

CULVER CITY

General Plan Update

RESPONSE TO REQUEST FOR PROPOSALS

raimi + associates

CITY OF CULVER CITY

June 21, 2018

Response to Request for Qualifications:

City of Culver City General Plan Update

Proposal Submitted by:

raimi + associates

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Submitted to: City of Culver City

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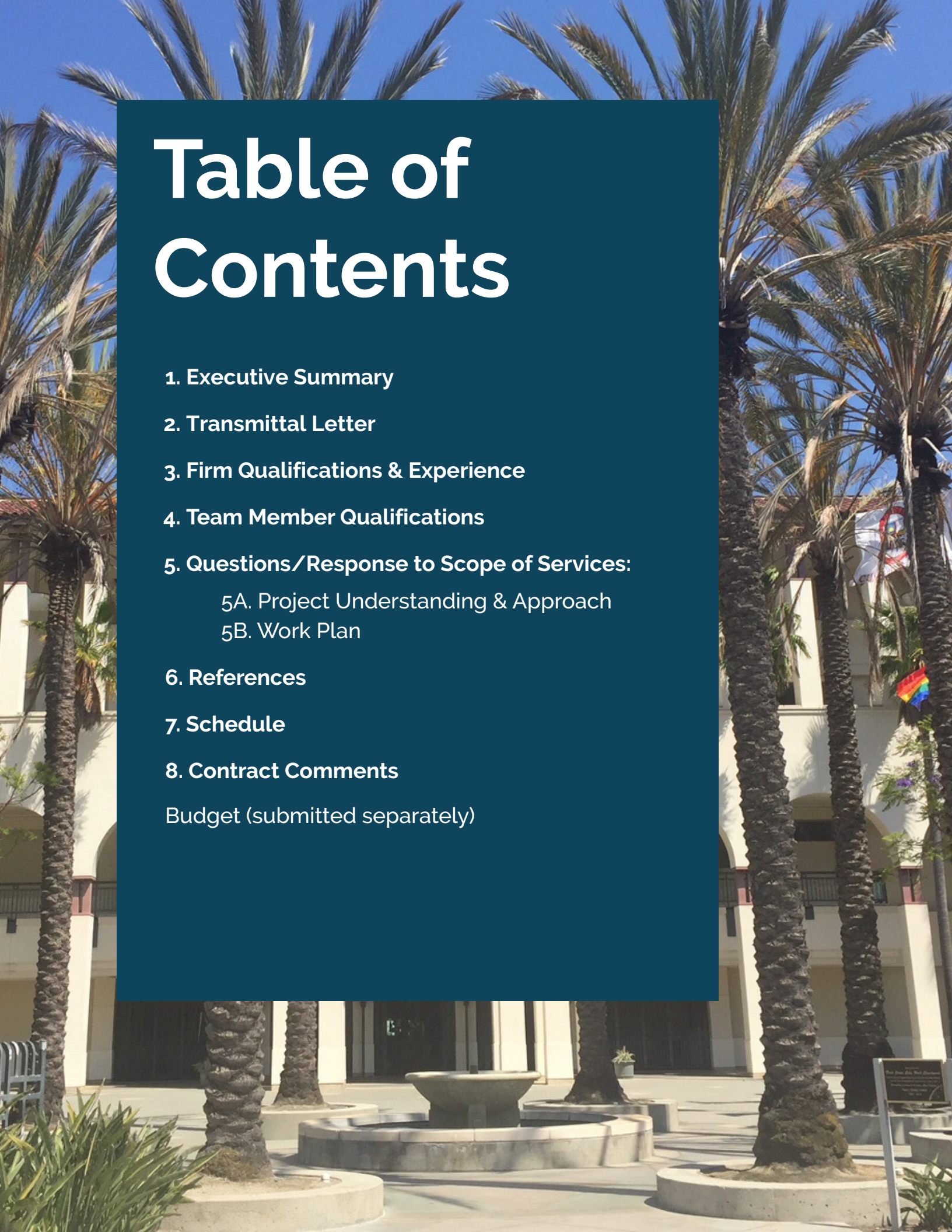

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1. Executive Summary

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Executive Summary

Culver City is at a critical moment as it looks ahead to a future of great possibilities. The City has made tremendous strides in establishing itself as a vibrant place with a high quality of life, easy access to regional public transportation, visionary planning, and healthy neighborhoods. Culver City's commitment to transit oriented development, sustainability, and focus on arts, culture and technology have been noticed throughout the region.

Through the comprehensive General Plan update process, Culver City is set to once again look to the future and set a bold new vision for the next generation. The General Plan process must embrace a strong collaboration between the City and its residents, setting the stage for new methods of civic dialogue about the future. The plan must address a wide breadth of challenging issues. It must determine the amount and location of new development while capitalizing on the Metro rail system in the City, and creating a 21st century multimodal transportation system. It must mitigate against and adapt for climate change while advancing goals of equity and health. Finally, it must address the impact of innovative technologies, such as autonomous vehicles, on the built environment. All of this must be done while preserving the best of Culver City – the neighborhoods, the culture, the economic base, the quality of life and the unique identity.

Team Overview

Raimi + Associates (R+A) has assembled an outstanding and creative team to meet the challenges and capitalize on the opportunities in the City. The R+A team consists of experts in the fields of land use planning, urban design, public health, social equity, sustainability, climate change, mobility, economic development, environmental review, and civil engineering. Our team is comprised of the following firms:

- Raimi + Associates (R+A) will serve as prime consultant and planning lead for the project, bringing our unique expertise in comprehensive planning with a focus on sustainability, health, equity, high-quality urban design and innovative community engagement. In addition to overall project management, our roles will include: leading the extensive community engagement effort; land use policy; health, sustainability, equity and environmental justice; parks and recreation. Raimi + Associates has worked on General Plans throughout the State including West Hollywood, Hermosa Beach, Palm Desert, East Palo Alto, Mountain View, Santa Monica and Los Angeles (Health Element), Coachella, and South Gate, among others. R+A has also directed comprehensive plans in D.C., Hawaii, and Gary, Indiana. Principal and owner Matt Raimi will serve as the Project Manager, with support from Eric Yurkovich (Deputy Project Manager) and a talented support staff.

- Perkins + Will (P+W), an international urban design and architecture firm, will lead the urban design effort for the project ensuring that the General Plan advances a strong sense of place and focuses on creating a visionary, design-based master plan for the City. R+A and P+W have worked together over the years on many planning and urban design projects. Leigh Christy and Martin Leitner will serve as urban design leads on the project.

- Nelson\Nygaard (N\N) will lead the team's mobility work, helping to integrate land use and transportation decisions and transform Culver City into a model of 21st century mobility. Topics will include pedestrian circulation, street network design, transit, autonomous vehicles, parking

management, TDM and bicycle facilities, among other topics. Staffing for Nelson\Nygaard includes Jeff Tumlin and Lauren Mattern.

- HR&A, a leading market and economic firm, will focus on economic development, market analysis and fiscal stability and will also lead the cultural components of the General Plan. HR&A has deep experience working in Westside cities, helping to develop long-term strategies for economic, market, and fiscal stability. In addition, HR&A will lead the effort to develop cultural policies for the plan, particularly as they relate to economic development opportunities, building off of their work leading cultural plans across the country including the plan for Washington, DC. HR&A's work will be led by Amitabh Barthakur with support from Michael Shilstone.

- ESA will serve as the environmental specialist for the project, preparing elements of the CAP and leading the development of the Environmental Impact Report (EIR). ESA brings deep technical expertise and a breadth of functional knowledge – CEQA compliance is at the core of their environmental planning practice. ESA will also assist with "technical" General Plan topics including noise, air quality, safety and biological resources. ESA's work will be led by Jay Ziff, who has significant experience working in the city, and Kimiko Lizardi.

- Urban.Systems, based in Portland, OR, will lead the smart city policy development for the General Plan. The firm is a national leader in the smart city movement, has helped to organize smart city conferences and has collected best practices on smart city programs from across the country. Wilfred Pinhold will lead the smart city component of the plan.

- Sherwood Engineers will lead the team's effort for civil engineering focusing on creating sustainable city utility systems such as water, stormwater and wastewater. Drew Norton will lead Sherwood's effort on this project with support from staff in their Los Angeles office.

- Global Green USA will serve as the team's sustainability consultant and lead the effort to prepare a demonstration project as part of a community workshop. Walker Wells and Tim Blevins will lead Global Green's efforts on their project.

- Rally, a marketing and communications firm based in Los Angeles, will assist the team by developing a marketing strategy and comprehensive communications strategy. This approach will enable the team to develop a clear message for the General Plan that touches on all of the relevant and challenge issues facing the City, such as traffic congestion, gentrification and development. Hillary Moglen, Principal in the LA office, will develop the marketing and communications plan for the project.

- Veronica Tam + Associates (VT+A) will provide strategic guidance on the Housing Element and with developing comprehensive housing policies for the City. Based on the pre-bid meeting, our understanding is that City staff will write the Housing Element with support from the consultant team. Vernonica Tam will provide support to City staff on this project.

Most of our team members have worked together in the past on a wide array of projects, and we have great confidence in the services we provide as an integrated team. We also welcome a conversation with the City on the ideal teaming partners for the project and can make whatever changes are necessary to achieve the City's vision for a successful project.

Team Strengths

As you will see in our proposal, the Raimi + Associates team has numerous strengths and core competencies that align well with the needs of Culver City.

- Experience with similar plans. R+A has led award-winning comprehensive General Plan updates in the cities of West Hollywood, Hermosa Beach, Santa Monica, Palm Desert, Mountain View, East Palo Alto, South Gate, Seaside and Coachella, among others. In addition, we are currently working on comprehensive planning projects in Washington, DC, Honolulu, HI, and Gary, IN. We have extensive experience with developing innovative and implementable General Plans.
- Innovative firms and thought leaders. Raimi + Associates is nationally recognized for our creative thinking and innovation in comprehensive plans. We developed one of the first "form-based" comprehensive plans in the U.S. that transcends simple use-based land use designations, created one of the first stand-alone General Plan health element in California, assisted with the development of LEED for Neighborhood Development, have published multiple guidebooks on health and sustainable neighborhoods that became "go-to" guides for cities and advocacy groups across the country, and have led the movement to incorporate equity into comprehensive plans.
- International perspective, local knowledge. We have assembled a team of experts who are geographically based in Southern California, but who have collectively worked on ground-breaking planning projects around the world. This local presence will maximize the efficiency of project management and collaborative working opportunities, but at the same time each team member will bring to bear experiences from national and international projects, sharing their knowledge of innovative approaches and solutions to urban planning issues.
- Cutting-edge community engagement. Engaging the community in plan creation and decision-making process is critical to the success of a General Plan. An effective engagement process will result in ownership of the plan by the residents and other community stakeholders.. We have a strong track record of projects that educate, engage, and build trust and consensus on seemingly intractable urban issues. R+A's applied research practice also ensures that community input is systematically collected and analyzed so that it becomes invaluable data.
- Implementation-focused plans. Our goal with this project is to develop a General Plan that is already moving toward implementation before adoption. Our team has a proven track record of developing creative solutions to challenging planning, design and infrastructure projects. We are confident that we can successfully work with the staff, Council, City agencies, and the community to address needs, overcome barriers and develop a consensus-based plan that benefits everyone.
- Partnerships and collaboration with staff. We envision our firm serving as a partner to staff, supporting the effort with our creativity, technical expertise, woman/man-power, and project management skills. We commit to working closely with staff, which is a role that we have previously played with considerable success on multiple comprehensive planning projects.
- Commitment to health, equity, and sustainability. Raimi + Associates was founded because there was a lack of consulting firms focused on addressing health, equity, environmental justice, and sustainability throughout the comprehensive and community planning process. While we are planners and designers with deep technical expertise in the nuts-and-bolts of planning, we are dedicated to ensuring that all projects improve the health of residents, that all residents are treated justly, and that the vision of a community incorporates the three "E's" of sustainability.

Highlights of Our Approach + Scope

Some key components of our proposed scope and approach are summarized below and in a graphic on the following pages, with additional details included in the body of the proposal.

- *Diversity of Topics.* Our approach will result in a General Plan that addresses all of the topics that are critical to Culver City, including growth and development, urban design, public space design, cultural assets and amenities, smart cities, innovative mobility solutions, parks and open space, climate change, and health equity, among other topics.
- *Implementation-focused General Plan.* Our entire approach to the General Plan is to prepare a visionary document that will be implemented by the city over time. Our approach includes an evaluation of the existing plan, identification of metrics to track progress, research on funding and financing programs to pay for the specific ideas generated during the process, a detailed implementation program that is separate from the General Plan, a review of the zoning code and a methodology to evaluate General Plan progress post adoption.
- *Focus on Urban Design and the Public Realm.* We understand that planning is more than just land use and numeric calculations of density. Our approach recognizes the importance of urban design and the design of public spaces in the making of great cities. As part of our approach, we will undertake a thorough examination of the public realm, develop design plans for areas of physical change in the City (that approach a specific plan level of detail) and develop goals and policies for citywide urban design strategies.
- *Arts and Culture.* The city's emphasis on arts and culture will be infused throughout the General Plan update process. HR&A will lead the team's effort on this topic but it will be supported through land use decision, community engagement, urban design strategies and strategic marketing.
- *Extensive engagement process.* We have outlined an approach that maximizes inclusivity and offers a vast array of opportunities to participate, from online interactions to speaker series to pop-up workshops and a project 'ambassador' program. We believe the most successful plans are developed through a rich community dialogue that involves all segments of the population.
- *Messaging and Communications Strategy.* The General Plan update is going to touch on a wide variety of topics that are friction points for the community. These include density, gentrification, housing affordability, and traffic. To ensure a smooth update process, the R+A team include Rally, a mission-driven communications and marketing company. They will develop messages, talking points and communications protocols to help frame the issues and opportunities facing the city.
- *Demonstration events.* To showcase the most exciting concepts in the Plan and to drive community interest in the process, the team will prepare a tactical urbanism project such as modifications to roadway configurations (such as a temporary roundabout or bulbouts), parklets, cultural events, smart city technologies, or innovative environmental strategies.
- *Online Mapping and Surveys Using MetroQuest.* We will use the MetroQuest engagement software to conduct online mapping exercises and public opinion surveys. This tool will expand our reach to the community and enable a greater number of people to participate in the process.
- *Numerical evaluation of alternatives using cutting-edge software*. We are proud to be able to offer the use of the most advanced urban planning analytical software available (UrbanFootprint

by Calthorpe Analytics) to evaluate alternatives and understand impacts (positive and negative) of the preferred plan.

- *State Regulations*. Our approach will include all of the required State General Plan legislation to ensure conformance with State law, including recent legislative guidance related to environmental justice, climate adaptation, complete streets, and LOS.
- *Extensive team collaboration*. Members of our team have in the past and are currently working together on a number of General Plan and Specific Plan efforts throughout the State, and we will hit the ground running, leveraging the City's time and budget to the fullest. Our team will talk regularly to exchange ideas and ensure collaboration between team members.
- *Interactive e-plan*. At the end of the project, we will leave the City with a fully functional interactive online version in order to make the document more accessible to the general public.
- *Significant time in Culver City*. To achieve maximum efficiency, R+A's Project Manager (PM) or Deputy Project Manager will commit to spending four (4) days per month working directly in Culver City on the project.
- *Rapid Project Schedule*. We have proposed a project schedule that will result in a public draft General Plan and EIR within 2 years.

Contractual Exceptions

R+A reviewed the sample contract and, as requested, we are providing out comments below. Our review found a few exceptions that we bring forward here for consideration. This information can also be found at the back of the proposal.

1. *Section 6: Indemnity for Professional Liability.* Professional liability policies only cover the insured party, i.e. the professional's, defense. Please strike "defend."
2. *Section 9: Non-appropriation of Funds.* Please add "City shall notify consultant of non-appropriation of funds promptly. Consultant shall be paid in full for all completed work through the date of notification."
3. *Section 12: Ownership of Consultant's Work Product.* The data included in this section does not include any proprietary or commercially available software. City shall purchase, at its own cost, any commercially available software necessary for the use of the documentation or computations produced for this project. In addition, we will provide all finished products only, since unfinished products have by their very nature not been finished and the accuracy and quality within cannot be guaranteed.
4. *Section 22: Right to Terminate.* We request that either party should be able to terminate this agreement without fault.

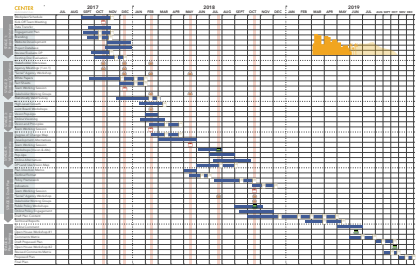
Conclusion

The Raimi + Associates Team is deeply committed to ensuring the success of this ambitious and exciting project. We look forward to speaking with you about the proposal and we heartily welcome a discussion of any changes to our approach or scope. Our goal is to exceed the City's expectations and to produce an award-winning plan that meets the vision of the residents of Culver City.

1 INITIATION

Key Activities and Deliverables:

- Kick-Off Meeting
- Map Book
- Work Plan + Schedule



2 COMMUNITY ENGAGEMENT

Key Activities and Deliverables:

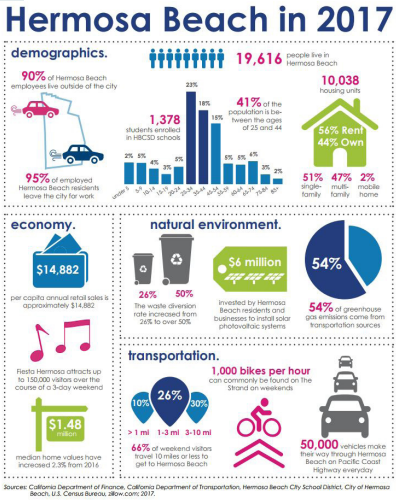
- Engagement Plan
- Project Website
- Stakeholder Interviews
- Speaker Series
- GPAC Meetings
- Solution Groups
- Community festivals/events
- MetroQuest interactive online activities
- Tactical urbanism demonstration projects
- 4 rounds of pop-ups
- Walking tours
- 6 major public workshops
- Neighborhood meetings



3 DISCOVERY

Key Activities and Deliverables:

- Existing Conditions Reports
  1. Land Use, Urban Design and Public Realm
  2. Environmental Justice + Community Health
  3. Mobility and Transportation
  4. Climate Change, Sustainability, and Resilience
  5. Market, Economic, and Fiscal Study
  6. Culture & Arts
  7. Infrastructure
  8. Environmental Background
  9. Smart City
- Performance Metrics
- Funding Matrix



4 CITYWIDE VISIONING

Key Activities and Deliverables:

- Vision + Guiding Principles
- Key Strategies
- Citywide Growth Scenarios
- Citywide Tagets and Outcomes



5 ALTERNATIVES

Key Activities and Deliverables:

- Areas of Change + Stability
- Neighborhood-Scale Specific Planning
- Develop and Analyze Alternatives
- Preferred Direction
- Growth Projections

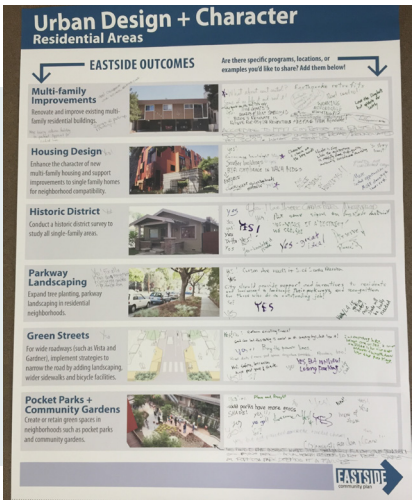


6 POLICY DEVELOPMENT

Key Activities and Deliverables:

Policy Frameworks

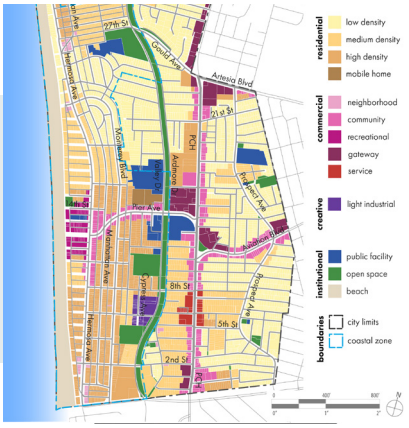
- Land Use
- Public Realm / Urban Design
- Mobility
- Economic Development
- Cultural
- EJ, Health, Wellness, and Equity
- Sustainability and Climate Change
- Infrastructure
- Parks & Recreation
- Conservation + Open Space
- Noise
- Safety
- Housing
- Smart City



7 PLAN DEVELOPMENT

Key Activities and Deliverables:

- Plan Outline and Layout
- Admin Draft
- 2nd Admin Draft
- Screencheck Draft
- Public Draft



8 ENVIRONMENAL IMPACT REPORT

Key Activities and Deliverables:

- Project Description and NOP
- Administrative Draft EIR
- Second Administrative Draft EIR
- Public Draft EIR
- Final EIR, including Response to Comments and MMRP



9 REVIEW + ADOPTION

Key Activities and Deliverables:

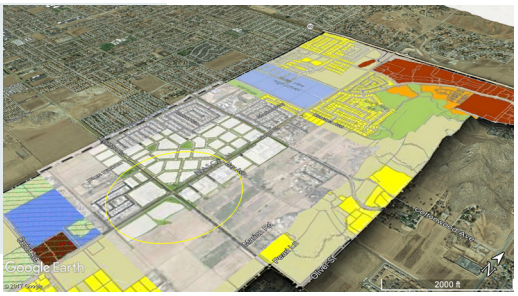
- Online Comment Form + Comments Matrix
- Council and Planning Commission Study Sessions + Hearings
- Final General Plan and EIR



10 IMPLEMENTATION

Key Activities and Deliverables:

- E-Plan
- Zoning Assessment
- Implementation Strategy Plan
- General Plan Evaluation Framework

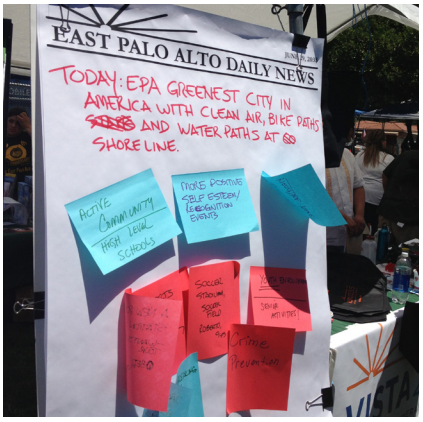


11 MANAGEMENT + MEETINGS

Key Activities and Deliverables:

- Four (4) working sessions with City staff
- Regular check-ins
- Monthly progress reports/invoices











2. Transmittal Letter

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Letter of Transmittal

June 20, 2018

Ashley Hefner
Advance Planning Manager, Culver City
9770 Culver Blvd.
Culver City, CA. 90232

Subject: Culver City General Plan Update Proposal

Dear Ms. Hefner:

On behalf of the Raimi + Associates team, we are excited to present our proposal to Culver City for the General Plan Update.

Enclosed please find 5 paper copies and 1 electronic copy of the proposal from the Raimi + Associates team for the Culver City General Plan Update (RFP#1802). Raimi + Associates has read and will comply with all of the terms and conditions set forth in RFP. Matt Raimi, Principal and sole owner of Raimi + Associates will be the primary point of contact for the project and will be able to answer questions about the proposal. Contact information for Raimi + Associates is below:

> Matt Raimi
> Principal
> Raimi + Associates
> 2000 Hearst Avenue, Suite 400
> Berkeley, CA 94709
> 510.666.1010 (main), 510.200.0520 (direct), 510.789.8332 (cell)
> matt@raimiassociates.com

Our proposal includes all of the information requested in the RFP including firm qualifications and experience, staff member qualifications and experience, project understanding, project approach, scope of services, references and project budget.

Thank you very much for taking to time to review our team qualifications. We welcome the opportunity to engage in a discussion about how we may best structure our team to meet the City's vision for a successful General Plan. Please feel free to contact me at your convenience. We look forward to hearing from you about next steps on the General Plan update process.

Sincerely,



Matt Raimi, AICP, LEED AP ND, Principal
510-666-1010 | matt@raimiassociates.com

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3. Firm Qualifications & Experience

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Project Team Overview

Raimi + Associates (R+A) has assembled a team of visionary and technical experts to complete the Culver City General Plan Update. This team has worked extensively on similar projects and has the necessary skills, experience and creativity to work with the City of Culver City. Our team brings extensive local knowledge with a national perspective, deep expertise with General Plans, and nationally recognized expertise in planning, health, and sustainability. To summarize our key qualifications, some of our team's greatest strengths include:

- **General Plan Experience:** General Plans are the cornerstone of Raimi + Associates' community planning work, and we have worked on an impressive roster of plans throughout the State over the past decade. Select General Plans and other community-based planning processes by Raimi + Associates are listed below:
    - City of Hermosa Beach General Plan
    - City of West Hollywood General Plan
    - City of Santa Monica Land Use and Transportation Elements of the General Plan
    - City of South Gate General Plan and EIR
    - City of Murietta General Plan Health Element
    - City of Seaside General Plan Update
    - City of East Palo Alto General Plan
    - City of Mountain View General Plan
    - City of Coachella General Plan and EIR
    - City of Palm Desert General Plan
    - City of Indio General Plan Update
    - City and County of Honolulu Primary Urban Center Development Plan
    - City of Gary Comprehensive Plan Update
    - Washington D.C. Comprehensive Plan & Resilience Element
- **Leader in creative and inclusive community engagement:** We pride ourselves on implementing inclusive, open, and honest outreach and engagement efforts. Raimi + Associates has developed and implemented a broad range of outreach strategies and activities for local and regional public agencies and community-based organizations. We work with clients to develop a tailored community engagement strategy that meets the needs of the project and solicits meaningful two-way dialogue with community members and stakeholders. Raimi + Associates offers a comprehensive range of community engagement and facilitation services, including traditional community workshops, "pop-up" workshops, attendance at community meetings and events, community surveys, interactive websites, educational workshops, and one-on-one communication with stakeholders. We have a wealth of experience working with underserved, minority, and low-income communities, as well as populations with limited English proficiency. Our engagement techniques have enabled us to reach out to diverse stakeholder and bring them into the process so that consensus solutions may be reach. Comprehensive planning projects that had a high level of community and stakeholder participation include:
    - City of East Palo Alto General Plan Update
    - City of Coachella General Plan Update
    - City of South Gate General Plan Update
    - City of Thousand Oaks Downtown Core Master Plan
    - Florence Firestone Vision Plan
    - City of Oakland International Boulevard TOD Plan
    - City of West Hollywood Eastside Community Plan
    - City of Richmond Climate Action Plan

✚ **Local experience, national perspective:** The R+A team work across California, and the Nation, working on projects similar to the Culver City General Plan Update. Our national experience provides prospective for solving some of Culver City's unique challenges. Collectively, our team has worked on a number of projects for the City of Culver City. Some of our team's Culver City experience are listed below:

- Culver City Centennial Garden Project (Sherwood Design Engineers)
- Culver Studios Innovation Plan (ESA)
- Culver City Entrada Office Tower Project (ESA)
- Culver City Ivy Station MND (ESA & HR&A)
- Culver City Bristol Parkway Project (ESA)
- Culver City Bus Line-by-Line and CSA (N\N)
- Culver City Mobility Focus Groups (N\N)

✚ **Climate Change, Adaptation and Sustainable Development:** Raimi + Associates believes that climate planning and sustainability is about making informed, responsible choices for our future. We incorporate sustainability into everything we do, from our projects to our company operations. Additionally, we provide a range of sustainability planning and implementation services to public, private, and non-profit sector clients across the country. We have created multiple Climate Action Plans and Greenhouse Gas Inventories throughout California, as well as sustainability- and climate-related policy sections for multiple General Plans. We also have some of the country's deepest qualifications in LEED for Neighborhood Development (LEED-ND), including guiding nearly a dozen developers and communities in the LEED-ND implementation and certification process and writing large portions of the U.S. Green Building Council's LEED Reference Guide. Notable projects include:

- Gateway Cities Climate Action Plan
- City of Inglewood Energy and Climate Action Plan
- City of Bellflower Climate Action Plan
- City of Richmond Climate Action Plan
- City of Coachella Climate Action Plan
- Palm Springs Sustainability Master Plan update
- Go Green Monterey County
- Silicon Valley 2.0
- North Bayshore Precise Plan
- Treasure Island LEED-ND implementation
- Ward Village LEED-ND Platinum implementation
- Urban Sustainability Directors Network Equitable Climate Preparedness & Adaptation
- EPA Building Blocks for Sustainable Communities Technical Assistance Team
- Los Angeles Existing Building Energy and Water Efficiency Program (Global Green)
- City of Santa Monica Climate Action and Adaptation Plan (R+A & Global Green)
- City of West Hollywood Sustainability, Carbon Neutrality, and Net Zero Framework (Global Green)
- Los Angeles County Sustainability Framework (Global Green)

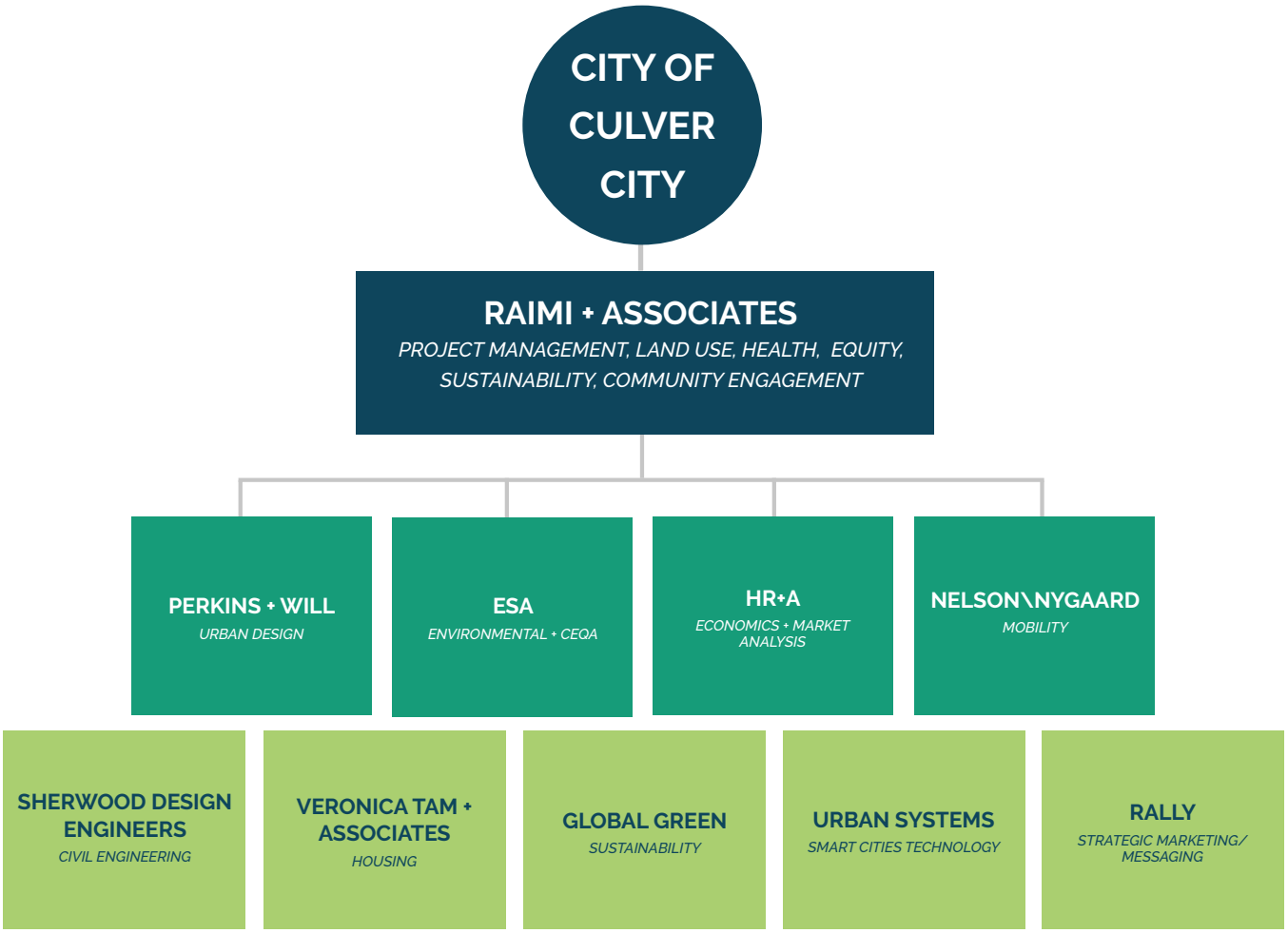
- **Environmental Justice, Health and Equity:** R+A always incorporates a public health lens into all of our planning projects. We view community health broadly and holistically, and seek to integrate it into all of our planning processes and projects. This means that we examine issues like access to healthy foods, pedestrian and access, protection from hazards materials, socio-economic conditions, health disparities, climate change and adaptation, health care and mental health. Raimi + Associates has a successful track record of public health projects that is based on our up-to-date knowledge of research and policy trends; through analysis, mapping and evaluation; the ability to work with the diverse players in the field of public health; and our focus on implementation and evaluation. Representative projects are listed below:

    - El Monte General Plan Health Element
    - Delano General Plan Health and Sustainability Element
    - South Gate General Plan Health Element
    - Los Angeles General Plan Health Element
    - Santa Clara County Health Element
    - Monterey County Health-in-all-Policies Task Force
    - Technical assistance to East Salinas Building Healthy Communities organizations
    - Murrieta General Plan Health Element
    - Riverside County Healthy Communities Element
    - Harbor Community Off-Port Land Use Study
    - Riverside County Healthy Development Checklist
    - Oakland Healthy Development Guidelines
    - Ashland Cherryland Community Health & Wellness General Plan Element
    - Lynwood Safe and Healthy Communities General Plan Element
    - Coachella General Plan Health Element

The following page illustrates is a brief organization of our team. Following is an introduction to each of the skilled experts making up the Raimi + Associates team. For a more detailed look at each firm's relevant project experience, please see the back of this section.



Team Organization



Team Summary

raimi + associates

Raimi + Associates will serve as the project lead and will be responsible for overall project management, land use policy, health, sustainability, and community engagement. Raimi + Associates is a multidisciplinary planning, urban design, policy, and research firm with offices in Berkeley, Los Angeles and Riverside. Over the past decade, we have served dozens of communities in California and across the nation as trusted advisers, skilled practitioners, imaginative problem solvers, and effective communicators. Recent projects include the Washington, DC Comprehensive Plan, a comprehensive plan for Honolulu, Hawaii, the preparation of a health element for the City of Los Angeles, specific plans for the cities of Mountain View, Fremont and Walnut Creek and General Plan for the cities of West Hollywood, Santa Monica, Hermosa Beach and Palm Desert, among others. With just about every planning project, we implement an extensive community engagement program that aims to educate, inspire and empower the community. Our approach brings together diverse methods of city and stakeholder education, visualization, and engagement techniques that allow community members, staff, and elected officials to take ownership of developing and implementing the plan.

Perkins + Will will lead the Culver City General Plan Update's urban design efforts. We are dedicated to building environments that enrich people's lives. Our work focuses on the best qualities of urban living, weaving public spaces, diverse uses, and memorable context into a distinctive pattern of place. Our multi-disciplinary team of urban designers calls upon landscape architecture, transportation systems, infrastructure, and architecture to create frameworks for distinctive and magnetic places. Successful regeneration and creation of sustainable cities demands subtle cultural, environmental, and economic responses. We constantly nourish and advance the development of new tools and innovative thinking for design and communication. Informed by our global expertise, knowledge, and resources, we craft thoughtful, multi-layered urban designs that have shaped cities around the world. Immersed in the settings of our clients, we transform new cities, waterfronts, city centers, educational and corporate campuses, and urban districts into vibrant, sustainable communities. We envision flexible solutions that anticipate future change. We establish the vision, identify the means, and develop a framework for action, generating long-term economic, social, and environmental value for private and public clients and communities. With more than 1,000 LEED® accredited professionals, our firm is distinguished by our commitment to sustainability, taking special pride in urban design's global potential for positive change.

Environmental Science Associates (ESA) will support the Raimi + Associates team with General Plan support and the preparation of the Program Level EIR. ESA is a multi-disciplinary environmental science and planning firm offering a wide range of technical expertise and hands on experience necessary to prepare and implement large-scale, complex planning and environmental projects including innovative General Plans, and the Environmental Impact Reports (EIRs), technical analyses to support them. As a full-service environmental and planning firm, we are accustomed to working across practice areas and as part of an integrated team to develop inventive solutions with an emphasis on streamlining future development permit requirements and the CEQA process. ESA staff keeps implementation at the forefront of consideration, ensuring that the plans born of client collaboration can effectively and understandably be implemented, are physically feasible, are financially viable, and achieve the community's aspirations.

HR&A Advisors, Inc. (HR&A) will provide economics and market analysis for the Culver City General Plan Update. HR&A is an industry-leading economic development, real estate, and public policy consulting firm. We have provided strategic visioning and implementation services for some of the most complex campus, neighborhood, downtown, and regional development projects across North America and abroad for over forty years. We understand the importance of linking accretive private investment with public resources to support investors and communities' responsibilities and aspirations. We have offices in Los Angeles, New York, Dallas, Raleigh, and Washington DC, a presence that allows us to serve clients all over the world. From Southern California to Brooklyn, and London to Hong Kong, we have guided hundreds of clients in transforming strategic initiatives in economic development and public infrastructure, first into actionable plans then into job-producing, community-strengthening assets. We provide economic analysis and strategic advisory services for over 250 projects annually, and have served a range of clients – universities, cultural institutions, hospitals, real estate owners and investors, community development organizations, and governments – since 1976.

Nelson\Nygaard Consulting Associates, Inc. will lead the Culver City General Plan Update's mobility tasks including policies related to parking, TDM, and emerging transportation trends. Nelson\Nygaard and is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a full-service transportation firm with offices across the United States. In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn't dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable.

Sherwood Design Engineers will support the R+A team with civil engineering. Sherwood is a site civil engineering practice committed to the optimal integration of ecology, infrastructure, and design. We specialize in water management strategies, green building design, and urban planning. We document site infrastructure as well as master plan engineering solutions at a campus, neighborhood, and district scale. Important to our engineering practice is our ability to span building and landscape. We have provided more than 14 years of master planning experience for universities, institutions and corporate campuses. Our recommendations minimize the consumption of all site resources— carbon, energy, water, and waste. Sherwood works collaboratively with project teams to find ways to maximize efficiencies through an integrated and ecological approach that results in high performance buildings and landscapes recognized for function as well as aesthetics and user experience.

Sherwood has developed an intimate understanding of California's state policy and county and city regulations. Our connections with public agencies runs deep, from senior staff to the day-to-day contacts, as well as personal relationships that allow easy offline conversations that can create easier navigation through an often-complex bureaucracy. This project will be run out of our Los Angeles studio, and lead by Principal Drew Norton and Project Manager Jimmy Galvez. Our team's relevant project experience includes: Paso Robles Specific Plan, Downtown Napa Specific Plan, Fulton Corridor Specific Plan, and San Francisco Better Streets Plan.

Veronica Tam and Associates (VTA) will assist with the Culver City General Plan Housing Element update. VTA is a small consulting firm based in Pasadena, CA. Established in 2005, VTA has been providing housing and community development planning services for jurisdictions throughout California. Our clients range from small rural communities in Fresno County, to large metropolitan areas such as the San Diego region. Our housing staff has deep knowledge of the State and federal housing requirements and understanding in the integral relationship between the Housing and other elements of the General Plan. We have successfully helped numerous clients achieve compliant status with the State Housing Element law, with some involving extremely complex and challenging circumstances. Several of the Housing Elements prepared by VTA received recognition of the California Chapter of APA for Outstanding Planning. We also assist our clients in implementing the Housing Element, including program designs and zoning code amendments. Most recently, we have worked on zoning ordinances to address inclusionary housing, density bonus, emergency shelters, and condominium conversions.

Global Green will assist sustainability efforts for the Culver City General Plan Update. Global Green is a non-profit organization focused on urban sustainability including energy efficiency, green building, climate action, sustainable neighborhood planning, resource recovery, and equitable development. Global Green's work in urban sustainability utilizes a holistic approach that links research, education, integrated design assistance, policy development, and public awareness. By weaving together these efforts, we are able to continuously refine the way we work and accelerate the widespread adoption of green practices. In all of our work, we emphasize collaboration, innovation, and the creation of lasting value.

Global Green is experienced in working with diverse communities, both rural and urban nationally. Our experience includes contributions to the STAR Community rating system goal areas related to equity (specifically related to access to energy and other natural resources) to the LEED for Neighborhood Development credits related to the provision of affordable housing, and to how equity is addressed in the Eco Districts revised Protocol. Many of the Sustainable Neighborhood Assessments we have conducted over the past three years have focused on disadvantaged communities including Watts, East Los Angeles, the Crenshaw Corridor, South Los Angeles, and North Long Beach, all of which are shown in CalEnviroScreen 2.0 as being disproportionately burdened due to a combination of exposure and vulnerability factors.

For the past twenty years, Global Green has worked with local governments to develop, gain adoption of, and implement green building, sustainability, and climate action frameworks and programs. These include the green building programs established since 2005 for the City of Los Angeles, City of Long Beach, City of West Hollywood, City of Pasadena, and the City of Stockton. Global Green prepared greenhouse inventories for the City of New Orleans (2010) and the City of Youngstown, Ohio (2011) and contributed to the public outreach, innovation, and new measures development for the Climate Action Plan for the City of Santa Ana (2012-2014).

URBAN.SYSTEMS Inc. will lead the team in the development of smart city policies and actions for the Culver City General Plan Update. Urban Systems a leading Smart City technology company. Founded in Portland in 2015 by five industry leaders from Intel, IBM, Daimler Chrysler and a White House Innovation Fellow. URBAN.SYSTEMS is working with domestic and international teams using cyberphysical systems to engage citizens, enhance mobility, reduce costs, and improve equity. The URBAN.SYSTEMS team has experience deploying autonomous and multimodal transit fleets, smart energy waste and water systems, and a wide range of other cyberphysical systems with emphasis on resilience, safety, sustainability, longevity and utility of community assets.

RALLY will support the marketing and messaging of the Culver City General Plan Update. Rally is a full-service communications firm that specializes in changing the way people think about and respond to social issues. Our team consists of experts in strategic communications, earned media, and digital strategy. Our firm rose to prominence shaping public opinion around marriage equality, and has worked on sensitive, high-profile and complex issues related to environmental justice, education quality, gun safety, reproductive rights, gender equality, and health equity. The campaigns we build inside the walls of RALLY affect our lives outside, which means there's a fire behind everything we do. We leverage creative, digital media, messaging, earned media, coalition building, and more to help our clients achieve a legacy of positive change. With offices in San Francisco, Los Angeles and Seattle, we work nationally and embody the innovative spirit of the West Coast.

who we are

At Raimi + Associates, we are advocates, collaborators, organizers, and pioneers committed to creating healthy and enduring places. Over the years, we have served dozens of communities in California and across the nation as trusted advisors, skilled practitioners, imaginative problem solvers, and effective communicators. We help communities achieve their long-term visions by listening to and learning from ordinary people, partnering closely with our clients, and relying on our keen eye for place.

Our firm's planning and urban design expertise is complemented and informed by our focus on public health, equity, sustainability, and program evaluation. To address the complexity of communities, Raimi + Associates integrates a host of interrelated subjects — land use and design, sustainability and green building, public health and social equity, and public engagement and visioning — into planning and social research efforts at a variety of scales. Our work focuses on five practice areas:

- **COMPREHENSIVE PLANNING,** including citywide general and comprehensive plans, community plans, and vision plans.
- **URBAN DESIGN + AREA PLANNING,** including specific plans, neighborhood plans, vision plans, urban design studies, form-based codes, design guidelines, zoning codes and corridor plans.
- **PUBLIC HEALTH + EQUITY,** including health and environmental justice elements and policy, community wellness surveys, Health Impact Assessments (HIAs), Health in All Policies Initiatives (HiAP), mapping and analysis, and healthy development checklists.
- **SUSTAINABILITY + CLIMATE CHANGE,** including climate action plans, GHG emissions inventories, LEED-ND implementation, and sustainability policy and analysis.
- **EVALUATION, ASSESSMENT + STRATEGIC PLANNING,** including community assessments, impact and developmental evaluation, and organizational strategic planning.
- **ENGAGEMENT, COMMUNICATION, + TECHNICAL ASSISTANCE,** including community engagement programs, meeting facilitation, policy/program strategy, skills traning, branding, graphic design, and website design.

Whether it's updating a City's comprehensive plan, developing health and sustainability objectives, creating a targeted neighborhood retrofit plan or generating a vision for a multi-jurisdictional corridor, we think holistically and examine the physical, environmental, health, and socioeconomic challenges of planning and design. This approach allows us to successfully develop, assess, and implement, community plans, implementation programs, community outreach strategies, and policy framework for the cities and communities we work in.

As a result of our dedication to the profession, Raimi + Associates regularly wins awards for our projects including multiple regional and state awards for comprehensive plans and community engagement. Additionally, Raimi + Associates was the recipient of the 2015 APA Award for National Emerging Planning and Design Firm due to our technical planning expertise, commitment to authentic community engagement, and emphasis on healthy, sustainability, and equity.

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LOS ANGELES:
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Los Angeles, CA 90014
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PRINCIPAL: Matt Raimi
YEARS IN BUSINESS: 13
 # OF STAFF: 14
TYPE OF ORGANIZATION: S-Corporation

raimi + associates

service areas

COMPREHENSIVE PLANNING

- General plans
- Comprehensive plans
- Community plans
- Vision plans
- Strategic plans
- Zoning codes and ordinances

URBAN DESIGN + AREA PLANNING

- Specific plans and neighborhood plans
- Master plans
- Vision plans
- Urban design studies
- Form-based codes
- Design standards and guidelines
- Transit-oriented development
- Corridor plans

PUBLIC HEALTH + EQUITY

- Health and environmental justice chapters of comprehensive plans
- Health in All Policies Initiatives (HiAP)
- Health Impact Assessments (HIA)
- Healthy development standards and implementation
- Environmental justice assessment and planning
- Health districts and healthy community plans

SUSTAINABILITY + CLIMATE CHANGE

- Climate action plans (CAP)
- Climate resiliency and adaptation plans
- Sustainable development and green building standards
- LEED-ND certification and EcoDistricts planning
- Sustainability master plans and elements of comprehensive plans

EVALUATION, ASSESSMENT + STRATEGIC PLANNING

- Formative and summative evaluation
- Impact evaluation
- Developmental evaluation
- Health assessments and needs assessments, including community health needs assessments
- Community health improvement planning
- Strategic planning
- Focus groups
- Survey design, implementation, and analysis

ENGAGEMENT, COMMUNICATION + TECHNICAL ASSISTANCE

- Community engagement plans
- Facilitation
- Education and training for planning, public health and sustainability
- Data visualization and infographics
- Website design
- Logos and branding
- Data dashboards
- Technical assistance to non-profits and cities
- Toolkits and guidebooks
- Grant writing

HERMOSA BEACH GENERAL PLAN

HERMOSA BEACH, CA

2018 APA SUSTAINABLE COMMUNITIES DIVISION AWARD FOR EXCELLENCE

DESCRIPTION In 2013, the City of Hermosa Beach, CA, a small coastal community in Los Angeles, hired Raimi + Associates to comprehensively update the City's General Plan and Local Coastal Plan. The Plan focused on maintaining the quality of life in this quintessential small Southern California beach town while allowing for targeted growth in certain parts of the City. The plan also includes ambitious sustainability goals such as a desire for carbon neutrality. The also included an integrated Local Coastal Plan through a grant secured by the team from the California Coastal Commission.

