



SOLICITATION

2026-GEN-0073

INVESTMENT AND REVITALIZATION STRATEGY FOR
SACRAMENTO COUNTY COMMERCIAL CORRIDORS

County of Sacramento

9660 Ecology Lane

Sacramento, CA 95827

RELEASE DATE: July 31, 2026

DEADLINE FOR QUESTIONS: August 24, 2026

RESPONSE DEADLINE: September 4, 2026, 5:00 pm

RESPONSES MUST BE SUBMITTED ELECTRONICALLY TO:

<https://secure.procurenow.com/portal/saccounty>

County of Sacramento
SOLICITATION
Investment and Revitalization Strategy for Sacramento County
Commercial Corridors

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- 2. Vendor Questionnaire / Consultant Compliance Forms
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Attachments:

- Economic Development Strategic Plan
- Infill Program Update
- Real Estate and Housing Stock Analysis-Kidder Mathews Report
- Retail Market and Redevelopment Analysis-Kosmont Report
- Smart Growth America Arden-Arcade Technical Assistance Report
- 2026 Sacramento County Business Districts - Economic Modeling
- 2026 Sacramento County Business Districts - Strategic Analysis
- Commercial Corridors Map
- Sample Agreement

1. Introduction

1.1. Summary

Sacramento County is requesting proposals from qualified consultants to prepare an Investment and Revitalization Strategy for commercial corridors in the unincorporated areas of the County. The strategy should identify market-driven redevelopment opportunities, establish investment priorities, recommend policy and infrastructure actions, and provide an actionable roadmap for implementation. Consultant teams may be assembled to consist of a lead firm and specialized subconsultants, but this is not a requirement.

The County has identified 15 commercial corridors that are important to neighborhood economic vitality and long-term reinvestment. Many of these corridors face challenges such as aging infrastructure, vacant or underutilized properties, fragmented ownership, and land use patterns that may no longer reflect market demand. The County's General Plan identifies these corridors as opportunities to maximize residential development opportunities where appropriate.

The purpose of this effort is to provide the County with clear, actionable recommendations that identify where reinvestment is most feasible, what barriers must be addressed, and which County actions can support corridor revitalization.

At a minimum, the consultant will provide the following deliverables, individualized, as applicable, for selected commercial corridors:

- Final Work Plan and Schedule
- Existing Conditions and Corridor Assessment Memorandum (including economic modeling, corridor ranking methodology, infrastructure analysis, and potential cost-benefit analysis, as applicable)
 - Existing Conditions and Corridor Assessment Memo
 - Opportunity Sites and Highest and Best Use Memo
- Investment and Revitalization Strategy (including strategic infrastructure upgrades required to support)
 - Pilot Corridor Implementation Plans
- Engagement Summary and Key Findings
- Final Report and Implementation Framework

1.2. Background

Sacramento County was incorporated in 1850 as one of California's original 27 counties and is the economic center of California's Capital Region. With a population of approximately 1.6 million residents, it is one of the largest counties in California and includes seven incorporated cities as well as a substantial unincorporated area that is home to hundreds of thousands of residents and businesses. The

City of Sacramento, California's state capital, serves as the region's governmental, cultural, and economic hub.

Encompassing approximately 994 square miles, Sacramento County occupies a strategic location at the crossroads of Northern California's major transportation corridors, including Interstate 5, Interstate 80, and U.S. Highway 50. The County's economy is supported by a diverse mix of industries including government, healthcare, advanced manufacturing, food and agriculture, life sciences, clean technology, logistics, education, and professional services.

The County's commercial corridors play a critical role in providing a range of housing options, supporting local businesses, providing neighborhood-serving goods and services, generating employment opportunities, and contributing to the economic vitality of surrounding communities. Many of these corridors developed decades ago and today face a variety of challenges, including aging infrastructure, changing retail and office market conditions, underutilized properties, fragmented ownership patterns, and increasing competition for attracting private investment.

