



REQUEST FOR PROPOSALS (RfP)

**<C40 Los Angeles Community-Oriented Zero-Emission Delivery
Zone Implementation – Technical Assistance>**

**C40 Climate Leadership Group, Inc.
120 Park Avenue, 23rd Floor
New York, NY 10017
United States of America**

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1. Background

1.1 C40 Cities Climate Leadership Group

The C40 Cities Climate Leadership Group connects more than 90 of the world's greatest cities, representing 650+ million people and one quarter of the global economy. Created and led by cities, C40 is focused on tackling climate change and driving urban action that reduces greenhouse gas emissions and climate risks, while increasing the health, wellbeing and economic opportunities of urban citizens.

The current chair of the C40 is Mayor of Los Angeles Eric Garcetti; three-term Mayor of New York City Michael R. Bloomberg serves as President of the Board. C40 is governed by a Steering Committee made up of C40 member city mayors, elected by their peers to represent the geographic diversity of the network. Currently, the C40 Steering Committee includes the mayors of Accra, Boston, Copenhagen, Dhaka, Dubai, Hong Kong, London, L.A., Medellin, Milan, Seoul and Tokyo.

C40's work is made possible by our three strategic funders: Bloomberg Philanthropies, Children's Investment Fund Foundation (CIFF), and Realdania.

C40 positions cities as a leading force for climate action around the world. We define and amplify their call to national governments for greater support and autonomy in creating a sustainable future. Working across multiple sectors and initiative areas, C40 convenes networks of cities providing a suite of services in support of their efforts, including: direct technical assistance; facilitating of peer-to-peer exchange; and research, knowledge management and communications.

As a climate organisation of the world's greatest cities, C40 supports its members to move on to a low carbon development pathway, adapt to climate change, curb GHG emissions, and engage in partnerships among themselves and with global organisations, national governments, the private sector and civil society.

C40 Cities Climate Leadership Group, Inc. is a U.S. not-for-profit 501(c)(3) registered organisation, working with the world's megacities to tackle climate change. With offices in London and New York, and people working across the globe, C40 has about 220 staff members. Around a half are UK based, around a tenth are US based, the remainder cover roughly another 15 countries. C40 is continuing to expand with plans to register entities in other countries this year. C40 Inc. in the U.S. would remain as the party entering into contracts and handling most financial transactions for all its global affiliates.

1.2 Green and Healthy Streets Declaration and Zero-Emission Freight Technical Assistance

The [Green and Healthy Streets \(GHS\) Declaration](#) was launched by C40 in 2017 and has so far been signed by 35 global cities. These cities have committed to work with partners to:

- Procure only zero-emission buses from 2025.
- Ensure that a major area of the city is zero-emission by 2030.

In order to support the delivery of ambitious zero-emission areas (ZEAs) in cities by 2030, C40's Zero-Emission Freight Programme is working with signatory cities and partners to accelerate the uptake of zero-emission vehicles (ZEVs) and infrastructure for urban goods transportation. This includes knowledge sharing and technical support on relevant projects, policies, incentives, and stakeholder engagement approaches.

C40 is supporting two GHS signatory cities with in-depth support on a zero-emission urban goods transportation project over the next 2 years. Enabled through a new partnership with the Ingka Group, these two projects aim to accelerate the global transition to zero-emission urban goods transport and logistics management by:

- Demonstrating how zero-emission technology and solutions can be successfully applied or piloted today, and adapted into the medium and long-term, in line with technology developments
- Strengthening collaboration and building trust between project cities, businesses, utilities, government (e.g. regional, national), and other local partners and stakeholders
- Advancing concrete action (e.g. projects, policies, incentives) in two cities towards the successful implementation of the C40 GHS Declaration by 2030

Through dedicated technical assistance and engagement with stakeholders – such as city authorities, goods transport operators and logistics partners, utilities, network operators, charging infrastructure and service providers – the projects will aim to identify and demonstrate:

- Actions required to overcome key obstacles and challenges to urban delivery electrification and consolidation
- The roles of different stakeholders in overcoming those challenges
- The benefits of the transition to zero-emission urban goods transport
- Lessons, case studies and evidence for other global cities and businesses transitioning to zero-emission urban goods transport and zero-emission areas, including, for instance, on funding options and investment/return on investment models.

1.3 City of Los Angeles Work on Zero-Emission Freight and Zero-Emission Delivery Planning

Following a competitive call for applications, the City of Los Angeles was selected as one of the two cities to support with technical assistance on developing a zero-emission delivery program serving small businesses in Downtown Los Angeles.