Throughout the process, the R+A team led an extensive community engagement effort that included interactive workshops, walking tours, pop-up workshops and intercept surveys. The final plan is visually interesting with info-graphics, metrics to measure success and an on-line e-plan that organizes information by user type, interest or topic. As a result of it's innovative approach, the General Plan won multiple awards including the 2018 APA Sustainable Communities Division Award for Excellence.

HIGHLIGHTS

- Metrics to track success and measure progress
- Focus on sustainability and resilience, including a goal of carbon neutrality
- Integrated Local Coastal Plan
- Interactive e-plan that organizes information by user type, interest or topic
- Innovative methods to engage the community - including community fairs, walking tours, community working group, and an educational series

CLIENT

City of Hermosa Beach

SERVICES

General plans and comprehensive plans, Climate action plans, Climate resiliency and adaptation plans, Community engagement plans, Facilitation

TIMELINE

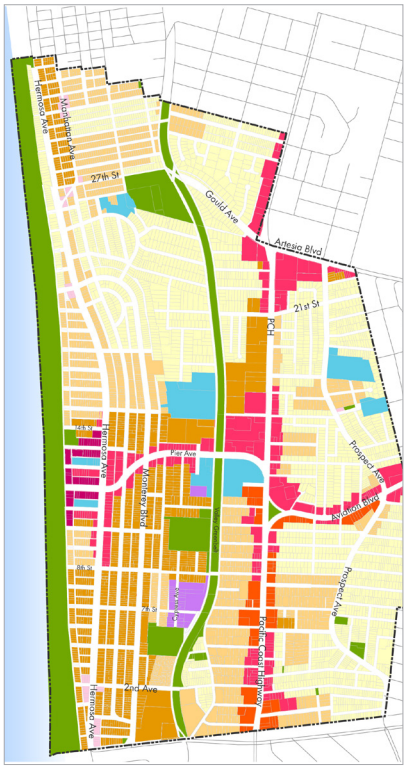
2013 - 2017

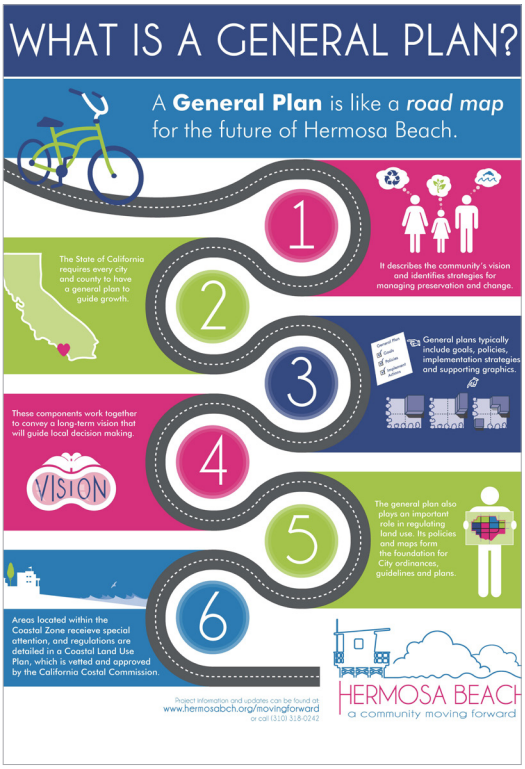
CONTACT

Ken Robertson, Community Development Department
City of Hermosa Beach
(310) 318-0242
krobertson@hermosabch.org





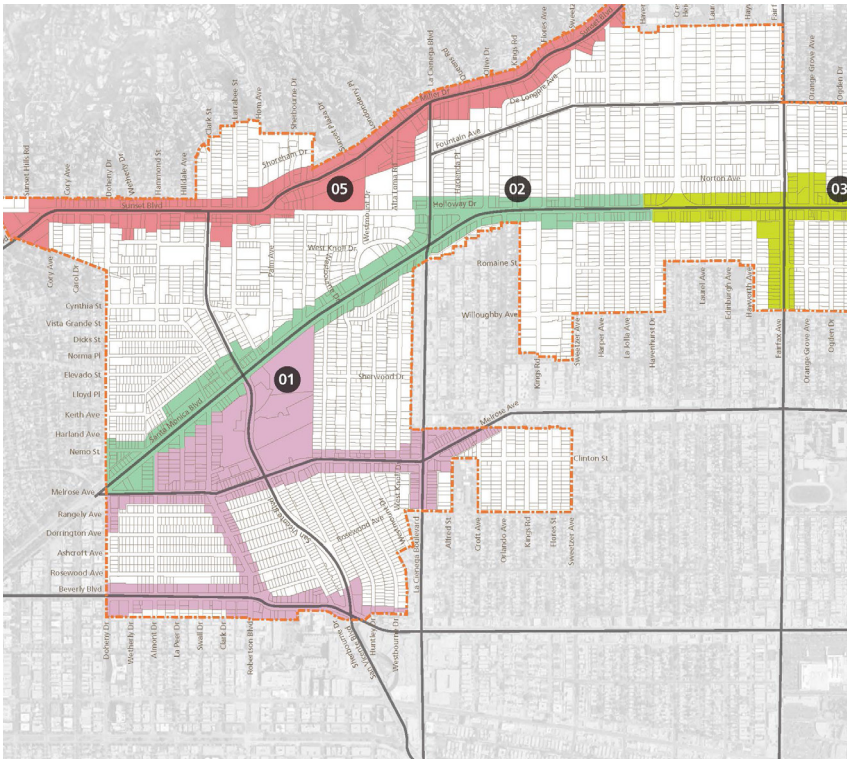


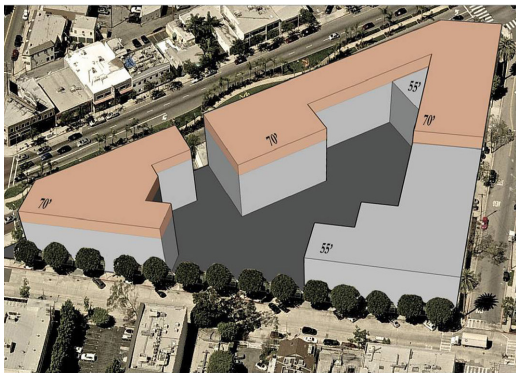


WEST HOLLYWOOD GENERAL PLAN

WEST HOLLYWOOD, CA

2011 APA COMPREHENSIVE PLAN, SMALL JURISDICTION AWARD OF EXCELLENCE







CLIENT
City of West Hollywood

SERVICES
General Plan, GIS Analysis, Community Outreach, Health and Sustainability Policies, Corridor Planning, Extension-of-Staff

TIMELINE
2009 - 2011

CONTACT
Bianca Siegl
Director of Long Range and Mobility Planning
City of West Hollywood
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DESCRIPTION West Hollywood is a diverse, vibrant and progressive community located in the heart of the Los Angeles region. It is home to many world-renowned places including the Sunset Strip, the Avenue of Arts and Design and the Pacific Design Center. Raimi + Associates updated the City of West Hollywood's General Plan, drafting or managing all elements of the general plan in coordination with city staff.

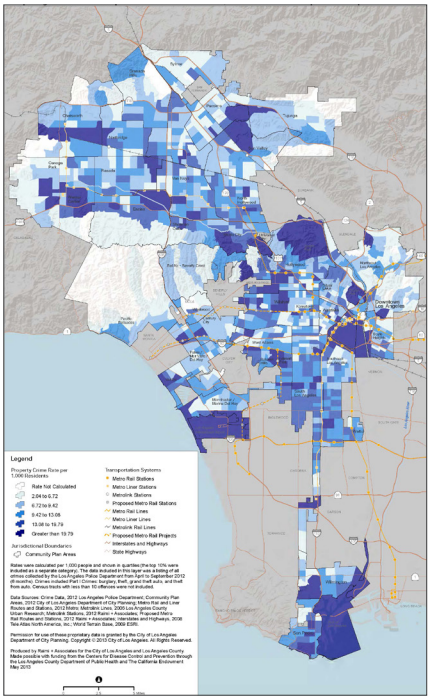
The new general plan focuses on maintaining the community's unique character while providing a design and planning vision for change areas of the City primarily along Santa Monica and Sunset Boulevards. General Plan policies created a framework for preserving West Hollywood's values of diversity, inclusivity, and environmental responsibility while promoting new investment and improved public space in key locations. The West Hollywood General Plan was adopted in 2011.

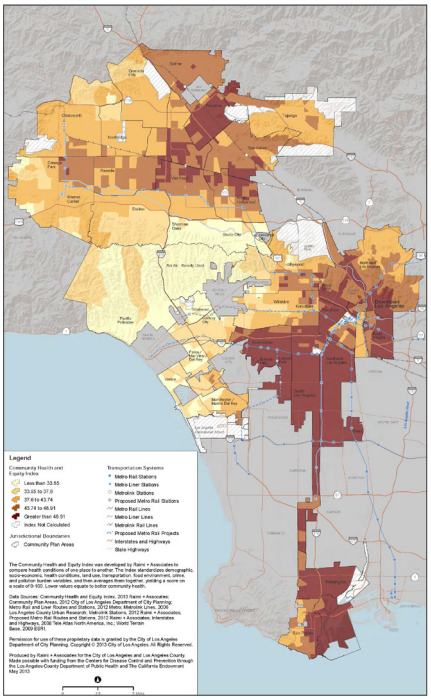
HIGHLIGHTS
- Winner of the 2011 Los Angeles Section APA Award for both Innovation in Green Planning and Small Jurisdiction Comprehensive Plan.
- Design and streetscape standards focused on the various unique districts within West Hollywood.
- Specific policies related to health and wellness, sustainability and climate change, and arts and culture.
- Lean, user-friendly General Plan with a focus on document layout and design.
- Identification of change areas within the City, including detailed design and policy guidance for each.

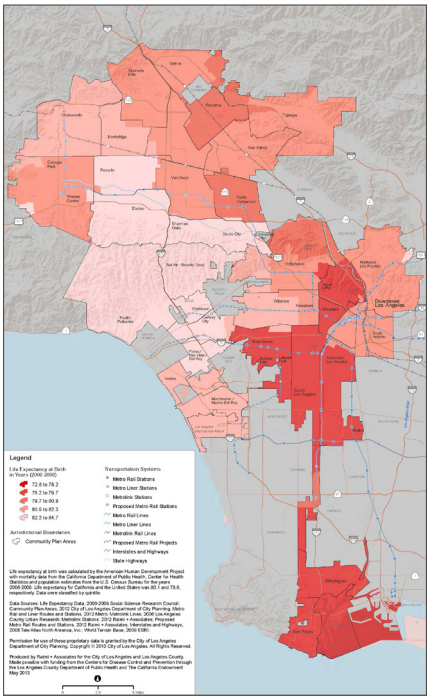
PLAN FOR A HEALTHY L.A.

LOS ANGELES, CA

2014 LOS ANGELES APA AWARD OF EXCELLENCE FOR INNOVATIVE USE OF TECHNOLOGY
2016 LOS ANGELES APA + CALIFORNIA APA AWARD OF EXCELLENCE: COMPREHENSIVE PLAN, LARGE JURISDICTION







DESCRIPTION Los Angeles is the second-largest city in the United States, with an unparalleled diversity of residents, neighborhoods, and urban environments. R+A provided two staff members to the City's Planning Department — as well as firm resources in GIS analysis, policy, and project management — to create and help implement "Plan for a Healthy L.A."

The project created a health chapter for the Angeles General Plan along with a range of creative, innovative implementation activities. The Health and Wellness Element was adopted in 2015. The first major project deliverable was a "Health Atlas" and corresponding interactive website, illustrating citywide mapping data for over 100 health criteria and built environment conditions. The new Element includes 7 goals focusing on equity, healthy food, crime, lifelong learning and environmental pollution, among other topics. The project is currently being implemented in collaboration with the County Department of Public Health, the Mayor's office, and multiple elected officials, community-based organizations, neighborhood councils, city departments, and local stakeholders.

HIGHLIGHTS

- Map atlas with over 100 maps illustrating health conditions, land use and transportation features, and health inequities
- Interactive website allowing comparative mapping and analysis between LA neighborhoods.
- Health and Wellness Element with cross-cutting General Plan goals, policies, and programs.
- Extensive implementation program that provides a roadmap for various city departments.

CLIENT

City of Los Angeles

SERVICES

General and Comprehensive Plans, health chapter of Comprehensive Plan, facilitation, Health in All Policies Initiatives, Data Dashboards

TIMELINE

2012 - 2015

CONTACT

Claire Bowin
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Los Angeles Department of City Planning
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claire.bowin@lacity.org

COACHELLA GENERAL PLAN UPDATE

COACHELLA, CA

2016 STATE APA COMPREHENSIVE PLAN, SMALL JURISDICTION AWARD OF EXCELLENCE

CLIENT
City of Coachella

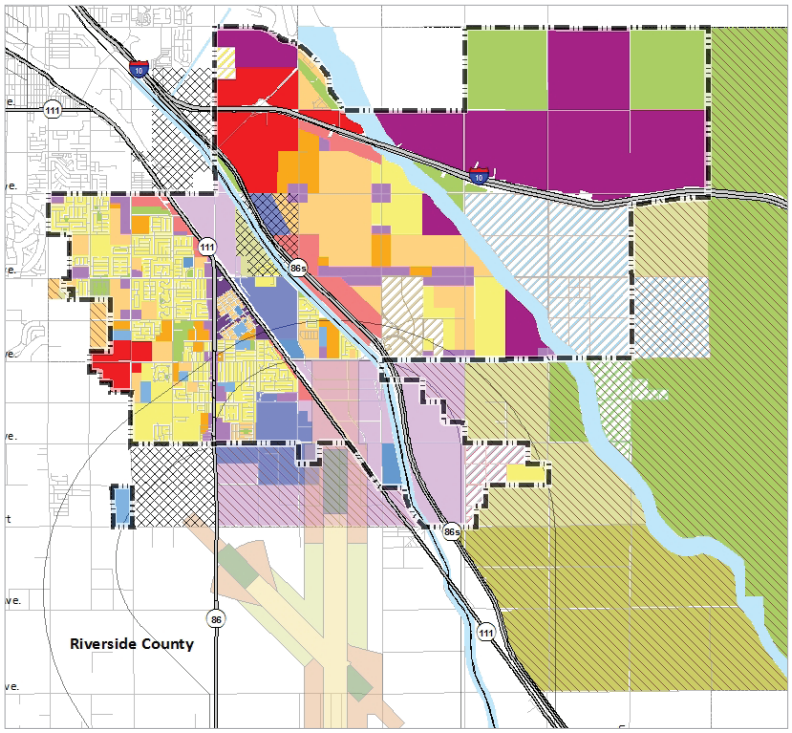
SERVICES
Comprehensive Planning, CEQA, Community Engagement, Health-in-All-Policies, Neighborhood Sustainability

TIMELINE
2011 - 2015

CONTACT
Luis Lopez
Community Development Dir.
City of Coachella
(760) 398-3102
llopez@coachella.org

DESCRIPTION Raimi + Associates led a team of sub-consultants through an extensive General Plan update and Climate Action Plan for the City of Coachella, a low-income, predominantly Spanish-speaking community on the eastern edge of the Los Angeles Region. The R+A-led team worked with the General Plan Technical Advisory Committee, General Plan Wellness Advisory Committee, stakeholders, city staff, and community members to develop a vision for the City's anticipated growth from its current population of 40,000 to 135,000 by 2035. The update entailed a complete re-write and re-organization of the City's previous 2007 City's General Plan, and incorporates new maps, graphics, charts, and descriptive text to better illustrate the vision, unique identity, and concepts that are central to Coachella's future as a healthy, safe, and sustainable community. The plan was unanimously adopted by the city and is currently being implemented through a series of new ordinances and regulations that support the vision for the city's future.

HIGHLIGHTS
- A standalone Health Element and Sustainability Element addressing equity, environmental, and health challenges.
- Extensive bi-lingual engagement that included well-attended workshops and local cultural events to capture public input for the General Plan Update.
- Comprehensive citywide greenhouse gas reduction strategies for climate change action and adaptation.
- Flexible form-based approach to land use that is responsible for market conditions







Go to http://bit.ly/1LUJECj for more information about our award!

EAST PALO ALTO GENERAL PLAN AND WESTSIDE AREA PLAN

EAST PALO ALTO, CA

2017 NORCAL APA COMPREHENSIVE PLAN, SMALL JURISDICTION AWARD OF EXCELLENCE

DESCRIPTION Raimi + Associates updated the General Plan for the City of East Palo Alto, one of the most ethnically diverse cities in the Bay Area. As part of the planning effort, R+A also created a chapter of the General Plan focused on East Palo Alto's Westside, which provides a significant percentage of the San Francisco Peninsula's existing affordable housing stock. The updated General Plan emphasizes pressing community issues, such as affordable housing, public safety, infrastructure deficiencies, increased employment opportunities, public realm improvements, public health, fiscal health, and the need for better pedestrian and bicycle infrastructure. It includes specific policies guidance for each unique neighborhood of the City.

The Plan also clarifies and strengthens protections for affordable housing, creates a strong community benefit program and ensures an open and transparent engagement process prior to the approval of significant new development projects. Throughout the General Plan process, R+A implemented an extensive engagement process that included 2 advisory committees, a dozen workshops, pop-up workshops, and focus groups. The engagement process provided education and community empowerment to ensure that the vision is implemented in the future.

CLIENT
City of East Palo Alto

SERVICES
General Plan Update, Area Plan, Community Engagement , Zoning Code Update, Health and Equity Analysis

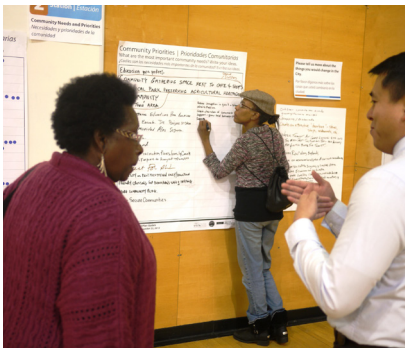
TIMELINE
2014 - 2017

CONTACT
Sean Charpentier, Assistant City Manager
City of East Palo Alto
(650) 853-3150
scharpentier@cityofepa.org

HIGHLIGHTS
- Simultaneous General Plan and Westside Area Plan.
- Extensive multi-lingual engagement that focused on community empowerment.
- A community health element focusing on equity.







INDIO GENERAL PLAN UPDATE

INDIO, CA

DESCRIPTION Indio is the largest and fastest growing city in Riverside County's Coachella Valley. Known as the "City of Festivals," Indio hosts numerous world-renowned festivals each year including, the Date Festival, the Riverside County Fair, Stagecoach, and the Coachella Valley Music and Arts Festival.

Raimi + Associates was hired to restart the General Plan Update process, leading preparation of the General Plan Update, a qualified Climate Action Plan, and an Environmental Impact Report. The General Plan places a renewed emphasis on urban structure and community character. The Plan clearly identifies the areas to focus future public and private investment and provides additional guidance on development form and character to help create walkable neighborhoods in Downtown and Midtown and along the City's commercial corridors. The Plan also includes a policy framework and implementation actions to address environmental justice, climate change, and community health.

HIGHLIGHTS

- Targeted community outreach, including key stakeholder interviews, General Plan Advisory Committee meetings, and communitywide workshops.
- Form-based General Plan land use designations that promote urban form and character.
- Standalone Health and Equity Element that addresses environmental justice, health, and climate change.

CLIENT

City of Indio

SERVICES

General Plans and Comprehensive Plans, Climate action plans, Health and environmental justice chapters of comprehensive plans, Facilitation

TIMELINE

2017 - Present

CONTACT

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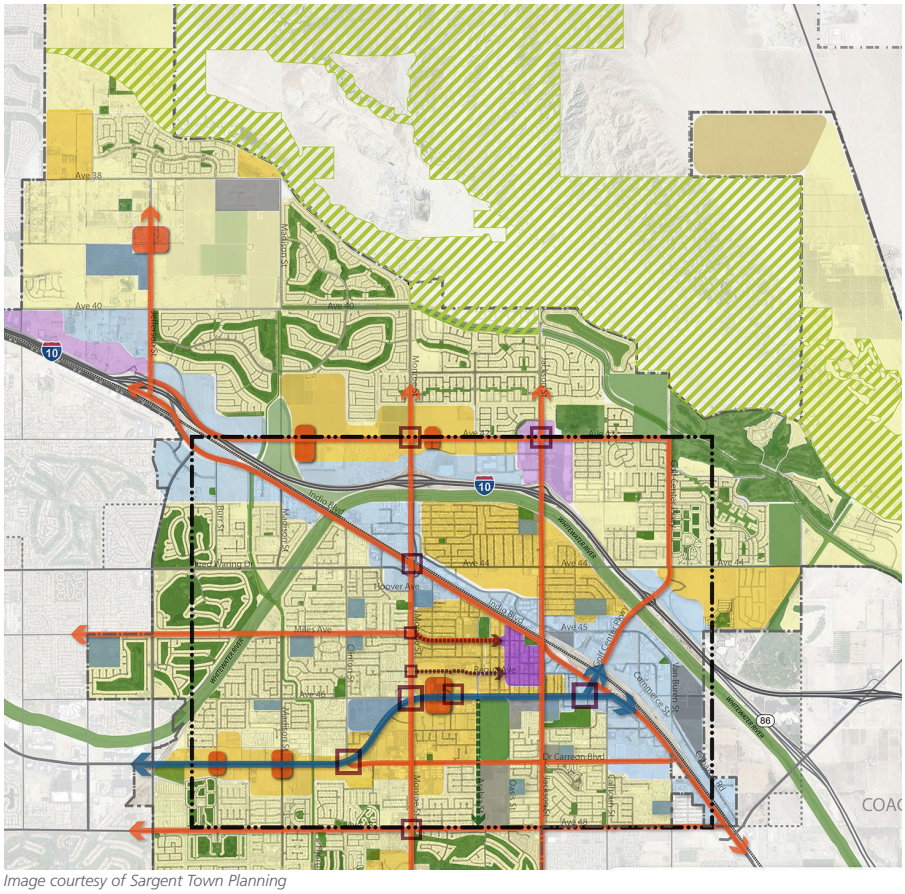





Image courtesy of Sargent Town Planning

MOUNTAIN VIEW GENERAL PLAN

MOUNTAIN VIEW, CA

DESCRIPTION Raimi + Associates worked for the City of Mountain View and as a subconsultant to MIG on the preparation of the City of Mountain View General Plan update. The General Plan includes an ambitious vision for growth and transformation including adding a significant amount of housing, supporting growth in the downtown, promoting complete streets, and transforming suburban office parks into mixed-use districts. R+A helped develop policy and write the General Plan, assisting with a variety of topics including land use, urban design, infrastructure, health, and sustainability. R+A also completed a sustainability existing conditions report in preparation for creation of the General Plan. The General Plan set the stage for precise plans in multiple change areas throughout the City. Many of these precise plans have been or are being directed by R+A, including the North Bayshore Precise Plan, El Camino Real Corridor Plan, and East Whisman Precise Plan.

HIGHLIGHTS

- Completed the project on an expedited schedule.
- Emphasis on health and sustainability in the General Plan.
- Coordinated with existing city work and explored innovative but feasible new policy directions for the City.
- Drafted key land use policies, neighborhood-scale guidance, and vision content.

CLIENT

City of Mountain View

SERVICES

General Plan, GIS Analysis, Community Outreach, Health and Sustainability Analysis

TIMELINE

2009 - 2011

CONTACT

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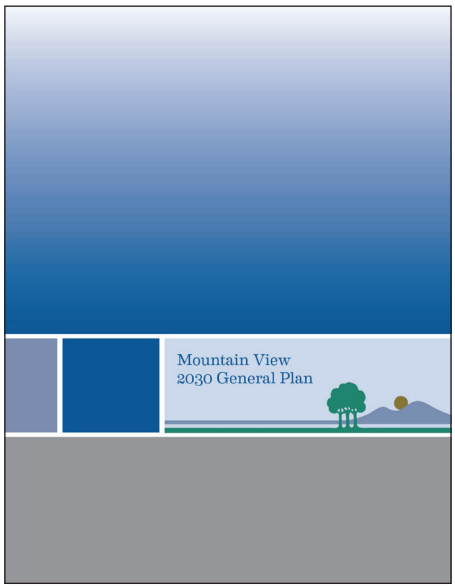
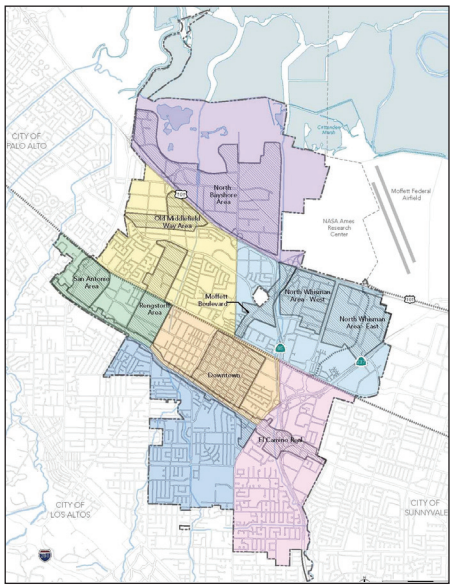
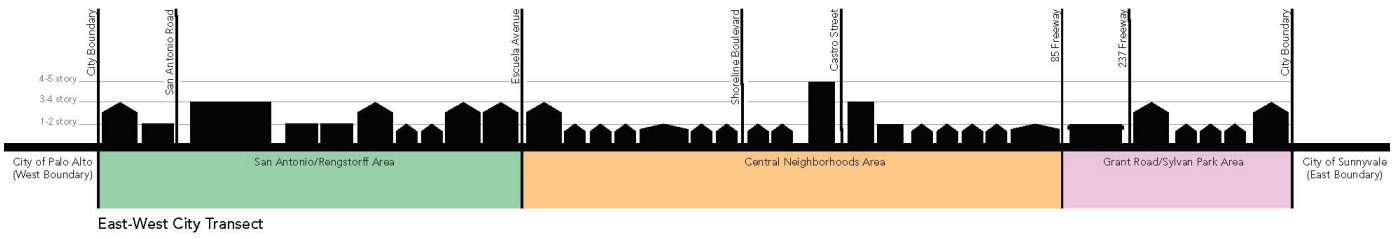








East-West City Transect

PALM DESERT GENERAL PLAN UPDATE

PALM DESERT, CA

2017 INLAND EMPIRE SECTION AND CALIFORNIA APA AWARD: COMPREHENSIVE PLAN, SMALL JURISDICTION

DESCRIPTION Raimi + Associates lead the Palm Desert General Plan Update and University Neighborhood Specific Plan. The City, which encompasses 17,000 acres, and houses 50,500 residents is expected to grow to 61,000 by 2040. The multi-disciplinary consultant team assisted the city in developing a comprehensive update that identified long-term goals; provided a basis for decision-making; provided citizens a forum for input on their community's direction; and informed community members, developers, decision-makers, and local jurisdictions of development guidelines for Palm Desert.

Raimi + Associates worked with city staff, a Technical Working Group, local organizations, and stakeholders to develop a policy framework, and guidance on the organization and development of the General Plan Update and Specific Plan. The project also included detailed policy guidance, development standards, and design guidelines for the transformation of Highway 111 corridor into a walkable, mixed-use city center. The project resulted in a comprehensive report on goals and policies that enhance the overall wellbeing for all residents, business owners, and visitors of Palm Desert.

HIGHLIGHTS

- A Specific Plan for the Highway 111 corridor to create a mixed use city center.
- High level of community engagement and input into the vision and guiding principles for Palm Desert 2040.
- Incorporation of recent plnninf efforts into the updated General Plan.

CLIENT

City of Palm Desert

SERVICES

General plans and comprehensive plans, Specific plans and neighborhood plans, Transit-oriented development and corridor plans, Zoning codes and ordinances, Health and environmental justice chapters of comprehensive plans

TIMELINE

2014-2017

CONTACT

Ryan Stendell,
Director of Community Development
City of Palm Desert
(760) 346-0611
rstendell@cityofpalmdesert.org

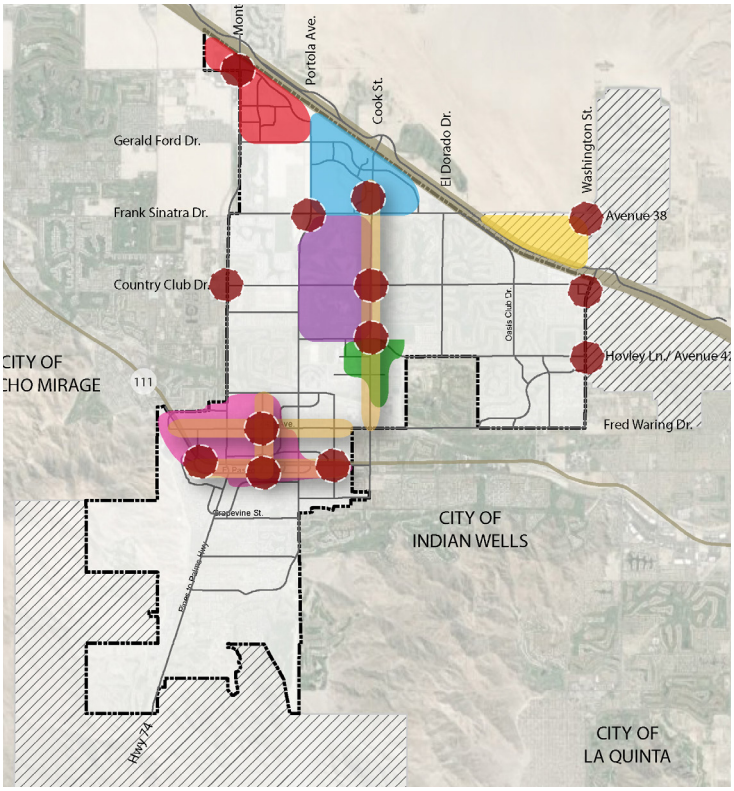




Image courtesy of Sargent Town Planning

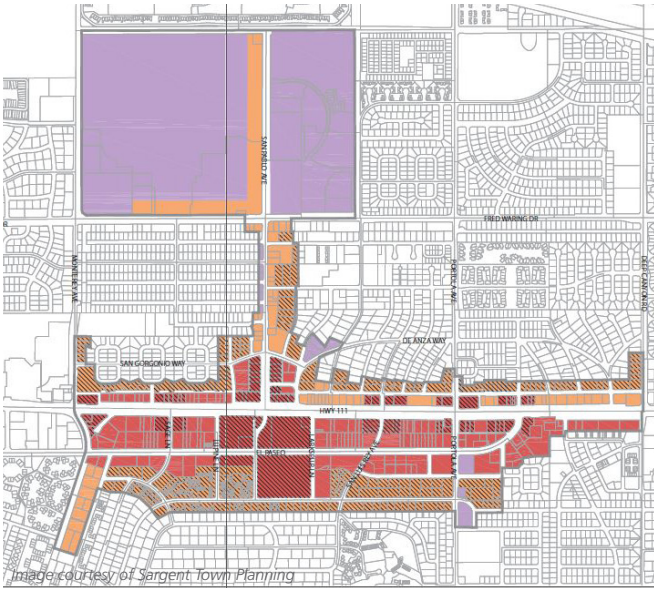


Image courtesy of Sargent Town Planning

SEASIDE 2040 GENERAL PLAN UPDATE

SEASIDE, CA

DESCRIPTION Located on the Monterey Peninsula and home to the former Fort Ord military base, Seaside is a proudly-diverse community surrounded by natural resources and emerging economic opportunities. The City is a regional destination with access to a rapidly-growing California State University at Monterey Bay, the recently-opened Fort Ord National Monument, and a burgeoning arts and music culture. The General Plan builds on these unique assets, re-establishing Broadway Avenue as downtown and weaving new, complete communities on former Fort Ord lands with existing Seaside neighborhoods.

Raimi + Associates is leading a multi-disciplinary team of consultants in the preparation of the General Plan, Environmental Impact Report, Housing Element, and zoning ordinance updates. Called "Seaside 2040," the General Plan update included a robust community engagement and collaboration process to enable all Seaside residents to create a common vision for the City's future. Seaside 2040 included alternatives for key change areas in City, form-based General Plan designations, and extensive policy and program development. Equity, sustainability, shared economic prosperity, collaboration, and innovation are centrally embedded in the General Plan goals, policies, and actions.

CLIENT

City of Seaside

SERVICES

General Plans and Comprehensive Plans, Health, Sustainability and Environmental Justice Elements, Zoning Codes and Ordinances, Facilitation

TIMELINE

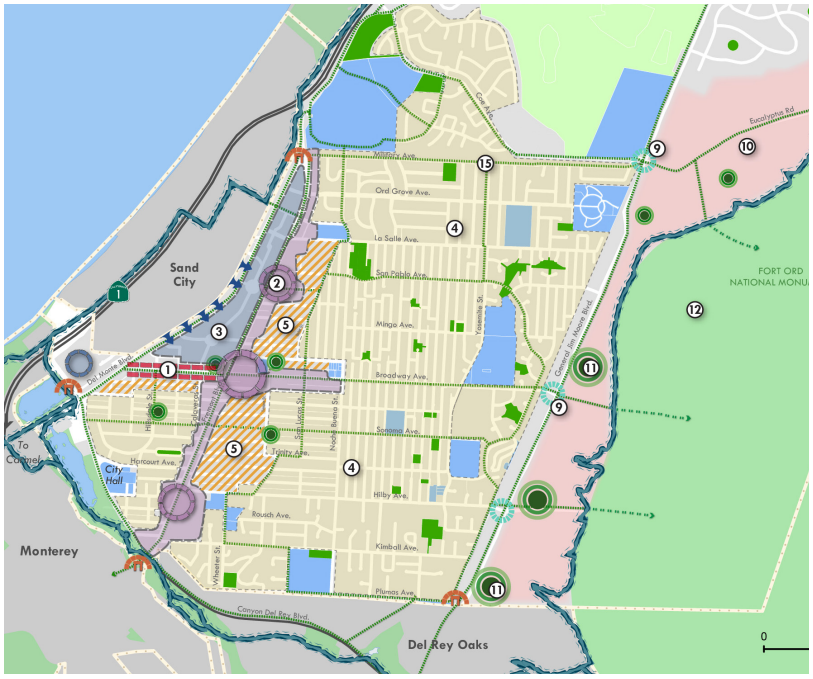
2016 - Present

CONTACT

Kurt Overmeyer
Economic Development Manager
City of Seaside
(831) 899-6839
kovermeyer@ci.seaside.ca.us

HIGHLIGHTS

- Extensive, multi-lingual community engagement and collaboration process including workshops, open houses, online-surveys, and a community-led task force.
- Form-based General Plan designations that address urban design in addition to land use.
- Healthy and Sustainable Community Element that ties together environmental justice, health, climate change, and equity solutions.
- Zoning code updates to bring the policies, development standards, and regulations into conformance with the Fort Ord Base Reuse Plan.







WASHINGTON DC COMPREHENSIVE PLAN + RESILIENCE ELEMENT

WASHINGTON DC

DESCRIPTION The DC Office of Planning faces an exciting and complex planning process as it embarks on the important and challenging task of preparing an amendment to its Comprehensive Plan. Since the last amendment cycle in 2009, the District has experienced rapid growth and development and has completed a number of innovative citywide and area-specific plans that are not currently reflected in the Comp Plan.

To address the need for change, the District Office of Planning hired Raimi + Associates to provide technical support for the Amendment process. A central part of R+A's effort is to prepare a new resilience element for the Comp Plan. The resilience element included participation from a diverse number of agency and community stakeholders and addresses a wide range of challenges including climate change, sea level rise, flooding and disproportionate impact of events among the population. Additionally, the R+A team is assisting with an aggressive community engagement process that is designed to reach 25% of the District's population. R+A's work includes a detailed Engagement Plan, branding and communications strategies, preparation of area- and topic-specific fact sheets, and community meetings. Finally, R+A is providing technical support to the Office of Planning on the development of the map and text amendments, including preparing an evaluation methodology for the potential amendments, mapping land use changes, and tracking changes proposed to the Comp Plan text from the public and agency partners.

CLIENT
DC Office of Planning

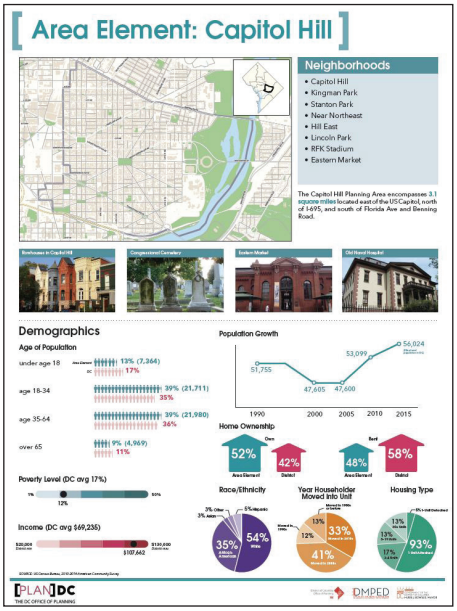
SERVICES
Comprehensive Planning, Strategic Planning, Extension of Staff, Engagement and Outreach, Resiliency planning

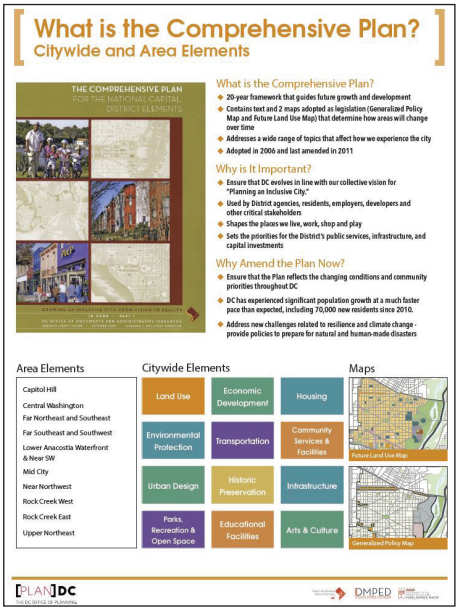
TIMELINE
2016 to present

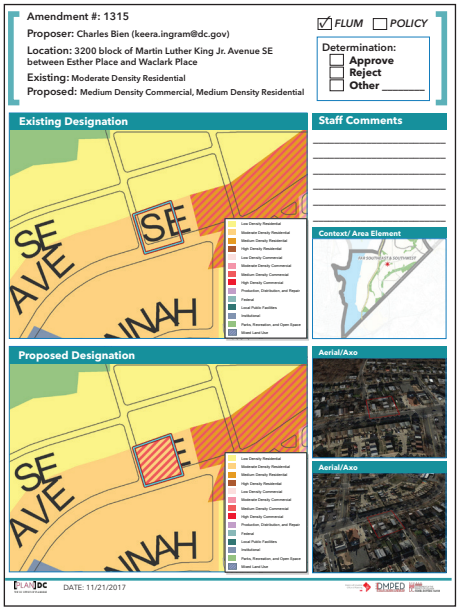
CONTACT
Tanya Stern
Deputy Director
DC Office of Planning
202-442-7635
tanya.stern@dc.gov

HIGHLIGHTS
- A new Resilience Element for the Comp Plan, which will advance both equity and climate preparedness goals.
- Marketing and communications strategies.
- Technical support for map and text amendments to the Comp Plan.

[PLAN]DC
THE DC OFFICE OF PLANNING







EASTSIDE COMMUNITY PLAN

WEST HOLLYWOOD, CA

DESCRIPTION Raimi + Associates was the lead consultant on the Eastside Community Priorities Plan for the City of West Hollywood. The Eastside Plan is an implementation-focused plan for the City's Eastside community, generated by a focused Working Group with input from Eastside community members. The Plan provides specific recommendations, such as physical improvements, policy changes, and programs, to improve the quality of life, enhance identity, and expand economic development in the area.

Developed through a collaborative two-year and two-stage engagement process, the Plan addresses a wide range of topics prioritized by the Working Group that effect every-day life: Housing, Urban Design, Economic Development, Mobility, Arts and Events, and Sustainability and Public Space. The Community Plan is action-oriented, and includes detailed recommendations to inform the budget process and assigned implementation responsibility to City departments. The Plan also includes an ongoing process to evaluate and update the Plan as priorities change and new funding becomes available.

HIGHLIGHTS

- A collaborative effort between the Eastside Working Group, the City of West Hollywood, and the community that included a variety of outreach activities, such as walking tours, festivals, workshops, surveys, and an online presence
- Highly implementation-focused, with extensive strategies and actions for each topic area, and strong recommendations to City Council about future steps and funding decisions

CLIENT

City of West Hollywood

SERVICES

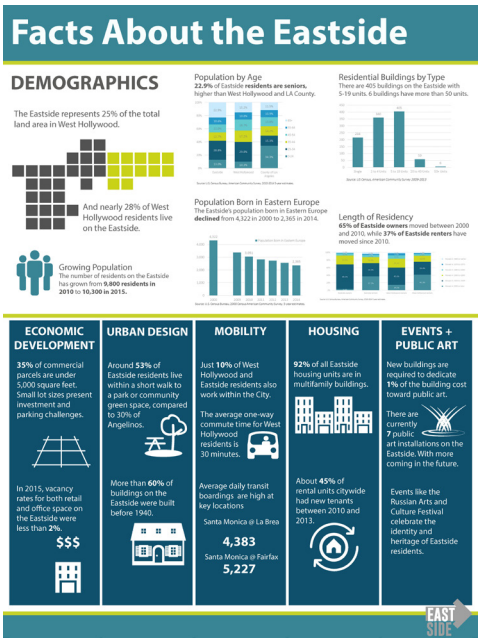
Community planning, Community engagement, Sustainable neighborhoods, Policy writing

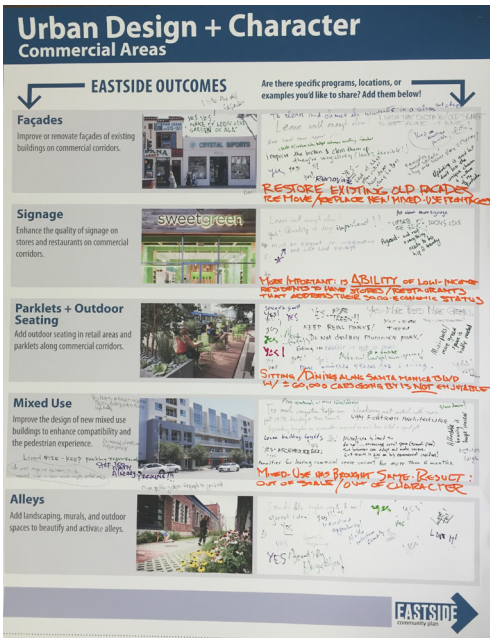
TIMELINE

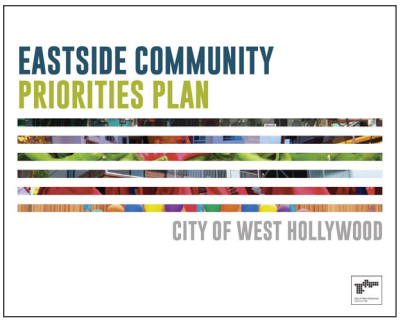
2015 - 2017

CONTACT

Bianca Siegl
Manager, Long Range & Mobiity Planning
City of West Hollywood
(323) 848-6853
BSiegl@weho.org





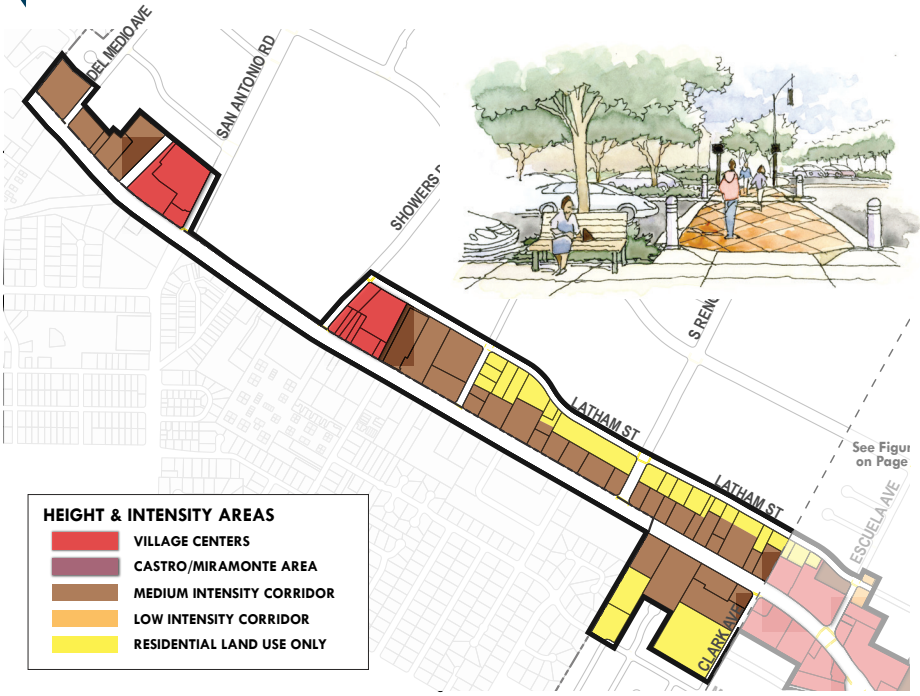


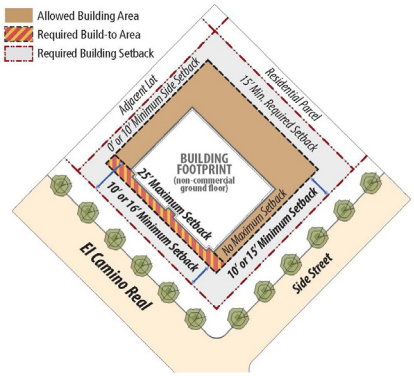


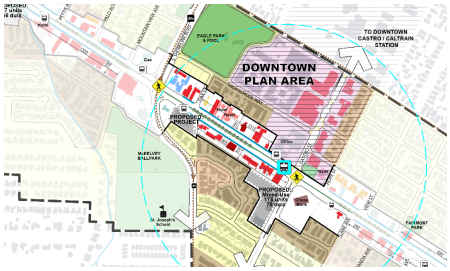
EL CAMINO REAL PRECISE PLAN

MOUNTAIN VIEW, CA

2015 APA NORCAL COMPREHENSIVE PLAN, SMALL JURISDICTION: AWARD OF EXCELLENCE







CLIENT
City of Mountain View

SERVICES
Corridor Planning, Design Guidelines, TOD Planning

TIMELINE
2013 - 2015

CONTACT
Eric Anderson
Associate Planner
City of Mountain View
(650) 903-6306
anderson@mountainview.gov

DESCRIPTION
Raimi + Associates led the MTC-funded El Camino Real Precise Plan process for the City of Mountain View. The Precise Plan enacts the General Plan's vision for transformation of the 4-mile corridor into a series of walkable, transit-oriented gathering places serving surrounding neighborhoods. The Plan focuses development intensity and pedestrian improvements around transit stops and existing activity centers, while creating a tiered density bonus system that requires public realm and transportation investments in exchange for increased development intensity. The Plan emphasizes pedestrian-oriented form and design, and includes targeted standards to incentivize redevelopment and improvement of small parcels.