Sacramento County has long recognized the importance of investing in and revitalizing its commercial corridors. Over the past decade, the County has undertaken several planning, market analysis, and economic development initiatives to better understand corridor conditions and identify opportunities for reinvestment. Key efforts led by the Office of Economic Development (OED) and the Division of Planning and Environmental Review (PER) include:

- Smart Growth America Arden-Arcade Technical Assistance Report (2017)
- Retail Market and Redevelopment Analysis: Kosmont Report (2018)
- Real Estate and Housing Stock Analysis: Kidder Mathews Report (2019)
- Infill Program Update (2024)
- Economic Development Strategic Plan (2025)
- Sacramento County Business Districts: Strategic Analysis
- Sacramento County Business Districts: Economic Modeling

The reports listed above, along with a map of the County's 15 commercial corridors, are included as supplemental background materials to this Request for Proposals.

These efforts have consistently highlighted the importance of creating place-based strategies that strengthen commercial districts, attract private investment, support small businesses, introduce housing options, improve the built environment, and position corridors for long-term economic success.

Despite these efforts, many commercial corridors continue to experience barriers to investment and redevelopment. Recognizing that each corridor has unique market conditions, opportunities, and challenges, the County seeks to develop a practical, implementation-focused Investment and Revitalization Strategy for its commercial corridors. The strategy will identify realistic opportunities for reinvestment, evaluate barriers to redevelopment, establish priorities for future County action, and provide a framework for directing public and private investment where it can have the greatest impact.

The resulting strategy will provide Sacramento County with an actionable roadmap to support economic growth, strengthen neighborhood-serving commercial districts, enhance community vitality, and advance long-term fiscal sustainability throughout the unincorporated area.

1.3. [Contact Information](#)

Any inquiries or requests regarding this solicitation must be submitted via OpenGov. Contact with unauthorized County personnel during the selection process may result in disqualification.

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Department:

Office of Economic Development

Department Head:

Crystal Bethke

Director

1.4. [Timeline](#)

Release Project Date	July 31, 2026
Question Submission Deadline (Non-Mandatory)	August 17, 2026, 5:00pm 700 H St 6750, Sacramento, CA 95814
Addendum Issued (if necessary)	August 24, 2026, 5:00pm
Submission Deadline	September 4, 2026, 5:00pm
Proposal Evaluation and Ranking	September 4, 2026 - September 18, 2026
Interviews	September 28, 2026 - October 9, 2026
Consultant Selection and Contract Negotiation Deadline	October 30, 2026

Sacramento County Board Approval	December 2026
Execute Agreement	December 2026

2. Vendor Questionnaire / Consultant Compliance Forms

2.1. Vendor Background

To be considered, consultants submitting proposals must demonstrate successful experience in commercial corridor revitalization including housing options, economic development and redevelopment strategies, market analysis, policy creation, and plan implementation. Experience may include, but is not limited to:

2.1.1. *Certification of Lead Consultant**

Lead consultant must have minimum of 10 years of experience providing economic development, urban planning, market analysis, redevelopment, or related consulting services.

- ☐ Yes, I certify that the firm has ten (10) or more years of experience.
☐ No, I certify that the firm does not have ten (10) or more years of experience.

*Response required

2.1.2. *Experience assessing infrastructure (including wet and dry utilities) deficiencies and identification of strategic improvements required to support commercial corridor revitalization (such as upsizing or replacing utilities).**

- ☐ Yes
☐ No

*Response required

2.1.3. *Experience coordinating with utility owners to evaluate existing and planned wet and dry utility infrastructure, identify capacity limitations, and utility conflicts. **

- ☐ Yes
☐ No

*Response required

2.1.4. *Experience working with local governments on complex economic development, revitalization, redevelopment, land use, and implementation projects. **

- ☐ Yes
☐ No

*Response required

2.1.5. *Experience in commercial corridor revitalization including housing options, economic development strategy, market feasibility analysis, and investment attraction.**

- ☐ Yes
☐ No

*Response required

*2.1.6. Experience working with special districts, Boards, and Executive Directors, particularly on local government partnerships and corridor activation.**

☐ Yes

☐ No

*Response required

*2.1.7. Experience conducting economic, fiscal, market, demographic, and redevelopment potential analyses.**

