements

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Task 3.4 AFFH Framework and Strategy

Based on findings from Task 3.2 and 3.3, the WSCCOG staff shall work closely with the WSCCOG Housing Working Group to develop a framework for specific action-oriented strategies to support the cities in implementing the fair housing goals in their housing elements, which may include the following: ensure housing access, reduce the housing cost burden, increase the supply of affordable housing, increase opportunities for homeownership, address displacement, and support overall housing stability. The strategies may also include partnerships with community-based organizations, and other nonprofits and entities to increase access to housing, lower and moderate-income homeownership, and wealth creation.

Task 3.4 Deliverables

- AFFH Framework and Strategy

Project 4: Westside Subregional Affordable Housing Funding Program

The consultant shall explore innovative funding strategies and programs as a framework to form a potential Westside Subregional Affordable Housing Funding Program to establish a dedicated and ongoing revenue to accelerate housing production. Local jurisdictions general funds are impacted because of the COVID-19 pandemic and the region is seeking alternative strategies to fund the development of housing. The proposed program would fund activities that support housing development as well as acquisition and rehabilitation of existing affordable units. The program would also help leverage for state/federal funds, establish low-cost loans for construction and development, and more. The consultant shall evaluate regional and/or jurisdictional strategies including a housing land trust, tax increment financing tools (e.g., Enhanced Infrastructure Financing District, Community Revitalization, and Investment Act, etc.), housing land bank, local linkage fees, and more.

Task 4.1. Project Management

The consultant shall schedule and conduct a kick-off meeting with the WSCCOG staff and the WSCCOG Housing Working Group members to review the task goals and objectives and clarify expectations. The consultant shall hold bi-weekly check-in meetings, (subject to change based on the progress of works and project needs); issue timely invoices and status reports; and establish and manage project timeline for all tasks and deliverables.

Task 4.1 Deliverables

- Meeting agenda and notes
- Monthly invoices and progress reports

Task 4.2. Housing Funding Matrix

The consultant shall create a matrix of existing funding sources related to housing development from the Westside cities, county, state, and federal government and identify funding gaps that could be filled by a proposed subregional funding program. This includes examining existing funding programs from the cities to acquire land, rehabilitate existing properties, and secure low-interest construction loans for housing

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production, as well as programs and opportunities identified in Task 1, Task 2, and Task 3.

Task 4.2 Deliverables

- Matrix of existing funding sources in the local, state, and federal government
- Memo on the funding gaps that could be covered in the proposed subregional funding program

Task 4.3. Housing Financing Mechanism Analysis

The consultant shall identify various financing mechanisms that a city and/or the subregion can implement for various activities including acquisition and rehab, low-interest construction loans for housing production, as well as programs and opportunities identified in Task 1, Task 2, and Task 3. Funding mechanisms may include subregional housing trust, public land bank, tax increment financing, sales tax revenue, and more. The consultant shall draft a memo that describes in detail each funding mechanism and/or strategy, including the pros, cons, best practices and/or case studies.

Task 4.3 Deliverables

- Analysis memo of the various funding mechanisms

Task 4.4. Subregional Housing Program Feasibility Analysis and Recommended Strategy

The consultant shall work with the WSCCOG staff and WSCCOG Housing Working Group members to narrow down the options from Task 4.2 and Task 4.3 and establish a framework to compare each of these various funding and identify the feasibility of these subregional funding mechanisms for the WSCCOG to consider in a subregional funding program. The consultant shall draft a memo that provides a detailed recommended strategy plan for the WSCCOG cities and/or the subregion to adopt, including timeline, strategic partners and foundations, housing entities (e.g., community development corporation, community land trusts, etc.), and more. The consultant shall outline the critical next steps to:

- Identify and implement the framework for the proposed subregional funding program (including governance structure, funding mechanisms, etc.)
- Identify the number of units the subregional fund could support
- Identify what programs the subregional fund could support
- Develop an equitable fair share approach for the WSCCOG to prioritize in housing projects in the subregion

Task 4.4 Deliverables

- Memo on specific policy recommendations and key actions for the WSCCOG to adopt as a subregion

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Schedule

Project 1: Westside Development Constraints Cost and Land Use Regulation Policy Actions	Start Date	End Date
1. Project Management	8/1/2021	6/30/2023
2. Comprehensive Development Costs Database	8/1/2021	12/31/2021
3. Development Constraints Analysis	8/1/2021	6/30/2022
4. Housing Production Policy Best Practices	8/1/2021	6/30/2022
5. On-Call Technical Assistance for Drafting New and/or Amending Existing Ordinances	8/1/2021	6/30/2023
Project 2: ADU Permit Streamlining and Production Key Actions	Start Date	End Date
1. Project Management	1/1/2022	6/30/2023
2. Review SCAG's Regional ADU Development Capacity Analysis and Westside Cities ADU Ordinances and Programs	1/1/2022	6/30/2022
3. On-Call Technical Assistance for Drafting New and/or Amending Existing Ordinances	1/1/2022	6/30/2023
Project 3: Affirmatively Furthering Fair Housing Subregional Framework and Strategy	Start Date	End Date
1. Project Management	9/1/2021	9/30/2022
2. On-Call Data Visualization Support	9/1/2021	9/30/2022
Project 4: Westside Subregional Affordable Housing Funding Program	Start Date	End Date
1. Project Management	1/1/2022	9/30/2022
2. Housing Funding Matrix	1/1/2022	3/31/2022
3. Housing Financing Mechanism Analysis	1/1/2022	5/31/2022
4. Subregional Housing Program Feasibility Analysis and Recommended Strategy	6/1/2022	1/31/2023