It also includes development standards and design guidelines to ensure well designed, pedestrian-oriented buildings and streetscape. As part of the planning process, Raimi + Associates worked with the community, staff, and elected officials to explore options for new bicycle facilities along El Camino Real. The community discussion created a swell of support for the concept, and the City Council ultimately directed the project team to accommodate a buffered cycle track.

HIGHLIGHTS
- Transit-oriented "Priority Development Area," as identified in Plan Bay Area.
- Nodal development concept focuses intensity and public realm improvements around transit and pedestrian activity centers.
- Accommodates option of future Bus Rapid Transit and bicycle-only lanes along the length of the corridor.
- Priority policies for sensitive transitions to adjacent residential neighborhoods.
- Density bonus program ensures public benefit when granting higher development intensity.

NORTH BAYSHORE PRECISE PLAN

MOUNTAIN VIEW, CA

2015 NORTHERN CALIFORNIA SECTION AND CA APA AWARD OF EXCELLENCE: COMPREHENSIVE PLAN SMALL JURISDICTION







CLIENT
City of Mountain View

SERVICES
Specific Plans, Neighborhoods Plans, Zoning Codes, Ordinances, Sustainable Development, Green Building Standards, Facilitation

TIMELINE
2013 – 2017

CONTACT
Martin Alkire
Principal Planner
City of Mountain View
(650) 903-6529
martin.alkire@mountainview.gov

DESCRIPTION Covering 650 acres, and home to high-tech businesses such as Google, Microsoft, and Linkedin, the North Bayshore area is located in the northernmost portion of the City of Mountain View, bordering Shoreline at Mountain View Regional Park and the San Francisco Bay. Raimi + Associates led a diverse consultant team that worked closely with City staff, the community, and technical groups to prepare a model for a 21st century office park.

The Precise Plan for North Bayshore presents a bold vision for a mixed-use district that emerges as a model of innovative and sustainable development while also protecting natural habitat. The character of the area will evolve over time from an auto-oriented, suburban office district into multiple complete mixed-use neighborhoods with new residential uses, walkable blocks, ground-floor retail, parks and open space, and high-frequency transit service. To achieve this vision, the Precise Plan provides detailed development standards, requirements and incentives to meet a 20% affordable housing goal, green building requirements, guidelines to protect sensitive habitat and species adjacent to the plan area, and policies and programs to reduce single-occupancy vehicle trips to 45% of the total mode share in North Bayshore.

HIGHLIGHTS
- An incentive system of bonus floor area ratio to encourage new construction to achieve high levels of environmental performance.
- A Habitat Overlay Zone and Transfer of Development Rights Program that protects sensitive habitat.
- A Transportation Demand Management Program designed to achieve a

PALM SPRINGS SUSTAINABILITY MASTER PLAN

PALM SPRINGS, CA

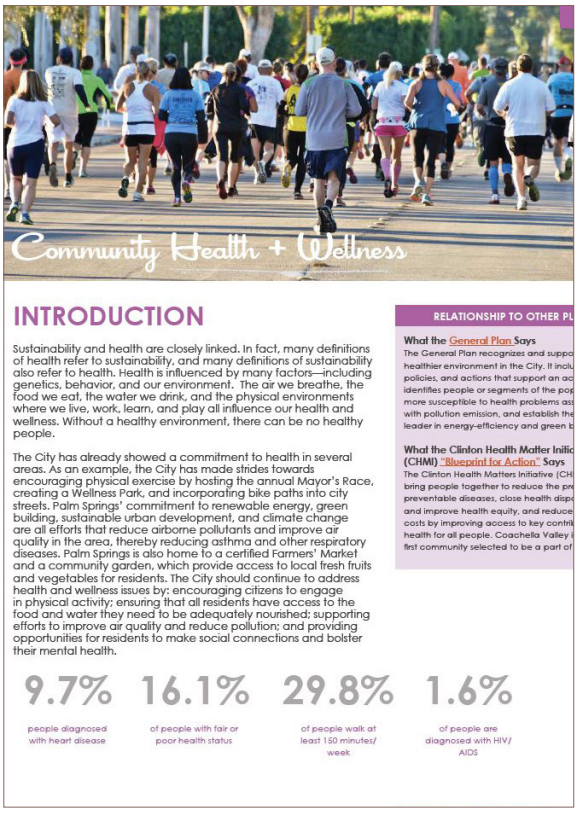
2017 CALIFORNIA AND INLAND EMPIRE APA AWARDS FOR GREEN COMMUNITY PLANNING











CLIENT
City of Palm Springs

SERVICES
Sustainability action plan, community engagement

PROJECT DATES
2014-2016

DESCRIPTION
Raimi + Associates led a team of consultants in the preparation of the award-winning Sustainability Plan for the City of Palm Springs. The Sustainability Plan is a roadmap that includes a broad vision and action steps that work towards an economically prosperous, socially just, culturally rich, and environmentally sound future. The plan creates a comprehensive approach to addressing sustainability and climate issues, identifying near-term actions the City should take, performance measures to track progress, a web-based active transportation tool, and actions that the community can take to live healthier and more sustainable lifestyles. The Sustainability Plan was developed through a collaborative partnership with City's Department of Sustainability and Recycling, City Department heads and staff, the Sustainability Commission, and the community.

HIGHLIGHTS
- Developed the "Walk and Roll" active transportation mobile website.
- Conducted numerous well-attended neighborhood workshops to gather public input and educate the community on sustainability.
- Established short- and longer-term numeric objectives tied to state, regional, and local policy targets.

PRIMARY URBAN CENTER DEVELOPMENT PLAN

HONOLULU, HI

DESCRIPTION Raimi + Associates was selected by the City and County of Honolulu to prepare a comprehensive update to the Primary Urban Center Development Plan (PUC DP). The plan area stretches from Kahala to Pearl City, is home to 440,000 people, 19 distinct neighborhoods, and comprises essentially all of Oahu's highly urbanized areas. The PUC DP presents a vision and a clear set of planning policies, guidelines, and implementation actions for the future of Oahu's most diverse and populous region. The PUC DP's policies and maps form the foundation for future projects and development, infrastructure planning, zoning, and other City codes and standards.

The Plan is addressing the most critical issues and opportunities facing the area. These issues include developing a plan to address the significant impacts from sea level rise, promoting new development around a new rail system, adding new parks and open spaces, and addressing significant housing affordability challenges.

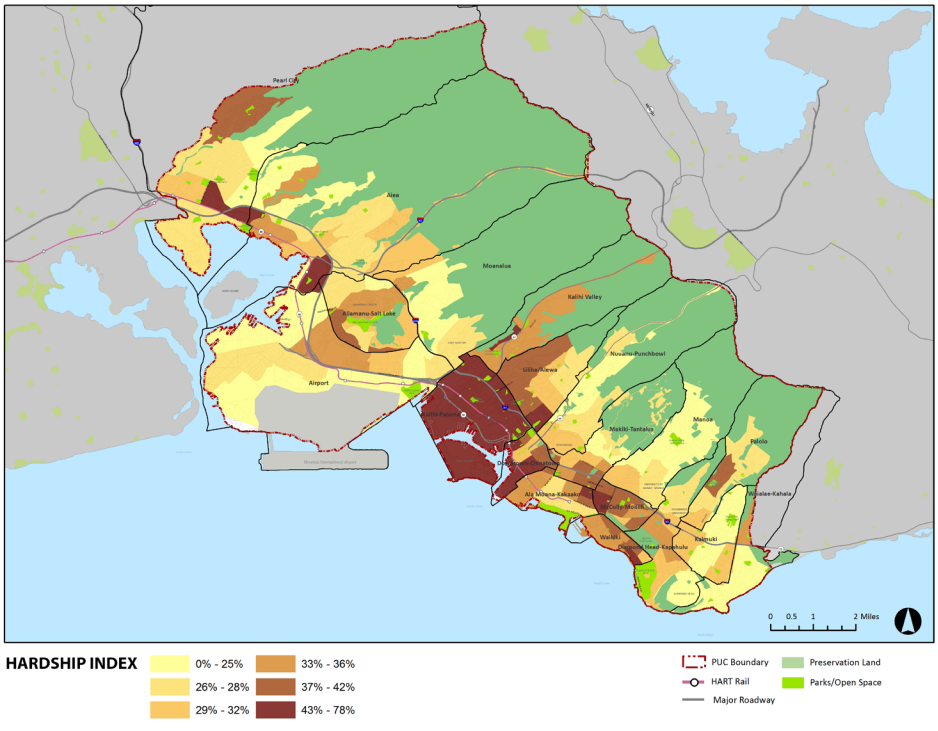
CLIENT
City and County of Honolulu

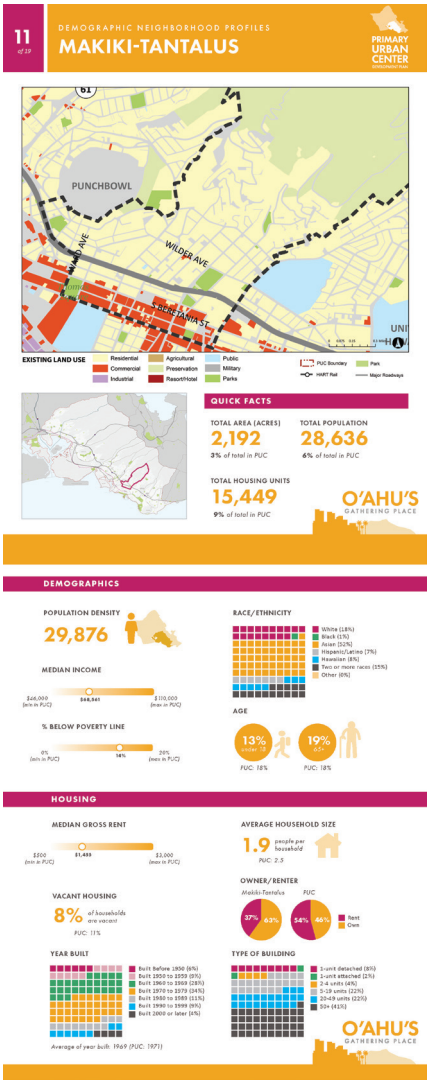
SERVICES
Comprehensive planning, Sustainability, Implementation, Public outreach

TIMELINE
2017 - Present

CONTACT
Noelle Cole
Planner VI, DPP
noelle.cole@honolulu.gov
(808) 768-8055

HIGHLIGHTS
- Update process will include several public workshops, multiple rounds of pop-up events, online forums and interactive activities, a statistically valid survey, coordination with Neighborhood Board members.
- Addresses new critical topics such as climate change, sea level rise, autonomous vehicles, public health, aging in place, and TOD planning.
- Use of the Urban Footprint software to analyze existing conditions and model future growth scenarios.





SOUTH GATE GENERAL PLAN & FORM-BASED CODE

SOUTH GATE, CA

2007 APA LOS ANGELES SECTION PUBLIC OUTREACH AWARD

DESCRIPTION Raimi + Associates completed an update of the South Gate General Plan. Located 10 miles south of downtown Los Angeles, the City of South Gate is home to over 100,000 people, including stable neighborhoods as well as multiple corridors in transition. Raimi + Associates was the lead consultant on the General Plan update, managing the General Plan technical update process, including the Community Design Element, the Green City Element, and the Healthy Community Element. One of the key accomplishments of the General Plan was to organize the City into neighborhoods, districts and corridors, and develop a targeted land use, transportation and design approach for each.

The South Gate General Plan incorporates the principles of New Urbanism and – like a "form-based" building code – focuses on urban design solutions that guide the form and character of community, as opposed to conventional land use designations. The new plan also includes one of the first stand alone health elements in the country and a strong focus on community justice and sustainability. The General Plan Update was adopted in 2009.

CLIENT
City of South Gate

SERVICES
Form-Based Zoning Code, Community Health GP Element, Implementation Strategies

TIMELINE
2006 - 2010

CONTACT
Steve Lefever
Community Development Director (retired), City of South Gate

HIGHLIGHTS
- "Form-based" land use designations that focus on form in addition to land use.
- Stand-alone Healthy Community Element was one of the first public health elements adopted in California.
- Interim form-based zoning code for the major change areas of the community. This interim zoning met HCD requirements and enabled the City's Housing Element to be certified by the State.









CLIENT TESTIMONIALS

"Raimi + Associates' deep commitment to a truly community-driven process and their artful guidance through sophisticated planning and policy issues resulted in near unanimous community support for the final plan, which includes some of the most innovative language in California regarding affordable housing, protections against displacement of current residents, community health, and social equity. This is what community planning should look like!"

DANIEL SAVER
Senior Attorney
Community Legal Services, East Palo Alto

"R+A's extensive community engagement program enabled the City to address challenging health and equity issues and develop a consensus based plan that received nearly unanimous community support. Through it all, we found R+A staff to be creative, great listeners, positive thinkers and consensus builders. They were incredibly skilled at facilitating inclusive, culturally responsive engagement processes with especially vulnerable populations within East Palo Alto, including immigrant families, seniors, and youth."

ANDRES CONNELL
Executive Director
Nuestra Casa

"The work product we have received from Raimi + Associates is very useful and relevant to our on-going operations. The graphics are of exceptional quality and their use of data to create policy is cutting edge."

LUIS LOPEZ
Development Services Director
City of Coachella

"Raimi + Associates was a pleasure to work with. They stepped in to a leadership role mid-stream in our General Plan update, recognized our need, established great working relationships with staff and a large consultant team, and offered both the flexibility and experience to bring a tricky project to a successful conclusion."

BIANCA SIEGL
Manager - Long Range & Mobility Planning
City of West Hollywood

R+A AWARDS

Our projects have received a number of awards throughout the years. Some of our achievements, listed below, are a testament to our dedication to quality work and innovative planning.

- Plan for a Healthy Los Angeles, 2016
  Comprehensive Plan Award, Large Jurisdiction, APA California
- Palm Springs Sustainability Master Plan, 2017
  Innovation in Green Planning Award, APA California
- Santa Monica General Plan Land Use and Circulation Element, Small Jurisdiction Comprehensive Plan, APA LA Section
- Palm Desert General Plan Update, 2017
  Small Jurisdiction Comprehensive Plan Award
- City of Coachella General Plan Update and Climate Action Plan, 2016
  Comprehensive Plan Award, Small Jurisdiction, APA Inland Empire Section
- North Bayshore Precise Plan, 2016
  Comprehensive Plan Award, Small Jurisdiction, APA California
- City of Inglewood Energy and Climate Action Plan, 2014
  Innovation in Green Community Planning, APA Los Angeles Section
- City of West Hollywood General Plan, 2011
  Comprehensive Plan Award, Small Jurisdiction, Los Angeles APA Section
- International Boulevard TOD Plan, 2011
  Grassroots Projects Award, APA Northern California Section
- South Gate General Plan, 2007
  Public Outreach Award, APA Los Angeles Section
- Santa Monica Pedestrian Action Plan, 2016
  Transportation Planning Award, Los Angeles APA Section

Raimi + Associates was additionally named the
National Emerging Planning and Design Firm of 2015
by the American Planning Association

PERKINS+WILL PROFILE /

Since 1935, Perkins+Will has created innovative and award-winning designs for the world's most forward-thinking clients. We are architects, interior designers, urban designers, landscape architects, and consultants who approach design from all scales and perspectives. We consider ourselves "agents of change" in shaping regions, cities, and sites and are trusted advisors to a wide array of client types.

Engaged, accessible, and collaborative, our staff of over 2,240 professionals brings together high design, functional performance, and social responsibility to advance project goals. We combine a deeply humanistic approach with results-driven pragmatism to create dynamic spaces for people. Research-focused and inventive, every day we reimagine how space can be used to foster stronger ties between communities, the built environment, and nature. With over 1,200 LEED® Accredited Professionals in building, design and construction, and neighborhood development, sustainable design is fundamental to our process. Our transformative research and designs help students learn better, patients heal faster, business teams perform stronger, and city dwellers have more meaningful daily experiences.

FIRM OWNERSHIP:
Perkins+Will is a global, U.S.-based firm with offices in Aarhus, Atlanta, Austin, Boston, Charlotte, Chicago, Copenhagen, Dallas, Dubai, Durham, Hamilton, Houston, London, Los Angeles, Miami, Minneapolis, New York, Ottawa, San Francisco, São Paulo, Seattle, Shanghai, Toronto, Vancouver, and Washington, DC. Perkins+Will is a full-service design firm with a reputation for working with clients to transform program goals into unique and meaningful design solutions. In early 2018 Schmidt Hammer Lassen, one of Scandinavia's most recognized and awarded design firms, joined Perkins+Will, expanding the firms contributions to the canon of cultural and civic architecture. Perkins & Will Group, Ltd. owns sixty percent of Perkins+Will stock, and Perkins+Will Principals own the remainder.

BOARD OF DIRECTORS

Chairman	*Senior Director*	*Director*			
Phil Harrison (Atlanta)	Ralph Johnson (Chicago)	Talal Shair (Dar Group)	Jean Mah (Los Angeles)	Manuel Cadrecha (Atlanta)	Peter Busby (San Francisco)
Gina Berndt (Chicago)	Tom Reisenbichler (Dallas)	Robert Brown (Boston)	Richard Marshall (San Francisco)	Kay Kornovich (Seattle)	Phil Freelon (North Carolina)

CORPORATE OFFICERS

CHIEF EXECUTIVE OFFICER	CHIEF FINANCIAL OFFICER	CHIEF TALENT OFFICER	CHIEF INFORMATION OFFICER	CHIEF OPERATIONS OFFICER	CHIEF MARKETING OFFICER	INTERNATIONAL STRATEGY DIRECTOR	GENERAL COUNSEL
President Phil Harrison (Atlanta)	Dana Waymire (San Francisco)	Meg Brown (Washington, DC)	Murali Selvaraj (Chicago)	Tyson Curcio (Boston)	Allison Held (New York)	Richard Marshall (San Francisco)	Brodie Stephens (San Francisco)

PRACTICE / SPECIALTY LEADERS

CORPORATE, COMMERCIAL, CIVIC, CULTURAL ("CCC")	HEALTHCARE	HIGHER EDUCATION	K-12 EDUCATION	SCIENCE + TECHNOLOGY
Manuel Cadrecha (Atlanta) Casey Jones (Chicago)	Jean Mah (Los Angeles)	Jeff Stebar (Atlanta)	Steve Turckes (Chicago)	Ed Cordes (Houston)

SPORTS, RECREATION + ENTERTAINMENT	BRANDED ENVIRONMENTS	CORPORATE INTERIORS	PLANNING + STRATEGIES	CITIES+ SITES	TRANSIT
Don Dethlefs (Denver)	Eileen Jones (Chicago)	Fred Schmidt (Chicago)	Adam Glaser (New York) Lisa Pool (Minneapolis)	David Green (London)	Jeff Doble (Vancouver)

PARTNER COMPANIES:
Our family of partner companies includes retail strategy and design consultancy Portland; sustainable transportation planning consultancy Nelson\Nygaard; healthcare technology planning firm Genesis Planning; and luxury hospitality design firm Pierre-Yves Rochon (PYR).

THE LOS ANGELES STUDIO:

The Los Angeles studio of Perkins+Will was founded in 1996. Current staff totals approximately 91. Working on varied projects throughout Southern California during these last 21 years gives us a regional perspective on the important role that leading cities like Culver City play in the future development of our urban fabric. Established relationships with various, county, state agencies and community groups allow us to be part of shaping legislation and implementation practices. Working on both the public and private sides of the built environment, we function as a bridge - connecting municipal departments to each other, to elected officials, to private developers, and to community members.

URBAN DESIGN PRACTICE:

Perkins+Will's urban design and planning practitioners have built a portfolio of more than 500 projects. We hone ideas with whole-systems engineers, artists, poets, advanced toolmakers, mobility experts, health practitioners, and diverse global communities in our innovative planning. We seek out change every day, in our offices, strategies, and designs, and in the manner in which we undertake to solve the challenges of our communities and the wider world.

Since our first large projects began reshaping North American cities, Perkins+Will has pushed the limits of city planning, constantly testing policies, guidelines, and design solutions, earning us over 85 awards, including the 2015 APA National Planning Excellence Award for the Planning Firm of the Year.

Over the past five years we have completed projects ranging from streetscape design improvements to plans for an entire country. Key projects include:

Lower Los Angeles River Revitalization Plan Los Angeles, CA
Planning Strategies, Urban Design, Public Realm Design, Landscape Architecture - Completed

Los Angeles Civic Center Master Plan Design Guidelines Los Angeles, CA
Urban Design, Architecture, Community and Stakeholder Engagement - Ongoing

Metro Eastside Joint Development Guidelines & Complete Communities Toolkit Boyle Heights/East L.A., CA
Urban Design, Community and Stakeholder Engagement - Completed

Artesia Downtown Transit-Oriented Specific Plan, Artesia, CA
Urban Design, Public Realm Design, Stakeholder Engagement - Ongoing

Melrose Future Vision Strategic Action Plan Los Angeles, CA
Urban Design, Strategic Planning, Public Realm Design - Completed

Gateway Cities Urban and Rivers Greening Master Plan Los Angeles, CA
Public Realm Design, Landscape Design - Ongoing

Los Angeles Vision Zero Los Angeles, CA
Public Realm Design, Visualizations Completed

Mission Rock Seawall Lot 337 Development Framework San Francisco, CA
Urban Design, Public Realm Design, Planning Strategies - Ongoing

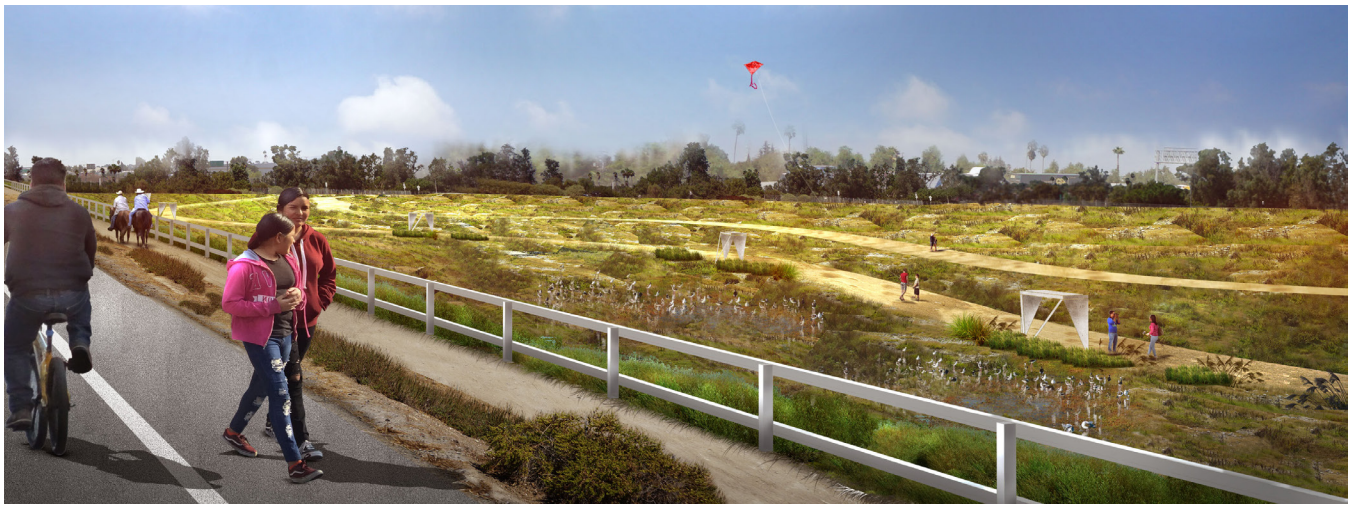
Turner Field Stadium Redevelopment Atlanta, CA
Urban Design, Community and Stakeholder Engagement - Completed

PROJECT TEAM MEMBERS:

The Los Angeles studio will be the primary office leading all efforts for the Culver City General Plan Update. Our proposed team will include:

Leigh Christy - Managing Principal
Martin Leitner - Urban Design Lead
Karen Alschuler - Senior Strategic Advisor
Aram Hernandez - Urban Designer
Jovanni Carter-Davis - Urban Designer

LOWER LA RIVER REVITALIZATION PLAN
AB 530 WORKING GROUP





LOCATION Los Angeles, California
COMPLETION DATE Ongoing
SIZE 38 square miles

The Lower Los Angeles River Revitalization Plan is a complex engineering, design, and planning initiative that identifies how we can reduce flood risk, while creating opportunities for recreation along the 19-mile stretch of Lower LA River. Our team worked with LA County Flood Control and an engineering team specifically on the Public Realm portion of the plan, distilling goals, exploring feasibility of improvements, and finally developing concept designs for three signature open space sites on the river as well as templates for study area-wide improvements.

The project team conducted over 80 community and stakeholder meetings that helped shape design objectives. We took an incremental and human-scaled approach to creating a canvas for activity, expression, and recreation along the river. The 13 constituent communities that adjoin the river are largely Latino, heavily affected by port-related pollution, and have historically lacked investment in the public realm.

MISSION BAY + MISSION ROCK
CATELLUS DEVELOPMENT CORPORATION/ SAN FRANCISCO GIANTS



CLIENT Mission Bay: Catellus Development Corporation
Mission Rock: San Francisco Giants
LOCATION San Francisco, California
COMPLETION DATE
Mission Bay:
-First Master plan: 1999
-Architecture: Ongoing
Mission Rock:
-Master plan: 2010
-Architecture: Ongoing
SIZE Mission Bay: 300 acres
Mission Rock: 22 acres

Mission Bay is swiftly becoming the newest neighborhood in San Francisco. Its 6,000 new residential units and 30,000 additional workers are changing the face of this waterfront district, which encompasses more than 300 acres and successfully integrates bioscience, sports and entertainment into one of the city's most transit-rich and coveted areas. Our team, first through our planning and public process leadership for the Mission Bay Plan, and now as the lead urban designers and architects for Mission Rock, has made a significant contribution to the continuing success of the development and the creative vision for this final corner of the downtown waterfront.

Beginning in 2006, Perkins+Will teamed with the San Francisco Giants to tackle the remaining large parcel in Mission Bay, at the corner of the waterfront facing the Giants Ballpark. The objective for this land, which is owned by the Port of San Francisco and includes the historic Pier 48, has been to create an entirely new, mixed-use destination that is dynamic and visible enough to invite regional and national attention, use, and investment.

The Mission Rock District will create over 600 units of multi-income housing and over 4,000 jobs. It will establish venues for local retail, dining and entertainment, and gives priority to eight acres of open space.

BELTLINE CORRIDOR DESIGN
ATLANTA BELTLINE, INC.



LOCATION Atlanta, Georgia
COMPLETION DATE 2030
SIZE 6000+ acres / 2428+ hectares
AWARDS
2016, Excellence in Partnership Award, The Arbor Day Foundation

2013, Merit Award, AIA-Georgia

Designing a signature public meeting ground that creates new connections between Atlanta's urban neighborhoods.

Built on a loop of reclaimed railroad tracks, the Atlanta BeltLine is a 22-mile multi-modal corridor consisting of transit, a linear greenway, and multi-use trails. This ground breaking public infrastructure effort connects 45 historic neighborhoods around the city's urban core, catalyzing economic development as it circles the city.

Atlanta BeltLine, Inc. hired our team as the lead designer and manager for their Corridor Design, which provides a strategic framework to realize a functional, cohesive, and elegant urban design over time.

The Corridor Design highlights the character of the diverse landscapes through which the Atlanta BeltLine travels, creating an episodic experience in harmony with the urban fabric of the city. At the same time, it reinforces continuity and identity for the entire project by establishing a family of infrastructure elements, like bridges, walls, and railings, as well as strategies to incorporate public art and signage.

JOINT DEVELOPMENT DESIGN REVIEW & DEVELOPMENT GUIDELINES L.A. COUNTY METROPOLITAN TRANSPORTATION AUTHORITY





LOCATION Boyle Heights, California
START DATE: 2015
COMPLETION DATE 2017
SIZE 4 Metro Gold Line Stations

Perkins+Will is collaborating with Gwynne Pugh Urban Studio to conduct design reviews and create development guidelines for the joint development of four sites along the Gold Line for the Los Angeles Metropolitan Transit Authority (Metro). The team is working closely with DakeLuna Consultants who are handling community outreach for the project.

The sites to be developed are located around or adjacent to future stations for Metro's Gold Line on the Eastside of Los Angeles, including 1st and Soto; Mariachi Plaza; Chavez and Soto; and Chavez and Fickett. Proposed projects in these areas vary by site and include housing (marketrate, affordable, senior, special-needs) and a mix of retail and commercial spaces.

The team held a series of design charrettes and focus group meetings to engage the local community in shaping the guidelines. Metro sees this as the dawn of a new era in their joint-development process, and have suggested that this interactive listening session model could be a template for the rest of the program.

PERKINS+WILL

WINDMILL DEVELOPMENT GROUP, LTD
CHAUDIÈRE LES ILES MASTER PLAN



CLIENT Windmill Development Group
LOCATION Ottawa, Canada
COMPLETION DATE On-going
SIZE 38 acres; 3 million sf
AWARDS
Excellence in Planning Award, Ontario Professional Planners Institute, 2017
Healthy Communities Award, Heart and Stroke Foundation of Ontario and Ontario Professional Planners Institute, 2017

Award for Planning Excellence in the category of Neighbourhood Planning, Canadian Institute of Planners, 2016

Brownie Award: REACH OUT Communications, Marketing & Public Engagement, Canadian Urban Institute, 2015

American Planning Association, The Pierre L'Enfant International Planning Achievement Award, 2015

Our Chaudiere project, located on both sides of the Ottawa River, represents an unusual opportunity to transform a neglected industrial area into a world-class, pedestrian-oriented, mixed-use community. Through residential, commercial and communal developments, two Islands in Ontario and riverfront property in Quebec have been reanimated to bring new life and energy to this once bustling heart of Ottawa's industrial sector.

The harmonious integration of modern sustainable infrastructure into the heritage fabric of the project will provide the people of Ottawa and Gatineau with a new way to experience and appreciate the natural splendor of the river. Large sections of the Ottawa and Gatineau riverfront that have been private for generations will become publicly accessible.

The design emphasizes views to and from the site, which is adjacent to Chaudière Falls, the Ottawa River and Parliament Hill. The plan proposes numerous new interpretations and references to key heritage and cultural assets as well as a mix of uses in a compact form emphasizing sustainable and active transportation through a network of shared streets (woonerfs) that prioritize pedestrians and cyclists over automobiles.

SAN FRANCISCO DEPARTMENT OF PUBLIC WORKS
BETTER MARKET STREET







LOCATION San Francisco, California
COMPLETION DATE 2012
SIZE Market Street Corridor, from Octavia Boulevard to The Embarcadero (2.3 miles)

In seeking to reestablish Market Street's status as a center for cultural, civic and economic activity in San Francisco and the Bay Area, Perkins+Will led a multidisciplinary team of urban designers, infrastructure engineers, and transportation planners that addressed the street's missing identity, its conflict among pedestrians, cyclists, and drivers, and its inefficiencies in transit. Focusing on the segment from Octavia Boulevard to The Embarcadero, three alternate plans for reconfiguring Market Street were proposed. Each alternate created a multi-modal, universally accessible, sustainable, and enjoyable place that attracts and accommodates more people on foot, bicycle, and public transit. Each plan would decrease dependency on private vehicles and increase the vibrancy and economic vitality of the corridor. Six distinct districts were identified along the 2.3-mile stretch. The districts showcase their hyper-local character and land use through special treatment of street furnishings, signage and treatment of the public life zones. The goal was to encourage a variety of social, cultural, and economic activities, to enhance the public realm experience, and to engage pedestrians, bicyclists, and public transit riders.

233 Wilshire Boulevard
Suite 150
Santa Monica, CA 90401
310.451.4488 phone
310.451.5279 fax

www.esassoc.com

Environmental Science Associates

Environmental Science Associates (ESA), a California Corporation is a multidisciplinary environmental and planning firm established in 1969. Since then we have grown to more than 500 staff members in 19 offices throughout California, Oregon, Washington, and Florida. This contract will be serviced by the offices in our southern California Region.

We have been helping our clients understand and effectively address complex planning and environmental issues by offering a wide range of expertise and hands on experience in preparing and implementing large scale, complex planning and environmental projects. ESA's multi-disciplinary staff offers in-house capabilities in community planning, terrestrial & aquatic biology, water resources, hydrology, cultural resources, climate change and adaptation, sustainability, CEQA and NEPA compliance, noise, air quality, airports, health-based risk assessment, public services, visual resources, traffic/ transportation, public outreach, GIS and web-based applications. Whether we are preparing a comprehensive planning document or a focused technical study, ESA addresses each project with the right mix of expertise, insight, and creativity to ensure an integrated approach that achieves clarity, certainty, and adaptability—for the long term.

History: Established 1969, in business 49 years

Organizational Structure: S-Corporation

Size of the Firm: 500+

Offices: 19 offices in CA, WA, OR, FL

Southern California Locations: Santa Monica, Los Angeles, Pasadena, Camarillo, Irvine, San Diego

Name(s) of Owner(s): 100% Employee-Owned

Primary Business: Planning (Environmental and Urban), Scientific Studies

Offices of Primary Management:
Santa Monica Office
233 Wilshire Blvd, Ste.150
Santa Monica, CA 90401
San Diego Office
550 W. C Street, Ste.750
San Diego, CA 92101

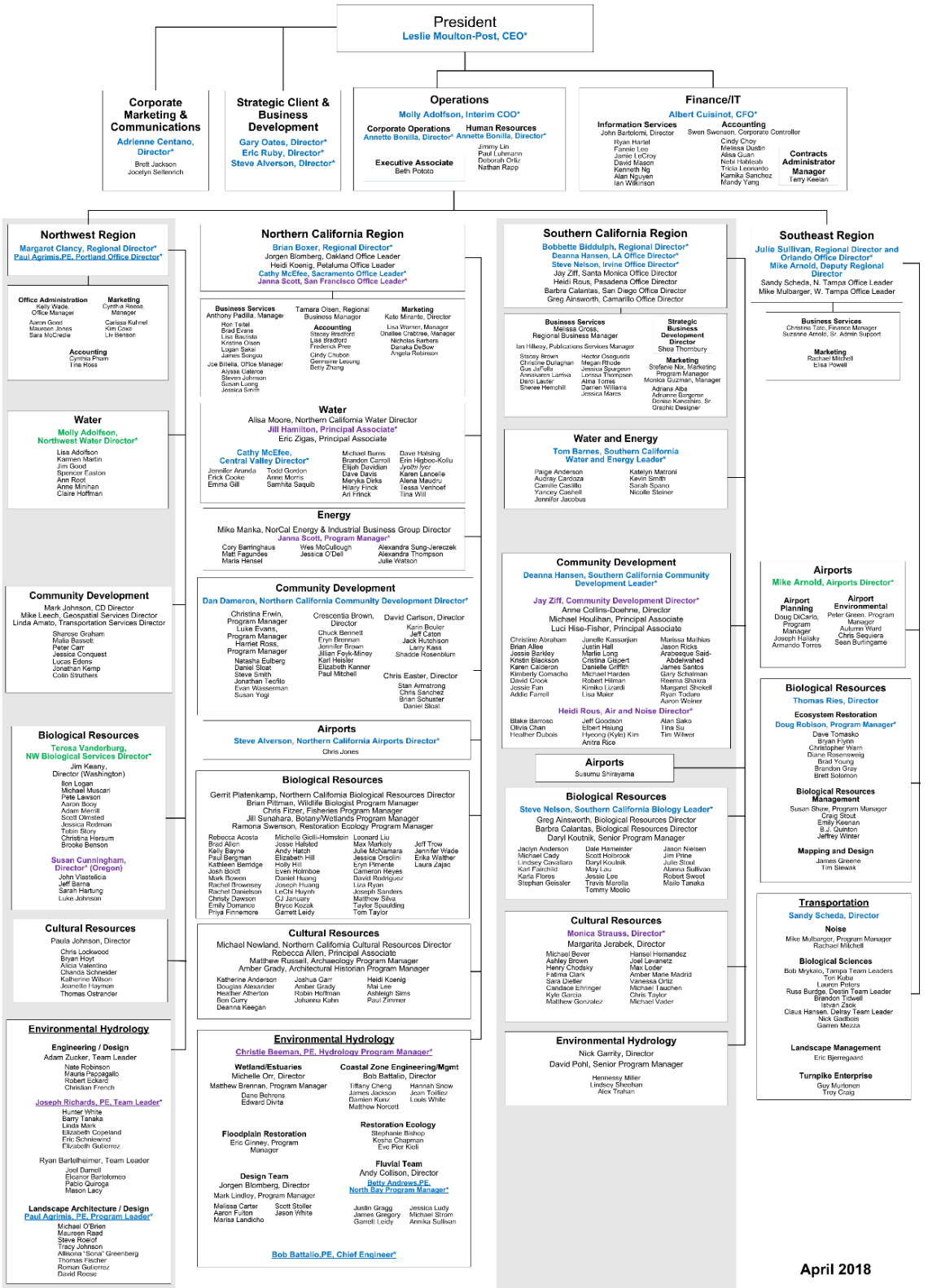
Organization Chart: See attachment

Principals/Officers: See attachment

The ESA team brings a unique depth of experience on projects in southern California, combined with extensive experience and understanding in developing and implementing concurrent and integrated general plans, specific plans, design guidelines, zoning regulations, engineering and development standards, marketing and site feasibility analyses, residential project designs and development, infrastructure studies and plans, multi-modal transportation and parking studies and plans, historic resources analyses, environmental site assessments, phasing and financing plans, GIS and virtual applications, public outreach, implementation programs and tools, and associated environmental documents.

As a 100% employee-owned community planning and environmental consulting firm, we take personal pride in the quality of our products, responsiveness of our staff, and the success of our clients. We are large enough to offer the broad range of expertise needed to meet the City's needs, yet small enough to provide personalized service and the meaningful involvement of our senior level staff.

ESA ORGANIZATION



ESA

AUTHORIZED ESA CONTRACT SIGNERS: OFFICERS + CERTIFIED CONTRACT SIGNERS

NORTHWEST REGION	
Seattle Office	• Molly Adolfson, Sr. VP, NW Water Practice Leader • Margaret Clancy, VP, NW Regional Director • Teresa Vanderburg, VP, NW Biological Resources Practice Leader
Portland Office	• **Joe Richards, P.E., NW EH Director*** • Susan Cunningham, Program Manager, NW Biological Resources
NORTHERN CALIFORNIA REGION	
Petaluma Office	• **Betty Andrews, P.E., VP, Sr. Program Manager EH*** • Jim O'Toole, Sr. VP, Water Practice Leader
San Francisco	• **Bob Battalio, P.E., VP, Chief Engineer*** • Annette Bonilla, VP, HR Director • **Ann Borgonovo, P.E., VP, EH & Design Practice Leader*** • Albert Cuisinot, Sr. VP, CFO and Corporate Secretary • Kate Mirante, VP, NorCal Marketing and Business Development Director • Leslie Moulton-Post, President, CEO • Gary Oates, Sr. VP, Strategic Client Director • Janna Scott, SF Office Leader
Oakland Office	• **Christie Beeman, PE, NorCal EH Director*** • Jill Hamilton, BA Water Group Deputy Director
Sacramento Office	• Steve Alverson, Sr. VP, Strategic Client Director • Brian Boxer, Sr. VP, NorCal Regional Director • Daniel Dameron, VP, NorCal Community Development Director • Erich Fischer, Sr. VP CA Biological Resources Practice Leader • Cathy McEfee, VP, Central Valley Water Group Director • Dana McGowan, VP, Cultural Resources Practice Leader
SOUTHERN CALIFORNIA REGION	
Ventura Office	• Monica Strauss, Cultural Resources Director
Santa Monica Office	• Terri Avila, VP, CA Community Development Practice Leader • Jay Ziff, Community Development Program Director
Los Angeles Office	• Tom Barnes, VP, SoCal Water and Energy Director • Deanna Hansen, VP, SoCal Community Development Director
Pasadena Office	• Heidi Rous, Air Quality Services Director
Irvine Office	• Steve Nelson, VP, SoCal Biological Resources Director
San Diego Office	• Bobbette Biddulph, Sr. VP SoCal Regional Director • Eric Ruby, Sr. VP, Strategic Client Director
SOUTHEAST REGION	
Orlando Office	• Mike Arnold, Sr. VP, Airports Practice Leader • Julie Sullivan, VP, Southeast Regional Director
Tampa Office	• Tom Ries, VP, Southeast Biological Resources Director • Doug Robison, VP Southeast Biological Resources Director • Sandy Scheda, VP, Southeast Transportation Director

Hackman Capital Partners

The Culver Studios Innovation Plan EIR

Location
Culver City, CA

Year Complete
2018

Key Team Members
- Jay Ziff
- Anne Collins-Doehne
- Margarita Jerabek
- Margaret Shekell

Key Components
- CEQA Compliance
- Historic Preservation
- Air Quality/Noise
- Archaeology/Tribal Resources



ESA's work began with Comprehensive Plan Amendment (CPA) No. 6, and preparation of technical studies addressing Air Quality/Greenhouse Gases, Biological Resources, Historical Resources, Archaeology/Tribal Resources, and Noise to support a City-prepared MND.

By late 2016, The Culver Studios Innovation Plan - CPA No. 7, was introduced to pursue more comprehensive facility improvements to accommodate current content creation, digital media, creative technologies, virtual reality, and related uses consistent with the Studio's 98-year history and evolution of the entertainment industry. CPA No. 7 includes five new Digital Media buildings, to replace six existing buildings with offices and support services, and three existing buildings with sound stages. New construction would total approximately 564,500 square feet with new parking structures with a total 1,945 parking spaces. The project would preserve the historically significant Mansion Building and front lawn.

ESA provided a full set of services to support preparation of a comprehensive Draft EIR and is preparing a Final EIR. ESA's historical resources group played a direct role in formulating approaches to historic preservation, including preparation/ oversight of a bungalow relocation and rehabilitation plan, upgrades to the Mansion Building and landscape, and coordination with architects to ensure compatibility of new construction with historical resources on the Studio Campus. ESA also played an important role in formulating noise and air quality design features and mitigation measures to help reduce and avoid impacts on a proximate elementary school and residential uses.

In addition to reviewing and coordinating the work of other consultants preparing studies to support the EIR analyses of Transportation and Traffic, Hazards/ Hazardous Materials, and Hydrology/Water Quality, ESA prepared technical reports for Historical Resources, Air Quality/ Greenhouse Gases, Noise/ Vibration, Archaeology/Tribal Resources, and Shade/Shadow Effects. ESA also assisted the City with native American consultation and coordination required for preparation of a Water Supply Assessment.

The project has been approved and is under construction with Amazon Studios now housed at the Campus and slated to lease more space as improvements are completed.

Town of Mammoth Lakes

General Plan Update, Zoning Code Amendments, Mobility Element Update

Project Location
Mammoth Lakes, CA

Project Completion
2017

Key Team Members
- Luci Hise-Fisher
- Kimiko Lizardi
- Heidi Rous

Key Components
- Town of Mammoth Lakes
- General Plan Update
- CEQA Compliance



Over the last 13 years, ESA has established a solid professional relationship preparing several programmatic level documents for the Town of Mammoth Lakes. Originally introduced to the Town by Mark Wardlaw, (formerly with the City of Culver City, based on the smooth, successful completion of the Symantec Office EIR), ESA was asked by the Town to take over the preparation of the Town's 2007 General Plan Update Environmental Impact Report (EIR) from a previous consultant. The program was very controversial given the growth that would be allowed even though the goals and objectives were striving to achieve a balance between resort development, environmental sustainability, and workforce housing. Based on a substantial amount of public commentary on the first Draft Program EIR requiring modification to the recommended General Plan, the Town contracted with ESA to prepare a Revised Draft Program EIR for recirculation. ESA prepared the Final Program EIR responding to approximately 950 separate comments. Key issue areas analyzed in the EIR were aesthetics, air quality, biological resources, noise, public services, recreation, traffic, water supply and growth-inducing impacts. Even with the controversy, ESA completed the documentation and the Town certified the EIR in 2007.

As a result of the adoption of the 2007 General Plan, the Town completed an entire update of the Zoning Code. As part of that process, the use of a 2.5 floor area ratio (FAR) for the commercial districts was recommended to regulate the intensity of development. While adopted in conjunction with the density limitations in place at the time, the Town wanted to use FAR to provide more design flexibility.

In the first phase of the project, ESA conducted a land use study for an approximately 122-acre area to assess potential buildout in the Town of Mammoth Lakes' commercial districts using FAR compared with a maximum room or unit cap. ESA conducted a land use inventory, conducted research regarding industry development standards and regulations, and reviewed historical Town analyses regarding buildout to project potential buildout using the two methodologies.

City of Pico Rivera

General Plan and EIR

Location
Pico Rivera, CA

Year Complete
2014

Key Team Members
- Harriet Ross
- Kimiko Lizardi

Key Components
- Program EIR
- Housing Element Update
- Mixed-use zoning
- Increased densities and height limits
- Community outreach program
- Focus on opportunity areas
- Corridor revitalization policies
- Economic development element
- Healthy community element



ESA completed a comprehensive update of the Pico Rivera General Plan and Program EIR. This included an update and certification of the City of Pico Rivera's Housing Element and an aggressive schedule to adopt the accompanying rezonings within one year of the Housing Element certification. ESA was successful in concurrently leading the General Plan Update, Housing Element Rezonings, and Program EIR to adoption and certification.

As a built-out city, a key component of the update was to balance the desire to retain the city's character and maintain its stable neighborhoods while providing real solutions for the enhancement of opportunity areas and challenges faced by the city. The General Plan identified 16 Opportunity Areas, including corridors and targeted planning areas, and provided direction in the form of unique objectives for each of these areas to direct revitalization, redevelopment, and potential new growth.

Other key issues included addressing compliance with state laws adopted since the existing General Plan's 1993 adoption; adoption of the 2014–2021 Housing Element and amendments to the zoning code to create a new mixed-use zone accommodating increased densities and height limits in a traditionally single-family community; addressing the need for infill development; identifying opportunities for increased open space and recreation including connections to the Rio Hondo and San Gabriel River corridors and the Pico Rivera Sports Arena area; and improving local mobility. The General Plan Update introduced two new elements, including a Healthy Community Element and Economic Prosperity Element.

The community outreach program for the General Plan Update involved extensive coordination with the City of Pico Rivera Planning Department, stakeholder interviews, General Plan Advisory Committee meetings, community workshops, and study sessions with the Planning Commission and City Council. Given the built-out nature of Pico Rivera and the community's desire to retain its established neighborhoods, the outreach program focused on opportunity areas and revitalization strategies. The housing opportunity sites were largely concentrated within these opportunity areas.

The General Plan Update, Housing Element Rezonings, and Program EIR were successfully adopted and certified within 1 year of the Housing Element Certification date. The key to meeting this aggressive schedule and ensuring a smooth and efficient work program was a strong partnership with City of Pico Rivera staff, collaborating through constant communication.

City of Oceanside

Coast Highway Corridor Study and EIR

Location
Oceanside, CA

Year Complete
In Progress

Key Team Members
- Kimiko Lizardi

Key Components
- Form based zoning and design
- Development incentive program
- Corridor design
- Incentive zoning and encourages housing balance
- Program EIR
- Community outreach and engagement



ESA is supporting the City of Oceanside Transportation and Planning Sections in the development of the Oceanside Coast Highway Corridor Study and EIR. The Coast Highway project will implement the vision and strategy originally set forth in the Coast Highway Vision and Strategic Plan and will foster high-quality design and stimulate economic investment.