☐ Yes

☐ No

*Response required

*2.1.8. Experience evaluating opportunity sites, highest and best use scenarios, redevelopment feasibility, and investment readiness.**

☐ Yes

☐ No

*Response required

*2.1.9. Experience developing implementation-focused strategies, action plans, and investment frameworks that include funding sources, phasing, responsible parties, and measurable outcomes.**

☐ Yes

☐ No

*Response required

*2.1.10. Experience facilitating advisory groups and stakeholder engagement with property owners, businesses, developers, community organizations, public agencies, and other key partners.**

☐ Yes

☐ No

*Response required

*2.1.11. Experience working with municipal clients and agencies of similar size, complexity, and economic characteristics.**

☐ Yes

☐ No

*Response required

2.1.12. Extensive experience working within California's planning, land use, economic development, and regulatory environment including knowledge of the Sacramento Region or comparable California markets.*

☐ Yes

☐ No

*Response required

2.1.13. Proposers must be headquartered in California and in good standing with the State of California.*

☐ Yes, I certify that I am headquartered in California and in good standing with the State of California.

☐ No, I certify that I am not headquartered in California, but I am in good standing with the State of California.

☐ No, I certify that I am not headquartered in California and/or in good standing with the State of California.

*Response required

2.1.14. Proposal (Without Cost Proposal)*

Upload your proposal here. Upload fee proposal separately in the next step.

*Response required

2.1.15. Separate Cost Proposal*

County anticipates awarding one contract with a maximum value of \$350,000, including of all labor, materials, travel, and reimbursable expenses (prime consultant/subconsultants). Proposers should submit their best value proposal within this budget range. Proposals exceeding this amount may be deemed ineligible.

Upload your fee proposal. Confirm that your fee proposal is not attached in your proposal and is attached separately here.

*Response required

2.1.16. Confidential Sections of Proposal (if applicable)

The County will treat all information submitted in a proposal as available for public inspection once the County has awarded a contract. If you believe that you have a legally justifiable basis under the California Public Records Act (Government Code section 6250 et. seq.) for protecting the confidentiality of any information contained within your proposal, you must identify any such information, together with the legal basis of your claim in your proposal, and present such information in this section as part of your proposal response package. The final determination of whether the County will assert a proposer's claim of confidentiality shall be at the sole discretion of the County. Click "file upload" below to upload any proposal documents you consider to be confidential documents.

2.1.17. Proposed Contract Exceptions

If proposing any exceptions to the County's Sample Contract, upload a redlined revision of the Sample Contract attached to this solicitation here. Any submissions are for negotiation purposes only.

If no exceptions are proposed, please skip this question.

*2.1.18. Provide the full contact name, title, and e-mail of the signatory for your firm. Provide contact information for the contract manager for your firm in order to distribute contract documents, including other recipients requiring a copy, if awarded.**

Signatory: name, title, email

Contract manager/admin: name, phone, email

*Response required

*2.1.19. PaymentWorks Contact**

Please provide the name and e-mail for a finance point-of-contact for your firm that will receive an invitation to complete the vendor registration process on the County's PaymentWorks portal.

To clarify, if you are set-up with other agencies using PaymentWorks, that information is not available to the County, so you must complete this process for the County.

*Response required

3. Project Details

3.1. Important Instructions for Electronic Submittal

The County is accepting electronic bid submissions. Bidders shall create a FREE account with OpenGov Procurement by signing up at [Sign Up \(opengov.com\)](https://opengov.com). Once you have completed account registration, browse back to this page, click on "Draft Response", and follow the instructions to submit the electronic bid.

3.2. Basis for Award

This proposal award will be determined by factors other than price alone. The County's sole purpose in the evaluation process is to determine which response is best suited, and the best value, to meet the County's needs. Any final analysis or weighted point score does not imply that one proposal is superior to another, but simply that, in our judgment, the proposal(s) we select offer(s) the best overall solution for our current and anticipated needs. The County reserves the right to make modifications to any scoring and/or weight structure prior to the evaluation of responses. The responses will remain sealed during the proposal evaluation period and will be made available for public inspection upon notice of intent to award.