The City's Green New Deal (2019) set a target for 100% of urban delivery vehicles to be zero-emission by 2035. The City also committed to implementing a zero-emission Area (ZEA) by 2030, as part of the Green and Healthy Streets Declaration and is on track to release its ZEA roadmap in June 2021. This proposed work is a critical piece of Los Angeles' path towards a decarbonized transportation future.

Los Angeles communities suffer from some of the worst air pollution in the nation and are among the most vulnerable to negative health impacts. Poor local air quality results from the region's car dependency and a surge in consumer deliveries, particularly in Downtown Los Angeles, the center of urban activity in the region.

The prevailing notion that LA has a car-oriented culture and built environment inhibits delivery companies from investing in non-motorized mobility solutions, which exacerbates mobility inequities and keeps cars prevalent.

The Los Angeles Department of Transportation (LADOT) manages operations and access to the city's streets, which includes implementing and enforcing designated commercial loading zones to optimize mobility and non-vehicular utilization of the public right of way. LADOT is modernizing its curbside management policies and tools, from digitizing all curbs and regulations in the City to developing new policies to activate curb spaces to support community benefits beyond vehicle parking.

LADOT seeks to pilot and enforce a set of zero-emission vehicle commercial loading zones. New digital tools will be developed and tested with the support of a software product consultant, ultimately managing rules for curbs in Downtown Los Angeles. LA Mayor Garcetti's Sustainability Office and Transportation policy staff have been working with LADOT to launch this pilot.

2. Project Purpose and Description

2.1 Project Purpose

As noted earlier, the City of Los Angeles is working to create a curbside designation for zero-emission (ZE) commercial loading zones. This would provide exclusive access for zero-emission delivery vehicles. Since Summer 2020, LA has been planning and developing this zero-emission commercial curb pilot and has initiated the legislative process to make this exclusive ZE delivery curbside designation an enforceable regulation. LADOT is prepared to install several pilot zones, making infrastructure upgrades including pavement markings, a painted curb, and regulation signage, as well as digitally communicating the new curb rule.

Initial outreach to the affected communities is about to begin, and the stakeholders of the City's zero-emission freight working group have been given an initial overview, with more in-depth discussions expected in the near term. The City's Parking Enforcement staff will be trained to issue citations to curb users violating the zero-emission designation and will be ready to enforce when the ordinance takes effect.

One likely consequence of the new regulation is that larger companies with the resources to procure zero-emission vehicles (ZEVs) stand to benefit first from this curb designation. This potentially creates inequitable curb access for smaller, low-capital business operators who are unable to quickly convert their fleets or negotiate with their delivery service providers. To mitigate this potential burden on small businesses, this project seeks to create opportunities for these smaller operators and local workers to benefit from the new zero-emission delivery zone with local business-appropriate ZE delivery solutions such as e-cargo bikes.

The purpose of this project is as follows:

The City of Los Angeles is looking for support in the creation of a program that will allow small businesses to benefit from the new ZE curb designations. The City requests both planning, research, and engagement support to facilitate community participation and the creation of an implementation plan/strategy.

Through an implementation plan and community engagement, the City of Los Angeles hopes to explore what ZE solutions may work best for small businesses and the diverse community located in the downtown areas. Ultimately, this will culminate in a more equitable, holistic, and multi-modal ZE delivery zone.

The implementation plan shall include a market segmentation analysis and indicate a spectrum of the market segments that are most ready to adopt ZE delivery to those least ready to adopt ZE delivery. In addition, it should detail various zero-emission delivery program models or policies, including but not limited to e-cargo bikes (or similar) and light-duty ZE vehicle incentives.

In the medium- to long-term, we will deploy the recommendations in the implementation plan. Specifically, we will work with a cohort of small businesses and pilot a program for ZE delivery and continue to scale up into the future. Increased exposure and use of ZE transportation will likely lead to increased community support for capital-intensive bikeway investments, and enhanced propensity for public support for improvements to non-car infrastructure.

Lessons learned and successful practices determined during this pilot will generate data, results, and local government capacity needed to underpin future legislation and implementation efforts needed to activate one or multiple zero-emission areas in Los Angeles. Lessons learned will ultimately be shared with C40's global network of cities.