The project will establish a preferred "Road Diet" alternative and an implementation plan to achieve it. Challenging questions regarding traffic impacts, land use, form, financing and market realities will be addressed through this process.

ESA is supporting this effort by leading the zoning and land use amendment process and the EIR. This includes preparation of a form-based Incentive Zoning District that includes standards that support the creation of focused planning areas within the corridor including nodes, avenues and commercial villages and a development incentive program that offers additional residential density in exchange for public benefits and other tools to help incentivize development within the Coast Highway Corridor.

The scope includes the facilitation of a community workshop to present the proposed District, as well as developer forums to present the proposed District and incentive program. The objective of the developer forums is to solicit feedback and real perspectives on the desirability and realities of the program and proposed incentives. In addition, the community workshop will facilitate discussion and direction on the preferred alternative for the proposed transportation improvements for the Coast Highway Corridor.

ESA is preparing the EIR for the Coast Highway Corridor Project. One of the key goals of the project is to develop and implement transportation improvements for the length of the Corridor, and the EIR will assess the impacts that will allow implementation and construction of the transportation improvements. This project is important to the residents and business owners of Oceanside as it is expected to facilitate the livelihood of the Coast Highway Corridor.

City of Eureka

General and Local Coastal Plan Update, Housing Element Update, Climate Action Plan and EIR

Location
City of Eureka

Year Complete
In progress

Key Team Members
- Jeff Caton
- Kimiko Lizardi
- Harriet Ross
- Reema Shakra

Key Components
- General Plan Update
- CEQA Compliance
- Climate Change Adaptation and Resiliency



ESA is preparing a comprehensive update to the City of Eureka General Plan and Local Coastal Program (LCP) Land Use Plan. The updated General Plan and LCP are focused on increasing the city's economic development and job opportunities, while enhancing the community's unique character, heritage, and setting. Key issues being addressed include integration of the General Plan and LCP, opportunities relating to coastal-dependent and inland industrial lands, annexation feasibility, corridor revitalization and enhanced retail services, diversified housing, the higher-than-average homeless population, public safety, mobility, GHG reduction, sea-level rise vulnerability and adaptation, financing tools and sustainability, historic building and neighborhood preservation, and the sensitive use of the city's resources, including Humboldt Bay, the deep water port, and the adjacent redwoods. ESA will also be preparing a climate action plan (CAP) and Environmental Impact Report, as well as leading a broad public outreach effort, including workshops, focus groups, and virtual town halls. ESA also completed an update to the City's Housing Element as part of this effort.

The sea-level rise vulnerability assessment of city assets was first completed as part of the General Plan update. ESA's team of coastal engineers and scientists used new methodologies developed by the National Oceanic and Atmospheric Administration to estimate local rates of relative sea-level rise, which includes the vertical land motion. This was compared to other ongoing work being completed for Humboldt Bay, which included sea-level rise inundation mapping that was used to evaluate the timing and the degree of vulnerability of several different asset classes. This study led into more recent work being performed by the team to develop a sea-level rise risk assessment and adaptation strategies that will inform an LCP update. ESA planners are working with the technical engineers and scientists to develop policy language for the City that complies with the California Coastal Act, and sets the path forward for informed planning and development in Eureka

City of Sacramento

Downtown Specific Plan and EIR

Location
Sacramento, CA

Year Complete
In progress

Key Team Members
- Harriet Ross
- Kimiko Lizardi
- Jeff Caton

Key Components
- Housing initiative focused
- Development Streamlining (CEQA and regulatory)
- Housing Now! Interactive web tool
- Technology policies (encourage access to WIFI, faster, more reliable, etc.)



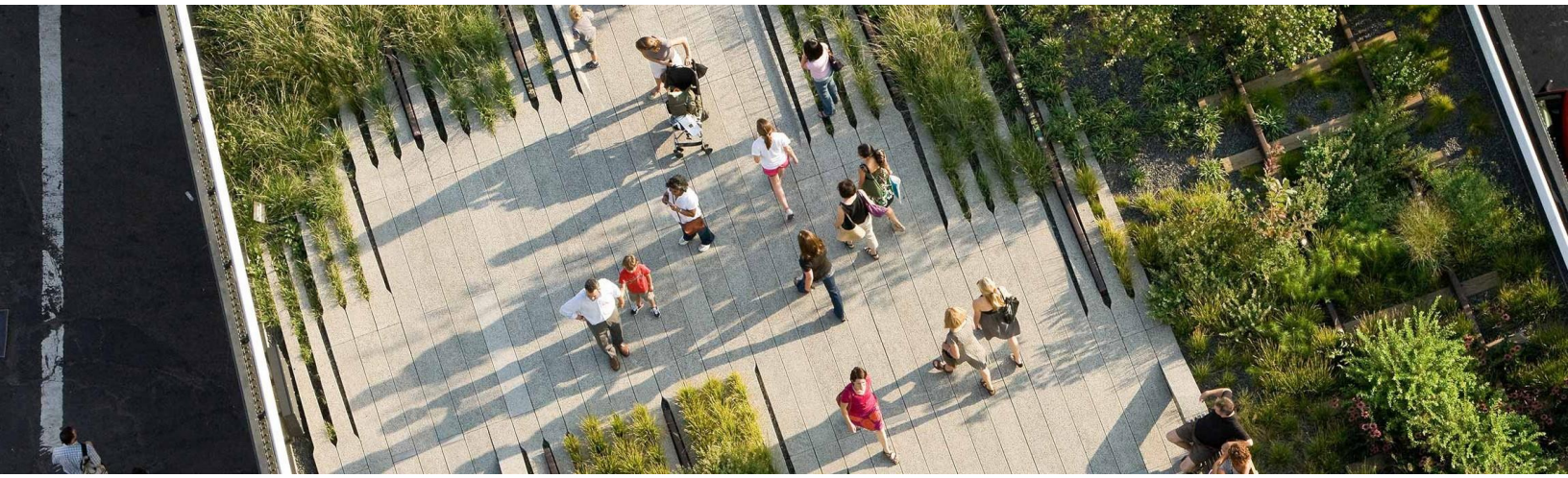
ESA is leading a multi-disciplinary team to prepare the Sacramento Downtown Specific Plan (DSP) and associated environmental documentation. In late 2015, Sacramento Mayor Kevin Johnson announced a City initiative to facilitate the construction of 10,000 units in Downtown Sacramento in 10 years. The DSP will establish a policy and regulatory framework to achieve the initiative, where the housing will be located, the type of residential products the market will support, design guidance for housing and the adjacent public realm, evaluation and treatment of historic resources, integration with Sacramento's planned streetcar and other mobility options, needed infrastructure improvements, the desired amenities to support additional residents, and how it will all be paid for.

Particular emphasis will be placed on removing barriers and streamlining the planning and environmental review processes to support residential development and encourage transit-oriented development throughout Downtown.

Extensive community outreach will be carried out as part of the project through developer roundtables, stakeholder interviews, targeted focus group meetings, community workshops, and development of a web-based application (Housing NOW!) that will provide easy access to information on all housing opportunity sites for a variety of users that will also serve as a way to monitor progress. Multi-agency coordination will be required for success and include SACOG, as well as the Sacramento Housing and Redevelopment Agency, Capitol Area Development Agency, and Regional Transit Agency. The DSP will play a large part in facilitating the urban core of Sacramento to become a vibrant destination for people to live, work and play.

HR&A

> We founded this firm to continue the reinvention of the American city into vibrant urban centers that offer jobs and sustain a high quality of life for diverse communities
>
> John H. Alschuler, Chairman



HR&A Advisors, Inc. (HR&A) is an industry-leading economic development, real estate, and public policy consulting firm.

We have provided strategic visioning and implementation services for some of the most complex campus, neighborhood, downtown, and regional development projects across North America and abroad for over forty years. We understand the importance of linking accretive private investment with public resources to support investors and communities' responsibilities and aspirations.

We have offices in Los Angeles, New York, Dallas, Raleigh, and Washington DC, a presence that allows us to serve clients all over the world.

From Southern California to Brooklyn, and London to Hong Kong, we have guided hundreds of clients in transforming strategic initiatives in economic development and public infrastructure, first into actionable plans then into job-producing, community-strengthening assets. We provide economic analysis and strategic advisory services for over 250 projects annually, and have served a range of clients – universities, cultural institutions, hospitals, real estate owners and investors, community development organizations, and governments – since 1976.

Firm Role

HR&A brings to the team expertise in real estate and economic development, and cultural and public realm planning. Drawing from an analysis of existing conditions in Culver City and importing innovative urban ideas, policies, and programs from HR&A's experience in cities throughout the globe, HR&A will shepherd the formulation of the economic development and cultural elements of the General Plan through a collaborative engagement process with the City and stakeholders.

Firm Details

Legal Name: HR&A Advisors, Inc.

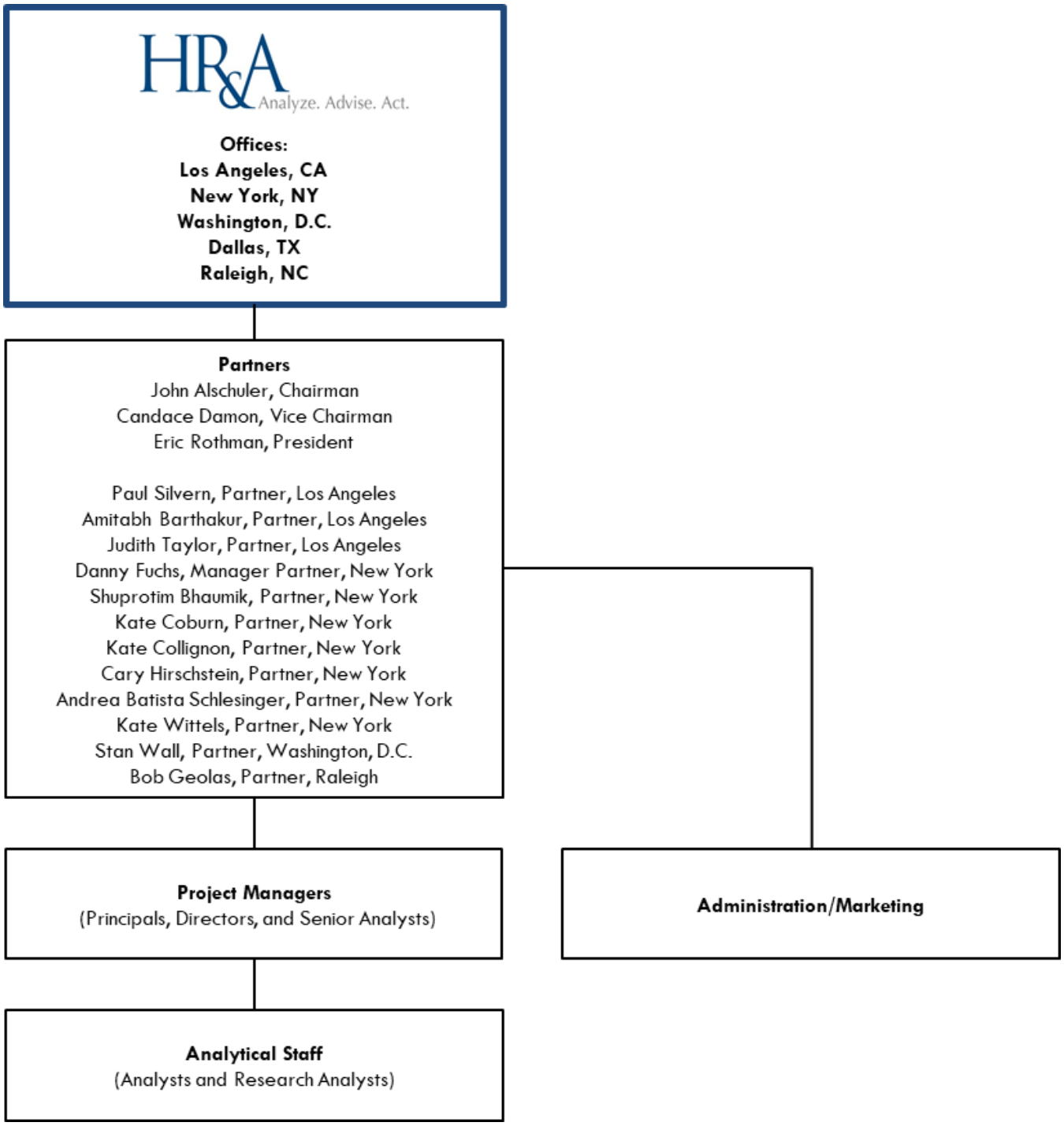
Date Established: Operating since 1976 and under our current name since 2007 (formerly named Hamilton, Rabinovitz, and Alschuler)

Legal Structure: HR&A is a privately held S-Corporation

Ownership: HR&A is an 100% employee-owned company

Employment and Offices: HR&A has 93 full-time employees and corporate offices in New York, our headquarters, as well as Washington, D.C, Los Angeles, Dallas, and Raleigh

HR&A Organizational Structure:



HR&A Analyze. Advise. Act.

PROJECT EXPERIENCE

ECONOMIC DEVELOPMENT AND IMPLEMENTATION



Los Angeles Citywide Economic Development Strategy

On behalf of the Economic and Workforce Development Department of the City of Los Angeles (EWDD), and in collaboration with Arellano Associates and researchers from the USC Center for Economic Development, HR&A is preparing the City's first Citywide Economic Development Strategy. This strategy will include a comprehensive vision statement and set of overarching long-term goals to promote equitable economic growth, as well as a detailed, actionable roadmap and the steps necessary for implementation and performance monitoring. First, the HR&A team analyzed the City's economy and workforce, economic development initiatives, and documented successful strategies employed by peer cities. Subsequently, the HR&A team engaged with stakeholders to perform a needs assessment and SWOT analysis to inform the Strategy. The team is now completing a final Strategy to encourage broad-based and resilient economic growth. HR&A will deliver a concise and compelling final Strategy report that also meets Federal and other grant funding requirements by mid-2018.

Previously in 2012, for the City of Los Angeles' Chief Administrative Officer (CAO) and Chief Legislative Analyst (CLA), led an evaluation of a new Economic Development Department and related nonprofit organization. HR&A evaluated Los Angeles' current economic development landscape and conducting stakeholder interviews to refine primary goals, potential opportunities and challenges facing the formation and operation of a new economic development structure. The report recommends a new model for economic development that includes: a new Economic Development Department; a new, nimble, independent, transaction-oriented Citywide Economic Development Nonprofit partner, with majority private-sector governance, operating under a contract with the City; and an empowered Deputy Mayor for Economic Development. In February 2013, the LA City Council voted unanimously in support of a new framework for the City's economic development structure based on these recommendations.



Planning and Economic Analyses on behalf of the City of Santa Monica

For the City of Santa Monica's Land Use and Circulation Element Update (LUCE), which is the key tool that guides the City's long-term planning, HR&A provided a fine-grained projection of the scale of proposed future growth projected by the LUCE and four EIR alternative growth scenarios. HR&A estimated the various General Fund revenues associated with the level of growth projected by the LUCE and each alternative, estimated the public service costs associated with each alternative, and compared the revenues and service costs for each alternative producing a net fiscal portrait of each future land use alternative. The fiscal models were presented to the City Council for consideration in certifying the adequacy of the EIR and adoption of the final version of the LUCE. The analysis was subsequently used for sensitivity testing of various augmentations to the land use policies.

Separately, HR&A supported the Santa Monica Planning and Community Development Department with the preparation of its Downtown Community Plan Update. HR&A analyzed the financially feasible upper limits of certain City development fees and affordable housing that could be required for higher density

development projects located Downtown. HR&A conducted financial feasibility tests of prototypical commercial and residential developments to determine the upper limit of fee increases and affordable housing requirements while still maintaining a market-responsive minimum threshold of private developer financial feasibility. The Santa Monica City Council voted to approve the Downtown Community Plan Update in 2017, including increases to development fees and the most ambitious affordable housing requirements of any California city based on the findings of HR&A's analysis.



Culver City Ivy Station Economic and Fiscal Impact Analysis

HR&A was retained by Lowe Enterprises, Inc. to estimate the general economic impacts that the mixed-use Ivy Station development will have on the economy of the Westside Cities Council of Governments area of Los Angeles County, and the net fiscal impacts the Project will have on the General Funds of the City of Culver City and City of Los Angeles. The project is located on a site immediately adjacent to the Metro Culver City station, and is bounded by Venice Boulevard, Washington Boulevard, and National Boulevard. The project includes a 150-room hotel, 200 apartments and a half-acre privately owned public park and other site amenities, all of which will be located within Culver City. An office building containing 201,117 square feet of office space and 18,901 square feet of retail and restaurants aligns with the site's northwest border abutting Venice Boulevard, and is situated within Los Angeles. The project also includes 1,601 subterranean parking spaces, including 300 parking spaces that will replace existing surface parking for the Metro station. Supported by HR&A's analysis, both cities approved the project in 2017 and it is currently under construction.



A Financial Sustainability Strategy for Prosper Portland

On behalf of Prosper Portland, formerly known as the Portland Development Commission (PDC), HR&A developed an innovative funding and program delivery strategy to support its 2015-2020 Strategic Plan. Throughout its history, the agency relied almost exclusively on tax increment financing (TIF), which may only be invested in physical improvements within the City's Urban Renewal Areas, several of which are terminating soon. As part of the new Strategic Plan, Prosper Portland sought to shift its focus to citywide economic development programs aimed at building complete neighborhoods, enhancing access to employment, and promoting equitable wealth creation for all Portlanders. In order to achieve these citywide goals, Prosper Portland must diversify its funding base and identify funding sources that can more effectively support its capital projects and programs, and future operations.

HR&A identified national best practices for funding and delivery of economic development programs based on ten peer organizations, conducted interviews with Prosper Portland staff and external stakeholders, and participated in Prosper Portland's Financial Sustainability Committee (FSC) as subject matter experts. Building on this initial assessment, HR&A identified a range of funding sources for consideration. In order to determine a shortlist of high-priority funding sources, HR&A developed an evaluation framework based on potential impact (e.g. financial impact, flexibility, and predictability) and feasibility (e.g. political viability, cost to obtain, time to obtain). HR&A compiled and synthesized its findings

into a briefing book and participated in an intensive workshop with Prosper Portland staff and FSC members to assess and prioritize potential funding sources. In the last phase of work, HR&A conducted an in-depth analysis of high priority funding sources including boomerang funds, TIF, real estate, and parking and advised on any implications for organizational structure. In June 2016, Prosper Portland adopted a new financial investment policy incorporating the principles recommended by the FSC and HR&A.

PARKS AND CULTURE



Setting the Stage for the Brooklyn Academy of Music Cultural District

For the Brooklyn Academy of Music (BAM) Local Development Corporation, HR&A played a vital role in planning for a new cultural district in the surrounding neighborhood. HR&A prepared the development program of 600,000 square feet of new rehearsal, performance, and gallery/exhibition space for cultural and arts groups in need of affordable, custom-designed space. We based the program on our assessment of each component's market viability. Additionally, HR&A produced an economic impact study that estimated the public benefits of this long-term redevelopment plan, including new taxes, jobs, and economic growth. We also managed all aspects of the public outreach process, including identifying stakeholders and following up with participants. The result was a partnership among the City of New York, which contributed land and low-cost financing; BAM which contributed leadership and vision; and a host of smaller organizations which lend diversity and vitality to the new district.



District of Columbia Cultural Plan and Economic Impact Study

On behalf of the District of Columbia, HR&A led the development of a Cultural Plan to further the District's goals of fostering a vibrant ecosystem of arts and culture throughout the city. The HR&A team developed a definition of the cultural ecosystem of Washington, D.C. that considered its quantitative and qualitative aspects. Through a robust engagement plan that engaged actors across all levels and sectors of the cultural ecosystem, the team mapped assets, identified sectoral and community needs, and vetted preliminary strategies.

HR&A used this definition of the ecosystem to assess its existing conditions and evaluated the economic impacts of culture and the arts in the city to demonstrate a case for further investment in the sector. Following this analysis, HR&A assessed the strengths, weaknesses, opportunities, and threats of the D.C. cultural ecosystem to identify strategic opportunities for policymaking and investment priorities. HR&A ultimately developed strategic recommendations to support culture across the city based on the potential for economic and community impacts, producing a final Cultural Plan that will serve as a chapter in the District's update to its city-wide Comprehensive Plan.



Los Angeles River Governance and Financing Strategy

HR&A was engaged by the non-profit Los Angeles River Revitalization Corporation (now renamed RiverLA), to assess and evaluate project organizational issues, project financing issues, and alternative governance structures for the catalytic concept of the revitalization of the 51-mile LA River, which crosses multiple jurisdictional boundaries. HR&A was subsequently engaged by the City of Los Angeles Economic & Workforce Development Department to analyze the potential application and funding capacity of a newly enabled state law for implementing one or more Enhanced Infrastructure Financing Districts (EIFDs) for the LA River. Revitalizing the LA River is one of the City of LA's most prominent policy objectives, and the project recently gained national momentum when the Army Corps of Engineers approved a $1.3 billion plan for an 11-mile section within the City of LA for habitat restoration.

A DIFFERENT KIND OF TRANSPORTATION FIRM

Nelson\Nygaard Consulting Associates, Inc. is an internationally recognized firm committed to developing transportation systems that promote vibrant, sustainable, and accessible communities. Founded by two women in 1987, Nelson\Nygaard has grown from its roots in transit planning to a full-service transportation firm with offices across the United States.

In keeping with the values set by our founders, Nelson\Nygaard puts people first. We recognize that transportation is not an end by itself but a platform for achieving broader community goals of mobility, equity, economic development, and healthy living. Our hands-on, national experience informs but doesn't dictate local solutions. Built on consensus and a multimodal approach, our plans are renowned as practical and implementable.



STREETS AND CITIES

Nelson\Nygaard is an industry leader in holistic planning for all modes of transportation. We design communities that balance the needs of pedestrians, bicyclists, transit riders, and drivers.

Our experience includes designing and planning for complete streets, multimodal downtowns and regions, and transit station areas. To help communities make informed decisions, we develop complete transportation networks, coordinate transportation and land use, manage travel demand, and identify the true costs of travel options.

Our approach is to apply our national experience to create local solutions. By giving people transportation choices, communities achieve their larger goals for economic vitality, healthy living, and improved quality of life.

Recognized for projects around the world, Nelson\Nygaard has received awards and honors from professional organizations and government agencies including the American Planning Association, the Federal Transit Administration, the Association of Environmental Professionals, the American Society of Landscape Architects, the Congress for the New Urbanism, and the Canadian Institute of Planners.

FIRM INFORMATION

Years in Business: 31

Size of Firm: 130 staff

Office Locations: Los Angeles, San Francisco, Portland (OR), Seattle, Austin, New York, Boston, Washington (DC), and Atlanta (This project will be managed by our Los Angeles office.)

Corporate Officers: Paul Jewel (Managing Director), Phil Harrison (CEO), Dana Waymire (CFO), Brodie Stephens (General Counsel/Secretary)

Parent Company: Perkins+Will (Primary business of Perkins+Will is architecture and design.)

NELSON NYGAARD



MOUNTAIN VIEW, CA

NORTH BAYSHORE PRECISE PLAN, TDM GUIDELINES, AND EVALUATION

The Plan's vision is to accommodate an additional 3.4 million square feet of commercial space while minimizing new vehicle trips

PROJECT DURATION
2013–2016

TOTAL BUDGET
$114,255 (Precise Plan)
$79,385 (TDM Guidelines and Evaluation)

CONTACT
Martin Alkire
Principal Planner
650-903-6529
Martin.Alkire@mountainview.gov

The North Bayshore area in Mountain View, California is home to thousands of jobs, including the corporate headquarters for firms such as Google, Microsoft, and Intuit. Bounded by San Francisco Bay on one side, and U.S. 101 on the other, there are fixed constraints on the number of cars this burgeoning economic center can accommodate. Building on the work that was done as part of the 2030 General Plan that established this district as a key area growth, Nelson\Nygaard was hired (in partnership with Raimi + Associates) to develop a Precise Plan for the North Bayshore district. The Plan's vision is to accommodate an additional 3.4 million square feet of commercial space while minimizing new vehicle trips by establishing a 45% single occupancy vehicle mode share for the entire district.

In order to meet this ambitious target, the plan caps peak period vehicle trips directly and leverages the power of the development market to fund wide transportation improvements that give local residents and employees better mobility choices, rather than limiting development to manage congestion. Complementing infrastructure improvements are new and expanded transit services, parking policies, and transportation demand management (TDM) requirements for all new development.

Adopted in early 2015, and revised in 2017, the Plan has already attracted more than seven million square feet of development applications, all from developers confident they can meet a 45% drive alone commute cap in an isolated suburban location. Developers that fail to meet the trip cap risk having their occupancy permit revoked and congestion pricing implemented at area gateways.

In order to ensure that applicants have designed transportation programs that will meet this target, Nelson\Nygaard was also hired to develop a set of TDM guidelines and then evaluate applications to determine the likelihood that project applicants could achieve these goals.

NELSON NYGAARD



WEST HOLLYWOOD, CA

WEST HOLLYWOOD GENERAL PLAN UPDATE

The plan was adopted September, 2011 and received the Comprehensive Plan Award, Small Jurisdiction, from the American Planning Association, Los Angeles Section.

PROJECT DURATION
2009–2010

TOTAL BUDGET
$80,000

FOR MORE INFORMATION
City of West Hollywood
8300 Santa Monica Blvd.
West Hollywood, CA 90069
www.weho.org

CONTACT
Bianca Siegl
Senior Planner
323-848-6853
bsiegl@weho.org

Nelson\Nygaard was part of a multidisciplinary consulting team (led by Raimi and Associates and including Fehr and Peers) that was contracted to help update the City of West Hollywood's General Plan. Nelson\Nygaard's work consisted of a carrying out a comprehensive review of the existing transportation conditions in the city and surrounding region in order to develop a summary of key opportunities to reduce traffic congestion and promote mode shift to walking, biking, and transit.

Nelson\Nygaard was involved in all aspects of the project, including community outreach and presentations to elected and appointed officials. Nelson\Nygaard's primary work was to quantify the estimated reductions in future peak-hour vehicle trips in West Hollywood that would likely be achieved through implementing an improved and comprehensive package of multimodal transportation demand management (TDM) strategies. These estimates were then aggregated for four different General Plan scenarios under consideration. These trip reduction estimates were incorporated into the regional traffic model in order to allow decision makers and the public to compare the different implications of a "higher traffic" scenario resulting from status quo transportation policies versus a "lower traffic" scenario with an expanded TDM and multimodal program.

One trip reduction strategy that was of particular interest in West Hollywood was "parking cash-out." Nelson\Nygaard developed a detailed overview of how a potential parking cash-out program could work in West Hollywood, including case studies from other communities. This information was presented to decision makers, who were persuaded to conduct a pilot test of the program in select development projects and evaluate the results.

The plan was adopted September, 2011 and received the Comprehensive Plan Award, Small Jurisdiction, from the American Planning Association, Los Angeles Section.

NELSON NYGAARD



SANTA MONICA, CA

SANTA MONICA LAND USE AND CIRCULATION ELEMENT

The California Chapter of the American Planning Association (APA) gave this project the Outstanding Comprehensive Planning Award for a Small Jurisdiction in 2010.

PROJECT DURATION
2007–2010

TOTAL BUDGET
$310,000

FOR MORE INFORMATION
City of Santa Monica
Transportation Management Division
1685 Main Street, Room 115
Santa Monica, CA 90407-2200
www.shapethefuture2025.net

CONTACT
Eileen Fogarty
Former Planning and Community Development Director
310-570-6724
efogarty@fogartygroup.net

Nelson\Nygaard crafted the Circulation Element of Santa Monica's 2008 General Plan Update, steering it through an intense public process, including over a dozen public workshops as well as planning commission and city council hearings. The plan used new developments to fund a package of community benefits, including new bicycle lanes, more gracious sidewalks, more frequent transit, and stringent transportation demand management programs. More importantly, the plan commits to capping peak period vehicle trips as part of Santa Monica's dedication to reducing greenhouse gases, air pollution, and regional traffic.

The Circulation Element is carefully integrated into the Land Use Element, focusing almost all new growth in the city around its major transit nodes, including a light rail extension from downtown Los Angeles. In addition to paying new impact fees, development will be required to meet stronger trip reduction requirements, including universal transit passes and parking fees or parking cash-out for all new residents and employees. The plan also provides incentives for existing residents and employees to reduce their trips, through both better transportation choices and more services within walking distance.

To help implement the plan, which was adopted in 2010, Nelson\Nygaard was brought back to develop a Bicycle Action Plan, zoning ordinance, Transportation Impact Fee, and specific plans for the downtown and Bergamot Station areas.

The California Chapter of the American Planning Association (APA) gave this project the Outstanding Comprehensive Planning Award for a Small Jurisdiction in 2010.

NELSON NYGAARD



LOS ANGELES, CA

LADOT STRATEGIC PLAN

Our approach consisted of building consensus around shared goals, gathering feedback from staff at all levels of the organization, and looking to national peers for trends and opportunities.

PROJECT DURATION
2017

TOTAL BUDGET
$100,000

NELSON\NYGAARD BUDGET
$100,000

FOR MORE INFORMATION
Los Angeles Department
of Transportation
100 S. Main St., 10th Floor
Los Angeles, CA 90012
213-972-8470
ladot.lacity.org

CONTACT
Lilly O'Brien-Kovari
Deputy of Communications and
External Affairs
213-928-9709
lilly.obrien@lacity.org

The Los Angeles Department of Transportation (LADOT) is responsible for a wide array of assets and meeting the demands of increasingly different travel modes and patterns, while working toward a safer street network and preparing for future mobility. LADOT also strives to be a responsive and inclusive neighborhood partner, supporting broader city and neighborhood goals in creating vibrant and safe streets and neighborhoods.

The 2018–2020 Great Streets for Los Angeles Plan builds on the work of the Department to meet its mission and goals, by adopting a Vision Zero Policy, implementing Great Streets improvements, expanding carshare and rideshare models, and updating parking management around the City. This plan provides new momentum for these initiatives, while integrating transportation technology strategies to ensure that LADOT continues to be a national thought leader on transportation technology and data.

Nelson\Nygaard led the development of a strategic plan for LADOT. For this effort, Nelson\Ngyaard assembled a well-organized team to facilitate a series of workshops and interactive meetings with executives, staff, and diverse stakeholders. The activities and exercises were intended to connect modal priorities across the agency, anticipate future mobility needs, and articulate and operationalize a clear vision. Our approach consisted of building consensus around shared goals, gathering feedback from staff at all levels of the organization, and looking to national peers for trends and opportunities. The plan is organized around four goal areas with over 100 benchmarks for the agency to make progress on over the next three years.



CULVER CITY, CA

CULVERCITYBUS LINE-BY-LINE AND COMPREHENSIVE SERVICE ANALYSIS

The CSA has resulted in recommendations for innovative new smartphone app-based demand-response service.

PROJECT DURATION
2015–Ongoing

TOTAL BUDGET
$400,000

NELSON\NYGAARD BUDGET
$189,000

FOR MORE INFORMATION
City of Culver City
4343 Duquesne Avenue
Culver City, CA 90232

CONTACT
Diana Chang
Senior Management Analyst
310-253-6566
diana.chang@culvercity.org

Culver CityBus is the municipal bus operator for Culver City, a community on the Westside of Los Angeles. While it exists to serve Culver City—a historic studio town that has evolved into a hub for both traditional and digital entertainment media—the CityBus service area has expanded to cover much of the Westside, extending from UCLA to the "Silicon Beach" area of Venice Beach, Marina del Rey and Playa Vista, and to Los Angeles International Airport (LAX). CityBus shares this service area with two other major operators, Los Angeles County Metro and Santa Monica's Big Blue Bus (for whom Nelson\Nygaard also conducted a comprehensive analysis). Finally, the new Metro Rail Expo Line light rail service extends from Downtown Los Angeles and USC across the CityBus service area to the major employment center and recreational destination of Santa Monica.

Nelson\Nygaard was retained by CityBus to conduct a Line-by-Line and Comprehensive Service Analysis of its fixed-route system, building on two previous efforts it conducted for CityBus. The CSA work plan featured intensive data collection, including multiple and innovative forms of market analysis including targeted phone and online surveys and "big data" analysis of travel patterns based on smartphone locations. It was also designed to account for emerging cultural, demographic and policy trends affecting demand for transit in the CityBus service area, as well as major planned expansions of the Metro Rail system and introduction of a Metro Rail connection and automated people mover at LAX. The immediate impetus for the effort was extension of the Expo Line.

Now nearing completion, the CSA has resulted in a range of recommendations for service adjustments and expansions, including expansions of fixed-route service to the growing jobs center of Playa Vista and newly popular nearby neighborhoods including Del Rey, as well as improved "feeder" connections to the Expo Line. The CSA has also resulted in recommendations for innovative new smartphone app-based demand-response service, now in development, to provide "first/last mile" connections between the Westfield Culver City mall transit center and nearby Fox Hills office campuses.

NELSON NYGAARD



CULVER CITY, CA

MOBILITY FOCUS GROUPS

Nelson\Nygaard helped Culver City address increasing concerns over traffic congestion, parking availability and "spillover" impacts and the ability to move around in general.

PROJECT DURATION
2015

TOTAL BUDGET
$15,500

NELSON\NYGAARD BUDGET
$15,500

FOR MORE INFORMATION
Culver City
Transportation Department
4343 Duquesne Avenue
Culver City, CA 90232

CONTACT
Diana Chang
Senior Management Analyst/
Transportation Planner
310-253-6566
diana.chang@culvercity.org

For much of its history, Culver City was a quiet suburb of Los Angeles. It featured a few film studios, but most of the action was farther north on the Westside and in the San Fernando Valley. This has changed in recent years, as the City's "crossroads" location between the core of the Westwide, LAX airport and the "Silicon Beach" area centered on Venice Beach has helped it emerge as a hub for both traditional and digital entertainment media, including NPR West, NFL Media, and Sony Studios. Culver City is also the site of popular regional retail and leisure destinations including the Westfield Culver City mall and the newly renovated historic downtown and Culver City Arts District. Finally, it is a busy stop on the new Metro Rail Expo Line light rail service between Downtown Los Angeles, USC, and Santa Monica, and transit-oriented development has been occurring around the station.

Nelson\Nygaard helped Culver City address increasing concerns among residents, employees and major employers over traffic congestion, parking availability and "spillover" impacts and the ability to move around in general. To do so, we worked with the City and Chamber of Commerce to organize group interviews with representatives of major employers, hotels, developers, schools and colleges, and other institutions. The interviews themselves were organized around a series of 18 questions designed to address all aspects of local mobility, including all modes as well as opportunities to manage transit demand through innovative strategies. At the end of this process, we presented to the City and Chamber a diverse set of recommendations ranging from measures to increase awareness and attractiveness of "alternative" travel options to ways of combatting the "lunch" problem, in which employees are afraid to leave their offices at lunchtime out of concern over being able to return to time.

SHERWOOD
DESIGN ENGINEERS

FIRM PROFILE

Sherwood Design Engineers is a site civil engineering practice committed to the optimal integration of ecology, infrastructure, and design. We specialize in water management strategies, green building design, and urban planning. We document site infrastructure as well as master plan engineering solutions at a campus, neighborhood, and district scale. Important to our engineering practice is our ability to span building and landscape. We have provided more than 14 years of master planning experience for universities, institutions and corporate campuses. Our recommendations minimize the consumption of all site resources— carbon, energy, water, and waste. Sherwood works collaboratively with project teams to find ways to maximize efficiencies through an integrated and ecological approach that results in high performance buildings and landscapes recognized for function as well as aesthetics and user experience.

Sherwood was founded in 2002 by S. Bry Sarté with over 60 employees in 3 main offices in San Francisco, CA, New York, NY and Houston, TX and four working studios in Atlanta, GA, Petaluma, CA, Tahoe, CA and Los Angeles, CA with positions ranging from principals to designers and administrative staff. Studied in civil engineering, and urban planning, we are committed to helping clients and fellow design practitioners understand holistic system relationships: watershed, ecosystem, and carbon/energy nexus. This greatly impacts the design and reach of a project and cultivates true sustainability. To help achieve these goals, Sherwood has developed an intimate understanding of California's state policy and county and city regulations. Our connections with public agencies runs deep, from senior staff to the day-to-day contacts, as well as personal relationships that allow easy offine conversations that can create easier navigation through an often complex bureaucracy.

Our services includes entitlements support, overall system planning and documentation for the services below:

- Site Civil Engineering
- Sustainable Infrastructure Planning and Engineering
- Water Resources Planning and Engineering
- Ecological Systems Planning and Engineering
- Sustainable Systems Design
- Land Analysis and Planning

This project will be run out of our Los Angeles studio, and lead by Principal Drew Norton and Project Manager Jimmy Galvez. Our team's relevant project experience includes: Paso Robles Specific Plan, Downtown Napa Specific Plan, Fulton Cooridor Specific Plan, and San Francisco Better Streets Plan.

SHERWOOD
DESIGN ENGINEERS

PASO ROBLES SPECIFIC PLAN

LOCATION
Paso Robles, California

CLIENT
City of Paso Robles

DESIGN PARTNERS
Moule & Polyzoides
Architects & Urbanists

SIZE
City-wide

STATUS
Completed 2011

PROJECT TYPE
Sustainable Urban Planning

REFERENCES
David Sargent, Founder
Sargent Town Planning
448 South Hill Street, Suite 418
Los Angeles, CA 90013
(213) 599-7680

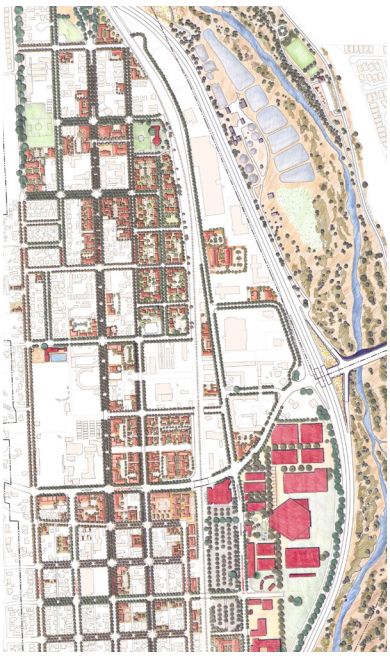




Image compliments of Moule Polyzoides.

Illustrative of the streetscape. Below: Site Map.

Sherwood Design Engineers worked with Moule & Polyzoides to develop a Specific Plan for the City of El Paso de Robles to improve transportation systems and to make the town more sustainable by reducing carbon emissions and water use. Our efforts included improving street design to increase walkability, increasing the efficiency of the town's stormwater system, as well as measures to restore the local river and improve the health of the city's watershed. At the heart of our plan is the call to create an "urban creek" by daylighting a stream near the town center. By making the living stream a part of the street system, we improve air quality, calm traffic, provide access to nature, and develop a shaded green zone in the town center that will spur community and economic development.

SHERWOOD
DESIGN ENGINEERS

DOWNTOWN NAPA SPECIFIC PLAN

LOCATION
Napa, California

CLIENT
City of Napa

DESIGN PARTNERS
MIG

SIZE
City Wide

PROJECT TYPE
Sustainable Planning

REFERENCES
Julianne Ward, Planner
City of Napa
1600 First Street
Napa, CA 94559
(707) 257-9530

In historic Downtown Napa, Sherwood worked closely with a team of designers to develop a comprehensive Specific Plan for the City's downtown district. Sherwood evaluated the City's existing infrastructure systems including domestic water, wastewater, and stormwater while analyzing the effects of future demand on these systems and identifying solutions for necessary infrastructure upgrades. In addition, Sherwood developed a tool palette of Low-Impact Development (LID) measures to be incorporated into the City stormwater management design guidelines, including a conceptual master plan of potential LID projects to be instituted throughout the downtown area.

Planning Area

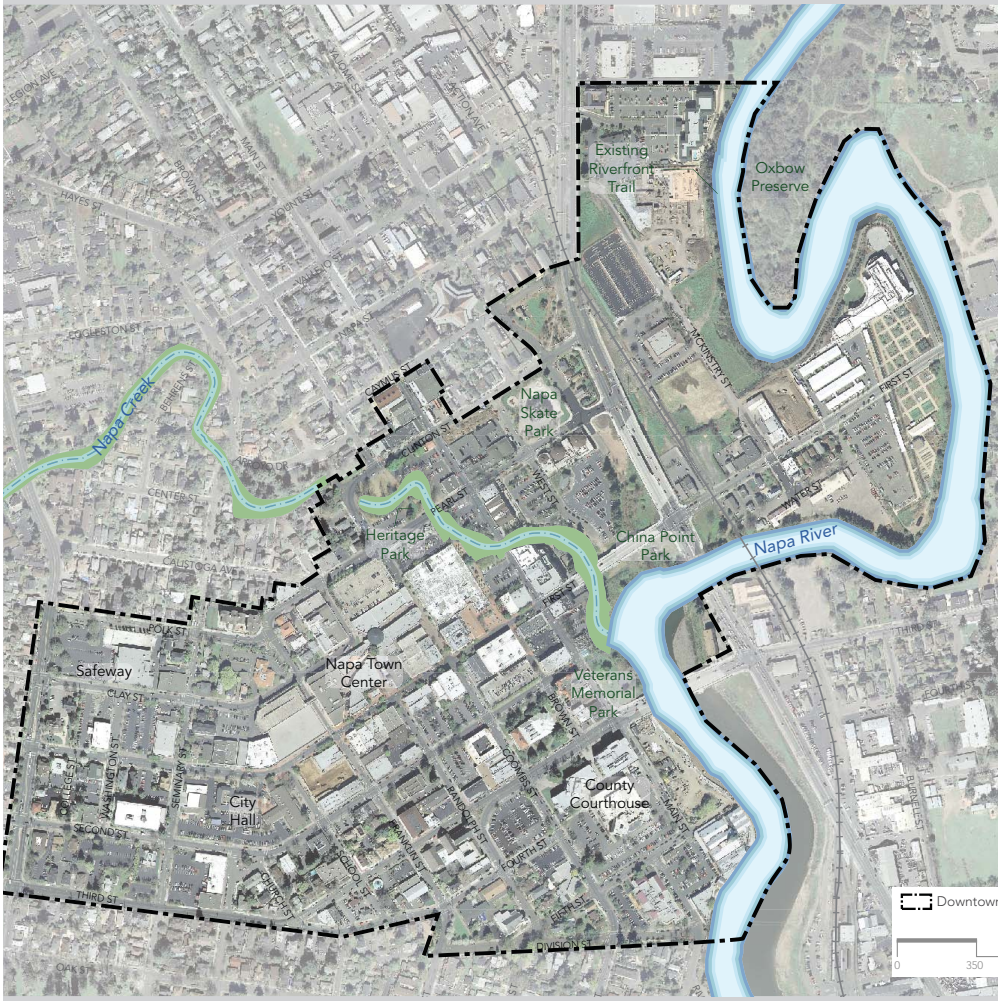




Image Compliments of the Downtown Napa Specific Plan & MIG

SHERWOOD
DESIGN ENGINEERS

FULTON CORRIDOR SPECIFIC PLAN

LOCATION
Fresno, California

CLIENT
City of Fresno

DESIGN PARTNERS
Moule & Polyzoides

SIZE
7000 Acres

STATUS
Design Completed 2010

PROJECT TYPE
Sustainable Urban Planning

REFERENCES
Juan Gomez-Novy
Moule & Polyzoides
180 East California Boulevard
Pasadena, CA 951105
(626) 844-2400

In anticipation of the new California High-Speed Rail line planned for downtown Fresno, Sherwood is working closely with the City of Fresno and an interdisciplinary design team to identify a feasible solution for the revitalization of this important urban corridor. Sherwood has been analyzing projected development with respect to the region's unique water situation in order to determine a realistic solution that the City can embrace while maximizing its water resource portfolio. Additionally, Sherwood has advanced Low Impact Development stormwater management through the creation of a Best Management Practices (BMP) toolkit and promotion of infiltration strategies and aquifer recharge.



SHERWOOD
DESIGN ENGINEERS

SAN FRANCISCO BETTER STREETS

LOCATION
San Francisco, California

CLIENT
City of San Francisco

DESIGN PARTNERS
Community Design + Architecture
Nelson Nygaard

SIZE
City Wide

STATUS
Completed 2006

AWARD
2011 APA Best Practices Award

PROJECT TYPE
Sustainable Urban Planning

REFERENCES
David Alumbaugh, City Planners
San Francisco Planning Department
1660 Mission Street, Suite 500
San Francisco, CA 94103
(415) 558-6384



Image compliments of Community Design + Architecture

The cover of the SF Better Streets Plan.

Sherwood worked closely with a leading team of consultants, the San Francisco Mayor's office of City Greening, the Department of Public Works, the Planning Department and the Public Utilities Commission to develop a comprehensive vision to improve the pedestrian and environmental quality of San Francisco's streets. With our expertise in urban stormwater management, we helped to reform the City's existing streetscape design standards. This project will ultimately help to see San Francisco reach its highest potential for livability and serve as an international model for exceptional urban community and environmental design.

SHERWOOD
DESIGN ENGINEERS

SANTA MONICA BORDERLINE

LOCATION
Santa Monica, California

CLIENT
City of Santa Monica

DESIGN PARTNERS
Nelson Nygaard

SIZE
4 City Blocks

STATUS
Completed 2011

PROJECT TYPE
Urban Infrastructure
& Streetscape



Pedestrian oriented street design integrated into the Santa Monica neighborhood.

Sherwood worked to complete the design of a multi-block green streets project located at the edge of Santa Monica's border with Venice, CA. The design implements a woonerf-style livable street by incorporating multi-functional urban stormwater best management practices as well as low impact design into a pedestrian friendly design. Sherwood focused its efforts on making this alternative streetscape a reality by working to develop the design, from concept through construction documentation, as well as determining the cost and maintenance implications for the City of Santa Monica. A highlight of this project was Sherwood's design to manage all stormwater runoff from the site using hardscape infiltration areas and plantings with no conventional piped stormwater infrastructure. The design represents a critical component of the Santa Monica Sustainable City Plan to realize a better city for its citizens.





SHERWOOD
DESIGN ENGINEERS

SAN MATEO GREEN STREETS AND PARKING LOT DESIGN GUIDELINES

LOCATION
San Mateo County, California

CLIENT
County Agency

DESIGN PARTNERS
Nevue Ngan Associates

SIZE
County Wide

STATUS
Design Completed 2009

AWARDS
2011 ASLA Honor Award
2009 APA Planning Award

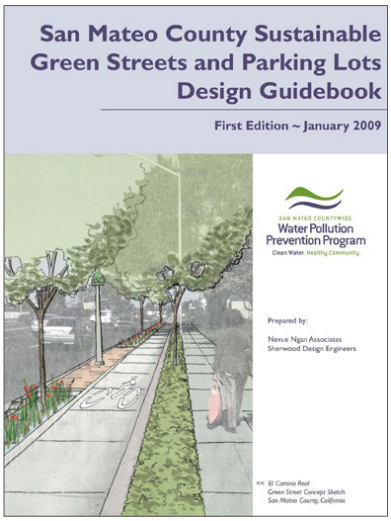
PROJECT TYPE
Sustainable Urban Planning

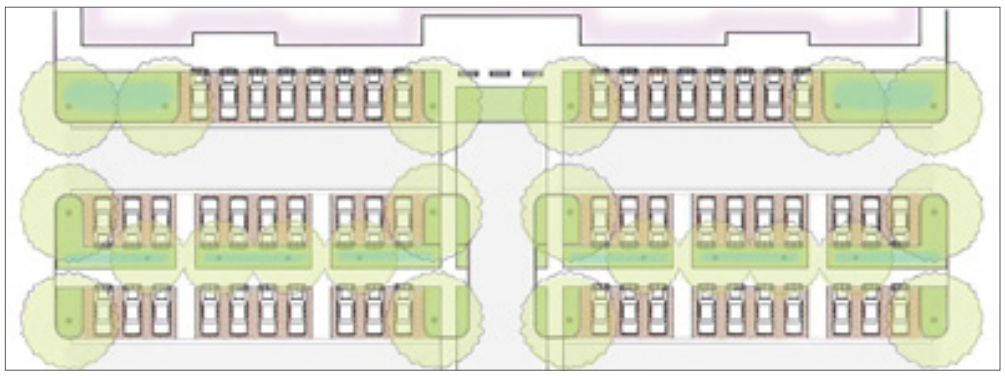


Image Compliments of Nevue Ngan Associates

Design images of the streetscape and parking lots.