Sacramento County reserves the right to accept the response that is in the best interest of the County. The Director of Economic Development's decision shall be final.

3.3. Evaluation and Ranking

A review panel consisting of County staff and subject matter experts may review and rank all complete and eligible proposals. The County makes no commitment to any respondent beyond consideration of its written proposal.

3.4. Interviews

The County reserves the right to conduct interviews with one or more consultants as part of the evaluation process. The County may also select a consultant without conducting interviews based solely on the information contained in the proposal.

3.5. Contract Award

The selection of a consultant and execution of a contract, while anticipated, are not guaranteed. The County reserves the right to reject any or all proposals, waive irregularities, negotiate modifications to proposals, and award a contract in the best interest of the County.

3.6. Contract Offer

The selection of the consultant and the execution of a contract, while anticipated, are not guaranteed by the County. The County reserves the right to determine which proposal is in the County's best interest and to award the contract on that basis, to reject any and all proposals or portions thereof, to waive any irregularities of any proposal, and to negotiate with any proposer (after proposals are opened) if such is deemed in the best interest of the County.

3.7. Scope of Work and Project Details

Project Objectives

- Assess existing conditions, market demand, and redevelopment (including conversions from commercial/office to residential uses) potential across the selected commercial corridors.
- Identify highest and best use opportunities for key sites and corridor areas.
- Evaluate regulatory, infrastructure, financial, site, and market constraints affecting reinvestment.
- Recommend corridor-specific and countywide strategies, to address identified constraints and encourage investment and redevelopment, including but not limited to:
 - Economic development incentives (e.g., fee deferrals, tax increment financing, infrastructure cost-sharing, expedited permitting, grants, or other financial and regulatory tools);
 - Countywide infrastructure investment and related financing strategies;
 - Corridor-specific infrastructure investments and related financing strategies for a minimum of 2 corridors that would facilitate additional development;
 - Policy or zoning changes; and
 - Business-support tools.
 - Where an existing Property Business Improvement District (PBID) serves the corridor, recommend how it could work with the County to support implementation of these strategies.
- Develop a detailed implementation plan for commercial corridor revitalization for at least 2 corridors focusing on strategies for action.
- Provide a practical implementation framework with priorities, phasing, responsible parties, cost ranges, and potential funding sources (public and private).

Scope of Work

County anticipates awarding one contract with a maximum value of \$350,000, including of all labor, materials, travel, and reimbursable expenses (prime consultant/subconsultants). Proposers should submit their best value proposal within this budget range. Proposals exceeding this amount may be deemed ineligible.

The consultant should propose a streamlined work plan and timeline for completion of the project over an anticipated 12 to 18-month contract term that accomplishes the tasks below without duplicating

analysis across deliverables. The County is open to refinements that improve efficiency while meeting the project objectives.

Task	Description	Key Deliverables
1. Project Initiation and Work Plan	Facilitate a kickoff meeting with County staff; confirm scope, schedule, data needs, stakeholder approach, data tracking, performance measures, anticipated deliverables, and project management protocols.	Final Work Plan
2. Existing Conditions and Corridor Assessment	Assess each corridor's physical, regulatory, and economic conditions. At a minimum, the assessment should evaluate land use, parcelization, zoning, ownership patterns, vacancy, occupancy, property utilization, infrastructure conditions, business mix, demographic and market characteristics, visible reinvestment opportunities or challenges, and cost-benefit analysis. Develop a ranking methodology associated with the above listed conditions to compare corridors.	Existing Conditions Assessment
3. Opportunity Sites and Highest and Best Use	Using the ranking methodology developed in Task 2, identify priority opportunity sites or areas within the corridors. Evaluate potential uses, market support, feasibility considerations, relative redevelopment potential including specific barriers to redevelopment and strategies to address.	Opportunity Sites and Highest and Best Use Memo
4. Constraints, Tools, and Revitalization Strategies	Identify the primary barriers to reinvestment and recommend tools to address them, including infrastructure priorities, financing mechanisms, incentives, permitting or process improvements, zoning or policy changes, small business support, and corridor activation strategies.	Draft Investment and Revitalization Strategy
5. Pilot Corridor Selection and Implementation Plans	Develop selection criteria, evaluate the corridors, recommend a minimum of 2 pilot corridors, and prepare implementation plans focused on County-actionable steps, priority infrastructure projects, phasing, cost estimates, funding sources, anticipated economic outcomes, and roles and responsibilities. Within these implementation plans, identify roles and responsibilities for existing Property Business Improvement Districts (PBIDs) in the corridor.	Pilot Corridor Implementation Plans