2.2 Project Scope

This project requires two workstreams: (1) stakeholder engagement and (2) research & analysis. The overall goal is to develop a stakeholder-informed ZE delivery program that best serves the needs of small businesses in Downtown Los Angeles.

Deliverables:

- Develop an urban delivery market segmentation study of Downtown Los Angeles small and medium businesses and community members
 - Prepare a report on baseline Downtown Los Angeles community urban delivery conditions: how many residents, how many small businesses, how many deliveries?
 - Develop and staff the execution of a project area business and consumer market data collection strategy, such as spatial data, focus groups, and/or surveys.
 - Generate insights on stakeholders' awareness and attitudes of zero-emission delivery (like e-cargo bikes) as well as business operations, delivery demands and patterns, and consumer demands and preferences.
- Develop and implement a targeted engagement strategy that prioritizes those stakeholders most ready to adopt zero-emissions delivery technologies. The focus should be on achieving the highest community benefits and to implement these technologies in partnership with targeted stakeholders.
 - Ensure the engagement strategy allows for strong collaboration and trust-building between stakeholders and the City of Los Angeles
 - Facilitate and convene multiple engagement opportunities for stakeholders to provide input and learn more about:
 - ZE delivery program models/types
 - ZE delivery vehicle options
 - Other programmatic decisions

- Develop an implementation plan/strategy for a zero-emission delivery pilot/program that provides actionable recommendations for the following program elements:
 - Describes how the pilot/program meets the needs of Downtown LA small businesses and is anticipated to generate the greatest community benefits to the local economy, public health, and environmental quality
 - Identifies conceptual ZE delivery zone boundaries or site selection criteria to focus zero-emissions delivery supportive infrastructure informed by the segmentation and baseline conditions studies
 - Identifies and compares competitive models of ZE delivery vehicles, such as (but not limited to) e-cargo bikes, scooters, or light-duty vehicles
 - Identifies and compares program models and potential costs, such as (but not limited to) a leasing library or co-op.
 - Identifies and engages with potential technology and implementation partners (e.g. digital curb management, property managers/realtors, etc.)
 - Provides insight into what other cities have pursued, such as the City of Copenhagen, Denmark or Boston, MA.
 - Recommends program model for the City to pursue, informed by lessons learned from stakeholder engagement. Includes, potentially:
 - Geographic region
 - Partners
 - Timeline
 - Roles & responsibilities
 - Data to collect
- Support with the development of an external communications plan that describes the community-oriented pilot/program development and articulates anticipated benefits in preparation for implementation
- Develop a case study for C40 Cities on how to roll out community-oriented ZE delivery zones, including a summary of the activities undertaken and the approach used for this project, the data and insights gathered, and recommendations for how other cities may replicate this work

3. Proposal Guidelines

This Request for Proposal represents the requirements for an open and competitive process. Proposals will be accepted until **6pm PDT, April 15, 2021**. Any proposals received after this date and time will not be accepted and will be returned to the sender. All proposals should include clear timetables, how they would work with C40 and the City of Los Angeles, clear costs and detail on experience in this area.

The proposal should clearly indicate the required input from C40 and City of Los Angeles staff, timeline of implementation, and any required background work or set up. Furthermore, the

submission should show how the respondent intends that the project governance and management should work. This should, as a minimum, cover proposed working partnership with C40, Los Angeles, key roles and responsibilities, reporting, change requests, escalation of issues, sign-off of work stages, and acceptance criteria.

Respondents are also required to set out any risks and assumptions made in planning this work. Where risks are identified appropriate management and mitigation strategies should also be outlined. The proposal should include details on how a risk assessment would be completed and what that would include.

C40 can receive proposals from multiple organisations who have partnered to develop a joint proposal. In this case, one organisation should act as the lead partner and point of contact for the project and outsource or contract additional work to the other organisation. If the organisation submitting a proposal must outsource or contract any work to meet the requirements contained herein, this must be clearly stated in the proposal. Additionally, all costs included in proposals must be all-inclusive to include any outsourced or contracted work. Any proposals which call for outsourcing or contracting work must include a name and description of the organisations being contracted. While organisations can also submit a proposal for one component of the scope (i.e. urban delivery market segmentation study and stakeholder engagement strategy), preference will be given to proposals which address all components of the scope.

All costs must be itemized to include an explanation of all fees and costs. Contract terms and conditions attached, scope, budget, schedule and other necessary items pertaining to the project will be finalized upon awarding the highest bidder. Bidders are encouraged to confirm their agreement with C40's general terms and conditions (see attached) when submitting the proposal or flag any concerns.