As part of a two-phase effort to reduce the harmful impacts of automobiles in San Mateo County, Sherwood Design Engineers along with Nevue Ngan of Portland, Oregon was contracted to develop a stormwater design guidebook and associated demonstration projects showcasing urban applications of landscape-based stormwater treatment practices. These projects demonstrate how landscape techniques like bioswales, biofiltration gardens, and planter boxes can be incorporated into a city's stormwater system to remove as much as 90% of the oil drippings, copper particles, anti-freeze, and rubber left behind by cars. The Sustainable Green Streets and Parking Lots Design Guidebook, recently awarded the 2009 Innovation in Green Community Planning Award by APA California, showcases these stormwater BMPs for municipalities to use in planning new and revitalizing existing urban streets and parking lots to achieve multiple water quantity and quality benefits.





V T + A

VERONICA TAM AND ASSOCIATES

Company Background

Veronica Tam and Associates, Inc. (VTA) was established in 2005 to provide housing and community development services. Our clients range from small rural communities, medium-sized suburban cities, to large cities and metropolitan areas. Our small, but dedicated staff brings together experience from both the public and private sectors and various disciplines. VTA provides a full range of housing-related services, including:

- Housing Element updates
- Zoning code amendments for housing-related issues
- Affordable housing policies and plans
- Community outreach
- HUD Consolidated Plans, fair housing studies, and related reports
- HUD grants management and technical assistance
- Environmental clearance for housing-related plans and projects

We work closely with our clients to address difficult and sensitive issues. Our strengths are:

- Excellent reputation in the area of housing policy planning in terms of the quality of our works and our client-oriented attitude. Our focus is to find practical solutions to complex issues.
- Excellent relationship with staff at the State Department of Housing and Community Development (HCD) and at the U.S. Department of Housing and Urban Development (HUD). We collaborate closely with HCD and HUD in designing innovative approaches to address specific issues.
- Diversity and expertise of our staff. We have seasoned housing planners with experience in both the private and public sectors.







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Contact:
Veronica Tam, AICP
Principal
Phone: (626) 304-0440x1
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VERONICA TAM AND ASSOCIATES

Project Experience

Our clients range from small communities (such as the cities of Del Mar and Avalon) to large metropolitan areas (such as the City and County of Los Angeles). Following is a sample list of our projects within the last few years. Many of these updates involved extensive public participation programs.

Housing Element (HE)

- Alhambra
- Arcadia
- Bell Gardens
- Buena Park
- Burbank
- Camarillo
- Chino
- Corona
- Coronado
- Costa Mesa
- Cupertino
- Del Mar
- Dublin
- El Cajon
- El Centro
- El Segundo
- Escondido
- Fresno County
- Glendora
- Hawthorne
- Hayward
- Hesperia
- Hercules
- Irvine
- La Canada Flintridge
- Lake Forest
- La Mesa
- Lawndale
- Lomita
- Long Beach
- Los Angeles County
- Marino
- Modesto
- Monterey County
- Porterville
- Rancho Santa Margarita
- Redondo Beach
- San Bernardino
- San Clemente
- San Diego County
- San Marcos
- San Marino
- San Ramon
- Santa Clara
- Santee
- Seaside
- Simi Valley
- South Gate
- Tracy
- Vista
- Walnut

Housing Ordinances

- Camarillo Zoning Code – Technical Assistance
- Corona Zoning Code – Technical Assistance
- Del Mar Inclusionary Housing Fee Study
- Hayward Zoning Code – Technical Assistance
- Lomita Density Bonus Ordinance
- Long Beach Coastal Replacement Housing and Condominium Conversion
- Marina Inclusionary Housing and Affordable Housing Ordinances
- Port Hueneme Zoning Code Amendments – SB 2, Density Bonus, and Reasonable Accommodation
- San Fernando Density Bonus and Reasonable Accommodation Ordinances

VERONICA TAM AND ASSOCIATES

Project Experience *(continued)*

Consolidated Plans (CP)

- Alhambra
- Apple Valley/Victorville
- Buena Park
- Delano
- El Cajon
- Garden Grove
- Glendora
- Huntington Beach
- Lake Forest
- La Mesa
- Long Beach
- Monterey County
- National City
- Orange County
- Sacramento City
- Sacramento County
- Salinas
- San Bernardino
- San Diego
- Santa Clarita
- Ventura County

Analysis of Impediments to Fair Housing

- Alhambra
- Apple Valley/Victorville
- Chino
- Glendale
- Glendora
- Los Angeles
- Long Beach
- Monterey County
- Palm Springs
- Pasadena
- Perris
- Pomona
- San Bernardino
- San Diego County
- Ventura County

Assessment of Fair Housing (AFH)

- Long Beach
- Pomona

Grants Administration Assistance

- Alhambra
- Camarillo
- Glendora
- Salinas
- Ventura City

VERONICA TAM AND ASSOCIATES

City of Long Beach

Consolidated Plan (2017-2021)
Assessment of Fair Housing (2017)
Housing Element Implementation (2017)

Project Title: Consolidated Plan; Assessment of Fair Housing (AFH); and Housing Element Implementation

Project Location: Long Beach, CA

Project Description:

VTA and the City of Long Beach worked together to identify pressing fair housing and community development issues present in the City, and create tangible goals and actions for implementation. HUD's new Affirmatively Furthering Fair Housing rule explicitly directs jurisdictions to incorporate fair housing planning into existing planning processes. Therefore, pursuant to HUD guidelines, in developing the City's Consolidated Plan, VTA and the City worked to incorporate the City's AFH goals and priorities, as well as align with other planning efforts such as the Housing Element and specific plans, The Long Beach AFH received high commendations from HUD as one of the best models in the nation.

VTA is also assisting the City in developing implementation programs as a follow-up to its Housing Element, Specifically, VTA is assisting the City in updating its Coastal Housing Replacement and Condominium Conversion Ordinances.











VERONICA TAM AND ASSOCIATES

San Diego

2015 San Diego Regional Analysis of Impediments to Fair Housing Choice

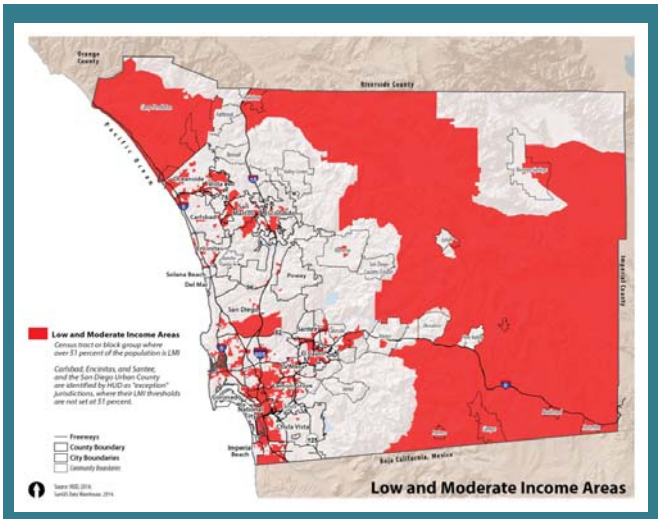
Project Title:
2015 San Diego Regional Analysis of Impediments to Fair Housing Choice (AI Study)

Project Location: San Diego, CA

Project Description:

With a population of over three million residents, San Diego County is a large metropolitan area that encompasses a wide range of geographies, demographics, and political climates. VTA coordinated the development of a Regional AI with all 19 jurisdictions of San Diego County and the four fair housing providers serving the San Diego region.

The development of this AI included a comprehensive bilingual outreach strategy that endeavored to engage key stakeholders and the general public to improve fair housing knowledge overall and provide qualitative data, first-hand experiences and knowledge related to fair housing in San Diego communities for the final report. The end result was a Regional AI developed through a rigorous technical process and informed by public involvement and direct experiences.









VERONICA TAM AND ASSOCIATES

City of Cupertino
Housing Element
2014-2022

Project Title:
2014-2022 Housing Element

Project Location: City of Cupertino, CA

Project Description:

The City of Cupertino is home to a diverse and politically engaged community. The 2014 Housing Element was developed in conjunction with an update of the City's General Plan Land Use Element and sought to redesignate a number of potential sites for higher intensity residential or mixed use development. VTA worked with City staff to develop a detailed inventory of priority housing sites for the Housing Element as well as an alternative contingency plan to rezone/upzone approximately 25 acres of residential land in order to meet the City's assigned 2014 Regional Needs Housing Allocation (RHNA).

Because this rezoning was met with vigorous community opposition, VTA and the City engaged in an extensive and carefully crafted community outreach process comprised of over 20 community meetings and public hearings to help navigate residents and stakeholders through the process of rezoning critical sites—successfully earning HCD certification of the Housing Element along the way.









VERONICA TAM AND ASSOCIATES

City of San Clemente

Housing Element

2013-2021 and 2017 Midterm Update

Project Title:
2013-2021 Housing Element
2017 Midterm Update

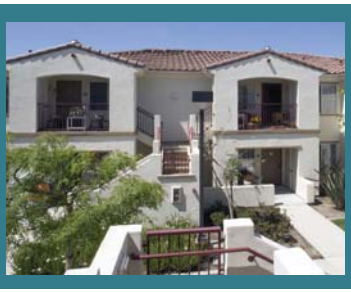
The City's Housing Element update has been delayed due to litigation against the City's Emergency Shelter Overlay (ESO) ordinance. VTA was retained by the City to prepare the fifth cycle update in 2015, two years after the statutory deadline. VTA worked closely with City staff to address extensive and often conflicting comments from residents and housing advocates. VTA assisted the City in navigating through this process and was ultimately successful in achieving a compliance status for the Housing Element.

As the City missed the statutory deadline for the fifth cycle update, the City was subject to the fourth year review of the Housing Element. VTA completed the midterm update in record time so the City would be eligible for the eight-year Housing Element for next cycle.











Global Green

Global Green is a non-profit organization focused on urban sustainability including energy efficiency, green building, climate action, sustainable neighborhood planning, resource recovery, and equitable development. Global Green's work in urban sustainability utilizes a holistic approach that links research, education, integrated design assistance, policy development, and public awareness. By weaving together these efforts, we are able to continuously refine the way we work and accelerate the widespread adoption of green practices. In all of our work, we emphasize collaboration, innovation, and the creation of lasting value.

Global Green is experienced in working with diverse communities, both rural and urban nationally. Our experience includes contributions to the STAR Community rating system goal areas related to equity (specifically related to access to energy and other natural resources) to the LEED for Neighborhood Development credits related to the provision of affordable housing, and to how equity is addressed in the Eco Districts revised Protocol. Many of the Sustainable Neighborhood Assessments we have conducted over the past three years have focused on disadvantaged communities including Watts, East Los Angeles, the Crenshaw Corridor, South Los Angeles, and North Long Beach, all of which are shown in CalEnviroScreen 2.0 as being disproportionately burdened due to a combination of exposure and vulnerability factors.

For the past twenty years, Global Green has worked with local governments to develop, gain adoption of, and implement green building, sustainability, and climate action frameworks and programs. These include the green building programs established since 2005 for the City of Los Angeles, City of Long Beach, City of West Hollywood, City of Pasadena, and the City of Stockton. Global Green prepared greenhouse inventories for the City of New Orleans (2010) and the City of Youngstown, Ohio (2011) and contributed to the public outreach, innovation, and new measures development for the Climate Action Plan for the City of Santa Ana (2012-2014).

Representative Projects

Metro Sustainability Advisor – LARC Framework and Transit-Supportive Development Toolkit

Global Green is currently serving as an advisor to Metro related to sustainability for several projects, most notably the Transit-Supportive Development Toolkit. In this role Global Green has assisted Metros staff in coordinating among the consultants on the consultant team selected by Metro, to ensure that current best practices regarding sustainability are being incorporated into the toolkit. Global Green is also coordinating between the consultant team and a larger effort related to climate change adaptation and mitigation that is being conducted by the Los Angeles Regional Collaborative for Climate Action (LARC). Through this role Global Green has also been requested to provide guidance and technical input on the Urban Green Toolkit and to develop and present a training on the sustainability measures in the Call for Projects application. A key aspect of the Transit-Supportive Development Toolkit was to extract the measures, strategies, and policy approached that could be used in multiple locations, rather than to solve for any a specific location.

Los Angeles Existing Building Energy and Water Efficiency Program

From 2014 – 2016 Global Green worked with the City of Los Angeles Mayors Office, the Department of Building and Safety, and the Department of Water and Power to craft an Existing Building Energy and Water Efficiency ordinance. The ordinance was adopted in December 2016, requires annual reporting of energy and water use for all buildings of 20,000 square feet or greater and demonstration of energy and water efficiency on a five-year cycle. The ordinance supports the City of Los Angeles Sustainability pLAn.

Framework for Sustainable Neighborhood Assessment

Global Green developed an assessment framework for evaluating neighborhoods for sustainability. This assessment tool was built around the LEED rating system for neighborhoods, with the goal of developing an approach that could be applied to a broad range of cities. Starting in 2011, Global Green has conducted sustainable neighborhood planning assessments for 30 communities nationally, through a grant from the EPA. This service is structured around the LEED for Neighborhood Development standard and focuses on identifying short- and medium-term actions that can be taken to increase the sustainability of a specific neighborhood.

City of Santa Monica Climate Action and Adaptation Plan

Currently Global Green is working with the City of Santa Monica as part of the team that is developing the Climate Action and Adaptation Plan. We contributed to the design of the overall public engagement strategy, the creation of technical advisory groups, and in conducting a series of six public workshops to articulate various aspects of the Climate Action and Adaptation Plan. This efforts also included preparing agendas, summary notes, and coordinating with the City update the website with information on the status of the overall process.

City of West Hollywood Sustainability, Carbon Neutrality, and Net Zero Framework

Global Green is serving as a technical expert and strategic advisor to the City of West Hollywood as the City develops an overall approach to sustainability and climate action. Global Green's work includes research into best practices nationally by local governments to address climate action, clarifying terminology, meeting with staff from various departments, and preparing presentations to the City Council.

Los Angeles County Sustainability Framework

Global Green is working with the recently appointed Chief Sustainability Officer of Los Angeles County to identify and approach for creating a Countywide Sustainability Plan. The work to date has included a comparison of the County responsibilities and programs with the categories of the LARC Framework, the STAR Communities Index, the C40 and Carbon Disclosure Project criteria, and the framework used by the Rockefeller 100 Resilient Cities program. This analysis is serving as the basis for an effort by the County that will include a update to the greenhouse gas inventory, update to the County Climate Action Plan, and creation of a new Sustainability Plan that aims to address be a resource for three tiers of implementation – County operations, unincorporated areas, and a the 88 cities within the County. A key objective is for the sustainability plan to be structured so that it can serve as template for the smaller cities in the County that wish to adopt a sustainability plan or address a specific issue related to sustainability such as water conservation, energy efficiency, energy storage, electric vehicles, organic waste management, climate action.

URBAN.SYSTEMS

URBAN.SYSTEMS Inc. is a leading Smart City technology company. Founded in Portland in 2015 by five industry leaders from Intel, IBM, Daimler Chrysler and a White House Innovation Fellow. URBAN.SYSTEMS is working with domestic and international teams using cyber-physical systems to engage citizens, enhance mobility, reduce costs, and improve equity.

The URBAN.SYSTEMS team has experience deploying autonomous and multi-modal transit fleets, smart energy waste and water systems, and a wide range of other cyber-physical systems with emphasis on resilience, safety, sustainability, longevity and utility of community assets.

URBAN.SYSTEMS Inc. provides an IT “kernel” to enable better urban-lifestyles. It is a trusted “incubator” for local, state and federal governments in how to deploy and manage smart technology to support the needs, desires and expectations of citizens.

URBAN.SYSTEMS Inc. delivers the expertise needed to “scale” interoperable components through partnerships with providers of controllers, appliances, devices, sensors, actuators, routers, servers and other products that inter-operate through open software and public interfaces.

URBAN.SYSTEMS Inc. was incorporated in Delaware in 2015. In that time the company has delivered three different autonomous vehicle prototypes and bid on business in Hong Kong, Africa and the United States.

URBAN.SYSTEMS Inc and partner Mobility Cubed are currently working in Portland with Adaptive Motion Group to provide the behavioral software (AI) for autonomous vehicles. Humatics (formerly 5D) is providing the location detection, utilizing ultra-wide band technology, with a second vehicle utilizing stereoscopic cameras.



LOCATION

2004 NW Irving St. #3
Portland, OR 97209

KEY PERSONNEL

Dr. Wilfred Pinfold
Founder and CEO

Ken Montler
Senior Vice President, Sales and Marketing

Stan Curtis
Senior Vice President, Platform Development

John Teeter
Chief Technology Officer

Dr. Dan Frye
Senior Vice President, Engineering

URBAN.SYSTEMS

LOCATION

2004 NW Irving St. #3
Portland, OR 97209

Urban.Systems provided advice to the city of Portland by participating in developing Portland's Broadband Strategic Plan (BSP), advising on re-structuring the Office of Community Technology and representing the Mayor on the Portland Citizens Technology Oversight Committee.

Urban.Systems Provided leadership for the Global City Teams Challenge (GCTC) to encourage collaboration between cities and communities to demonstrate replicable, scalable, and sustainable models for the deployment of advanced technologies such as IoT and CPS, and demonstrate their measurable benefits in communities and cities.

Urban.Systems is working with an electric vehicle partner to deploy three Electric Connected Autonemous vehicle prototypes in Hong Kong including at the Hong Kong Science Park, Zero Carbon Building and Hong Kong Airport.



RALLY

ABOUT RALLY

RALLY is a full-service communications firm that specializes in changing the way people think about and respond to social issues. Our team consists of experts in strategic communications, earned media, and digital strategy. Our firm rose to prominence shaping public opinion around marriage equality, and has worked on sensitive, high-profile and complex issues related to environmental justice, education quality, gun safety, reproductive rights, gender equality, and health equity.

The campaigns we build inside the walls of RALLY affect our lives outside, which means there's a fire behind everything we do. We leverage creative, digital media, messaging, earned media, coalition building, and more to help our clients achieve a legacy of positive change. With offices in San Francisco, Los Angeles and Seattle, we work nationally and embody the innovative spirit of the West Coast.

Our Capabilities and Tactics

RALLY's team consists of experts in political, media, and digital strategy. We use a variety of tactics to help our clients achieve a legacy of positive change.



STRATEGY AND CAMPAIGN MANAGEMENT

+ Research and Strategic Framing
+ Campaign Planning
+ Execution



EVENTS

+ Planning and Development
+ Advance and Logistics
+ Day-Of Staffing and Execution



DIGITAL MEDIA

+ Strategy and Development
+ Digital Engagement and Activation
+ Placement and Tracking



EARNED MEDIA

+ Messaging and Copywriting
+ Pitching and Placement
+ Media Training and Tracking



COALITION BUILDING

+ Identification and Engagement
+ Bipartisan/Nonpartisan
+ Management and Oversight



DESIGN AND BRANDING

+ Logo and Brand Design
+ Website and Social Media Content
+ Art Direction



INFLUENCER MANAGEMENT

+ Political/State and Local
+ Bipartisan
+ Grassroots/Activists and High-Profile Individuals



MESSAGING

+ Quantitative and Qualitative Research
+ Narrative Framing and Drafting
+ Talking Points, Speeches, Etc.



PAID ADVERTISING

+ Creative Concepting
+ Production and Placement
+ Multi-Platform Capabilities

RALLY

OUR WORK

Vision Zero

How do you put a stop to the high number of pedestrian casualties in urban Los Angeles?

RALLY worked with the Los Angeles Department of Transportation to develop an advertising campaign and digital strategy aimed at humanizing traffic death data and engaging drivers to think differently about how they navigate the streets of Los Angeles. We created a comprehensive multi-platform creative campaign in English, Spanish, and Korean, including billboards, bus ads, bus shelter and bench ads, and street lamp signage that were placed in high-priority locations throughout Los Angeles. All assets featured original messaging, designs, and illustrations created by RALLY. In addition, RALLY produced a digital video and radio spots in English and Spanish, as well as a digital map tool that can be used to better understand the impact of traffic deaths across the city.

By creating assets that put a focus on children as one of the most affected demographics, RALLY told a human story of the 200-plus traffic deaths that occur every year in Los Angeles. Since its launch in April 2017, the campaign has helped raise awareness by supporting grassroots community engagement. Additionally, the innovative map tool created by RALLY garnered national attention in Fast Company and Engadget, and helped position Los Angeles as a leader on the issue of traffic safety.

100 Hours

How do you start a positive conversation around a politically-charged solution to reducing traffic congestion in Los Angeles?

The Southern California Association of Governments engaged RALLY to plan and launch the 100 Hours campaign, an effort to reduce the 100-plus hours a year LA drivers sit in traffic. By focusing the campaign on the record levels of congestion and making the overall time lost in traffic personal to LA drivers, RALLY helped pave the way for a potential “decongestion fee” required to drive on certain arterial streets during peak traffic hours.

Building on already developed branding, RALLY created a messaging strategy that effectively pivoted from problem to solution, managed development of the campaign website and digital channels, developed various paid media assets, ran day-to-day social media efforts, and organized pop-up events at farmers’ markets and other relevant community gatherings.

The 100 Hours campaign engaged directly with thousands of drivers through digital channels and at events across the city, and the campaign’s ads were seen by millions of Angelenos. Toward the end of the campaign, the decongestion fee policy was covered favorably by the LA Times and other local publications, providing cover for local officials and political leaders to consider a pilot program down the line.

RALLY

OUR WORK

Resilient By Design|Bay Area Challenge

How do you bring together local leaders, design experts, and residents to create innovative solutions to prevent or mitigate potential disasters associated with climate change?

RALLY led the launch and ongoing communications effort for Resilient By Design|Bay Area Challenge, a yearlong innovation and design challenge to prepare the Bay Area for the impacts of climate change before disaster strikes. The RBD team was looking for a communications strategy that would attract and spur community involvement, build influencer support, and show the world what the Bay Area can do. By bringing together residents, local leaders, and experts from the design community, and by telling their stories through creative channels that echo the spirit of the challenge, RALLY's work has built a broad coalition of support and brought international attention to the project.

For the Resilient by Design|Bay Area Challenge, RALLY pulled together a communications approach that reached the Challenge's diverse audiences through multiple platforms, including dynamic social and creative tactics like bringing in local artists to communicate in new ways. By coupling new media approaches with traditional earned media and large-scale events to draw attention, RALLY was able to position the Challenge as an exciting new catalyst for change, capturing the needs of involved communities, built a broad coalition of stakeholders and brought international attention to the project.

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4. Team Member Qualifications & Experience

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Key Personnel Summary

Raimi + Associates (R+A) has assembled a top-notch team of technical experts with excellent qualifications to complete the Culver City General Plan Update. This Qualification Package includes some of the key team members identified by Raimi + Associates for work on this project. Our decision to add team members is based on our working relationships with various consultants and specific knowledge or expertise of individuals or firms.

The following pages introduce key team members, briefly describing the experience and expertise they bring to our team and summarizing each person's role on this project. Full resumes for these and other team members can be found at the back of this section.



Team Organization Chart

The following are the firms on the Raimi + Associates team, along with their roles and responsibility.



Raimi + Associates



MATT RAIMI, *AICP, LEED-ND AP* | *Principal-in-Charge and Project Manager*

Matt will serve as the Principal-in-Charge and Project Manager on the Culver City General Plan. Matt, the founder of Raimi + Associates, has nearly 20 years of experience in planning across the country. He has directed numerous comprehensive plans, specific plans, corridor plans, vision plans, healthy community plans, and other complex planning projects. Examples include the 2nd Amendment to the Washington, DC Comprehensive Plan and General Plans for West Hollywood, Santa Monica, East Palo Alto General Plan and Mountain View, among others.



ERIC YURKOVICH | *Deputy Project Manager*

Eric Yurkovich has extensive experience working on planning policy, analysis, and outreach for clients across the country. Eric's work focuses on creating sustainable communities that offer alternatives to the automobile, reduce greenhouse gas emissions, protect natural resources and rural lands, and minimize risk from natural hazards. He specializes in comprehensive land use and transportation planning, climate action and adaptation planning, and geographic information systems analysis. Eric will serve as deputy project manager on the Culver City General Plan Update.



SIMRAN MALHOTRA, *AICP, ASSOCIATE AIA* | *Associate Principal, Urban Designer*

Simran will support the urban design effort for the Culver City General Plan Update. Simran's background in planning, urban design and architecture, brings a distinctive design perspective to all her projects leading to the creation of vibrant, attractive, and thriving places. She has authored plans for many types of urban environments, in particular, TOD/mixed use districts, downtowns, historic and residential neighborhoods, commercial corridors, industrial areas, and educational campuses. These efforts have resulted in community-based planning and urban design innovations that have achieved notable implementation.



KYM DORMAN, *MPH* | *Associate Principal, Facilitator*

Kym Dorman is a leading social sector consultant who excels at conducting evaluations, needs assessments, and developing planning processes for complex community efforts that emphasize organizational and community capacity. With more than 15 years of experience as an applied researcher and facilitator, Kym's professional expertise spans a range of issues, including education, community health and wellness, health care access, and active transportation. Kym has completed significant facilitator training, including a week long training equivalent to IAP2. Kym will be involved in helping facilitate Culver City's GPAC and working group meetings.



BETH ALTSHULER, *MCP, MPH, CPH* | *Health + Equity Specialist*

Beth works with public agencies, foundations and CBOs to apply a Health (and Racial Equity) in All Policies lens to the challenges and opportunities in their communities. Beth has extensive experience in designing and implementing innovative community engagement processes, as well as collecting and analyzing qualitative and quantitative data. She's a successful intermediary and coalition building and skilled at crafting innovative and implementable policy documents. Beth will serve as health, equity and engagement specialist for the Culver City General Plan Update.



TROY REINHALTER | *GIS & Land Use Planning*

Troy Reinhalter is an accomplished urban designer and planner with multiple years of experience in the California context. Since 2008, Troy has worked on a multitude of community plans, specific/station area plans, and design guideline efforts. He brings expertise in strategic planning, policy development, form-based codes, GIS analysis, graphics/mapping, community outreach, and implementation strategies. Troy has experience in both public sector planning and private sector urban design. Troy's roles have included project management, writing general and specific plans, zoning implementation, graphics, and community workshop facilitation.

Raimi + Associates Continued



MELISSA JOHNSON STARK | *Community Engagement + Planning*

Melissa has extensive regional experience working for clients across southern California. She has worked on several award-winning General Plans and smaller scale vision plans preparing and facilitating creative community engagement, writing policies, preparing mapping, and coordinating with city staff. Some of her recent work includes; Palm Desert General Plan Update, Indio General Plan Update, Beaumont General Plan Update, Palm Springs Sustainability Master Plan, and Thousand Oaks Downtown Core Master Plan. Melissa will support R+A's land use planning and community engagement work as part of the Culver City General Plan Update.

Perkins + Will



LEIGH CHRISTY, *FAIA, LEED AP BD+C* | *Managing Principal*

Christy Leigh will serve as Managing Principal for public realm, land use, and urban design. In addition to ensuring adequate resources and review to support timely, high-quality processes and deliverables, Leigh will be actively engaged in the project during concept development. She will bring her years of experience in delivering public sector projects, with a focus on the interface between urban design and architecture. She will leverage her multi-year experience supporting the City of Los Angeles Bureau of Engineering, LA Metro, LAWA, and River LA. She also brings experience supporting regional university systems and national clients focused on social responsibility and infrastructure resiliency.



MARTIN LEITNER, *AIA* | *Urban Design Lead*

Martin Leitner will be the City's single-point-of-contact for urban design and will lead the team through each of the planning and urban design processes. He will coordinate the Perkins+Will team's work in to cogent and well-considered concepts, ensuring the work is complete, relevant, and coordinated. Martin brings specialized expertise in working on complex, multi-disciplinary projects that require developing an actionable framework that meets the needs of a diversity of constituencies. He will focus on planning for the public realm and urban design, developing a clear framework for the team's conceptual and design work. Martin will leverage his experience leading planning teams and providing urban design innovation in a range of local and national municipalities, including the City and County of Los Angeles, Santa Monica, Honolulu, Austin, and Westminster, CO.



KAREN B. ALSCHULER, *FAICP, LEED AP* | *Senior Strategic Advisor*

This project is extremely fortunate to receive the guidance and creativity of Karen Alschuler. Karen will serve Culver City as part of the early concept planning team, bringing her 35 years of experience and industry-leading expertise to help the team maximize creativity and inclusive engagement. Karen will be actively involved in the front-end conceptual planning and will participate in early stakeholder engagement. She will then provide senior oversight and peer review of all deliverables ensuring our products deliver the promise of the early conceptual process. She will leverage her local and international portfolio to bring ideas and best practices to the Culver City project, including with the cities of, San Mateo, Concord, San Francisco, London, UK, and Cambridge, MA.

Environmental Science Associates (ESA)



JAY ZIFF | *Project Director/ CEQA Lead*

Jay has more than 28 years of experience in environmental consulting. Jay has managed preparation of a full range of documents pursuant to CEQA, including studies for General Plans, long-range development plans, new land development, redevelopment, institutional, and infrastructure projects. Jay is very familiar with Culver City as a longtime resident, and through his oversight of environmental documentation for over a dozen projects in the City, including his recent management of environmental documentation for the Culver Studios Innovation Plan and Ivy Station Projects. Jay will be responsible for providing expert counsel and strategic direction, leading all CEQA related tasks and assisting with General Plan tasks through his insights, knowledge, and experience in the City. As a Principal Associate, Jay has the authority to commit and adjust ESA staffing resources to ensure the appropriate and adequate staff are available to meet specific task needs as workload demands evolve.



KIMIKO LIZARDI | *Project Manager*

Kimiko brings more than 16 years of experience managing and preparing land use and environmental documents. Her expertise includes the management and preparation of General Plans, Housing Elements, Community Plans, Specific Plans, Corridor Plans and associated environmental documents throughout California. She has prepared a variety of plans that address a range of issues associated with preserving the character of a community, building upon existing resources, and introducing new patterns of development that create a sustainable framework for the future. With her knowledge of managing environmental documents under CEQA, she is effective in preparing land use plans and EIRs that are mutually supportive and self-mitigating. Kimiko will manage the day to day activities of the ESA team and serve as the primary point of contact for the ESA team.

HR+A Advisors



AMITABH BARTHAKUR, *Partner | Principal-in-Charge*

Amitabh joined HR&A in 2013 as a Partner in the Los Angeles office and brings over two decades of international experience in real estate and economic development. Previously, as a Vice President and Regional Director for the Planning, Design, and Development business line for AECOM in India, he led a multidisciplinary team of economists, planners and designers to deliver a range of complex urban development, infrastructure and transportation related projects. Prior to this, Amitabh led AECOM's economics practice in the US-West region, based in Los Angeles, and served as the global practice leader for the firm's economic planning and real estate market sector. Amitabh was a Principal with Los Angeles based Economics Research Associates (ERA) until the firm's 2007 merger with AECOM. Amitabh brings a combination of wide international experience with a deep understanding of planning, policy, and market issues pertaining to the Western US and California. He has led a wide range of studies in the area of land use economics, real estate development, economic development strategy, industrial development and tourism development for numerous public and private sector clients.



PAUL SILVERN, *Partner | Economic and Fiscal Analysis Specialist*

Paul is the HR&A Partner-in-Charge of the firm's Los Angeles area office. He has been with HR&A since 1986. Paul specializes in economic impact, fiscal impact, financial feasibility and other real estate advisory services for both private and public clients. This has involved him in television and film studio expansions, hotel developments, high-technology office parks, high-rise office buildings, shopping centers, hospital complexes, university campus expansions, large residential developments, professional sports stadia, mixed-use developments, and a variety of types of planning initiatives. His housing experience ranges from development of affordable housing strategies to drafting regulations for public agencies, to financial analysis for private developers.

HR+A Continued



MICHAEL SHILSTONE, *Senior Analyst | Project Manager*

Michael joined HR&A's Los Angeles office in 2015. Michael has managed real estate and economic analysis and advisory services to support General Plan, Community Plan, and Specific Plan Updates and other land use planning efforts for cities throughout California, including the cities of Los Angeles, Santa Monica, West Hollywood, Pasadena, South Pasadena, San Jose, and Bakersfield.

Nelson\Nygaard



JEFFREY TUMLIN, *Principal-in-Charge | TDM Lead*

Jeffrey Tumlin, Principal, is director of strategy at Nelson\Nygaard Consulting Associates, a San Francisco-based transportation planning and engineering firm that focuses on sustainable mobility. For more than twenty years, he has led station area, downtown, citywide, and campus plans; his major development projects have succeeded in reducing their traffic and CO2 emissions by as much as 40%, and accommodated many millions of square feet of growth with no net increase in motor vehicle traffic. These projects have won awards from the U.S. General Services Administration, Institute of Transportation Engineers, American Planning Association, American Society of Landscape Architects, Congress for the New Urbanism, and Urban Land Institute.

During 2016-17, Jeff was the interim director of Oakland's first Department of Transportation, helping the city create the new department and develop its first budget, including allocating a $350 million infrastructure bond that voters approved by 82% in November 2016. A dynamic and frequent guest speaker, Jeff is the author of Sustainable Transportation: Tools for Creating Healthy, Vibrant and Resilient Communities (Wiley, 2012).



PAUL MOORE | *Nelson\Nygaard Project Manager/Multimodal Lead*

Paul Moore, Principal, is involved in the oversight and management of major urban design, land use and transportation planning and engineering projects. He has nearly 30 years of experience in developing major transportation and transit planning projects, small area planning and redevelopment studies, traffic engineering and design manuals and studies, and livable transportation solutions. This includes the West Hollywood TDM Plan, the Eastside Community Transportation Framework Plan in South Pasadena, and the Pasadena Form-Based Code. Nationally, Paul has led major citywide multimodal plans, including Atlanta's Transportation Plan, the first ever comprehensive transportation plan to manage travel demand in the city, and MOVEPGH, a transformational multimodal plan for the city of Pittsburgh.



LAUREN MATTERN | *Multimodal/Parking Lead*

Lauren Mattern, Principal, brings nine years of city and transportation planning experience, leading parking, transportation demand management, and multimodal planning projects out of Nelson\Nygaard's Downtown Los Angeles office, as well as serving as a company leader on projects involving an emerging mobility component. For example, she recently led a shared use mobility municipal readiness assessment for an emerging shared use mobility provider, helping translate goals and needs between public sector leaders and technology leaders. Lauren frequent pulls inspiration and best practices from other fields, including technology and design, to improve public sector projects, whether by incorporating user experience design into project steps, coaching cities on how to unlock innovation, or helping clients understand the shared use mobility and connected and autonomous vehicle landscape they must now prepare for. Her previous experience trained her to use data-driven decision making, agile, project management, and public sector communications strategies.

Nelson\Nygaard Continued



MEG MERRITT | *Emerging Mobility Lead*

Meg Merrit, Principal, has more than twelve years of experience in managing major projects that bring transit and mobility technology to communities. She sparks creative collaboration to imagine what's possible when it comes to getting around auto-dominated cities without a car. Her approach is both to strengthen existing transit networks and to augment the ground-level infrastructure with digital solutions.

Meg began her career in transit and land planning and more recently, spent time in the technology startup Ridescout/moovel where she managed the multimodal mobile experience for private mobility companies and transit authorities. Her expertise in traditional transit planning and cutting edge mobility technology makes her a skillful navigator into the future of transportation.

Sherwood Design Engineers



DREW NORTON | *Principal*

Drew Norton will serve as Principal on this project for Sherwood Design Engineers. Drew has extensive experience designing and managing improvement plans and construction for residential, institutional, private and public projects necessitating lotting, utilities, water management, erosion control, road design, grading, driveway improvements, and drainage. He is currently working on a number of public institutions within the State of California, working with the DSA to improve accessibility, and integrating sustainable design features into the projects. Drew is will soon begin work on the Culver City Centennial Garden Project, specifically guiding the engineering to implement a high-performance landscape in the project. As Principal in Charge for this project, Drew will be providing key design oversight and direction, as well as directing the team on overall conceptualization and implementation of sustainable engineering design. He will lead internal team design meetings and work with the Project Manger as the leader of key presentations to the Client and stakeholders.



JIMMY GALVEZ | *Poject Manager*

Jimmy Galvez will serve as Project Manager on this project for Sherwood Design Engineers. Jimmy has a depth of design experience on projects at the institutional / higher-education campus scale, neighborhood district-scale, and streetscape city-scale for clients in public and private sectors. In his role as Project Manager, he coordinates stakeholders such as government agencies, outside consultants, office team members and contractors. Jimmy is the Project Manager for the Culver City Centennial Garden Project, which will begin work later this year. As Project Manager Jimmy will coordinate and lead the efforts of the Sherwood design team, including oversight of all budgets, scheduling, correspondence, and delivery of work product to the Client. He will serve as the main point of contact for the Sherwood team with the Client.

Veronica Tam and Associates



VERONICA TAM | *Founder/Principal-in-Charge/Project Manager*

Veronica has over 20 years' experience as a housing specialist. She is a recognized expert in the State with Housing Element updates. She has assisted numerous jurisdictions in navigating the Housing Element through a comprehensive General Plan update, ensuring the specific Housing Element requirements in outreach and review processes are met. Her recent Housing Elements prepared as part of a General Plan update include: Jurupa Valley, Seaside, South Gate, and West Hollywood.



MAYRA NAVARRO | *Planner*

Mayra will work closely with Veronica Tam on the Housing Element update. Mayra has assisted in the preparation of numerous housing and community development studies. Most recently, she has worked on the Housing Elements for the cities of Jurupa Valley, Marina, Redondo Beach, Salinas, San Clemente, and Seaside. She is familiar with various specialized datasets in housing and community development analyses.

Global Green



WALKER WELLS | *Executive Director*

Mr. Wells is a certified urban planner, a LEED Accredited Professional and a Green Rater. Mr. Wells is a 2013 Fulbright Fellow with the Royal Institute of Technology Urban Planning Program in Stockholm, a 2012 Pritzker Fellow at the UCLA Institute of the Environment and Sustainability, co-author of the 2007 book Blueprint for Greening Affordable Housing, and adjunct faculty at the Claremont Colleges and the UCLA Urban Planning Program. Mr. Wells holds Bachelor's degrees in Sociology and Environmental Studies from the University of California Santa Barbara and a Master's of City and Regional from the California Polytechnic University San Luis Obispo.



TIM BEVINS | *Green Urbanism Senior Program Associate*

Tim Bevins holds a Bachelor's degree from UCLA as well as a Master of Urban and Environmental Planning from the University of Virginia and a Master of Urban Design from the University of Michigan. He is a LEED Accredited Professional with a specialty in Neighborhood Development (LEED AP ND). Prior to joining Global Green, he held a fellowship in Washington DC with the National Park Service where he worked on bicycle trail planning and design. Tim presented his work with the Park Service at the National Academy of Sciences Transportation Research Board conference in 2012. He has also taken professional training courses in environmental mediation and LEED project management.



ELENI PETROW | *Green Urbanism and Environmental Policy Associate*

Eleni has worked on a variety of Energy and Water projects over the last few years, including stakeholder engagement and agency adoption for the CEP benchmarking and audit ordinance for Los Angeles. She holds a Bachelors degree in Molecular Biology from Occidental College and a Masters in Public Health from Columbia University.

Urban Systems



WILFRED PINFOLD | *Chief Executive Officer*

Wilfred is a founder and Chief Executive Officer of Urban.Systems Inc., a pioneering global smart community company. Urban.Systems has partners in the US, Europe, Asia, and Africa working on projects in the development and operation of urban, vacation, mixed use and corporate campuses, airports, military bases, and science parks. Most recently urban.systems piloted a fleet of autonomous electric buses at the Hong Kong Science Park. The company has a range of IoT products that connect smart devices and infrastructure into an integrated data framework that is revolutionizing how communities are planned and operated.

Wilfred started his career in heavy construction and is a certified structural engineer in both the UK and the USA. In a 23-year career at Intel he established and managed businesses in computer aided design and engineering. He founded and managed Intel's federal smart city research program. He holds a PhD in Computational Fluid Dynamics from Strathclyde University in Glasgow Scotland and completed the Stanford Executive Program. He has held academic positions in schools of engineering and business in both the US and UK, has authored numerous technical reports and papers. He is the Portland Mayor's representative on the Technology Oversight Committee (TOC), is a co-chair of the national smart cities transportation tech jam, and is a respected spokesperson and contributor in the Smart City community.



KEN MONTLER | *SVP Sales and Marketing*

Ken Montler has over 35 years of executive management experience in the automotive and medical industries. He has worked in executive level in large multinational companies, including Philips Medical Systems and DaimlerChrysler, as well as board positions and senior operational positions in several successful startups. Ken served as President/COO of Global Electric Motors ("GEM"), driving the company's growth from a startup company in 1998 to its becoming the world leader in Low Speed Vehicles (LSV). Ken is passionate about the role urban speed, connected vehicles could play in addressing some of the most severe problems facing our cities around the Globe. He has worked with cities, developers and communities across the Unites States and the world on transportation solutions. He joined URBAN.SYSTEMS in 2016 with the goal of helping to create vibrant cities that utilize connected, managed, and sustainable autonomous and nonautonomous city vehicles. Mr. Montler also serves as Chairman of the Board of Mobility Cubed, Inc. a designer and manufacturer of urban speed electric vehicles.

Rally



HILLARY MOGLEN | *Principal*

Hillary Moglen provides high-level strategy and communications guidance across an array of accounts. With a robust background in policy and law, Hillary is adept at simplifying complex advocacy challenges and transforming them into actionable, results-focused campaigns.

Hillary is particularly proud of recent campaigns around environmental issues with Earthjustice and the Natural Resources Defense Council; social justice with Community Coalition; and civil rights, where Hillary co-led the communications campaign to help free wrongly-detained DACA (Deferred Action for Childhood Arrivals) beneficiary Daniel Ramirez Medina.



EDUCATION

University of North Carolina,
Chapel Hill
Master of Regional Planning, 1997

University of Rochester, Rochester, NY
Bachelor of Arts, English, 1992

AFFILIATIONS & CERTIFICATIONS

LEED Faculty. U.S. Green Building Council

Member. Congress for the New Urbanism, American Planning Association

Senior Fellow. Environmental Leadership Program

LEED Accredited Professional

EXPERIENCE

Raimi+Associates
Berkeley, CA
Principal, 2006-present

Design, Community, & Environment
Berkeley, CA
Senior Associate, 2002-2006

SMWM
San Francisco, CA
Senior Associate, 1999-2002

MATT RAIMI, AICP, LEED-ND AP

PRINCIPAL

Matt Raimi, the founder of Raimi + Associates, has nearly 20 years of experience in planning across the country. He has directed numerous comprehensive plans, specific plans, corridor plans, vision plans, healthy community plans, and other complex planning projects throughout the country. Matt is an expert in creating inclusive and authentic public planning processes and creating more equitable, resilient, and sustainable cities. He has spoken and written extensively on applying the principles of new urbanism to comprehensive plans, incorporating public health concerns into the planning process, and promoting sustainable development.

KEY PROJECTS

- **Plan for a Healthy Los Angeles: General Plan Health Element and Implementation Ordinances (Los Angeles, CA)**
  Project Manager and Principal-in-Charge. Responsibilities included project coordination, writing sections of the health element, creating interactive web site on existing health conditions and developing implementation programs and ordinances.

- **Washington D.C. Comprehensive Plan (Washington D.C.)**
  Project Manager and Principal-in-Charge. Project includes project coordination, developing a citywide Resilience Element, creating an evaluation framework for proposed comp plan amendments, mapping proposed land use regulation changes, and extensive community engagement.

- **West Hollywood General Plan (West Hollywood, CA)**
  Project Manager and extension of staff. Completed a comprehensive General Plan update focusing on corridor revitalization and improved quality of life. Managed and coordinated large consultant team and Citizen Advisory Committee.

- **Riverside County Health Element (Riverside County, CA)**
  Project Manager and Principal-in-Charge. Responsibilities included developing topic-specific fact sheets; working with a technical advisory committee and writing the health element, one of the first county-level health elements in the State.

- **North Bayshore Precise Plan (Mountain View, CA)**
  Principal-in-Charge. Responsibilities included managing a multi-disciplinary team, creating form based development standards and regulations that convert a suburban office park into a 21st century mixed use district with office, residential and retail. Created standards for green buildings and to preserve natural habitat and endangered species.

- **Santa Clara County Health Element (Santa Clara County, CA)**
  Principal-in-Charge. Responsibilities included project management, developing detailed existing conditions report, coordinating a community advisory committee and a department/agency advisory committee; and writing portions of the Health Element.

- **Seaside General Plan Update (Seaside, CA)**
  Principal-in-Charge. Leading General Plan Update efforts, community outreach strategy and land use policies. Assessing environmental considerations and consistency with Fort Ord Base Reuse Plan.

KEY PROJECTS CONT.

- **Land Use and Circulation Element (Santa Monica, CA)**
  Project Manager and extension of staff. Prepared draft element content, developed the land use map and policies, and created a chapter on health and sustainability.

- **East Palo Alto General Plan and Westside Area Plan (East Palo Alto, CA)**
  Project Manager and Principal-in-Charge. Lead a multi-disciplinary team to develop a General Plan that includes policies and regulations for infill development, economic development, health, sustainability and social equity. Developed an Area Plan for a 160-area section of the City with detailed policies on anti-displacement, tenant rights and affordable housing. Lead an extensive public outreach effort that includes two advisory committees, citywide workshops, neighborhood meetings and social media activities.

- **Kauai County General Plan Update Support (Kauai, HI)**
  Served as Project Manager and as Principal-in-Charge. Supported the General Plan Update effort as a strategic advisor and consultant project team on the structure, organization and content of the document. Facilitated a series of working meetings with Kauai government agencies health-related topics including climate change, healthy food, equity, and economic development outcomes.

- **Mountain View General Plan (Mountain View, CA)**
  Project Manager and Principal-in-Charge (in coordination with MIG). Duties included generating land use and urban design content, helping structure General Plan, and served as strategic advisor to the City.