6. Advisory Committee and Stakeholder Engagement	Support and facilitate an Advisory Committee established by the County to provide input throughout the project. Conduct targeted engagement with County departments, property owners, businesses, utilities, community organizations, and other key partners to inform the analysis and validate recommendations.	Engagement
7. Final Report and Implementation Framework	Prepare a final report that consolidates analyses, findings and recommendations into a clear, prioritized implementation framework for County use.	Final Report Framework Executive Summary

Project Deliverable Requirements

All reports, memos, maps, graphics, presentations, databases, models, and other work products prepared for this project shall be submitted in both editable electronic formats and Adobe PDF.

At a minimum, the consultant shall provide:

- Editable electronic files for all reports, memorandums, spreadsheets, presentations, graphics, and supporting documents.
- GIS datasets, geodatabases, shapefiles, metadata, and associated mapping files developed during the project.
- Maps, graphics, charts, and other visualizations in editable formats suitable for future County use.
- Presentation materials developed for Advisory Committee meetings, workshops, County leadership, and Board of Supervisors presentations, if requested.
- All supporting analytical data, models, and documentation necessary for the County to update and maintain project information following completion of the contract.

All work products developed under this project shall become the property of Sacramento County upon acceptance of the final deliverables.

Expected Approach

The final work product should be practical, implementation-oriented, and tailored to County decision making. Recommendations should distinguish between actions the County can lead, actions requiring coordination with partners, and actions that may require longer-term funding or policy direction.

- Use clear criteria to compare corridors and prioritize opportunities.
- Ground recommendations in market reality and fiscal feasibility.

- Identify near-term actions as well as longer-term investments.
- Avoid broad recommendations that are not tied to a responsible party, funding path, or implementation step.
- Provide economic modeling with potential cost-benefit analysis for each corridor.
- Align findings with relevant County plans, policies, infrastructure priorities, and economic development goals.

3.8. [Proposal Narrative](#)

Proposals documents must be double spaced with one-inch margins and must be drafted using 12-point Arial font. Proposals should not exceed 15 single-sided pages. Proposers should designate an authorized representative with one single organization as the project lead. Proposals should be uploaded as described in the Proposer Submissions section of this RFP.

The proposal must include the following components:

- A. Cover Letter (5 points)
- B. Relevant Experiences and References (20 points)
- C. Work Plan and Methodology (30 points)
- D. Advisory Committee and Stakeholder Engagement Approach (15 points)
- E. Project Team and Key Personnel (10 points)
- F. Proposed Deliverables and Implementation Framework (10 points)
- G. Cost Proposal (10 points)

3.9. [Agreement Term](#)

It is the intent of the County to award a contract in late 2026 with an estimated overall term of 12-18 months.

3.10. [Award of Contract](#)

- A. Negotiations: After selection of consultant(s), the County will then enter into negotiations as to the terms of the contract, all aspects of services, and the compensation to be paid to the consultant.
- B. Inability to Reach Agreement: In the event the negotiations between the consultant selected and the County cannot be completed as a result of an inability to reach agreement on the fee for services or the scope of work to be performed, then at the option of the County, the contract may be awarded to another consultant.
- C. Final Contract: The selected Contractor shall execute an Agreement with the County in a form approved by County Counsel.