Proposals must be submitted in USD (US dollars), including all costs of taxes and administrative fees and with cost breakdown per team member (staff hourly rate for each member). In case of a need for field trips, travel and maintenance costs must be included in the total value of the proposal. Payments will be made upon approval of the deliverables by the City of Los Angeles and C40, according to the project plan agreed with the successful bidder. The successful bidder will be responsible for any logistical costs, which will be reimbursed later by the C40.

All contracting and invoicing will be handled through:

C40 Cities Climate Leadership Group, Inc.,
120 Park Ave, Floor 23,
New York, NY 10017
United States of America

4. Timelines

4.1 RfP Timeline

All proposals in response to this RfP are due no later than **6pm PDT (Pacific Daylight Time), April 15, 2021**. All interested bidders should confirm by **6pm PDT, March 31, 2021** if they are planning to submit a response to C40 (email addresses below). Please note the C40 staff managing this project are based in **London, UK**.

To: Monika Milewska, Zero Emission Freight Project Officer (mmilewska@c40.org)

CC: Cristina Miclea, Zero Emission Freight Programme Manager (cmiclea@c40.org)

Questions related to this RFP should also be submitted to the same C40 staff via email by **6pm PDT, March 31, 2021**.

Evaluation of proposals will be conducted from **April 16, 2021, to April 23, 2021**. If additional information or discussions are needed during this two-week window, the bidder(s) will be notified.

Second stage interviews may be required, if so, these will be held on **April 28, 2021** using either Zoom or Microsoft Teams.

The selection decision for the winning bidder will be made no later than **April 30, 2021**.

Activity	Date
Request for Proposals sent out	March 24, 2021
Applicants confirm intention to submit bid to C40	March 31, 2021
Questions regarding the proposal submitted to C40	March 31, 2021
Proposals submitted to C40	April 15, 2021
Evaluation of proposal	April 16, 2021 - April 23, 2021
Second stage Interviews (TBC)	April 28, 2021
Selection decision made and winning bidder notified	April 30, 2021
All bidders notified of outcome	May 5, 2021

4.2 Project Timeline

The project initiation phase must be completed by [May 15, 2021](#)

Project planning phase should ideally be completed by [June 11, 2021](#)

Project implementation phase is expected to be completed by [May 1, 2022](#)

5. Project Budget

C40 and the City of Los Angeles are looking for competitive proposals for the outlined scope of works.

Budget proposals should include:

- Specific budget amounts dedicated to stakeholder engagement vs implementation plan development or budget amounts dedicated to each deliverable as detailed in the Project Scope
- Personnel costs (hourly staff rates and time dedicated to each deliverable)
- Materials/resources for stakeholder engagement (e.g., flyers)
- If possible, allocation of stipends, honorariums, or other incentive for stakeholder participation
- Any work that is outsourced or contract to a partner organisation, including staff rates and time dedicated to each deliverable

Please also refer to the Proposal Guidelines section for more information on this.

6. Bidder Qualifications

Bidders should provide the following items as part of their proposal for consideration:

- List of staff who will be working on the project, including job titles and descriptions and their proposed role for this project
- Description of your organization, including mission, values, size, and leadership
- Description of experience in stakeholder engagement, with specific examples and outcomes if applicable (not to exceed one page in length)
- Description of experience in research and analysis with sample work included as addenda if applicable (not to exceed one page in length)
- Description of experience in zero-emission transportation (not to exceed one page in length)

- One to two (1-2) samples of completed plans, reports, market research, survey designs, or similar product
- Proposed timeline for completion of each deliverable and proposed payment schedule
- Potential project risks and mitigation strategies
- At least one (1) reference from a previous client or partner

7. Proposal Evaluation

C40, the City of Los Angeles and the Ingka Group will evaluate all proposals based on the following criteria:

Criteria	Weighting
Interpretation of project brief and proposal for delivery	25%
Project management - ability to delivery outputs to time and quality	25%
Expertise and experience of project team	25%
Budget (value for money)	25%

8. Terms and Conditions

C40 Cities Climate Leadership Group reserves the right to change or cancel the above requirements at any time; without incurring any liability to any interested party and / or any obligation to inform any interested party about the grounds for its action. All costs incurred in connection with the development and submission of a proposal to this RFP are not reimbursable by the C40 Cities Climate Leadership Group.

Annex: C40 Service Provider Agreement (SPA) - attached separately.