ADDITIONAL PROJECT EXPERIENCE

- Coachella General Plan (City of Coachella, CA)
- Santa Clara County General Plan Health Element (Santa Clara County, CA)
- North Bayshore Precise Plan (City of Mountain View, CA)
- El Camino Real Corridor Precise Plan (City of Mountain View, CA)
- City Center Precise Plan and Form Based Code (City of Fremont, CA)
- Orange Line BRT Sustainable Corridor Implementation Plan (City of Los Angeles, CA)
- International Boulevard TOD Plan (City of Oakland, CA)
- Florence-Firestone Vision Plan (Los Angeles County, CA)
- LEED-ND Technical Assistance Team (U.S. Environmental Protection Agency)
- Station Park Green LEED-ND Implementation (EBL&S Development)
- Syracuse SALT District LEED-ND Neighborhood Plan (City of Syracuse, NY)
- LEED-ND Rating System, Reference Guide, and Pilot Support Materials (U.S. Green Building Council)
- El Monte Health and Wellness Element (City of El Monte, CA)
- Riverside County Public Health Element (Riverside County, CA)
- West Hollywood General Plan Update (West Hollywood, CA)
- Eastside Community Plan (West Hollywood, CA)

PUBLICATIONS

- *A Citizen's Guide to LEED for Neighborhood Development,* Natural Resources Defense Council, 2011.
- *How to Create and Implement Healthy General Plans,* Co-authored with Public Health Law & Policy Center of the Public Health Institute, 2008.
- *Understanding the Relationship Between Public Health and the Built Environment: A Report Prepared for the LEED-ND Core Committee.* U.S. Green Building Council and Congress for the New Urbanism, 2006.
- *Once There Were Greenfields: How Urban Sprawl is Undermining America's Environment, Economy and Social Fabric.* Co-authored for the Natural Resources Defense Council, 1999.
- *Five Years of Progress: 110 Communities Where ISTEA is Making a Difference.* Co-authored for the Surface Transportation Policy Project, 1996.



ERIC YURKOVICH

SENIOR ASSOCIATE

Eric Yurkovich has extensive experience working on planning policy, analysis, and outreach for clients across the country. Eric's work focuses on creating sustainable communities that offer alternatives to the automobile, reduce greenhouse gas emissions, protect natural resources and rural lands, and minimize risk from natural hazards. He specializes in land use and transportation planning, climate action and adaptation planning, and geographic information systems analysis.

EDUCATION

University of California, Los Angeles
Master of Arts in Urban Planning, 2010

Macalester College, St. Paul, MN
Bachelor of Arts, Geography, 2000

AFFILIATIONS

Member. American Planning Association

EXPERIENCE

Raimi+Associates
Berkeley, CA
Senior Associate, 2012-present

National Oceanic and Atmospheric Administration/Pew Center on Climate Change
Oakland, CA
Climate Change Researcher, 2010-2012

Calthorpe Associates
Berkeley, CA
Senior Planner, 2002-2008

KEY PROJECTS

- **Indio General Plan Update (Indio, CA)**
  Serving as Project Manager leading the project recovery of a General Plan Update. Leading land use policy, environmental assessment and public engagement for the General Plan Update. Managing work plan, documentation and oversight of CEQA process.

- **Plan for a Healthy Los Angeles: City of Los Angeles General Plan Health Element (Los Angeles, CA)**
  Led the development of a Health Atlas and interactive mapping tool to explore neighborhood health conditions and disparities. Wrote sections of the health element.

- **Metro TOD Toolkit (Los Angeles County, CA)**
  Developed best practice and implementation tool user's manual for cities. Identified planning tools, methodologies, and metrics to assist jurisdictions in quantifying potential environmental and health benefits of TOD.

- **Coachella General Plan (Coachella, CA)**
  Contributed to the Sustainability and Health Chapters of the General Plan. Wrote Climate Action Plan, which analyzed General Plan land use, energy, solid waste, and water strategies compared to a business-as-usual scenario. Inventoried community emissions and estimated the co-benefits of General Plan policies.

- **Gateway Cities Climate Action Plan (Los Angeles, CA)**
  Leading development of an adaptation toolkit for a multi-jurisdictional climate action planning framework. Preparing a "State of the Science" report, a web-based, climate hazard mapping tool, and resource toolkit for local agency planners.

- **Santa Monica Climate Action and Adaptation Plan (Santa Monica, CA)**
  Led analysis and development of climate action and adaptation plan measures related to water and adaptation. Prepared a standalone, climate risk assessment for five sectors in the City.

- **Seaside General Plan (Seaside, CA)**
  Serving as Project Manager. Assisting with land use policy, environmental assessment and public engagement for the General Plan Update. Managing work plan, documentation and oversight of CEQA process.

- **North Bayshore Precise Plan (Mountain View, CA)**
  Working as Deputy Project Manager on a plan and development code to transition a suburban employment district into a model of sustainable development. Writing portions of the plan, including an incentive-based framework to encourage project- and district-level sustainability and incorporation of housing into the precise plan.

PROJECT EXPERIENCE

- Santa Monica Climate Action and Adaptation Plan (Santa Monica, CA)
- Gateway Cities Climate Action Plan Framework (Los Angeles County, CA)
- Richmond Climate Action Plan (Richmond, CA)
- Santa Clara County Sustainability Plan (Santa Clara County)
- Los Angeles County Sustainability Plan (Los Angeles County)
- Public Health and Climate Action Plan Implementation (Western Riverside Council of Governments, CA)
- Silicon Valley 2.0 (Santa Clara County, CA) –Regional Climate Action Plan
- Energy and Climate Action Plan (City of Inglewood, CA)
- San Luis Obispo APCD Regional Climate Action Plan (San Luis Obispo, CA)
- Climate Action Plan (City of Coachella, CA)
- Climate Action Plan (City of Bellflower, CA)
- Indio General Plan and Climate Action Plan (City of Indio, CA)
- Seaside General Plan (City of Seaside, CA)
- Gary Comprehensive Plan (Gary, IN)
- Plan for a Healthy LA (City of Los Angeles, CA)
- North Bayshore Precise Plan (City of Mountain View, CA)
- East Whisman Precise Plan (City of Mountain View, CA)
- Metro Transit-Oriented Development Toolkit (Los Angeles, CA)
- Los Angeles Park Fee, Land Acquisition, Distribution and Public Program (City of Los Angeles, CA)
- Sustainability Master Plan (Palm Springs, CA)
- Santa Monica Pedestrian Action Plan (City of Santa Monica, CA)
- Envisioning the Mid-Valley Transportation Corridor (Cities of El Monte, Baldwin Park, West Covina, and Covina, CA)
- Orange Line BRT Sustainable Corridor Implementation Plan (City of Los Angeles, CA)

PUBLICATION AND PRESENTATIONS

- "Equitable, Community-Driven Climate Resilience Planning." Training at the 2018 National American Planning Association Conference.
- "Whose Climate Plan is This? Planning for an Equitable Climate Future through Authentic Community Partnerships." Presentation for the 2017 California Climate Action Planning Conference.
- Climate Justice for All! Connecting Climate Protection, Community Resilience, Local Economy, and Health Equity." Presentation for the 2017 California Chapter of the American Planning Association.
- "Health Indicator in The Plan for a Healthy LA and Quimby Reform" Presentation for the 2015 California Chapter of the American Planning Association.
- "Something Old, Something New, Something Borrowed, Something Blue: Climate Adaptation in the 21st Century." Presentation and conference paper for the 2013 National Association of Environmental Professionals.
- "Health Atlas for the City of Los Angeles's Health and Wellness Chapter." Blog post for the U.S. Department of Health and Human Services's National Partnership for Action to End Health Disparities, 2013.
- "Adaptation Planning and U.S. Federal Agencies" Federal Interagency Forum on Climate Change Impacts and Adaptations, 2012.
- Adaptation Planning, What U.S. Federal Agencies Are Doing. Co-authored for the Pew Center on Global Climate Change, Arlington, VA, 2012.
- Adapting to Climate Change: A Planning Guide for State Coastal Managers–a Great Lakes Supplement. Co-authored for the NOAA Office of Ocean and Coastal Resource Management, Silver Spring, MD, 2011.
- Advancing statewide climate change adaptation strategies: Lessons from state and local governments addressing the impacts of climate change. Center for Climate Action, 2010.



EDUCATION

Graduate School of Design
Harvard University, Cambridge, MA
Master of Architecture in Urban Design

School of Planning and Architecture
New Delhi, India
Bachelor of Architecture

AFFILIATIONS & CERTIFICATIONS

American Institute of Certified Planners

Licensed Architect, India

California Planning Roundtable, Member
Vice-President, Operations
Past Vice-President, Programs

American Planning Association, Member
Urban Design Division, APA California

American Institute of Architects
Associate Member

EXPERIENCE

Raimi + Associates, Los Angeles, CA
Principal, 2017 - Current

The Arroyo Group, Pasadena, CA
Principal, 1995-2017
Senior Associate, 2000-2005
Associate, 1995-2000

Skidmore, Owings and Merrill, San Francisco, CA
Urban Designer, 1995

SIMRAN MALHOTRA, AICP, ASSOCIATE AIA

PRINCIPAL

Simran Malhotra, with a background in planning, urban design and architecture, brings a distinctive design perspective to all her projects leading to the creation of vibrant, attractive, and thriving places. She has authored plans for many types of urban environments, in particular, TOD/mixeduse districts, downtowns, historic and residential neighborhoods, commercial corridors, industrial areas, and educational campuses. These efforts have resulted in community-based planning and urban design innovations that have achieved notable implementation. For over twenty years, Ms. Malhotra's academic and professional interests have coalesced into an effective design and planning process, one that balances community concerns and objectives with market and financial feasibility. Her hands-on involvement in each project, with particular emphasis on generating and developing high-quality design, policy and regulatory documents, ensures that each assignment is completed to the highest level of client satisfaction.

KEY PROJECTS

- **Palmdale High Speed Rail Station Area Plan (Palmdale, CA)**
  Simran is the project manager for the Station Area Plan for the planned high speed rail multi-modal station in Palmdale. Working in partnership with the California High Speed Rail Authority and the City of Palmdale, Simran is collaborating with Parsons (the prime consultant) to develop a strategy for the transformation of the station area into an authentic, walkable, mixed-use urban center. Simran is leading the effort to prepare a land use and design plan as well as zoning and design regulations that will be incorporated in an updated Transit Area Specific Plan.

- **Beaumont General Plan Update (Beaumont, CA)**
  Simran, is the project manager for the update of the City's General Plan. The General Plan 2040 will establish a vision for the City and its sphere of influence over the next several decades. The vision includes a careful direction of future growth while at the same time maintaining the City's small-town character and natural setting. SimThe project team also includes economists, transportation experts and EIR consultants.

- **Downtown Core Master Plan (Thousand Oaks, CA)**
  Simran, as the urban design lead, is preparing a Master Plan for a 60-acre area in and around the Thousand Oaks City Hall and Civic Arts Plaza to create a vibrant 18-hour downtown with a mix of civic, retail, entertainment and mixed uses. The project also includes the redesign of the major arterial that bisects the area as a Complete Street with amenities appropriate for a Downtown. Working with a team of real estate economists, architects and transportation experts, she is evaluating various land uses, development concepts for a City-owned parcel, and regulatory and parking constraints for the project area.

- **Nason Town Center (Moreno Valley, CA)**
  Simran is leading a multidisciplinary team of planners, urban designers, economists and transportation experts to develop a comprehensive design strategy to evaluate the physical gap between the 60-acre City owned land and activity nodes near the existing civic center in the City of Moreno Valley This project is a part of the SCAG Sustainability Grant Program.

ADDITIONAL EXPERIENCE

- **Santa Fe Depot TOD Specific Plan (Orange, CA)***
  Simran as the project lead of a multi-disciplinary design team, prepared an update of the Santa Fe Depot Specific Plan to transform the Depot into a vibrant transit-oriented district while strengthening its connections to adjacent residential neighborhoods, Chapman University, and the Old Towne Historic District. The award-winning Specific Plan was developed with an extensive community outreach program and includes a community-based plan that encourages mixed use infill development, adaptive reuse of historic underutilized commercial and industrial buildings, pedestrian-oriented activities, and sets forth an implementation strategy to revitalize the Santa Fe Depot area.

- **Willowbrook TOD Specific Plan (County of Los Angeles, CA)***
  Working with a multidisciplinary team, County staff, local residents and community leaders, Simran was the project manager and Principal-in-charge for the preparation of a Specific Plan focused around the Metro Willowbrook/Rosa Parks Station. The Specific Plan built upon institutional anchors such as the MLK Jr. Community Hospital, Charles R. Drew University and the MLK Center for Public Health and capitalized on Metro's planned major improvements at the station. The Specific Plan will revitalize the community, foster a healthy community in the area, and improve access to all modes of transportation, including transit, walking and bicycling. The Specific Plan also presents short and long term land use strategies for the various institutions and facilities in the Specific Plan area, which will be important in achieving the established community goals.

- **Tweedy Boulevard and Hollydale Village (TOD) Specific Plans (South Gate, CA)***
  Simran was the project lead on two Specific Plans funded by a Strategic Growth Council grant. Under her direction, the Specific Plans presented an innovative hybrid approach to form based codes, recommendations for Complete Street improvements, unique urban design and streetscapes designs and implementation strategies. Expanding regional connections with the Los Angeles River and Bikeway is an important element of both plans. The Hollydale Plan is centered on the arrival of the future Eco-Rapid Transit line that is expected to extend 40 miles across the region, from Burbank to Artesia. The plans were prepared with extensive bilingual community outreach including community workshops, stakeholder interviews, study sessions and hands-on input from steering committee members.

- **Pasadena Civic Center Concept Plan and Design Project (Pasadena, CA)***
  Working with a City-Council appointed Task Force comprised of stakeholders and interested citizens, Simran directed a multidisciplinary team to develop a Design Plan and Urban Design Framework which included recommendations for streetscape design, public art elements, and designs for Centennial Square – the primary public space in front of City Hall. The Design Plan also led to streetscape improvements along Colorado Boulevard and Garfield Avenue, the Beaux Arts cross-axis. These improvements have been recently completed and are in part funded by a MTA $2.8 million grant.

  (Denotes projects where Ms. Malhotra served as key staff while at other organizations).*

TEACHING AND SPEAKING ENGAGEMENTS

- Instructor, Visalia California APA Conference, Pre-Conference Workshop: *Urban Design for Planners*
- Speaker, Rancho Mirage California APA Conference, *Advanced Planning as an Economic Development Tool in Westlake Village, CA*
- Speaker, California Planning Roundtable, *Santa Fe Depot Specific Plan: Integrating TOD into a Historic District, Orange, CA*
- Speaker, AIA Pasadena/Foothill Chapter *Playhouse Streetscapes and Alley Walkways Plan: A Work in Progress, Pasadena, CA*
- Guest Lecturer, Tufts University, Boston, MA
- Guest Instructor, Harvard GSD Career Discovery Program, Cambridge, MA

DESIGN EXHIBITIONS AND PUBLICATIONS

- *Civic Center/Mid-Town District Streetscapes Plan,* Central Library, Pasadena,CA
- *Pasadena Playhouse Streetscapes and Alley Walkways Plan: A Work in Progress AIA offices*
- *Graduating Class Exhibit,* Harvard University Graduate School of Design, Gund Hall, Cambridge, MA
- *Revitalizing Toledo's Historic Core,* Harvard Graduate School of Design Publication, Contributor
- *Retail-Oriented Pedestrian Zones: Three Case Studies,* New Delhi, India



EDUCATION

San Francisco State University,
San Francisco, CA
Master of Public Health

University of California,
Santa Cruz, CA
Bachelor of Arts in Sociology and Women's Studies

EXPERIENCE

Raimi+Associates
Berkeley, CA
Senior Researcher & Chief Operating Officer, 2015-present

Harder + Company Community Research
San Francisco, CA
Vice President, 2007-2015
Senior Research Associate, 2004-2007
Research Associate, 2002-2004
Research Assistant, 1999-2002

KYM DORMAN, MPH

SENIOR RESEARCHER AND CHIEF OPERATING OFFICER

Kym Dorman is a leading social sector consultant who excels at conducting evaluations, needs assessments, and developing planning processes for complex community efforts that emphasize organizational and community capacity. With more than 15 years of experience as an applied researcher and facilitator, Kym's professional expertise spans a range of issues, including education, community health and wellness, health care access, and active transportation. She is skilled in a wide range of qualitative and quantitative research methods, and has considerable experience using research and data to help community coalitions, local governments, foundations, and non-profit organizations make informed decisions for their future. She is also fluent in Spanish.

KEY PROJECTS

- **Santa Clara County Children's Health Assessment**
  R + A is working with the Public Health Department to lead a qualitative assessment of children's health in Santa Clara County. We are conducting 20 focus groups and 28 key leader interviews to understand more about the social determinants that affect children's health outcomes across the county. Focus groups are being conducted in English, Spanish, Mandarin, and Vietnamese. We will analyze the focus group and key leader data using ATLAS.ti to identify broad themes across all focus groups and key leader interviewees, as well as to capture specific themes by geographic location, language, or age. The project will culminate in an engaging final report of findings and a community and stakeholder "Call to Action" forum where the research team will present the qualitative findings and facilitate a community conversation to identify action steps.

- **Calistoga Community Schools Initiative (CCSI): Evaluation Design**
  CCSI is a collective impact effort that brings together to align resources in key areas affecting education, health and wellness. This public-private partnership includes the school district, local government, and nonprofits. Kym worked closely with the CCSI collaborative partners to update the initiative's logic model and develop an evaluation plan that includes metrics to measure the impact of CCSI.

- **REACH Ashland Youth Center Evaluation Design and Implementation**
  R+A began working with the Center for Healthy Schools and Communities (CHSC), the Community Assessment, Planning, and Evaluation (CAPE) Unit at the Alameda County Public Health Department on the evaluation of the REACH Ashland Youth Center in August 2016. R+A developed, conducted, and analyzed a survey of youth members, provided technical assistance to analyze attendance and participation data, and presented evaluation findings in a draft report and PowerPoint presentation.

- **Santa Clara County Behavioral Health Services: School Linked Services Asset Inventory**
  Raimi + Associates worked with the County to develop an Asset Inventory that includes a comprehensive set of community resources to support needs of students and families. Because schools are often the first point of contact for students and families, this Asset Inventory will benefit SLS Coordinators, schools, and community stakeholders from the knowledge of services throughout the county. The inventory categorizes resources by school and district, and will include key information about each service.

KEY PROJECTS CONTINUED

- **University of California, Berkeley School of Public Health, Best Babies Zone Initiative Evaluation**
  Served as project director to evaluate the place-based Best Babies Zone Initiative (BBZ). Using a developmental evaluation approach, conducted community survey and interviews with stakeholders in Oakland, Cincinnati, and New Orleans. Developed comprehensive evaluation report that established baseline measures.

- **Strong, Prosperous, and Resilient Communities Challenge (SPARCC) Evaluation**
  Funded by RWJF, Ford Foundation, and others, SPARCC is a three-year, multi-site, systems-change initiative to develop a national narrative related to improving regional equity. The SPARCC initiative is supporting local efforts to ensure that new infrastructure and built environment investments lead to equitable and health opportunities for local residents and prepare communities for the challenges of climate change. Kym is participating in the developmental and process evaluation at both the initiative- and site-level. The evaluation planning process is currently evolving alongside the early work being done at each of the six sites and across the initiative. This work includes the development of an overall measurement strategy, an initiative-level logic model, a set of integrated measures, site-specific evaluation plans, participation in learning convenings, and preparing regular reflection memos for project partners.

- **Marin County Health & Human Services (HHS) Equity-Focused Strategic Plan**
  Led the comprehensive community engagement process to gather and review extensive data to develop the strategic plan. Facilitated meetings with HHS staff to provide ongoing feedback and updates to the plan. Developed five-year community-focused strategic plan, including identifying overarching goal, focus areas, strategies, outcomes, and metrics. Facilitated focus groups with county residents who receive or are eligible for public assistance and HHS programs and stakeholder meetings to gather feedback on focus areas and strategies.

- **Santa Clara County Public Health Department, Process Evaluation of the Community Health Improvement Plan**
  Kym serves as project director for the process evaluation of the Countywide Community Health Improvement Plan. Using a collective impact approach, the process evaluation uses mixed methods including a collaborative partner survey and key leader interviews to understand the strengths and challenges of this collaborative effort. We will analyze these data and make recommendations for the collaborative moving forward. The project also includes providing evaluation technical assistance and training for community partners.

PUBLICATIONS

- Dorman, K. & Prentice, B. (2002). "A prevention framework for eliminating health disparities." In M.B. Love, Z.C. Clayson & Blumberg, P. (Eds.), Real Stories: Teaching cases in community health (pp.13-15). San Francisco State University.
- Lee, D. S. & Dorman, K. (Eds.). (2000). Power to Change: Interfaith Communities take action against family violence. (Resource guide). San Francisco, CA. SF Department of Public Health.
- Dorman, K (Ed.). (1999). Colors United GLBTQ Youth Resource Guide. Asian Health Services, La Clínica de la Raza, AIDS Project of the East Bay: Oakland, CA.
- Dorman, K. (1999). Proyecto Cambio, Bilingual Intimate Partner Violence Prevention Curriculum grades 9-12. La Clinica de la Raza, Oakland, CA.

PRESENTATIONS

- American Evaluation Association. Annual Conference. Approaches to Evaluating Core Operating Support in a Recession. October 17, 2013.
- American Public Health Association. Annual Conference. Building and measuring an effective online prevention community of practice: PreventConnect's sexual violence and domestic violence prevention practitioners learn from each other online. October 30, 2012.
- American Evaluation Association. Annual Conference. Practicing Culturally-Based Evaluation: Learnings from the Field. November 7, 2007.
- Dorman, K. Bringing Bayview Hunter's Point Youth into San Francisco's Policymaking Process. Oral presentation at the American Public Health Association's Annual Meeting. November 18, 2003, San Francisco, CA.



BETH ALTSHULER, MCP, MPH, CPH

SENIOR ASSOCIATE + EPIDEMIOLOGIST/ URBAN PLANNER

Beth is a Senior Associate who works with with public agencies, foundations, CBOs, and residents to apply a Health (and Equity) in All Policies lens to the challenges and opportunities in their communities. Beth loves combining her skills in data analysis, community engagement and facilitation, and policy analysis so places can better incorporate public health, racial equity, and environmental justice into their land use and urban policy decisions. At the forefront of the healthy communities discipline for 15 years, Beth is committed to creating livable places, reducing health and racial inequities, and engaging residents in the future of their communities.

EDUCATION

University of California, Berkeley
Master of City and Regional Planning, 2010
Master of Public Health, 2010

Cornell University, Ithaca, NY
Bachelor of Arts, Sociology, 2003

AFFILIATIONS

Certified in Public Health. National Board of Public Health Examiners.

Social Determinants of Health for Planners Subcommittee Member. California Planning Roundtable.

Healthy Planning Leadership Committee Member. California Governor's Office of Planning and Research.

Former Chair, American Public Health Association, Environment Section, Built Environment Topic Committee (2012-15).

Member: Healthy Communities Interest Group, American Planning Association. East Bay Bike. San Francisco Planning and Urban Research (SPUR). Walk Oakland Bike Oakland.

EXPERIENCE

Raimi + Associates
Epidemiologist/Urban Planner, 2010-present

Moore Iacofano Goltsman, Inc.
Project Associate, 2005-2007

City and County of San Francisco
Public Health Department, Research Associate, 2008

Department of Public Works SF CRUE Youth Employment Program
Program Director, 2003-2005

KEY PROJECTS

- **Santa Clara County Health Element (Santa Clara County, CA)**
  Served as Project Manager. Managed subconsultants and connections to related projects in the County. Designed and facilitated a community engagement process, Quality of Life Survey, and Existing Conditions Report. Primary author of the adopted Health Element policy document.

- **Encinitas Public Health Element (Encinitas, CA)**
  Served as Project Manager. Worked closely with the city to design and facilitate a culturally-relevant and accessible community engagement strategy. Mapped and analyzed community health data. Crafted the Public Health Element.

- **Lynwood Safe and Healthy Communities General Plan Element (Lynwood, CA)**
  Project Manager. Facilitated the advisory committee meetings and community workshops, managed and conducted analysis for the community profile report on health and safety topics, created and implemented the community survey, authored the element, presented the final Element at the Planning Commission and City Council adoption hearings, and coordinated city staff and subconsultant contributions.

- **Delano General Plan Health and Sustainability Element (City of Delano, CA)**
  Served as Deputy Project Manager. Worked closely with the city to design and facilitate a culturally-relevant and accessible community engagement strategy. Mapped and analyzed community health data. Crafted the Health and Sustainability Element.

- **Aurora Places Comprehensive Plan (Aurora, CO)**
  Project manager for the health and equity / diversity sections of the Aurora Places Comprehensive Plan Update. Facilitated focus groups facilitation, conducted data analysis, and policy writing.

- **Plan for a Healthy Los Angeles (Los Angeles, CA)**
  Public health researcher and policy expert. Contributed to the methodology, mapping, and data analysis of the LA Health Atlas. Supported the policy and action writing for the Health Element.

- **Port of Los Angeles Health and Community Impact Study (Harbor Community Benefit Foundation (HCBF))**
  Serving as project manager to investigate the health and community impacts of land uses and activities related to the Port of LA operations in Wilmington and San Pedro using qualitative, spatial, and statistical analysis on road and rail mobility and safety; hazardous/polluting land uses; neighborhood ammenities; real estate; and employment.

SELECTED PUBLICATIONS

- *Essential Elements of Health Equity Practice: Partnering to Support Power-Building. NACCHO Exchange.* Vol. 15, Issue 2. Spring 2016.
- *Health and California's Regional Transportation Plans: A Guidebook for creating healthier communities as Part of RTPs and Sustainable Communities Strategies.* California Department of Public Health and UCSF. (Co-Authored with TransForm), Oakland, CA. January 2012.
- *Social and Spatial Determinants of Perceived Neighborhood Safety in Richmond*, CA. UC Berkeley. Berkeley, CA. May 2010.
- *Cumulative Impacts and the California Environmental Quality Act: A Case Study of the Energy and Hydrogen Renewal Project in Richmond, CA. and California Local Air District CEQA Guidelines and Cumulative Impacts.* California Environmental Protection Agency (CalEPA), Office of Environmental Health Hazard Assessment (OEHHA). Cumulative Impacts and Precautionary Approaches (CIPA) Project. 2009.
- *According to Whom? Contextualizing and Framing Asthma Activity in Fresno, CA.* University of California Transportation Center, Berkeley. May 2008.
- *San Francisco Citywide Collaborative Food System Assessment* (City and County of San Francisco, CA)*

(* denotes projects where Ms. Altshuler served as key staff while at other organizations/consulting firms)

SELECTED PRESENTATIONS AND TRAININGS

- "Amplifying Resident Voices by Documenting Port of Los Angeles Off-Port Impacts." Moving Forward Network Conference, Carson, CA. October 2017.
- "Retrofitting for Equity: SB 1000 - Environmental Justice." APA CA Conference, Sacramento, CA. September 2017.
- "Urban Planning and Governing for Racial Equity." American Planning Association (APA) National Conference. NYC, NY. April 2017 & APA CA Conference, Sacramento, CA. September 2017.
- "Preventing Violence by Design (presentation and facilitated discussion)." American Planning Association (APA) National Conference. Phoenix, AZ. April 2016 & APA CA Conference, Pasadena, CA. October 2016.
- "Planning Tools to Create Healthy Communities" UC Davis Extension (full day class). March 10, 2016.
- "Fifty Shades of Health and All Policies in Monterey County." CCLHO-CHEAC Chronic Disease Prevention Project: Moving Upstream, Fresno, CA. September 18, 2015.
- "Criminal Justice and the Planner's Role." American Planning Association National Conference. Seattle, WA. April 2015 & APA – CA Conference. Oakland, CA. October 2015.
- "Location. Location. Location! How Los Angeles is using spatial analysis to understand & combat place-based health inequities." American Public Health Association. New Orleans, LA. November 18, 2014.
- "Health Equity and Urban Planning." National Innovative Communities Conference. Ontario, CA. June 26, 2014.
- "Neighborhood as a Focus for Health" and "The Neighborhood Concept Panel Discussion." American Planning Association National Conference. Atlanta, GA. April 29, 2014.
- "Neighborhood Planning for Health Equity." American Public Health Association & American Planning Association Webinar. Healthy Communities: Neighborhood Planning through a Health Equity Lens. July 18, 2013.
- "Healthy Comprehensive Planning In Practice." Nashville Area MPO. March 6, 2013.
- "Health and Equity Planning through the Lens of Community Engagement" 12th Annual New Partners for Smart Growth Conference. Kansas City, MO. February 7, 2013.
- "Promoting Public Health through the General Plan". Half-Day Training for the Western Riverside Council of Governments and Riverside County Department of Public Health. Riverside, CA. February 2012.
- "How public health professionals can add value to predicting and evaluating the health impacts of city planning projects and policies." American Public Health Association. Washington, D.C. October 2011.



TROY REINHALTER, LEED GA

SENIOR PLANNER/DESIGNER

Troy Reinhalter is an accomplished urban designer and planner with multiple years of experience in the California context. Since 2008, Troy has worked on a multitude of community plans, specific/station area plans, and design guideline efforts. He brings expertise in strategic planning, policy development, form-based codes, GIS analysis, graphics/mapping, community outreach, and implementation strategies. Troy has experience in both public sector planning and private sector urban design. Troy's roles have included project management, writing general and specific plans, zoning implementation, graphics, and community workshop facilitation. His recent professional work has focused on creating vibrant downtown urban revitalization plans and sustainable corridor projects for smarter, more successful cities.

EDUCATION

University of California, Berkeley
Masters in City Planning, 2010

Wesleyan University, CT
Bachelor of Arts, Political Science, 2005

AFFILIATIONS & CERTIFICATIONS

LEED Green Associate, 2010

EXPERIENCE

Raimi+Associates
Berkeley, CA
Planner/Designer, 2013-present

City Design Collective
Oakland, CA
Urban Designer, 2012-2013

City of Oakland
Oakland, CA
Planning Intern, 2011-2013

KEY PROJECTS

- **Seaside General Plan Update (Seaside, CA)**
  Drafted existing conditions report to guide policy framework. Worked with team to incorporate Ford Ord Base Reuse Plan. Developed map booklet for existing conditions and plan alternatives.

- **Palm Desert General Plan Update (Palm Desert, CA)**
  Developed land use designations, growth projections and land use allocations for the General Plan using GIS analysis.

- **East Palo Alto General Plan Update (East Palo Alto, CA)**
  Served as Planner/Designer. Worked with team to develop policies and related plan content. Wrote existing conditions including qualitative/ quantitative data analysis and base mapping. Produced maps for land use designations and zoning code.

- **Coachella General Plan Update (Coachella, CA)**
  Developed policies and drafted general plan content. Created land-use and urban design graphics to represent preferred development typologies.

- **El Camino Real Precise Plan (Mountain View, CA)**
  Served as Planner/Designer. Contributed numerous graphics, including alternative diagrams and corridor analysis maps. Participated in community outreach and public workshops.

- **North Bayshore Precise Plan (Mountain View, CA)**
  Serving as Planner/Designer. Creating illustrative diagrams for land use, transportation, and open space networks; building heights; and development intensity. Producing 3-D renderings to illustrate proposed future development.

- **Metro TOD Toolkit (Los Angeles County, CA)**
  Served as planner and primary content generator. Responsible for researching and writing up all land use and urban design tools for promoting appropriate development around transit. Supported web-based version of the toolkit.

- **Long Beach LEED-ND (Long Beach, CA)**
  Performed preliminary Neighborhood Development credit analysis for 4-acre master plan located in downtown Long Beach. Assessed two separate buildings for various ND categories, including local intersection density, stormwater capacity, transit frequency, and various walkability metrics.



MELISSA JOHNSON STARK

INTERMEDIATE PLANNER

Melissa has a deep interest in sustainable community design and wellness. She has a diverse background working for multiple local governments across California creating design and visioning studies, developing innovative policy solutions, and facilitating inclusive community engagement. Melissa's attention to detail lead to healthy design in plans ranging in size from comprehensive general plan updates to small scale community plans. She holds a Bachelor's of Science in City and Regional Planning from California Polytechnic State University, San Luis Obispo. In her spare time, Melissa enjoys hiking throughout Southern California.

EDUCATION

California Polytechnic University,
San Luis Obispo, CA
Bachelors of Science in City and
Regional Planning

AFFILIATIONS

Board of Directors
Past Vice Chair - Programs
American Planning Association
Inland Empire Section

EXPERIENCE

Raimi + Associates
Riverside & Los Angeles, CA
Intermediate Planner, 2015-present

Pacific Municipal Consultants
San Luis Obispo, CA
Contract Assistant Planner

Flewelling & Moody
Pasadena, CA
Planning Intern

Los Angeles County Metropolitan
Transportation Authority
Los Angeles, CA
Planning Intern - Active
Transportation

KEY PROJECTS

- **Palmdale High Speed Rail Station Area Plan (Palmdale, CA)**
  Support project management in developing existing conditions for the project area by developing key issues and opportunities for the Station Area Plan. Working to develop land use alternatives for the study area, and design and zoning regulations to be incorporated into an updated Transit Area Specific Plan.

- **Indio General Plan Update (Indio, CA)**
  Engage stakeholders and General Plan Advisory Committee in reconvened General Plan Update process, prepare outreach materials, refine overall direction and vision for the General Plan Update, prepare General Plan content including goals, policies, and implementation actions.

- **Beaumont General Plan Update (Beaumont, CA)**
  Support project management in creating the existing conditions report, including GIS mapping and analysis of existing land use. Preparing community engagement materials and marketing materials for engagement.

- **Hermosa Beach General Plan Update (Hermosa Beach, CA)**
  Supported project management in creating a framework for land use and transportation alternatives through quantitative analysis. Coordinated with project team to create outreach materials, facilitate community outreach, and develop draft plan.

- **Palm Desert General Plan Update (Palm Desert, CA)**
  Supported project management in creating land use policies by analyzing land use alternatives. Prepared final land use map, and growth build-out analysis using GIS software. Completed existing conditions analysis, final document layout and design, and assisted in coordination of two additional land use plans, the City Center Area Plan, and University Neighborhood Specific Plan.

- **Fontana General Plan Update Health Element (Fontana, CA)**
  Developed public engagement materials and facilitated small discussion groups with community members to receive input on overall direction. Worked to create an initial policy framework for the Element and key opportunities and constraints.

- **Sustainable Community Action Plan (Rancho Cucamonga, CA)**
  Reviewed local sustainability policies across numerous public documents and developed policy framework. Facilitated community outreach in small working groups and with select community members through stakeholder interviews. Assisted in developing public outreach and online engagement materials and developing Plan policies and actions.

LEIGH CHRISTY, FAIA, LEED AP BD+C

Managing Principal



As Principal, Leigh Christy works at the interface of urban design and architecture. Her public and private sector experience encompasses design, management, and technical realms at a variety of scales, offering her a project perspective that is both comprehensive and forward-looking. She specializes in providing innovative, sustainable project solutions that meet the client's and community's needs.

Leigh is a member of the Perkins+Will Resiliency and Water Task Forces, the head of the firm's Innovation Incubator microgrant program, and the leader of the Los Angeles Office Social Responsibility Committee. Using research, teaching, and project work as a basis, she frequently publishes articles and presents on issues dealing with social and environmental sustainability issues at all scales.

EDUCATION

Master of Architecture
University of California, Berkeley, 2000

Bachelor of Science in Architecture
University of Michigan, 1996

REGISTRATIONS

California Architect: License #C-30166
LEED Accredited Professional, 2006

PROFESSIONAL AFFILIATIONS

American Institute of Architects
US Green Building Council
Urban Land Institute
Arid Lands Institute
International Living Future Institute

ADVISORY PANELS

ULI Technical Advisory Panel:
— Spadra Farm (California State Polytechnic, Pomona), August 2016
— Leimert Park Village (County Supervisor), August 2015

ULI National Advisory Panel:
— Cities of Malden & Everett (Mass development), June 2015

AIALA / City of Los Angeles DCP:
— Urban Design Review Professional Volunteer, Various dates

RELEVANT EXPERIENCE

University of California, Los Angeles
Charles E. Young Research Library Renovation
Los Angeles, California

University of California Riverside
Housing Master plan and Schematic Design Competition
Riverside, California

Modesto Junior College
Student Services Building
Modesto, California

City of Minneapolis
Consolidated Office Building
Minneapolis Police Department
Pre-Design and Programming
Minneapolis, Minnesota

College of the Desert
Visual Arts Building
Palm Desert, California

Los Angeles World Airports
Airport Police Division Headquarters
Design/Build Competition
Los Angeles, California

LA Metro Joint Development
— Mariachi Plaza Development Guidelines
— Chavez&Fickett Development Guidelines
— Complete Communities Toolkit
Los Angeles, California

River LA
— LA River Urban Agriculture Green Infrastructure Plan
— Lincoln Heights Jail Redevelopment Concept Study
Los Angeles, California

City of Los Angeles Bureau of Engineering
— Los Angeles Civic Center District Design Guidelines
— Lincoln Heights Jail Adaptive Reuse Feasibility Study
— Humboldt Street Corridor Study
— Rancho Cienega Sports Complex Design Competition
— Los Angeles Police Department Metropolitan Division Facility
— Los Angeles Police Department Harbor Station and Jail
— Los Angeles Police Department Rampart Station
Los Angeles, California

Melrose BID
Future Vision Plan
Los Angeles, California

Friends of the Los Angeles River
Piggyback Yard (PBy) Conceptual Master Plan + Vision
Los Angeles, California

Los Angeles Lakers
Headquarters + Training Facility
El Segundo, California

MARTIN LEITNER, AIA

Urban Design Lead, Senior Associate



As leader of the Cities + Sites practice at Perkins+Will, Martin reimagines the built environment by envisioning and creating more sustainable, walkable, and livable communities. His innovative design projects focus on shaping the fabric of urban environments for public and private clients. Martin's portfolio spans the spectrum of project types and scales that make the cities we live in, from individual buildings to public streets and large, complex, mixed-use urban development projects and master plans.

Martin is a recognized leader in urban design, with a track record of designing complex urban infill projects and creatively re-envisioning large suburban sites. His nationally recognized work includes the New Downtown Plan for a 105-acre former mall site in Westminster, Colorado as well as the urban design plan for the iconic Hollywood Boulevard district. Martin currently serves as the co-chair of the AIA Los Angeles Urban Design Committee.

EDUCATION

Master of Architecture (Diplomingenieur)
Bauhaus University Weimar, Germany

Department of Architecture
Technical University Berlin, Germany

Department of Economics
University College London, UK

REGISTRATIONS

Architect: California License C33271

PROFESSIONAL AFFILIATIONS

American Institute of Architects

Chair, AIA Los Angeles
Urban Design Committee

Urban Land Institute
TAP Panelist

SPEAKING ENGAGEMENTS

Zoning Cities: Toward a Simpler Future
APA National 2017

Mixed Use: Perception and Reality
APA National 2012

The Space Between -
Designing the Public Street
Mobius Los Angeles Conference 2009

RELEVANT EXPERIENCE

City of Los Angeles Bureau of Engineering
Los Angeles Civic Center
Master Plan Design Guidelines
Los Angeles, CA

Gateway Cities
Urban and Rivers Greening Master Plan
Los Angeles, CA

University of California Davis Health
Research + Innovation District Master Plan
Sacramento, California

Cedars-Sinai Medical Center
Master Plan Framework
Los Angeles, California

Metro Gold Line
Development Guidelines
Boyle Heights, California

LADOT Vision Zero Streetscape
Improvements
Los Angeles, CA

County of Los Angeles Department of
Public Works
Lower Los Angeles River
Revitalization Plan
Los Angeles County, CA

UHealth
Ambulatory Care Center
Miami, Florida

Westminster New Downtown *
Mall Redevelopment Master Plan
Westminster, Colorado

re:code LA *
Comprehensive Zoning Code Update
Los Angeles, California

Plaza Saltillo *
Transit-Oriented Development Master Plan
Austin, Texas

Mayor Wright Homes *
Public Housing Redevelopment Plan/
Transit-Oriented Development Master Plan
Honolulu, Hawaii

Hollywood Las Palmas *
Comprehensive Neighborhood Plan
Hollywood, Los Angeles

CRA Hollywood Boulevard Urban Design
Plan *
Urban Design Plan and Development
Standards
Hollywood, California

Ocean Park Boulevard *
Complete Green Street Streetscape Project
Santa Monica, California

Jordan Downs Public Housing
Redevelopment *
Development Guidelines for Mixed-Use
Development
Watts, Los Angeles, California

** Completed prior to joining Perkins+Will*

PERKINS+WILL

KAREN B. ALSCHULER, FAICP, LEED® AP

Senior Strategic Advisor



Over the last 35 years, Karen Alschuler has tackled some of the most interesting and urgent of urban issues. Over the last twenty years, Alschuler has overseen a portfolio of over 400 planning and urban design projects. Her projects have set the design parameters for the transformation of large urban districts, and urban waterfronts, embracing urban stewardship and the creation of civic places. Alschuler is an active contributing member of the Urban Land Institute and a Fellow of APA. She has been published in Urban Land and Planning Magazine and several industry "bibles" of planning and urban design.

EDUCATION

Master of City + Regional Planning
University of California, Berkeley

Bachelor of Arts, Brown University

REGISTRATIONS

Licensed Planner, New Jersey

LEED Accredited Professional

PROFESSIONAL AFFILIATIONS

American Planning Association

Fellow, American Institute of Certified Planners, 2004

Elected President, Commercial Real Estate Women, Boston, New York, and San Francisco

Leader, Urban Land Institute, Lambda Alpha

Design Review Board, Bay Conservation Development Commission, 1992-present

AWARDS & HONORS

The Yards - Southeast Federal Center, AIA, 2014, Washington DC Chapter, Honor Award, Urban and Regional Planning Awards,

The Yards - Southeast Federal Center, Urban Land Institute, 2013 Finalist, Urban Open Space Awards

Treasure Island + Yerba Buena Island Design for Development, American Planning Association, 2012, Northern California Chapter, Innovation in Green Community Planning Award

RELEVANT EXPERIENCE

Almono Waterfront Development Plan
Regional Industrial Development Corporation of Southwest Pennsylvania
Pittsburgh, Pennsylvania

Buffalo Outer Harbor
Redevelopment Plan
Buffalo, New York

City of Fremont
Fremont/Warm Springs Community Plan
Fremont, California

City of Toronto /
Waterfront Toronto Corporation
Future of the Gardiner Expressway
Urban Design Study &
Environmental Analysis
Toronto, Ontario

City of Toronto
Lower Yonge Waterfront
Urban Design Guidelines + Master Plan
Toronto, Ontario

San Francisco Giants/
Mission Rock Development
Mission Rock - Seawall Lot 337
San Francisco, California

University of California, San Francisco
Long Range Development Plan
San Francisco, California

City of Concord Reuse Plan
Concord Naval Weapons Station
Concord, California

City of Concord
Downtown Specific Plan
Concord, California

Station Park Green
EBL+S Development Corporation
Specific Plan + Design Guidelines
San Mateo, California

Panama Pacifico Town Centre Development
Clinton Climate Initiative
Masterplan + Guidelines
London + Regional Panama

Forest City Washington
The Yards - Southeast Federal Center
Washington D.C.

Catellus Development Corporation
Mission Bay Urban Planning + Design
San Francisco, California

New York University
NYU Plans 2031
New York, New York

Brown University Strategic Master Plan:
Growth Strategy Urban Campus in the Jewelry District
Providence, Rhode Island

Harvard University
Harvard Futures—Scenarios for Growth
Cambridge, Massachusetts

Treasure Island Community Development
Development Plan & Design Guidelines
San Francisco, California

Presidio Trust
Presidio of San Francisco
Letterman Hospital
San Francisco, California

PERKINS+WILL

ARAM HERNANDEZ

Urban Designer



EDUCATION

Master of Architecture,
California State Polytechnic University,
2015

Bachelor of Arts, Moral/Social/Legal
Philosophy, California State University,
2009

Aram's architectural training and planning and urban design experience make him a strong team member for Perkins+Will projects that create and connect to urban environments, incorporate sustainable planning perspectives and involve place-making in the civic realm.

With more than six years of experience working on projects with city agencies and private developers, Aram has gained extensive knowledge of redevelopment and urban design processes.

Currently, Aram plays a key role in Perkins+Will's Metro Joint Development Eastside Project Development Guidelines, working alongside Leigh Christy and the Gwynne Pugh Urban Studios team to conduct design reviews for joint development of several sites adjacent to future Gold Line station stops for the Los Angeles Metropolitan Transit Authority (Metro).

RELEVANT EXPERIENCE

Metro Joint Development
Eastside Project Development Guidelines
Los Angeles, California

Metro Boyle Heights
Design Guidelines
Boyle Heights, California

Metro Complete
Communities Toolkit
Los Angeles, California

St. Joseph Health System
High Desert 2020 Master Plan
Victorville, California

Kaiser Permanente
Watts Learning and Health Pavilion
Los Angeles, California

UC Davis Medical Center
Clinical Services 2025 Master Plan
Davis, California

University of Hawaii
Administration and Allied Health Building
Kapolei, Hawaii

California State University, Fullerton
Student Health and Counseling Center
Fullerton, California

Los Angeles Community College District [1]
Harbor College Student Center
Wilmington, California

California State University, San Marcos [1]
Student Health & Counseling Services Center
San Marcos, California

Riverside Community College District [1]
Riverside City College
Administration Building
Riverside, California

California State Polytechnic University, Pomona [1]
CLA Building Rehabilitation
Pomona, California

California State Polytechnic University, Pomona [1]
Student Housing Expansion
Pomona, California

California State Polytechnic University, Pomona [1]
Collins College Expansion
Pomona, California

[1] *While an employee of HMC Architects*

PERKINS+WILL

JOVANNI CARTER-DAVIS

Urban Designer



Jovanni's years of professional practice and education has spanned various project types including residential, commercial, mixed-use, transit-oriented design, historic preservation, and urban design resulting in a multidisciplinary practice focusing on various aspects of design, sustainable design, and the user experience. She holds two Masters degrees from Washington University in St. Louis and Bachelors of Arts in Architectural Studies from the University of Pittsburgh. In her practice, she focuses on sustainable methods, human-scaled design, the importance of diversity and representation, and prioritization of the community and user in dictating and being an expert on their environment and ultimately the evolution of it. She excels at managing teams and interdisciplinary coordination to develop exceptional design and implementable plans.

EDUCATION

Master of Architecture,
Washington University in St. Louis

Master of Urban Design,
Washington University in St. Louis

Bachelor of Arts, Architectural Studies
University of Pittsburgh

RELEVANT EXPERIENCE

City of Los Angeles Bureau of Engineering
Los Angeles Street Civic Building
Programing and PreDesign
Los Angeles, CA

University of California Davis Health
Research + Innovation District Master Plan
Sacramento, California

Bridge to Housing
Site Analysis
Los Angeles, CA

Destination Crenshaw
#Destination Crenshaw
Outdoor Museum
Los Angeles, California

Wellston Choice*
Neighborhood Transformation Plan
St. Louis, Missouri

Capital Region / Medical Center*
District & Neighborhood Plan
Jefferson City, Arkansas

South Downtown Revitalization Plan*
Lincoln, Nebraska

Downtown Springdale*
Master Plan
Springdale, Arkansas

Form-Based Code*
Springdale, Arkansas

New Orleans Downtown*
Development District
New Orleans, Louisiana

Comprehensive Downtown Lafayette*
Square-Upper CBD Height Study
New Orleans, Louisiana

Climate Action Plan*
St. Louis, Missouri

* *Completed prior to joining Perkins+Will*



Jay Ziff

Principal Associate

EDUCATION

M.L.A., California State Polytechnic University, Pomona

B.A., Environmental Studies, University of California, Santa Barbara

28 YEARS EXPERIENCE

PROFESSIONAL AFFILIATIONS

Urban Land Institute

Jay Ziff has more than 28 years of experience in environmental consulting. He has managed preparation of a full range of documents pursuant to California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA), including studies for new land development, redevelopment, infrastructure projects, long-range development plans, and General Plans.