4. Evaluation Phases

No.	Evaluation Criteria	Scoring Method	Weight (Points)
1.	Cover Letter Cover letter containing: • Organization name, address, phone number, and primary contact information. • An expression of interest in the project and understanding of the County's objectives. • Confirmation that sufficient personnel, resources, and capacity are available to successfully complete the project. • Description of the proposing organization, including any subconsultants. • Signature of an authorized representative.	0-100 Points	5 <i>(5% of Total)</i>

2.	Relevant Experience and References A. Describe the firm's experience providing commercial corridor revitalization, housing options, economic development and redevelopment strategies, market analysis, policy creation, plan implementation, or related consulting services. B. Provide descriptions of at least 5 projects of similar scope and complexity completed within the last ten (10) years. For each project, include: • Client name. • Project description and scope. • Consultant's role and responsibilities. • Key outcomes and implementation results. • Project completion date. • Project budget. C. Include at least three (3) client references from projects listed above, including contact name, title, organization, phone number, and email address. D. Provide links or examples of comparable reports, corridor strategies, implementation plans, redevelopment studies, or similar work products.	0-100 Points	20 (20% of Total)
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3.	Work Plan and Methodology Describe the proposed methodology for completing the project and achieving the objectives identified in this RFP. Responses should address: • Project management and coordination approach. • Methodology for assessing corridor conditions and redevelopment potential. • Methodology to economic modeling, market analysis, and cost-benefit analysis. • Methodology for developing corridor rankings and prioritization criteria. • Methodology for evaluating opportunity sites and highest and best use scenarios. • Methodology for identifying revitalization strategies, incentives, funding opportunities, and implementation actions. • Proposed project schedule, milestones, and quality control procedures. • Any innovative approaches, tools, or analytical methods that will improve project outcomes.	0-100 Points	30 (30% of Total)
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4.	Advisory Committee and Stakeholder Engagement Approach The County will establish an Advisory Committee to provide input throughout the project. The Advisory Committee is anticipated to include representatives from County departments, local regulatory agencies, utility providers, property owners, community organizations, economic development partners, and other key stakeholders identified by the County. Describe the proposed approach for supporting the Advisory Committee and conducting stakeholder engagement, including: • Approach to facilitating Advisory Committee meetings and incorporating committee feedback throughout the project. • Recommended Advisory Committee meeting schedule, structure, and key decision points. • Engagement with County departments and partner agencies. • Engagement with property owners, businesses, developers, brokers, and community organizations. • Methods for gathering, documenting, and incorporating stakeholder feedback into the analysis and recommendations. • Approach for validating findings, corridor priorities, and implementation recommendations. • Proposed public meetings, workshops, interviews, focus groups, surveys, or other engagement activities. Consultants should demonstrate their ability to effectively facilitate diverse stakeholder groups	0-100 Points	15 (15% of Total)
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	and build consensus around implementation-oriented recommendations.		
5.	Project Team and Key Personnel Identify the proposed project manager and all key personnel assigned to the project. Include: • Organizational chart showing project roles and responsibilities. • Resumes and relevant experience of key staff and subconsultants. • Description of each team member's role and level of involvement. • Availability and anticipated level of effort for key personnel.	0-100 Points	10 (10% of Total)

6.	Proposed Deliverables and Implementation Framework Describe the proposed key deliverables and how they will support County decision-making and implementation. At a minimum, discuss the proposed approach to developing: • Existing Conditions and Corridor Assessment Memorandum. • Approach to economic modeling, corridor ranking methodology, and potential cost-benefit analysis incorporated into the Existing Conditions Memorandum. • Opportunity Sites and Highest and Best Use Memorandum. • Investment and Revitalization Strategy. • Pilot Corridor Implementation Plans. • Final Report and Implementation Framework. • Describe how recommendations will be prioritized and how implementation actions, responsible parties, funding opportunities, cost ranges, and timelines will be incorporated into the final products.	0-100 Points	10 (10% of Total)
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7.	Cost Proposal County anticipates awarding one contract with a maximum value of \$350,000, including of all labor, materials, travel, and reimbursable expenses (prime consultant/subconsultants). Proposers should submit their best value proposal within this budget range. Proposals exceeding this amount may be deemed ineligible. Provide a detailed cost proposal that includes: • Budget by task and deliverable. • Hourly rates for all personnel and subconsultants. • Estimated hours by task. • Reimbursable expenses and assumptions. • Optional services, if applicable. • Total not-to-exceed project cost.	0-100 Points	10 (10% of Total)
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