Through years of management in the field he is a highly skilled CEQA practitioner, responsible for directing documentation for a number of the region's most visible and challenging projects, and has an excellent record of success with politically sensitive projects in litigious circumstances. Due to his expertise, he is also called upon to provide environmental advisory and review services to clients in the private and public sectors and has served as an expert witness.

Relevant Experience

General Plan and Program EIR Experience. Jay has been involved with General Plans and associated EIRs throughout Southern California, including work on: the El Segundo General Plan and EIR; the City of Murrieta General Plan, Master Environmental Assessment, and EIR; the City of Westminster Consolidated General Plan and EIR; and, the City of Irvine General Plan Program Phase II Master EIR. In addition to comprehensive General Plan EIRs, he has also prepared CEQA documents to support the Historic Preservation Elements for Santa Monica and Glendale, and, the City of Pasadena Land Use and Mobility Elements.

In addition to General Plan EIRs, his program-level EIR experience includes but is not limited to the LAX Master Plan EIR, City of Santa Monica Downtown Parking Program EIR, the University of California Irvine Long-Range Development Plan Transportation and Open Space EIR, the Town of Mammoth Lakes Trails Master Plan EIR, and the City of Santa Barbara Long- Term Water Supply Program EIR.

Representative Southern California Projects. Jay served as ESA'ss project manager for the EIR/EIS for the LAX Master Plan for over a decade. He worked with a large multidisciplinary team of engineers, planners, attorneys and other technical experts in preparing the EIR/EIS for this highly complex and controversial project. Following Master Plan approval, he managed work on a substantial portion of the LAX SPAS EIR, which evaluated nine alternatives to projects identified in the Master Plan.

Other notable projects where Jay managed or directed environmental documentation include the Academy Museum of Motion Pictures Project at LACMA West; the Culver Studios Innovation Plan Project in Culver City; the Huntington Education & Visitor Center Project at the Huntington Library and Gardens in San Marino; the Metropolis Mixed-Use Project in downtown Los Angeles; the 8150 Sunset Project and Hollywood Palladium Project in Hollywood; the Miramar Hotel Redevelopment Project in Santa Monica; the Mattel Campus Redevelopment Project in El Segundo; the Skyline Ranch Project in northern Los

Angeles County; the Gregory Canyon Landfill EIS in northern San Diego County for the U.S. Army Corps of Engineers;and, the Eastern Urban Center Sectional Planning Area Plan EIR in Chula Vista.

Culver Studios Innovation Plan, Culver City, CA. *Project Director.* Since 2014, ESA has provided services to support redevelopment on the 14.3-acre downtown Culver Studio Campus to transition facilities from traditional media production to new digital technologies. Our most recent efforts involved technical studies and a comprehensive EIR for the Culver Studios Innovation Plan, now approved and under construction. Jay was responsible for project strategy and oversaw and prepared documentation, participated in project meetings, and was responsible for quality control.

Entrada Office Tower Project, Culver City, CA. *Project Manager.* ESA prepared an EIR for the Entrada Office Tower project, a 13-story, approximately 326,000 square foot office building and associated parking structure to replace an existing surface parking lot serving a Radisson Hotel. ESA also prepared a follow up Addendum to the EIR to address changes to the project. Jay led the preparation of numerous sections and led a staff of environmnental planners and technical specialists to prepare the necessary documentation. He also engaged in a number of meetings and hearings to address the numerous changes and potential visual impacts/aesthetics.

MNDs for Culver City Mixed-Use TOD Projects, Culver City, CA. *Project Director.* Jay served as the Project Director responsible for project strategy, quality control, and technical oversight for a number of mixed-use, developments in the city's transit-oriented district, near to the Metro Line Expo Station. These projects include the *Ivy Station Project*, *8777 Washington Boulevard*, *8888 Washington Boulevard*, and *Brick and the Machine*.

LAX Master Plan EIR/EIS, Los Angeles, CA. *Project Director.* Jay served as ESA's Project Director for the program-level EIR/EIS for the Los Angeles International Airport (LAX) Master Plan for over a decade. He worked as a part of a larger multidisciplinary team in concert with engineers and technical subconsultants in preparing the document for this highly complex and controversial project. Despite a number of aggressive legal challenges, the document was certified and the project approved in 2005.

Eastern Urban Center (EUC) Sectional Planning Area EIR, **Chula Vista, CA.** *Project Manager.* Jay managed the EIR regarding the EUC in Chula Vista envisioned as the urban core of the 23,976 acre Otay Ranch community and the broader south San Diego County area. The EUC plan includes regional transit, a mixed use/civic core with a library, public plaza and other cultural amenities; a business district, a mixed-use commercial district, an elementary school, fire station and neighborhood parks. The total maximum intensities for either residential or non-residential uses include the equivalent of 2,983 residential units and 3.487 million square feet of non-residential uses.



Kimiko C. Lizardi

Community Planning Program Manager

EDUCATION

B.A., Urban Studies and Planning, University of California, San Diego

17 YEARS EXPERIENCE

PROFESSIONAL AFFILIATIONS

American Planning Association (APA)

Urban Land Institute (ULI)

Kimiko has over 17 years of policy and planning experience in the public and private sectors. She has overseen general plan updates and focused zoning code updates. She also has extensive experience managing the preparation of community plans and specific plans, including the preparation of zoning regulations and design guidelines, for projects ranging in size from infill to large-scale, master-planned communities. She has been directly responsible for all aspects of project management on individual projects including client communication, project team coordination, authorship of policies, regulations and guidelines, quality control, agency and citizen communication, meeting facilitation, hearing presentations, and budget and schedule tracking. Kimiko also has extensive experience with case processing, including site plans and design review, having worked for a number of Southern California cities. Her knowledge and experience with government codes, policies, and regulations, combined with her ability to work effectively with staff, developers, and stakeholders — adds value to the projects in which she is involved.

Relevant Experience

City of Pico Rivera, General Plan, Housing Element, Rezonings and Program EIR, Pico Rivera, CA. *Project Manager.* Kimiko managed the comprehensive update of the Pico Rivera General Plan and preparation of the Program EIR. This included an update to the Housing Element and amendments to the zoning code to create a new mixed-use zone to implement the housing element and create consistency with the General Plan Update. The City of Pico Rivera is a built out City. A key component of the update was to balance the desire to retain the City's character and maintain its stable neighborhoods, while providing real solutions for the enhancement of opportunity areas and challenges faced by the City.

Specifically, the General Plan identified 16 Opportunity Areas, including corridors and targeted planning areas, and provided direction in the form of unique objectives for each of these areas to direct revitalization, redevelopment and potential new growth. Other key issues addressed in the update included economic development and planning for improvements to aging commercial and employment districts; addressing the needs for in-fill development; identifying opportunities for increased open space and recreation including connections to the Rio Hondo and San Gabriel River corridors and the Pico Rivera Sports Arena area; improving local mobility and addressing the changes that will be brought about by the potential introduction of light rail transit service.

City of Pico Rivera, Pico Rivera Urban Greening Master Plan, Pico Rivera, CA. *Task Lead.* Kimiko is the task lead for the Urban Greening Master Plan to prepare an EIR addendum and support the project lead on the preparation of the Urban Greening Master Plan. The City was awarded a grant from the Strategic Growth Council to prepare an Urban Greening Master Plan that identifies new sites for

green spaces, develop a pedestrian and bicycle plan, develop a grandwater infiltration plan and create a unifying street canoty and water efficient plant palette. The goal of the plan is to include realistic programs and objectives for the realization of the plan and and the proess includes a significant public outreach component.

City of Oceanside, Coast Highway Corridor Study, Incentive Overlay and EIR, Oceanside, CA. *Project Manager.* The Coast Highway Corridor Study implements the Coast Highway Vision and Strategic Plan and will create a transportation blueprint for the Coast Highway corridor providing travel options and parking solutions to transform Coast Highway from a more auto-oriented thoroughfare into a "complete street". Kimiko is managing the preparation of a Development Incentive Overlay Zone which includes form-based development and design standards to establish several mixed-use and transit-oriented development nodes located along the Corridor. It will also include a development incentive program, a streamlined review process, and reforms to parking standards. The project also includes an outreach program including focus group meetings with developers, meetings with the coastal commission and a public workshop to inform development of appropriate standards and to ensure a transparent process.

City of Oceanside Local Coastal Program Update, Oceanside, CA. *Project Manager.* Kimiko is managing the preparation of a comprehensive update to the Local Coastal Program to address sea-level rise and other hazards, public access, scenic resources, visitor-serving commercial and recreation land uses, and natural resources. ESA is preparing a background study that identifies existing conditions in the City's coastal zone, a vulnerability assessment and adaptation plan to plan for sea-level rise related hazards, and a Land Use Plan that will provide policy direction for future development and investment in the Coastal Zone over the next twenty to thirty years. The update to the Local Coastal Program will involve extensive public outreach to community members and stakeholders, including pop-up outreach, community surveys, stakeholder interviews, public workshops, and public hearings.

City of Sacramento, Downtown Specific Plan, Sacramento, CA. *Planner.* Kimiko contributed to the preparation of the Specific Plan, including Implementation Section. In late 2015, Sacramento Mayor Kevin Johnson announced his priority initiative of implementing 10,000 places to live in Downtown Sacramento in 10 years. The Specific Plan outlines how those 10,000 housing units will be realized, where the housing will be located, the type of residential products the market will support, design guidance for housing and the adjacent public realm, evaluation and treatment of historic resources, integration with Sacramento's planned streetcar and other mobility options, needed infrastructure improvements, the desired amenities to support additional residents, and how it will all be paid for. Particular emphasis has been placed on removing barriers and streamlining the planning and environmental review processes to support residential development and encourage TOD along the Streetcar alignment and throughout Downtown.

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AMITABH BARTHAKUR

PARTNER

EDUCATION

University of Southern California
School of Policy, Planning and Development
Master of Urban Planning

University of Southern California
School of Architecture
Master of Building Science

School of Planning and Architecture, New
Bachelor of Architecture

WORK EXPERIENCE

2013 – Present
Partner, HR&A Advisors, Inc.

2010 – 2013
Vice President/Regional Director, Planning Design + Development, AECOM

2007 – 2010
Vice President, Economics, AECOM

1998 – 2007
Principal, Economics Research Associates

1997-1998
Program Coordinator, Institute of Planning & Development Practitioners

1996 – 1997
Research Assistant, Community Development & Design Forum

AFFILIATIONS

Member, American Planning Association

Member, Urban Land Institute

Member, American Institute of Certified Planners

Member, Council of Architecture (India)

Amitabh joined HR&A in 2013 as a Partner in the Los Angeles office and brings over two decades of international experience in real estate and economic development. Previously, as a Vice President and Regional Director for the Planning, Design, and Development business line for AECOM in India, he led a multidisciplinary team of economists, planners and designers to deliver a range of complex urban development, infrastructure and transportation related projects. Prior to this, Amitabh led AECOM's economics practice in the US-West region, based in Los Angeles, and served as the global practice leader for the firm's economic planning and real estate market sector. Amitabh was a Principal with Los Angeles based Economics Research Associates (ERA) until the firm's 2007 merger with AECOM. Amitabh brings a combination of wide international experience with a deep understanding of planning, policy, and market issues pertaining to the Western US and California. He has led a wide range of studies in the area of land use economics, real estate development, economic development strategy, industrial development and tourism development for numerous public and private sector clients. **Amitabh will serve as HR&A's Partner-in-Charge for this assignment.**

Los Angeles Equitable Citywide Economic Development Strategy

Co-leading the preparation of the City's first Citywide Economic Development Strategy. Firected analysis of the City's economy and workforce, economic development initiatives, and documentation of successful strategies employed by peer cities. Subsequently, co-led engagement with stakeholders to perform a needs assessment and SWOT analysis to inform the Strategy. Currently overseeing the completion of a draft Strategy to encourage broad-based, equitable, and resilient economic growth.

Pasadena General Plan Implementation

Currently supporting PlaceWorks in implementing the City's General Plan through Specific Plan and the zoning code updates. Overseeing economic analysis to support updates of five Specific Plans, including Lamanda Park, East Pasadena, North Lake, Northwest, and Fair Oaks/Orange Grove. Will lead economic analysis support to the City to evaluate market capacity and fiscal impacts of Specific Plan land use policy decisions.

Crenshaw/LAX TOD Joint Development Guidelines

As part of an interdisciplinary team, led analysis to inform development guidelines for mixed-use development on four publicly-owned sites adjacent to two stations on the Crenshaw/LAX Line light rail line. Prepared a market and demand analysis for key land uses, including retail, office, and residential at each station site. Assisted with extensive community outreach efforts, and synthesized community feedback with market analysis to make recommendations regarding the scale and character of supportable land uses at each site. Led financial feasibility analysis that informed joint development solicitations.

South Pasadena General Plan and Downtown Specific Plan Update

Supported the effort to update the South Pasadena General Plan and Downtown Specific Plan. Led a focus group workshop to generate community input on economic development priorities, and directed a market analysis identifying the supportable scale of investment for multiple land uses. Led the preparation of the Economic Development Element and Downtown Development Strategy, which collectively set forth the City's economic development agenda the coming decades along with a clear, concrete set of implementation actions for the City to take to materialize its objectives by leveraging its strategic market positioning and transit accessibility.

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A Financial Sustainability Strategy for Prosper Portland

On behalf of Prosper Portland (formerly the Portland Development Commission), directed a team to evaluate and recommend new funding sources that could effectively support Prosper Portland's economic development goals, capital projects and programs, and future operations. Analysis included identifying national best practices for economic development delivery, funding, and organizational structures as well as identifying non-TIF financing tools and determine their effectiveness and suitability for Prosper Portland's objectives. In addition, provided feedback for two drafts of a long-term business plan prepared by Prosper Portland staff.

Public-Private Partnership (P3) Procurement Feasibility Analysis for the Los Angeles Convention Center

As part of a multidisciplinary team, directed the evaluation of real estate and other site-specific funding opportunities to support the planned expansion of the Los Angeles Convention Center in Downtown Los Angeles, under a Public-Private Partnership (P3) model. For this ongoing project, HR&A's analysis of real estate related funding capacity estimates will inform a go/no-go decision related to P3 procurement by the client. If a P3 procurement is determined to be feasible and requested, HR&A will support the project team, as a part of later phases, to develop an RFQ/RFP to solicit a P3 partner, to evaluate responses and to negotiate and structure a long-term financial agreement.

Development of the Los Angeles River Financing Strategy

Co-led an analysis of the funding capacity for one or more Enhanced Infrastructure Financing Districts (EIFDs) to finance public improvements along the LA River. Revitalizing the LA River is one of the City of Los Angeles' prominent policy objectives, and the project recently gained national momentum when the Army Corps of Engineers approved a $1.3 billion plan for an 11-mile section within the City.

Funding and Implementation Plan for Taylor Yard G2 Parcel at the Los Angeles River

Developing a funding strategy and near-term activation strategy for the transformation of a 42-acre former railyard site, known as the "G2 Parcel," on the Los Angeles River. The G2 Parcel, when complete, will be the crown jewel of the Los Angeles River revitalization and a world-class public space. Overseeing preparation of a phased capital funding strategy and an operations and maintenance funding plan that considers interim and long-term revenue potential from a range of sources. Also supporting the project team, led by WSP and Studio MLA, in preparing for and facilitating workshops and public meetings, which will inform the development of design alternatives.

Glendale Space 134 Freeway Cap Park Fuding and Implementation Strategy

As part of a multidisciplinary team led by Melendrez, led the delivery of a funding and implementation strategy for a $600 million freeway cap park in Downtown Glendale, California. Managed additional tasks to illustrate the positive impact of the park on the nearby real estate market in order to build the case for public investment and foster partnerships.

Development Framework for San Jose Diridon Station Area

Leading a multidisciplinary team to create a regulatory and development framework that supports the City of San Jose's goal of establishing Diridon Station as a 21st Century intermodal destination that incorporates a vibrant public realm, strong multi-modal connectivity, and high-density development, as defined in the City's existing Diridon Station Area Plan. Conducted a market sounding to identify gaps between current plans and market realities, and the needs of the private development community. Based on this, crafted a draft development framework, which will guide the City-led drafting of a station area zoning code. Currently also providing support to the City as they negotiate a memorandum agreement with Google. Once complete, Diridon Station will serve as the nexus of several transit systems, including California HSR, CalTrain, Amtrak, BART, and others.

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PAUL SILVERN

PARTNER

EDUCATION

University of California Los Angeles
Graduate School of Architecture and Urban Planning
Master of Arts
Architecture and Urban Planning
1979

University of Illinois Urbana
Bachelor of Science (with Honors)
Architectural Studies
1974

WORK EXPERIENCE

HR&A Advisors, Inc.
(Formerly Hamilton, Rabinovitz & Alschuler, Inc.)
Partner
1993 – Present
Other Senior Positions
1986 – 1993

Lincoln Institute of Land Policy Adjunct Faculty Associate
1992

City of Santa Monica, California
Policy Development Manager and Director of Planning
1983 – 1985

Skid Row Development Corporation
Economic Development Specialist
1979 – 1983

Urban Innovations Group
Project Manager
1978 – 1979

University of California Los Angeles
Graduate School of Architecture and Urban Planning
Teaching Assistant and Research Assistant
1976 – 1978

Pacific Missile Test Center, Pt. Mugu, CA
Public Works Engineering Department
Architect, Plans and Programs Branch
1975 – 1976

Paul is the HR&A Partner-in-Charge of the firm's Los Angeles area office. He has been with HR&A since 1986. Paul specializes in economic impact, fiscal impact, financial feasibility and other real estate advisory services for both private and public clients. This has involved him in television and film studio expansions, hotel developments, high-technology office parks, high-rise office buildings, shopping centers, hospital complexes, university campus expansions, large residential developments, professional sports stadia, mixed-use developments, and a variety of types of planning initiatives. His housing experience ranges from development of affordable housing strategies to drafting regulations for public agencies, to financial analysis for private developers. **Paul will serve as a Specialist on Economic and Fiscal Analysis for this assignment.**

Los Angeles Citywide Equitable Economic Development Strategy

Co-leading the preparation of the City's first Citywide Economic Development Strategy. First, directed analysis of the City's economy and workforce, economic development initiatives, and documentation of successful strategies employed by peer cities. Subsequently, co-led engagement with stakeholders to perform a needs assessment and SWOT analysis to inform the Strategy. Currently overseeing the completion of a draft Strategy to encourage broad-based, equitable, and resilient economic growth. Previously, co-directed the formulation of a new economic development implementation strategy for the City of Los Angeles, which is now being implemented, following the demise of redevelopment and the lingering impacts of the Great Recession.

Economic and Fiscal Impact of Ivy Station Development in Culver City

Analyzed the general economic impacts on the Culver City and Los Angeles County economy of the now under construction Ivy Station mixed-use transit-oriented development. Estimated the impacts of the proposed project on the fiscal condition of the City, particularly the net new recurring revenues and public service costs associated with the City's General Fund.

Fiscal Impacts of Santa Monica's Land Use & Circulation Elements Update

Directed a fine-grained projection of the scale of proposed future growth projected by the Land Use and Circulation Update (LUCE) and four EIR alternative growth scenarios. Led estimation of the various General Fund revenues and public service costs associated with the level of growth projected by the LUCE and each alternative, and compared the revenues and service costs for each alternative producing a net fiscal portrait of each future land use alternative. Presented the fiscal models to the City Council for consideration in certifying the adequacy of the EIR and adoption of the final version of the LUCE. The analysis was subsequently used for sensitivity testing of various augmentations to the land use policies.

Carson General Plan Update Market and Fiscal Analysis

Oversaw market and fiscal analysis to support the City's General Plan Update. Led the preparation of a multi-family residential demand analysis to determine the degree of market support for a recent influx of large residential projects proposed

AFFILIATIONS

Santa Monica Redevelopment Successor Agency Oversight Board
Chair
2012 – 2017

Santa Monica-Malibu Unified School District Financial Oversight Committee,
Member, Former Chair
2003 – 2017

Southern California Association of Governments
Forecast Technical Task Force
Vice Chair
2002 – 2005

Santa Monica-Malibu Unified School District
Ad-Hoc Committee on District Facilities
1997 – 1998 and 2009 – 2010

Santa Monica College General Advisory Board
Member
1997 – 1998

City of West Hollywood
Ad-Hoc Task Force on City Organization and Management
1986 – 1987

Southern California Association of Governments
Planning Director's Committee
1983 – 1985

Inner City Law Center
Board of Directors
1982 – 1985

Santa Monica Pier Restoration and Development Task Force
1982 – 1983

Santa Monica Architectural Review Board
1981 – 1983

2008 – Present
The American Real Estate & Urban Economics Association

1982 – Present
International Economic Development Council

1982 – Present
The Urban Land Institute

1979 – Present
American Planning Association

1976 – Present
American Institute of Architects

and under construction (i.e. in the pipeline) in the City and an assessment of the net fiscal impacts of the buildout of the pipeline to inform the City of near-term General Fund revenues and City service costs associated with these new developments.

Fiscal Impact Analysis for Santa Catalina Island

Estimated the tax revenues and city service costs in the City of Avalon from a mix of developments proposed by the Santa Catalina Island Company. Assisted with documenting the scope and cost of various infrastructure projects on the island followed by a systematic review of approaches to finance them, including use of project-generated net new tax revenues.

Pasadena Public Balance Sheet Project Evaluation Program

Developed the Pasadena Public Balance Sheet Project Evaluation Program to assist that City's former redevelopment authority to weigh the relative merits of project proposals, including development of a fiscal impact estimation model.

West Hollywood Public Benefits Economic Evaluation Tool

Led a team to assist the City of West Hollywood in formulating a Public Benefits Economic Evaluation Tool that can be used to systematically quantify the incremental economic and tax revenues value of proposed developments seeking zone changes, General Plan amendments and/or Development Agreements, compared with otherwise applicable as-of-right zoning. Presented the final version of the public benefits evaluation tool to the City Council in 2017, which was subsequently adopted and is currently being implemented.

NBC Universal Evolution Plan and Other Entertainment Industry Master Plans

Directed financial feasibility, economic, fiscal and other socioeconomic impact analysis to support entitlements for a $1.6 billion construction investment by NBC Universal to redevelop its 400-acre Universal City property in Hollywood for expanded studio production, studio office, theme park, hotel and retail uses, as well as related work on two prior redevelopment plans by previous property owners. Also directed similar work on the pending Paramount Pictures Corporation master plan, and previously managed similar analyses for The Disney Development Company and Twentieth Century Fox on their respective properties in Southern California.

City of Champions Economic and Fiscal Impact Analysis

Directed analysis of 25-year net fiscal and economic impacts of a revised development concept for the City of Champions project (new NFL stadium, entertainment venue, 2,500 housing units, regional retail, office and hotel), formerly the location of the Hollywood Park racetrack in Inglewood, CA. Estimated tax revenues from development and operation of the project, and projected City service costs over 25 years of stabilized operation. Compared net fiscal results for the revised project with a previous development concept.

Retail Center Expansions and New Development for the Westfield Corporation

For Westfield Corporation, one of the world's largest developers and owners of regional shopping centers, directed numerous market, "urban decay," economic, fiscal and financial analyses of proposals to develop Westfield super-regional shopping centers in Los Angeles, Orange and San Diego Counties, including adding new complementary land uses to the retail centers. Examples include Westfield Century City in Los Angeles; Westfield Promenade 2035; The Village at Westfield Topanga, also in Los Angeles; and Westfield University Towne Center in San Diego.

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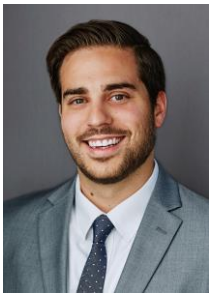

MICHAEL SHILSTONE

SENIOR ANALYST

EDUCATION

University of Southern California
Master of Planning
2014 – 2016

Manhattan College
B.A. Philosophy, *magna cum laude*
2008 – 2012

WORK EXPERIENCE

HR&A Advisors, Inc.
Senior Analyst
Present

HR&A Advisors, Inc.
Analyst
2016 - 2017

HR&A Advisors, Inc.
Analyst Fellow
2015 - 2016

Los Angeles County Metropolitan Transportation Authority
Intern
2015

New York City Department of City Planning
Press Officer
2013 - 2014

Project for Public Spaces
Intern
2012

AFFILIATIONS

American Planning Association
Member
2014 - Present

Urban Land Institute
Member
2016 - Present

Michael joined HR&A's Los Angeles office in 2015. Michael has managed real estate and economic analysis and advisory services to support General Plan, Community Plan, and Specific Plan Updates and other land use planning efforts for cities throughout California, including the cities of Los Angeles, Santa Monica, West Hollywood, Pasadena, South Pasadena, San Jose, and Bakersfield. **Michael will serve as HR&A's Project Manager on this assignment.**

Los Angeles Citywide Economic Development Strategy
On behalf of the Economic and Workforce Development Department of the City of Los Angeles, supported the creation of the City's first Citywide Economic Development Strategy. This strategy will include a detailed, actionable roadmap for equitable economic growth in the City and the steps necessary for implementation and performance monitoring. Led analysis of the City's existing economic development delivery system, initiatives, and tools to identify gaps and opportunity areas to inform the strategy that will encourage broad-based and resilient economic growth.

South Pasadena General Plan and Downtown Specific Plan Update
Managed a market analysis of residential, retail, and office uses in the city and along key corridors to determine the supportable scale of development in the effort to update the South Pasadena General Plan and Downtown Specific Plan. Organized focus group workshops to generate community input on economic development priorities. Analysis demonstrated the intertwined relationship of market demand, financial feasibility, fiscal health, and community aspiration to outline the City's planning implications. Managed the preparation of the draft Economic Development Element of the City's General Plan, and Development Strategy chapter of its Downtown Specific Plan. These two documents will ultimately set forth the City's economic development agenda the coming decades along with a clear, concrete set of implementation actions for the City to take to materialize its objectives.

Downtown Santa Monica Community Plan Impact Fee and Affordable Housing Analysis
Provided analytic support to assess potential increases in development impact fees and affordable housing requirements for developments in Downtown Santa Monica as part of the Downtown Santa Moncia Community Plan Update. Analyzed the financial feasibility of several mixed-use development prototypes to test the capacity for increases to numerous City fees used to fund affordable housing, parks and recreation infrastructure, and transportation improvements, and analyzed. Supported by HR&A's analysis, The Downtown Community Plan Update was adopted by the Santa Monica City Council in 2017.

Bakersfield High-Speed Rail Economic Development Implementation Strategy
Informed by a market analysis and precedent study of successful high-speed rail and transit-oriented districts, prepared an implementation strategy identifying key partners, actions, and next steps to guide the execution of a downtown revitalization plan that will ready the City of Bakersfield to fully capitalize on the arrival of California High-Speed Rail. The plan and implementation strategy were adopted by the Bakersfield City Council in 2018.

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MICHAEL SHILSTONE

SENIOR ANALYST

Development Framework for the San Jose Diridon Station Area
Prepared a market and demand analysis of residential, office, retail, and hotel uses to guide the formation of a development framework for the Diridon Station area in San Jose. With the future extension of Bay Area Rapid Transit and the introduction of High-Speed Rail, Diridon Station is poised to become a world-class, multimodal hub. In tandem with case studies and zoning analysis, the findings of the real estate market and demand analysis were used to plot out the future development of the surrounding station area to foster the creation of a vibrant, mixed-use environment, and to guide the City of San Jose's ongoing negotiations with Google, which is planning to locate approximately 8 million square feet of space in the area.

Pershing Square Revitalization
Led the preparation of a capital funding strategy for the of Pershing Square, the City of Los Angeles' oldest park located in the heart of Downtown. Led an analysis of public and private funding sources to support park construction, including a detailed analysis of the potential for a new Community Facilities District, a value capture and infrastructure finance mechanism based on assessments on local property owners. Also led the preparation of an economic value analysis that demonstrated the potential benefits of the redesigned and reprogrammed Pershing Square on surrounding property values, as well as the role of the park's future in helping to strengthen Downtown as a whole.

Los Angeles Downtown Incentive Zoning System Analysis and Recommendations
Supporting the creation of incentive zoning system in Downtown Los Angeles as part of comprehensive updates to the Center City and Center City North Community Plans. Prepared an evaluation of existing City and State incentive programs to provide recommendations to LADCP on how to structure the new Downtown LA incentive zoning system.

Long Beach Lincoln Park Business Plan
On behalf of a public-private partnership between the City of Long Beach and Plenary Edgemoor Civic Partners, supported the preparation of a business plan for a redesigned Lincoln Park, a three-acre open space at the heart of the City's Civic Center redevelopment project. Helped facilitate a series of stakeholder workshops to identify the desired types, scale, and frequency of programming and events, and conducted an analysis of operating and maintenance expenses based on a review of comparable signature compact downtown parks throughout the US. Prepared an analysis of potential funding sources and amounts, and a workshop to facilitate the creation of a governance structure to manage park operations.

Los Angeles River EIFD Capacity Analysis
On behalf of the City of Los Angeles Economic and Workforce Development Department, analyzed the funding capacity from Enhanced Infrastructure Financing Districts (EIFDs), a new financing tool in California that may be used to fund a wide range of public infrastructure improvements. Prepared analysis of potential property tax increment within two miles of the Los Angeles River within the City of Los Angeles, including estimating the potential scale and value of future real estate development, to estimate the revenue capacity for public open space and infrastructure improvements proposed on and around the Los Angeles River.

Crenshaw/LAX TOD Joint Development Guidelines
On behalf of the County and City of Los Angeles, and Los Angeles County Metropolitan Transportation Authority (Metro), performed market and demand analyses, as well as case study research, to support the development of joint development guidelines for transit-oriented development on four Metro- and County-owned sites adjacent to two future stations along the Crenshaw/LAX light rail line. The final implementation guidelines were incorporated into developer solicitation documents.

Jeffrey Tumlin

Principal



Jeffrey Tumlin has developed downtown, station area, citywide and master plans for cities such as San Francisco, Seattle, Portland OR, Vancouver BC, Santa Monica, Denver, Washington DC, Trenton NJ, and Abu Dhabi. He has also led the transportation component of transit-oriented development plans for over 60 station areas and new towns across North America. He is the author of the book, *Sustainable Transportation Planning*, published by Wiley in 2012. His projects have won awards from the Congress for the New Urbanism, the American Institute of Architects, the American Planning Association and the American Society of Landscape Architects.

EDUCATION

Bachelor of Arts (with distinction), Urban Studies, Stanford University

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Principal, 2000–Present; Senior Associate, 1998–2000

Key Accomplishments

Jeff has developed longstanding relationships with several clients, including:

- **Santa Monica, CA.** For decades, Santa Monica politics had been dominated by NIMBYs who used traffic fear as their primary tool for stopping development. The city's award-winning 2011 Land Use and Circulation Element update, however, commits to no net increase in vehicle trips, by locating all future growth near transit, establishing new neighborhood retail centers, imposing a multimodal transportation impact fee, and enacting more robust Transportation Demand Management requirements. For that plan, Jeff let the transportation analysis and dozens of community meetings. He is now implementing the plan, helping design more vibrant neighborhoods around three new light rail stations; writing fee, zoning and TDM ordinances; and developing a Bicycle Action Plan. Santa Monica's General Plan is the first plan in the State of California to significantly exceed statewide Greenhouse Gas reduction targets.
- **San Francisco.** Through a series of intensive community planning processes–including simultaneous translation into up to five languages–Jeff led the transportation component of over a half dozen detailed neighborhood plans. One plan stitched together an historic neighborhood following the removal of the Central Freeway. Another helped restore the center of a working class neighborhood following the removal of toxic waste from its formerly industrial core. Together, these plans help accommodate over 10,000 new residents without an increase in traffic..
- **Seattle.** Starting with the 2003 Center City Circulation Study – a plan for how downtown Seattle could accommodate another 50,000 jobs and 13,000 residents – Jeff has been helping Seattle grow despite the severe constraints its unique geography imposes upon its traffic capacity. His award-winning South Lake Union Parking Study was implemented to accommodate a major expansion of the CBD, while helping shoppers find parking throughout the day and minimizing search traffic. He developed the transportation framework for James Corner Field Operations' award-winning redesign of Seattle's downtown waterfront, following the removal of the Alaskan Way Viaduct.
- **Vancouver, BC.** Jeff led the redesign of Broadway/Commercial and Metrotown stations, and Phibbs Exchange, three of the highest ridership transit centers in the region. He was the lead for the region's *Transit Oriented Communities Design Guidelines* and helped develop its 20-year transportation strategy.
- **BART.** Since 2002, Jeff has led nearly $9 million of planning work for BART, including station area plans for a dozen stations, its *Station Area Planning Guidelines*, its *Access Guidelines*, and BART's role in the Bay Area Regional Rail Plan. He led the transportation analysis for the award-winning Pleasant Hill BART Station Area Plan and Form-Based Code, the first phase of which was built in 2010. He has implemented BART's unique Parking Replacement Methodology at five stations, calculating the ridership and revenue implications of varying levels of replacement parking and joint development, noting when the BART system and its riders benefited from a reduction in parking. He is currently developing a new vision for BART for the next 40 years, focusing on "inward" expansion to accommodate the Bay Area's regional growth vision.

PREVIOUS EXPERIENCE

Stanford University Office of Transportation Programs
Program Manager, 1996–1997; Program Coordinator, 1994–1995; Special Projects Coordinator, 1992–1994

SELECTED LECTURES AND PUBLICATIONS

- *Sustainable Transportation Planning*, Wiley, 2012.
- *Transit Oriented Communities Guidelines*, TransLink, Vancouver Canada.
- *Urban Street Design Guidelines*, Abu Dhabi Urban Planning Council.
- *Transit Oriented Development Guidelines*, BART. Co-author.
- *Station Access Guidelines*, BART. Co-author.
- "Making Transit Oriented Development Work," Planning, May 2003. Co-author.
- Parking Alternatives Handbook, US EPA Smart Growth Office, April 2004. Co-author.
- Regular lectures on aspects of sustainable transportation planning, Rail~Volution, New Partners for Smart Growth, Congress for the New Urbanism, American Planning Association National Conference, Planners' Training Service, Urban Land Institute, National Mayors Institute, UC Berkeley, Stanford, Simon Fraser University, Moscow Graduate School of Economics, 2000-2012.

SELECTED AWARDS

- 2013 APA National Planning Award for Seattle Central Waterfront Urban Design and Framework Plan. Prime: James Corner Field Operations.
- 2012 Government of Moscow International Design Competition award for design of new Federal District for the Russian Federation. Prime: Urban Design Associates.
- 2012 California APA Distinguished Leadership Award for Santa Monica Bike Action Plan.
- 2011 Congress for the New Urbanism Charter Award and California APA Best Practices Award for San Francisco Better Streets Manual. Prime: CD+A.
- 2010 California APA and Southern California Association of Governments Awards for Santa Monica Land Use and Circulation Element update.
- 2009 International Society of City and Regional Planners Award for Excellence (Best Regional Plan), Abu Dhabi Urban Planning Council, Al Ain 2030 Framework Plan. Prime: Larry Beasley.
- 2008 Driehaus Form-Based Codes Award for the City of Benicia Downtown Master Plan. Prime: Opticos.
- 2006 APA Northern California Section Honorable Mention, Castro Valley Redevelopment Strategic Plan. Prime: WRT
- 2005 Washington State APA Award for Excellence in Planning, Seattle South Lake Union Parking Study
- 2004 American Institute of Architects Honor Award for Outstanding Regional and Urban Design for "Getting it Right: Preventing Sprawl in Coyote Valley." Client: Greenbelt Alliance; prime: WRT/Solomon ETC.
- 2003 General Services Administration Achievement Award for Real Property Innovation, NASA Research Park

Paul Moore

Principal



Paul Moore is involved in the oversight and management of major urban design, land use and transportation planning and engineering projects. He has nearly 30 years of experience in developing major transportation and transit planning projects, small area planning and redevelopment studies, traffic engineering and design manuals and studies, and livable transportation solutions.

EDUCATION

B.S, Civil Engineering, Georgia Institute of Technology, 1989

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Principal, 2012–Present

Citywide and Regional Plans

- **Transportation Demand Management Program, (West Hollywood, CA) 2018.** Working with community stakeholders to update the city's TDM policies and ordinance.
- **710 Corridor Community Mobility, (Pasadena, CA) 2015.** Led the development of an community-focused alternative to the long-proposed extension of the 710 Freeway. The freeway project was eventually cancelled and Mr. Moore is assisting the local communities in reprogramming previously allocated funding.
- **Eastside Community Transportation Framework Plan, (South Pasadena, CA) 2017.** Led the development of high level recommendations for multi-modal projects that could improve quality of life in the subregion.
- **Atlanta Comprehensive Transportation Plan Update, (Atlanta, GA) 2017.** Project Manager for a comprehensive, long-range transportation plan for the City of Atlanta. This plan is an update of the first-ever comprehensive transportation plan that Paul led in 2008.
- **Connect Columbus Transportation Plan, (Columbus, OH) 2016.** Project Manager for a comprehensive, multi-modal transportation plan including updates to the street and access management standards.
- **30 Crossing Project, (Little Rock, AR) 2018.** Representing the City of Little Rock in work sessions and negotiations with the Arkansas Department of Transportation to guide the design of a freeway replacement and spur ramp removal in downtown.
- **MOVEPGH, (Pittsburgh, PA) 2012.** Project Manager of a citywide transportation plan for Pittsburgh. This plan addressed the challenge of an established city with aging infrastructure and substantial funding challenges. The plans also include development of the street design guideline and a world-class bicycle plan.
- **Downtown Parking and Circulation, (Breckinridge, CO) 2017.** Led a plan to better manage parking and congestion in this busy ski resort town.
- **Multimodal Transportation Plan, (Madison, WI) 2017.** Project Manager for a citywide transportation plan considering improved transit, better parking management and building on the Platinum bike system.
- **Multimodal Transportation Plan, (Louisville, KY) 2016.** Project Manager for a strategic multimodal transportation plan to address the current and future transportation needs within Louisville Metro.

- **City of Johns Creek Comprehensive Plan (Johns Creek, GA), 2016.** Served as project manager, coordinating tasks and deliverables for prime consultant. Responsible for presenting at the community education system on the value of planning for active travel modes, and providing basic concept sketches for vehicle and active mode connectivity from village nodes to town centers.
- **Link Spokane, (Spokane, WA) 2018.** Project Manager for an update to the transportation chapter of the City's comprehensive plan. The effort included updating of the City's traffic impact and concurrency standards and development of new complete street design standards.
- **Pearland/Brazoria Area Plan, (Houston, TX) 2012.** Project Manager for a transportation/land use plan for this large study area in suburban/exurban Houston.

Campus and District Plans

- **Mariner's Mile Corridor Plan, (Newport Beach, CA) 2014.** Transportation planner for a multi-modal team tasked with suggesting a more livable, walkable design for this stretch of the Pacific Coast Highway.
- **Central Avenue Station Planning, (Albuquerque, NM) 2017.** Led the transportation team in the development of plans around the transit stations of this under-construction BRT corridor.
- **Innovation Square, (Gainesville, FL) 2013.** Led a parking and transportation analysis of this redevelopment that will bridge the gap between downtown Gainesville and the University of Florida.
- **Innovate ABQ, (Albuquerque, NM) 2013.** Transportation lead for an innovation district at the edge of the University of New Mexico. This work included planning for a future Bus Rapid Transit connection.
- **Currie Barracks, (Calgary, AB) 2013.** Developing transportation solutions for a large mixed-use development of a former army barracks in the City of Calgary. The work ranges from assessing multi-modal infrastructure needs and opportunities to right-sizing the parking burden for the development.

Complete Street Design

- **Pasadena Form-Based Streets Manual, (Pasadena, CA) 2017.** Project Manager for these design guidelines intended to assure that all city departments are coordinated with regard to transportation and land use design consistency.
- **Pomona Corridor Specific Plans, (Pomona, CA) 2013**. Transportation Lead for these plans for three corridor land use/transportation plans. Recommendations for vehicle, bicycle, parking and greenspace elements were included.
- **South Central Avenue Plan, (Los Angeles, CA) 2014.** Project Manager for an evaluation of one of Los Angeles' "Great Streets" corridors.
- **Complete Streets Master Plan, (Ojai, CA) 2014.** Project Manager for development of a complete streets implementation plan and bike and pedestrian plan for this small city.
- **ITE/CNU Walkable Thoroughfares Manual - 2017.** Project manager for the development of this manual of street design guidance.
- **Smart Growth America Workshops - 2018 –** Technical leader, presenter and facilitator for a series of workshops for practitioners including state departments of transportation, metropolitan planning organizations and local governments.
- **NACTO Urban Street Design Guide - 2012.** Provided technical review of this nationally-recognized design resource.

Lauren Mattern

Principal



Lauren Mattern brings over nine years of city and transportation planning experience, with a focus on parking, transportation demand management, multimodal planning, and emerging mobility. She has unique expertise with data-driven decision-making, agile project management, designing for user experience, and public sector communications strategies. Before joining Nelson\Nygaard, Lauren served as Manager of Parking Policy and Technology at the San Francisco Municipal Transportation Agency, where she oversaw the innovative SF*park* program and related parking policy efforts. She led pricing policy projects using new technology and coordinating with a variety of technical experts and public officials. Lauren connects transportation projects with broader city goals, such as public health, leading both technical projects and conceptual policy development. Her rich municipal experience implementing technically challenging projects allows her to build projects that are both forward-thinking and highly implementable.

EDUCATION

Master of City & Regional Planning, University of Pennsylvania, Philadelphia, PA, 2008
B.A., Political Science, Drake University, Des Moines, IA, 2006

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Principal, February 2017 – Present
Senior Associate, November 2015 – February 2017

Multimodal Plans

- **City of Oxnard Congress for New Urbanism Charrette, (Oxnard, CA), 2016.** Served as transportation expert in a five-day charrette that engaged community, developer, and city leadership and staff stakeholders, illustrating the interaction between vibrant downtowns and progressive parking policies, and providing implementation-ready next steps.
- **Santa Rosa SMART Station Access, (Santa Rosa, CA), 2016.** Nelson\Nygaard was hired to help the City prepare for the opening of a new transit station of a brand new transit system. While the new station is located adjacent to a historic transit depot, the uses and priorities have long since evolved, and the area needed to be rearranged to accommodate essential transit linkages, bringing local buses, paratransit service, TNC and taxi zones, and a kiss-and-ride area near the station entrance, while supporting bicycle and pedestrian linkages. As Project Manager, Lauren guided a charrette process to come up with a Day One plan that could be swiftly implemented to meet an imminent system opening date, using temporary materials to deploy, test, and measure a station access design.
- **City of Madison Multimodal Transportation Plan, (Madison, WI), 2015-2017.** Lauren oversaw production of Madison's long-range transportation plan document, synthesizing two years of analysis, developing policy recommendations, and adding review and direction to the impact of emerging mobility trends on the future of the transportation system. This Madison in Motion plan will guide future transportation decisions in Madison, to make Madison a more walkable, bikeable, and transit-oriented city.
- **City of Des Moines Walkability Study (Des Moines, IA), 2016-present.** Lauren serves as project planner on this ambitious project that is studying one-way to two-way street conversions, improving key bicycle connections, and recommending pedestrian enhancements, using transportation infrastructure to improve the vibrancy of the Downtown Des Moines area.

- **City of Breckenridge Transportation Planning, (Breckenridge, CO), 2015-2016.** Lauren provided case study and exemplar research as the project team seeks to understand how other resort cities have dealt with increasing traffic, affordability, resort growth pressures, transit needs, and pedestrian connections.

Parking & Demand Management Plans

- **Los Angeles Accessible Parking Facilitation, (Los Angeles, CA), 2016-2017.** Accessible parking placards have been a challenging issue for many cities and states. Lauren served as Deputy Project Manager and Moderator in bringing together a committee in LA comprised of disability advocates and transportation experts to spend 9 months developing a holistic suite of policy recommendations, resolving deadlock on this hot button issue.
- **Santa Monica Downtown Parking Study, (Santa Monica, CA), 2016.** Serving as Project Manager, Lauren led a parking study for downtown Santa Monica, to provide updated analysis for their parking program implemented in 2006 and plan for development of a new multi-story theater on the site of an existing parking structure.
- **Placentia OCTA Metrolink Station Parking Management Study, (Placentia, CA), 2016-Ongoing.** Nelson\Nygaard was hired by the City of Placentia to develop a comprehensive parking plan for a proposed parking structure in association with the design and construction of a new Metrolink commuter rail station planned to serve the City's Old Town Santa Fe District. As Project Manager, has a led a team on developing a review of existing conditions, a best practices assessment of local precedents and transit-supportive parking policies, an analysis of future parking demand, and development of management strategies for the parking structure and station area.
- **Santa Rosa Progressive Pricing, (Santa Rosa, CA), 2016-2017**. Serving as Project Manager, Lauren led a multi-part parking project for the City of Santa Rosa: development of a citywide progressive parking pricing strategy, a neighborhood parking plan for the Railroad Square neighborhood, and a station access design for a newly establishes transit hub on a new transit system line. The goal of the project was to size up current and future mobility demand, and design a parking system and station access plan that maximized multimodal opportunity and focused on making the most of the existing transportation system before building new parking supply.
- **Truckee Railyards, (Truckee, CA), 2016.** Lauren served as Project Manager in the development of parking and traffic strategies for a mixed-use downtown expansion. Issues include creating shared parking policies among diverse tenants, determining parking ratios, and recommending a parking management system.
- **New Haven Five Year Parking Reform Plan, (New Haven, CT), 2017**. New Haven's parking portfolio is changing, as redevelopment occurs and emerging mobility and demographic trends begin to call into question the future profitability and operability of the system. Lauren helped develop a parking strategy to implement demand responsive pricing and manage the transition to a future where parking demand and revenue are less stable.
- **Denver Demand Responsive Pricing Strategy, (Denver, CO), 2017-present**. Serving as Project Manager, Lauren is providing technical and strategic assistance to the City of Denver to developing a plan to implement, operate, and communicate about demand responsive parking pricing for the city's on-street metered parking supply. This effort leverages best practices in parking pricing policy and operations from case studies around the country to develop an implementable demand-responsive pricing program tailored to Denver's needs.

PREVIOUS EXPERIENCE

San Francisco Municipal Transportation Authority, San Francisco, CA
Manager of Parking Policy and Technology, 2014–2015; Principal Analyst, 2011-2014; Analyst, 2009-2011)

Metropolitan Planning Group, Mountain View, CA
City Planner, 2008–2009

Meg Merritt

Principal



Meg has more than twelve years of experience in managing major projects that bring transit and mobility technology to communities. She sparks creative collaboration to imagine what's possible when it comes to getting around auto-dominated cities without a car. Her approach is both to strengthen existing transit networks and to augment the ground-level infrastructure with digital solutions.

Meg began her career in transit and land planning and more recently, spent time in the technology startup Ridescout/moovel where she managed the multimodal mobile experience for private mobility companies and transit authorities. Her expertise in traditional transit planning and cutting edge mobility technology makes her a skillful navigator into the future of transportation.

EDUCATION

M.C.P., Transportation, University of Pennsylvania, PA
B.A., University of Texas, Austin, TX

EXPERIENCE

Nelson\Nygaard Consulting Associates Inc.
Principal, 2017–Present

- **Mobility Hub Identification Planning Initiative, Capital Metropolitan Transportation Authority (Austin, TX) 2017.** Meg is project manager for a Mobility Hub identification exercise within a long-range planning initiative known as Project Connect. Her team is responsible for rolling out a Mobility Hub framework and capital cost estimate as part of a planned 2020 bond package.
- **Circulator Network Planning, Capital Metropolitan Transportation Authority (Austin, TX) 2017.** Meg is leading the network plan for Downtown Austin as part of a planned 2020 multi-billion dollar bond measure. The plan includes the provision of high-capacity transit in dedicated R.O.W.
- **Shared Mobility Program, Oregon Health and Sciences University (Portland, OR) 2017.** Meg is currently leading an effort to launch an employee and patient rideshare program with Lyft and Scoop at OHSU. The Nelson\Nygaard team is working directly with OHSU's Transportation and Parking Department to reduce the near-term demand on parking facilities as one part of larger transportation demand management goals.
- **Mobile Ticketing Marketplace, Confidential Mobility Client (Silicon Valley, CA) 2017.** Meg is working with a private-sector mobility company to provide insights on city data management and the mobile ticketing marketplace. Her work will help the company explore new technology options that fit with traditional transportation planning.
- **San Francisco County Transit Authority District 10 Mobility-as-a-Service (MaaS) Pilot (San Francisco, CA) 2017.** Meg is working with a cross-functional team of transportation demand management practitioners to identify emerging non-infrastructure "MaaS," incentives/pricing, or expanded trip cap solutions to help reduce the existing and projected area-wide VMT increases from new development in Southern San Francisco (District 10).
- **Mountain Metro Transit Fare Study (Colorado Springs, CA) 2017.** Nelson\Nygaard is doing a full fare analysis of Colorado Spring's transit authority to include recommendations for digital fare options. Meg is working with vendors and MMT staff to identify a cost effective solution for short-term and long-term roll-out.
- **North State Express Intercity Bus Route, Shasta Regional Transportation Association (Northern California Counties, CA) 2017.** NS Express is envisioned to connect Shasta County to the City of Sacramento along I-5 as the backbone and connect most of northern California's counties to the backbone through feeder buses. Meg is leading the effort to identify digital fare integration opportunities for the service.

moovel North America (formerly RideScout + Globesherpa), Austin, TX
Director, Business Operations, 2016–2017

- Managed a cross-functional team to launch Portland TriMet's first native mobile ticketing application that allows users to connect with first mile/last mile ride options directly within the app for a now fully adopted pilot. Partners include Lyft, car2go, Zipcar, and Nike's BikeTown app; the New York Times covered the pilot in a feature on transit trip planning
- Led a team the product integration of mobility service providers (car share, bike share, rideshare, etc.) into RideScout version 2.0
- Developed a contactless mobile ticketing business plan which led to a $1.2 M budget allocation
- Led local and national projects including a downtown Austin circulator pilot (RideScout Route), Mobility Austin, and Mobility Houston partnerships
- Met with local city council members and DOT staff to pilot new features of the app

UT Austin School of Architecture, Austin, TX
Professor of Practice, 2014–2016

- Transportation Policy, Hill Country Studio, and TOD classes

Deloitte Consulting, Austin, TX and Washington, D.C.
Senior Consultant, 2011–2013

- U.S. Department of Transportation: FRA High Speed Intercity Passenger Rail Program: Led a team of five practitioners to develop and deploy a post-award grants management tool to manage $10B grant portfolio; client team still actively using it today; Responsible for building consensus among FRA division chiefs to standardize project structure between state, county, and municipal jurisdictions
- Texas Health and Human Services: Responsible for implementing new IT governance structure in collaboration with HHSC leadership

Capital Metropolitan Planning Authority, Austin, TX
TOD Planner, 2007–2009

- Worked with developers and designers to execute TOD project development and delivery
- Collaborated with CMTA attorneys on joint development agreements and ROW acquisition
- Coordinated project management activities for bicycle planning, Rails with Trails, car2go rail station strategy, and GIS mapping

AECOM (formerly Economics Research Associates) | New York, NY
Analyst, 2005–2006

- Examined site options and best practices for mixed-use bus storage for the Port Authority of NY and NJ
- Classified different zoning scenarios for the Penn Station relocation

Zachary Zabel

Associate



Zachary Zabel specializes in parking policy, transit service planning, and Transportation Demand Management (TDM) programs. Zachary has experience working on local and regional transportation projects throughout the United States and has developed extensive design guidelines for new town developments in China. Of particular interest to Zachary is the intersect between parking, transportation, and land use in the context of livability and economic vitality. At Nelson\Nygaard he has developed parking policy and management plans to enhance the economic success of business districts and improve neighborhood quality of life in cities including Beverly Hills, Oakland, and Santa Rosa, California. His experience with parking demand and circulation analysis ranges from improving operations at airports hotels, national parks, and zoos to assisting on traffic impact studies, access, and TDM plans for private development projects from Minnesota to New Mexico.

EDUCATION

Master of Urban Planning and Regional Planning, University of California, Los Angeles, 2013
B.A., Geography, Pennsylvania State University, 2011

Nelson\Nygaard Consulting Associates, Inc.
Associate, March 2014-Present

Parking and Transportation Demand Management

- **West Hollywood TDM and Traffic Impact Fee (West Hollywood, CA) 2017.** Nelson\Nygaard was hired to assist with updating the City's TDM ordinance and programs. Zachary assisted in developing best practices and the creation of a briefing book that visually explained TDM issues and opportunities based on travel patterns, existing and planned multimodal projects, and the future development pipeline.
- **Atlanta Comprehensive Transportation Plan Update, City of Atlanta (Atlanta, GA) 2016-2017.** Nelson\Nygaard was hired to develop a comprehensive long-range transportation plan for the City of Atlanta in order to accommodate future job and population growth. The project developed an innovative capacity model to determine the city's mode share goals, along with project evaluation and a short-term strategic action agenda for implementation.
- **Anaheim Spillover Parking Policy (Anaheim, CA) 2017.** Nelson\Nygaard was hired by the City of Anaheim to provide a policy, procedure, and implementation update of its residential parking permit program. As Deputy Project Manager, Zachary lead a review of RPP best practices, reviewed existing procedures, assisted City staff at stakeholder meetings, and provided recommendations for program optimization and shared parking alternatives.
- **Beverly Hills In-Lieu Parking Study (Beverly Hills, CA) 2014**. Zachary worked on an analysis of potential expansion corridors for the City's existing in-lieu fee parking program, by assessing parking demand ratios, built ratios, code comparisons, and development feasibility based on comparable communities, feasible FAR, and minimum parking requirements.
- **East Palo Alto General Plan Update, City of East Palo Alto (East Palo Alto, CA) 2016**. Zachary assisted Nelson\Nygaard's efforts on the traffic impact portion and environmental impact report for the update to the East Palo Alto General Plan. His work included analyses of existing conditions and future growth with respect to East Palo Alto's zoning changes and transportation improvement projects.
- **San Mateo County Princeton Plan Update (San Mateo County, CA) 2013-2015.** As part of a multi-firm team, Nelson\Nygaard was hired to draft the circulation and parking components of the Princeton Plan Update, a study conducted by San Mateo County to update the land use plan for the area west of Highway 1 between Pillar Point Harbor and Moss Beach.

Rogelio Pardo

Associate



Rogelio has over five years of experience in transportation planning in the non-profit, public, and private sectors. Working in the Los Angeles area, he has a background focused on multimodal transportation planning and active transportation efforts. Rogelio combines skills in data analysis and GIS with stakeholder and community outreach experience to address projects in a holistic and equitable manner. He is a native Spanish speaker and has conducted provided translation services for outreach materials and bilingual support for community outreach efforts.

EDUCATION

Master of Planning, University of Southern California, Los Angeles, CA, 2015
B.S., Environmental Science, University of California, Los Angeles, CA, 2012

LANGUAGES

Spanish (fluent)

EXPERIENCE

Nelson\Nygaard Consulting Associates, Inc.
Associate, 2015–Present; Intern, 2015

Streets and Cities

- **Culver CityBus Line-by-Line and Comprehensive Operations Analysis, City of Culver City (Culver City, CA) 2015–2016.** Assisted in analysis of ridership survey data and demographic data, developed maps to show trends in demographics and passenger trips, and drafted text for deliverables. Additionally developed a methodology for analyzing the propensity for transit within the study area based on key demographic factors, which was the focus of an equity analysis conducted as part of this project.
- **2017 Strategic Plan, Los Angeles Department of Transportation (Los Angeles, CA) 2017.** The Strategic Plan incorporates newly adopted City Policies and how LADOT can play a role in shaping evolving transportation technologies in the region. Rogelio supported staff engagement through working group meetings and survey efforts in order to inform the development of goals and strategies in the Plan.
- **Los Angeles Vision Zero Outreach, Los Angeles Department of Transportation (Los Angeles, CA) 2017.** Nelson\Nygaard is collaborating with multiple consultants to help LADOT inform communities of their immediate goals to reduce collisions by 20% through the implementation of 40 Vision Zero corridor projects.
- **Glendale Downtown Mobility Snapshot, City of Glendale (Glendale, CA) 2016–2017**. Nelson\Nygaard worked with the City of Glendale to review data trends relating to all modes of transportation in Downtown Glendale over the past decade in order to understand how adopted land use and transportation policies from the 2006 Downtown Specific Plan have changed the way that people access and circulate in downtown Glendale.
- **Pasadena Form-Based Street Design Guidelines, City of Pasadena (Pasadena, CA) 2016–2017.** Rogelio provided editing and graphic development support for the Street Design Guide. The project provides guidelines to inform future roadway design in a manner that is sensitive to local community context.
- **West Hollywood TDM and Traffic Management Project, City of West Hollywood (West Hollywood, CA) 2017–2018.** Nelson\Nygaard was hired to assist with updating the City's TDM ordinance and programs. Rogelio has assisted in developing memorandums regarding TDM recommendations, guidance on establishing a Transportation Management Agency (TMA), and a proposed monitoring and reporting strategy to measure the impact of adopted measures.

SHERWOOD
DESIGN ENGINEERS



DREW NORTON
PRINCIPAL

Drew Norton serves as a Principal at Sherwood Design Engineers, San Francisco. Drew has extensive experience designing and managing improvement plans and construction for residential, institutional, private and public projects necessitating lotting, utilities, water management, erosion control, road design, grading, driveway improvements, and drainage. Drew manages several of Sherwood's most collaborative and innovative projects. Drew has deep experience and a track record of expertise in the development of rural mountain homes. His work showcases adroit collaboration with various consultants and fluency in design standards associated with hillside developments.

Drew has worked extensively in the historic Presidio Fort Scott area. He managed a team of designers and collaborated with several groups within the Presidio Trust to develop a comprehensive Green Infrastructure Plan. He is currently working on the last undeveloped area within the Presidio - the Presidio Coastal Trail. He is working with the Trust to determine sustainable solutions for development opportunities in the area. Drew was selected to reach a consensus building between all groups involved while assessing the most practical, sustainability-minded ways to approach stormwater, potable and non-potable water sourcing, energy, ecology and transportation.

He is currently working on a number of public institutions within the State of California, working with the DSA to improve accessibility, and integrating sustainable design features into the projects. Other work experience includes green buildings designs, utility infrastructure, streetscape, earthwork, fine grading and drainage design, integrated stormwater management and feasibility studies. He has a consistent track record of keeping project work on schedule and under budget while developing strong relationships with all the project consultants.

YEARS OF EXPERIENCE
20 years

EDUCATION
California State University, Sacramento
Bachelor of Science in Civil Engineering

PROFESSIONAL REGISTRATION
Engineer in Training
Board of Professional Engineers and Land Surveyors, State of California

PROFESSIONAL AFFILIATIONS
American Society of Civil Engineers, Member

SHERWOOD
DESIGN ENGINEERS



JIMMY GALVEZ, P.E.
PROJECT MANAGER

Jimmy Galvez has a depth of design experience on projects at the institutional / higher-education campus scale, neigbhorhood district-scale, and streetscape city-scale for clients in public and private sectors. He has been responsible for the preparation of plans for land development projects, including site design, relevant calculations and project specifications; he has served as project lead in coordination with government agencies, outside consultants, office team members and contractors; and led the preparation of cost and bond estimates for private improvement projects.

At the institutional level, Jimmy has worked on a number of Sherwood's leading-edge sustainable campus projects including the UC Berkeley Lower Sproul Redevelopment Project in Berkeley, California and Spirit Rock Center in Woodacre, California. In both projects, he completed site grading, relocation of existing utilities, design of new utilities, storm water treatment design, and coordination between civil design and architectural/landscape architectural design.

At the city-scale, Jimmy designs cost-effective and innovative land development plans that drill down into detailed site design. In his role as project manager, he coordinates stakeholders such as government agencies, outside consultants, office team members and contractors. He has also directed cost and bond estimates for private improvement projects.

Jimmy's diverse experience applying technical innovation and solid engineering to projects at all scales result in outcomes that save time and resources and exceed the expectations of stakeholders.

YEARS OF EXPERIENCE

14 years

EDUCATION

California Polytechnic State University
Bachelor of Science in Civil Engineering

PROFESSIONAL REGISTRATION

Registered Professional Engineer
State of California

PROFESSIONAL AFFILIATION

American Society of Civil Engineers, Member
Society of Hispanic Professional Engineers, Houston Chapter President

VERONICA TAM, AICP
PRINCIPAL

Ms. Tam has expertise in the areas of housing policy development and community development planning. She has over 20 years of experience preparing a range of housing and community development plans and studies for jurisdictions throughout California.

EDUCATION

MA, Urban Planning, University of California, Los Angeles

BES, Urban and Regional Planning (Economics Minor), University of Waterloo, Canada

PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners

American Planning Association

AWARDS

2016 APACA
Award of Excellence – Opportunity and Empowerment: 2014-2015 Salinas Housing Initiatives

2016 Northern Section, APACA
Award of Merit – Public Outreach: 2014-2015 Salinas Housing Initiatives

2014 APACA
Award of Merit – Hard Won Victories: 2013-2021 El Cajon Housing Element

2014 San Diego Section, APACA
Comprehensive Planning, Small Jurisdiction: 2013-2021 El Cajon Housing Element

2009 APACA
Award of Merit - Comprehensive Planning, Large Jurisdiction: 2008-2014 Los Angeles County Housing Element

2009 Los Angeles Section, APACA
Comprehensive Planning, Large Jurisdiction: 2008-2014 Los Angeles County Housing Element

2002 Northern Section, APACA
Focused Issues: Contra Costa County Analysis of Impediments to Fair Housing

2001 Northern Section, APACA
Advocacy Planning: East Palo Alto Housing Element

2000 APACA
Outstanding Planning: El Cajon Integrated Housing Element and Consolidated Plan

2000 San Diego Section, APACA
Outstanding Planning: El Cajon Integrated Housing Element and Consolidated Plan

RELATED PROJECT EXPERIENCE

Housing Elements

Alhambra	Escondido	Salinas
Avalon	Glendora	San Clemente
Bell Gardens	Gonzales	San Bernardino
Buena Park	Hawthorne	San Fernando
Burbank	Hercules	San Marcos
Camarillo	Hesperia	San Marino
Carlsbad	Imperial Beach	San Ramon
Chino	La Canada Flintridge	Santa Clara
Corona	Lake Forest	Santee
Coronado	La Mesa	South Gate
Costa Mesa	Lawndale	Seaside
Cupertino	Lomita	Simi Valley
Del Mar	Marina	Tracy
Dublin	Modesto	Vista
El Cajon	Pinole	Walnut
El Centro	Rancho Santa Margarita	West Hollywood
El Segundo	Redondo Beach	Monterey County

Consolidated Plans

Alhambra	La Mesa	Santa Clarita
Apple Valley/Victorville	Long Beach	Simi Valley
Carlsbad	Salinas	Monterey County
El Cajon	San Bernardino	Orange County
Glendora	Santee	Ventura County

Fair Housing Studies

Chino	Palm Springs	San Bernardino
Glendale	Pasadena	Santa Clarita
Lake Forest	Perris	Monterey County
Long Beach	Pomona	San Diego County
Los Angeles	Salinas	Ventura County

Special Studies

- Regional Housing Needs Allocation Assistance for the cities of Arcadia, Lawndale, and Indian Wells
- Marina Affordable Housing Ordinance
- Zoning revisions to comply with SB2, AB 2634, and SB 520 for the cities of Port Hueneme, South Gate, and San Fernando

Veronica Tam and Associates
107 S. Fair Oaks Avenue, Suite 212, Pasadena, CA 91105
P (626) 304-0440 F (626) 304-0005



EDUCATION

Master in Urban and Regional Planning,
University of California Los Angeles

BA Architecture,
University of California, Berkeley

SKILLS

Adobe Creative Suite
Geographic Information Systems
AutoCAD

AWARDS

2016 APACA
Award of Excellence – Opportunity and Empowerment: 2014-2015 Salinas Housing Initiatives

2016 Northern Section, APACA
Award of Merit – Public Outreach: 2014-2015 Salinas Housing Initiatives

2014 APA California
Academic Award of Excellence –
Cultivate Los Angeles

2014 APA Los Angeles
Academic Award of Excellence –
Cultivate Los Angeles

MAYRA NAVARRO
PLANNER

Ms. Navarro joined VTA in 2014. She holds a Masters degree in Urban and Regional Planning from the University of California, Los Angeles and an undergraduate background in Architecture from the University of California, Berkeley.

VERONICA TAM AND ASSOCIATES

As a planner, Ms. Navarro has contributed to the preparation of the following reports:

Housing Element

Marina	San Clemente	Seaside
Redondo Beach	Fresno County	Monterey County

Fair Housing Studies

Long Beach	Salinas	San Diego County
Pomona	San Bernardino	Ventura County

Consolidated Plans and Annual Reports

Alhambra	Delano	San Bernardino
Camarillo	La Mesa	Orange County
Carlsbad	Salinas	Ventura County

PRIOR EXPERIENCE

While working with the Housing Authority of the City of Los Angeles (HACLA), Ms. Navarro worked closely on the Jordan Downs Redevelopment. She contributed in developing and executing programs within the social component of the redevelopment, engaging the community through ongoing outreach, and providing research on best practices in similar low-income housing redevelopments.

While working in the Design and Construction services department, she also contributed to agency-wide ADA upgrades at HACLA project sites, provided project management services during the renovation of the HACLA headquarters, and provided design services for the development of low-income, senior housing.

Walker Wells
AICP | LEED AP | Green Rater

Professional Experience

Executive Director | Vice President of Programs
Green Urbanism Program Director, Global Green USA 1999 - Present

Global Green USA is a national non-profit organization and the US affiliate of Green Cross International (founded by Mikhael Gorbachev) that is focused on developing and implementing projects, programs, and policies that foster and expand urban sustainability. Responsibilities include development of annual work plan and $1,500,000 annual budget, shaping strategic objectives, grant and proposal writing, managing program staff in four offices, coordinating with fundraising, communications, policy, and administrative staff within the organization, and working in partnerships with other environmental, sustainability, housing, transportation, energy, and land use organizationsand agencies.

Technical expertise includes coordinating integrated design processes, facilitating sustainability charrettes for buildings and neighborhoods, conducting training workshops, developing local, state, and federal green building and energy policy recommendations, writing and editing articles and case studies, project management, and presenting and moderating sessions at regional and national housing, community development, solar, green building, and urban planning conferences. Management expertise includes work plan development, staff hiring and performance evaluation, compensation revenues, project assignments, staff development, grant application and management.

Recent significant projects include the following:

§ City of Los Angeles Benchmarking Ordinance – City Energy Project Developed and implemented, in collaboration with the City of Los Angeles Mayors Office, a stakeholder engagement process to shape and refine an ordinance to require energy benchmarking and public reporting for existing buildings in the City of Los Angeles. Facilitated eight stakeholder workshops and presented at multiple meetings with various advocates and industry organizations. Worked closely with City staff to prepare the draft ordinance and structure the decision-maker education and formal program adoption process.

§ Los Angeles County Metropolitan Transportation Authority Strategic Advisor Serving and as an advisor to Metro in implementing a grant from the State of California Strategic Growth Council. The grant includes the development of model policies related to the promotion of transit supportive development within the 88 cities in Los Angeles County. The grant also supports the development of a Countywide framework for climate action by the Los Angeles Collaborative for Climate Action (LARC). Global Green is providing guidance to both Metro and LARC in order to foster alignment and synergy between the efforts, while meeting the requirements of the grant. This includes assistance in preparing the Request for Proposals, serving on the evaluation panel, and collaborating with LARC to ensure that transportation options, including active transportation, is included in the regional framework.

§ LEED for Neighborhood Development Technical Assistance. Leading a five-year $790,000 grant from the US EPA Office of Sustainable Communities to provide Sustainable Neighborhood Assessments to eight communities annually. The Assessments are based on the LEED for Neighborhood Development standard and combine technical analysis, stakeholder engagement, recommendation development, and preparation of a summary report that identifies options for energy and water savings, increasing active and public transportation options to reduce greenhouse gas emissions, and promoting efficient land use practices. Communities include several impacted by Hurricane Sandy with an emphasis on addressing adaptation and increasing resiliency. Oversaw the certification effort for the Sunnydale public housing development in San Francisco and Jordan Downs public housing development in Los Angeles. The effort includes an initial evaluation, coordination with the developer, master plan team, and relevant city agencies to identify and confirm feasible options for addressing LEED ND prerequisites and credits, and coordinating and submitting certification docu mentation.

§ UC San Francisco Sustainability Assessment and Organizational Structure Analysis. Worked as part of a multi-displinary team to conduct a sustainability assessment of the primary medical school and teaching hospital in University of Califonia system. Completed a congruence model analysis of the UCSF organizational structure as it related to implmenting the UC Office of the President sustainability goals. Developed structure and format for the stakeholder engagement process that included focused meetings with department heads and two day-long interactive priority setting workshops. The analysis and stakeholder input were incorporated into the UCSF Sustainability Action Plan approved by the Chancellors Committee on Sustainability in 2011.

Walker Wells
AICP | LEED AP | Green Rater

Professional Experience

§ Net Zero Affordable Housing
Managed a four-year $525,000 grant with the California Energy Commission to support the design and implementation of two multi-family affordable housing projects to able to meet all the annual electricity needs through on-site generation. The project includes coordination with technical experts in energy efficiency and photovoltaic design, developing financial models, and creating outreach and education resources including case studies and short films, to enable broader implementation of the net zero model statewide.

§ City of Los Angeles Green Building Program
Coordinated with the Planning Department, Mayors Office, several City Council offices, Department of Building and Safety, and Department of Water and Power to develop and assist in adoption of the City's landmark green building ordinance. The project included facilitating eight focus group meetings with building industry stakeholders, presenting at two public workshops, and providing technical support to City staff at Planning Commission and City Council meetings.

Associate Planner, City of Santa Monica, California 1998-1999
Project manager for a major update to the City's Conservation Element that represented the first use of the Swedish "Natural Step" system by a US municipality. Coordinated extensively with Environmental Programs staff on Sustainable City Program issues. Member of staff committee that oversaw development of the City's Green Building Guidelines.

Senior Urban Designer, Gruen Associates, Los Angeles 1993-1998
Developed urban design proposals, prepared environmental analysis, coordinated public outreach efforts, and oversaw project schedules and budgets. Key projects include the national award-winning Glendale Boulevard Corridor study, Santa Monica Boulevard Transit Parkway "Sustainable Street" Urban Design plan, the East-West San Fernando Valley Metro Rail EIS/EIR, and the Hollywood Park NFL Stadium Environmental Impact Report.

Urban Planner, City of Malmo, Sweden 1990-1991
Responsible for developing land use, transportation, rail station, and urban design concept plans for the 2,000 acre area around the Swedish footing of the Oresund Bridge (completed in 2000). The effort included planning three new districts, each with an estimated population of 50,000, around compact neighborhood centers and rail connections to the city center. Helped develop a regional historic landscape features and natural stormwater drainage patterns.

Academic & Teaching Experience

Pitzer College, Claremont 2015 - Present

Pomona College, Claremont, California 2006 - 2014
Developed and teach a senior-level undergraduate course on Green Urbanism that addresses urbanecology focused analysis, green rating systems, and the design of infrastructure, neighborhoods, and buildings per ecological and sustainability principles.

UCLA, Department of Urban Planning 2008 - Present
Co-teach a graduate-level Green Urbanism course (in conjunction with the Department of Architecture) and a Green Urbanism Studio that focuses on applying sustainable development practices to a site in Los Angeles.

Antioch University Los Angeles 2010 – 2012
Contributed to creation and structure of the Master of Urban Sustainability. Developed the curriculum and co-instructor for the Introduction to Urban Sustainability course, which is the foundation of the newly launched Masters of Urban Sustainability Program

UCLA Extension, Sustainability Certification Program 2009
Instructor for a course on the environmental aspects of sustainability, the first course in the Sustainability Certification Program.

Walker Wells

AICP | LEED AP | Green Rater

Education

Fulbright Fellow, Sustainable Urbanism
Royal Institute of Technology Stockholm, Sweden 2013

Master of City and Regional Planning
California Polytechnic State University, San Luis Obispo, 1993

Bachelor of Arts in Environmental Studies and Sociology (Double Major with Honors)
University of California Santa Barbara 1989

Education Abroad Program
Lund University and Lund Polytechnic School of Architecture, Sweden 1987-88

Extension Program in Landscape Architecture
University of California, Los Angeles 1998-99

Professional Affiliations & Appointments

Pritzker Fellow
UCLA Institute of the Environment 2012

LEED Accredited Professional and Certified Green Rater

American Institute of Certified Planners

STAR Community Index, Chair of Energy and Climate Technical Advisory Committee

State of California Green Building Code Advisory Committee Member 2008-Present
AIA Housing Committee, Advisor

Lectures

Invited Lectures
UC Santa Barbara, Environmental Studies Program 2015

Annenberg Foundation Photo Space, Sink of Swim Series 2015

National Building Museum, Smart Growth Lecture Series 2014

UC Davis Landscape Extension Graduation, Keynote Speaker 2014

US Department of Energy, City Partnership, Los Angeles Keynote 2012

University of Virginia School of Architecture and Urban Planning 2009

Harvey Mudd College, Nelson Lecture Series 2007

Guest Course Lectures
UC Santa Barbara, Environmental Planning 2013

University of Southern California, Housing Graduate Studio 2008-2012

Occidental College Housing Fundamentals Course 2011

Tim Bevins, LEED-ND AP

Environmental Planning + Urban Design

Experience

Global Green USA - Los Angeles, CA — 12.2016 - Present
Green Urbanism Program Senior Associate
Provide urban design and environmental planning services at a variety of scales

University of California - Los Angeles, CA — 01.2015 - 06.2015
Lecturer, Institute of the Environment and Sustainability
Taught senior capstone course on green infrastructure and habitat restoration

Global Green USA - Los Angeles, CA — 10.2013 - 12.2016
Green Urbanism Program Associate
Provide urban design and environmental planning services at a variety of scales

University of Michigan - Ann Arbor, MI — 01.2013 - 05.2013
Graduate Student Instructor, Arch 357 : Sustainable Architecture + Urbanism
Developed lesson plans, taught two classes a week and graded assignments

RNL Design - Los Angeles, CA — 01.2013
Urban Design Extern
Made maps, measured drawings and massing models

National Park Service - DC — 06.2011 - 06.2012
Transportation Scholar, National Capital Region + George Washington Memorial Pkwy.
Created bicycle trail plans and designs using collected data and geodatabases

Urban Studio - Los Angeles, CA — 01.2011
Urban Design Extern
Designed alignment and visioning graphics for Los Angeles Metro Rail extension

University of Virginia - Charlottesville, VA — 10.2010-5.2011
Land Use Planning Intern, Office of the Architect
Assisted in Master Plan update and performed GIS site suitability analysis

Research Assistant, Institute for Environmental Negotiation — 01.2010 - 01.2011
Wrote and edited issue briefs on current environmental issues in Virginia

Teaching Assistant, Introduction to Urban + Environmental Planning — 09.2009 - 12.2009
Graded assignments, tutored students and led travel system analysis trips

Boston Redevelopment Authority - Boston, MA — 05.2010 - 08.2010
Community Planning + Urban Design Intern
Created walking maps for 2011 APA Conference Guide and developed pedestrian signage

Global Green USA, Los Angeles, CA
Green Building Resource Center Coordinator — 02.2009 - 07.2009
Hosted workshops and educated community on green building techniques and design

Green Urbanism Program Aide — 04.2008 - 07.2009
Assisted on LEED-ND projects and orchestrated green urbanism leader's summit

Tim Bevins, LEED-ND AP

Environmental Planning + Urban Design

Education

University of Michigan - Ann Arbor — 05.2013
Master of Urban Design; With Distinction

University of Virginia - Charlottesville — 05.2011
Master of Urban + Environmental Planning

University of California - Los Angeles — 07.2008
Bachelor of Arts, Anthropology | Minor : Urban Planning

Skills

Rhinoceros | AutoCAD | SketchUp | ArcGIS | Illustrator | InDesign | Photoshop | Final Cut Pro
Environmental Mediation Training | LEED Project Management Training | Public Speaking

Lectures

University of California, Los Angeles — 05.2017
Selected Juror | Green Urbanism Studio

University of California, Los Angeles — 11.2016
Sustainable Architecture + Planning | Sustainable Living Program

GreenBuild — 10.2016
Creative Placemaking and Community Engagement in Los Angeles

Municipal Green Building Conference and Expo — 04.2016
Creative Placemaking in Little Tokyo

Housing California — 04.2016
Neighborhood Approaches to Sustainability and Equity

University of California, Los Angeles — 04.2016
Site Planning and Graphic Design | Green Urbanism Studio

University of California, Los Angeles — 02.2016
Sustainable Architecture + Planning | Environmental Science Colloquium

South by Southwest Eco — 10.2015
Ribbon Gardens | Place by Design

Municipal Green Building Conference and Expo — 04.2015
Building a Network of Sustainable Neighborhoods in Los Angeles

University of California, Los Angeles — 04.2015
Site Planning and Graphic Design | Green Urbanism Studio

Soka University — 01.2015
Urban Sustainability in Los Angeles | Environmental Planning and Practice

Otis College of Art and Design — 10.2014
Community Driven Design Approaches for Food Access in Food Deserts | Otis Goes Green

National Academy of Sciences | Transportation Research Board — 01.2012
Improving User Safety Through Data Collection and Analysis on a Mixed Use Trail

Eleni Petrow
Environmental Policy Associate

Education

Occidental College 2010
Bachelors in Molecular Biology

Columbia University 2013
Department of Environmental Health Sciences,
Environmental Health Science Policy
Executive Board member for the Students for Environmental Action 2012

Work Experience

Global Green May 2014 – Present
Environmental Policy Associate

Los Angeles Energy and Water Benchmarking Ordinance
Coordinated the stakeholder outreach process including preparing presentations for stakeholder meetings, updated diagrams and graphics, summarizing meeting notes, posting updates to the project website, and scheduling follow-up meetings with key organizations, agencies, and individuals. Coordinated outreach to decision makers to ensure complete understanding of the proposed ordinance and prepared background documents on specific technical and procedural aspects of the program.

City of Santa Monica Climate Action Plan
Coordinated agendas and facilitation logistics for two community workshops and four technical advisory committee meetings in support of the City's Climate Action Plan. Organized innovative engagement strategies including an interactive art activity to gain input from a more diverse audience on the types of individual climate actions could be taken by Santa Monica residents and the business owners. Prepared the description of greenhouse gas reduction strategies for the building sector and the mobility sector, in support of the targets established by the City and through the stakeholder process.

Energy Upgrade California Outreach Partner
Coordinated all aspects of a local outreach strategy to raise awareness of Energy Upgrade California among various small market and hard to reach communities. Identified suitable community events to participate in and local organizations to coordinate with. Provided all required date and outcomes reporting to the prime outreach contractor, including number of participants at each event, level of interest in participating in Energy Upgrade California. Also suggested groups and events for consideration in future years of the program.

EcoLogic Solutions Jan 2014 – Aug 2016
Independent Regulatory Affairs Consultant
Legislative research and reformatting of all product Material Safety Data sheets to comply with United Nations international regulations for the Global Harmonization system of chemical classification.

Natural Resources Defense Council, (New York, New York) Summer 2012
Climate Change Adaptation Policy Fellow

Harlem Children's Zone May 2012 – Sep 2012
Communications and Health Education Outreach Intern
Online Educational Content Development, Website Management and Reformatting with 'Joomla' CMS Program Support

SKILLS/ADDITIONAL EXPERIENCE

- Proficient in Spanish Language writing and conversation
- Skilled with MS Office (Word, Excel, PowerPoint), Online Database Research, and Copy-editing
- Familiar with ArcGIS (ArcMap 10.1 ; ArcCatalog 10.1) and SAS statistical software
- Proficient in Photoshop and InDesign



ROLE ON THIS PROJECT

Ken will oversee the multi-modal, integrated transportation plan and deployment, including, but not limited to; bicycles, car share, ride share, Transportation Network Companies (ride-hailing), and first mile/last mile options for both people and goods. Ken will work with both government and private industries on new technology implementation, including autonomous and non-autonomous vehicles to reduce the need for personally-owned vehicles and large parking infrastructure in the community.



Ken Montler with President Obama touring the electric bus fleet in the Philippines.

KEN MONTLER

SENIOR VICE PRESIDENT SALES & MARKETING

Ken Montler has over 35 years of executive management experience in the automotive and medical industries. He has worked in executive level in large multi-national companies, including Philips Medical Systems and DaimlerChrysler, as well as board positions and senior operational positions in several successful startups. Ken served as President/COO of Global Electric Motors (“GEM”), driving the company’s growth from a start-up company in 1998 to its becoming the world leader in Low Speed Vehicles (LSV).

Ken is passionate about the role urban speed, connected vehicles could play in addressing some of the most severe problems facing our cities around the Globe. He has worked with cities, developers and communities across the Unites States and the world on transportation solutions. He joined URBAN.SYSTEMS in 2016 with the goal of helping to create vibrant cities that utilize connected, managed, and sustainable autonomous and non-autonomous city vehicles. Mr. Montler also serves as Chairman of the Board of Mobility Cubed, Inc. a designer and manufacturer of urban speed electric vehicles.

MASTER DEVELOPER EXPERTESE

Ken’s background for urban speed vehicles includes providing fleets of vehicles for Master Planned communities, military bases, universities, industrial parks, resorts rental companies and cities. He has worked with several master developers, especially those geared to New Urbanism and Smarth Growth communities, to provide transportation solutions. A few of those developments include Celebration, the City designed by Disney, Playa Vista in Los Angeles, Otay Ranch in San Diego, Ginn Development in Florida, and Pulte Homes in Arizona.

INFRASTRUCTURE PARTNERSHIPS

In 2014, Ken led a team in the U.S. and Philippines that launched a fleet of 30, 16-passenger electric urban speed buses. He worked directly with the Secretary of Transportation in the Philippines, local unions and drivers, city and federal transportation departments and regulatory agencies. In 2017, in his work with URBAN.SYSTEMS and Mobility Cubed, Ken worked alongside Yau Lee Construction, one the largest developers in Hong Kong, to launch the first autonomous 16-passenger vehicle in the Hong Kong Science Park.

New transportation and technologies have provided Ken and his companies the opportunity to work with city planners, regulators, utility companies, local unions, and local businesses to execute unique transportation plans that utilize urban speed vehicles. While at GEM, Ken worked with the U.S. Government and the National Highway Safety and Traffic Administration (NHTSA) to establish the first urban speed vehicle laws (LSV500).

URBAN.SYSTEMS



WILFRED PINFOLD

CEO

Dr Pinfold has a passion for emerging technologies that are enabled by leading-edge research in computational and data science, giving him the ability to contribute to major advancements across a wide range of industries, including healthcare, environment, engineering, energy, packaged goods, and the entertainment industry.

His background includes experience delivering advanced computing platforms from small embedded technologies to large data centers and combining them into Cyber Physical Systems. In a 23-year career at Intel he built experience in engineering, research, strategy, business planning, account management, and marketing. He has held academic positions in schools of engineering and business in both the US and UK, has authored numerous technical reports and papers and participated in project and thesis reviews up to and including PhD.

He is a qualified Naval Architect and Structural Engineer , the Portland Mayor's representative on the Technology Oversight Committee (TOC), a respected and highly sought-after spokesperson and contributor to the in the Smart City community.

Stanford University
Graduate School of Business
Field Of StudyExecutive Program
1999 – 1999

University of Strathclyde
Naval Architecture
(Computational Fluid Dynamics)
1982 – 1985

University of Strathclyde
BSc (Hons)
Naval Architecture
1974 – 1978

URBAN.SYSTEMS

RALLY

KEY STAFF



HILLARY MOGLEN

Principal

Hillary Moglen provides high-level strategy and communications guidance across an array of accounts. With a robust background in policy and law, Hillary is adept at simplifying complex advocacy challenges and transforming them into actionable, results-focused campaigns.

Hillary is particularly proud of recent campaigns around environmental issues with Earthjustice and the Natural Resources Defense Council; social justice with Community Coalition; and civil rights, where Hillary co-led the communications campaign to help free wrongly-detained DACA (Deferred Action for Childhood Arrivals) beneficiary Daniel Ramirez Medina.



SOMMER YESENOFSKI

Account Executive

At RALLY, Sommer Yesenofski advances environmental justice through messaging development, digital strategy and media relations. Sommer manages a strategic communications campaign for the Schmidt Family Foundation's 11th Hour Project to empower communities living near fossil fuel infrastructure to become catalysts for sustainable change. Sommer also provides event planning and media relations to Earthjustice, shifting the narrative around California's climate leadership and push policymakers to commit to zero-emissions energy and transportation.



ANNIE KIM

Account Executive

As a part of the RALLY team, Annie is working on Destination Crenshaw, a 1.1-mile long public art experience that will flank the new Crenshaw/LAX line that will celebrate the contributions of the Black Los Angeles community.

Annie has also helped develop the messaging and strategy for Vision Zero, an initiative that aims to eliminate traffic fatalities in Los Angeles by 2025 and worked with the Los Angeles Department of Transportation to engage the Mar Vista community on bike lane additions and changes to Venice Boulevard.

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5A. Questions & Response to Scope of Services:

Project Understanding & Approach

Project Understanding

Overview

City Culver City is embarking on an exciting process – an update to the City's General Plan. The moment for this update is opportune, and the impetus for this update is broad – coalescing around a clear vision and shared values both at a citywide and individual neighborhood level; guiding future land use patterns with an eye towards key opportunity sites; managing changes in the socio-economic composition and diversity of the City's population; supporting and attracting arts and creative industries; and addressing recent state-level guidance and regulation related to critical topics such as climate, complete streets, equity, and housing. The General Plan will provide clear guidance for the future growth of the City, while continuing to promote Culver City as a lively and innovative place that provides a great quality of life for its residents.

Culver City occupies a highly desirable location in the Los Angeles region in close proximity to all that Los Angeles has to offer – beaches, arts and culture, natural beauty, studios, LAX and nearby cities and neighborhoods of Santa Monica, Beverly Hills, West Hollywood, Hollywood and Downtown Los Angeles. The city is connected to the region via I-405, I-10, and the Metro Expo Line providing easy access to these areas and more within a short drive or train ride.

Despite its comparatively small size, Culver City has a significant footprint in the region's economic and cultural landscape boasting a strong economic base with strengths in creative technology, media production and biotech. The City is also a regional destination well known for Downtown, Helm's District, and Hayden Tract, its small-town atmosphere, and its attractive residential neighborhoods. Nonetheless, while L.A. County's population rapidly expanded between 1980 and 2010, Culver City's population growth was essentially flat. Thus, the City's residential building stock has seen a relatively modest amount of physical growth and change in its recent past – but changes to the City will accelerate as regional growth pressures continue. Unfortunately, it appears that the secret about the desirability of the City is now out; the downside of the City's popularity and regional location is rearing its ugly head – skyrocketing housing prices, traffic congestion, development pressure, and rising commercial rents are creating challenges for the quality of life for existing residents and creating barriers to entry for potential new residents who can build on the diverse and creative nature of the City.

It is in this context, that the essential process of updating the General Plan will provide the opportunity to comprehensively explore, discuss, and shape future of Culver City. Some residents and stakeholders will remember the 1996 General Plan process, but for many, including City staff, this will be a first. Working side-by-side with you, we will have the opportunity to explore topics holistically – for example, instead of discussing the impacts of vehicles in the context of a single project, we will have the opportunity to discuss the place of cars in the overall context of the public realm, economic goals, equity, and the environment. In short, the General Plan update process will well-equip the City and the community for the many forward-looking decisions that will follow this process.

Key Issues and Opportunities

The General Plan provides a tremendous opportunity to proactively shape the future of the City, to build on the great parts of the community, and work to address existing and future challenges. The following are some of the primary issues and opportunities that the General Plan must address.

- Preserve Small-Town Character while Accommodating Development. Culver City is well known for its small-town character and charm and the quality of life cherished by residents. A key part of preserving this character will be to understanding together with residents and stakeholders what makes this unique small-town character in Culver City's. With this foundation, we can develop policies that preserve the small-town feel even as development occurs within and around the City.

- Determine Amounts, Locations, and Type of Growth. One of the biggest questions that must be addressed in the General Plan process is to come to a citywide agreement on growth and development – how much, where, and what uses. There is clearly a tension between an evolving Culver City and a desire to keep the city's character and charm. The question of development will play out in many facets of the planning process from the land use alternatives to traffic congestion to jobs to gentrification and neighborhood stability. Indeed, while the City is completely built out, there are opportunities for significant infill development in Downtown, along the Sepulveda/Jefferson corridor, near the Expo station and along other commercial corridors in the City. A large percentage of the engagement process will be related to the very basic question of how much new development should be allowed in the City. Answering this question within the larger conversation about the City's future will be central to the General Plan update process.

- Continue to Revitalize the Downtown. Thanks to a series of revitalization efforts in the late 1990's and early 2000's and the influx of arts and dining uses, the City's Downtown has rightfully earned its reputation as "a pedestrian-friendly destination with upscale restaurants, gastropubs and a thriving art scene." Expanding the diversity of uses, the cultural amenities, and the quality of the pedestrian experience are key aspects of the General Plan update.

- Capitalize on the Expo Line and TOD Opportunities. Since the last General Plan update, the Expo Line opened, establishing easy transit connectivity to the region. The Expo Line is also adding to development pressures, as cities across the Los Angeles region are promoting transit-oriented development to address regional transportation challenges and the acute housing shortage. The type and intensity of development that will occur around transit are important conversations that must take place within this process.

- Address Housing Affordability. The City's housing stock is aging - 80% of the City's housing stock was built before 1980. Median home prices have risen sharply since the end of the Great Recession, but multi-family housing production has not kept pace with the demand. Providing a range of housing types at different affordability levels has never

been more important – especially in light of the City's working-class roots and its desire to remain a hub for arts and culture. Identifying opportunities to introduce more missing middle housing will be critical.

- Expand Arts and Culture for Economy and Identity. Creativity and the arts have always served as the backbone for the City's energy and culture. Indeed, creative industries comprised almost 15% of total employment in the city in 2014, nearly double that of the regional average. The General Plan must support the thriving arts community and touch on how it relates to identity, growth, economic development, and housing (such as an artist village).

- Capitalize on Ballona Creek. The renaissance of Ballona Creek offers a major opportunity for more urban greening as well as serving as a vital transportation link. Currently the Creek is a concrete culvert, but its future could be so much more as it could be transformed into a major greenway through the City, a linear art museum, or a commuter route through the City. Ballona Creek is also central to any conversation about resilience where the issue of water in general and stormwater in particular converge.

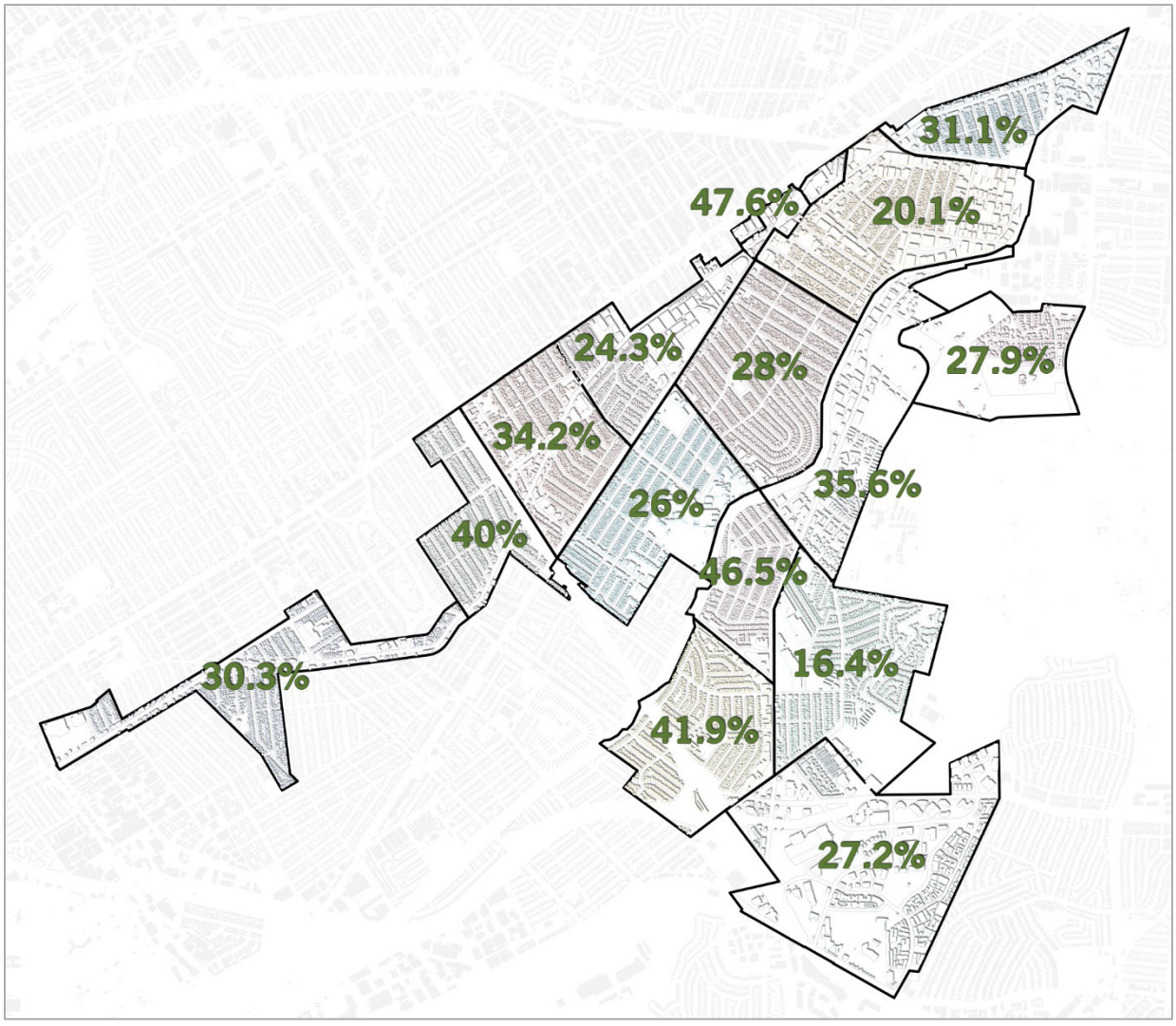
- Increase Mobility Options. The General Plan will need to support and continue the excellent work done as part of the Ivy Station TOD Visioning effort, including a comprehensive analysis of the pedestrian, bicycle, and transit improvements necessary to activate and transform the TOD District and surrounding blocks. The Plan will also need to prepare for the effects of autonomous vehicles and other new forms of mobility (bike share, scooter share, TNC, Hyperloop).

- Plan for Evolving Demographics. The City's demographic mix has been graying – between 2000 and 2016, the age group between 55 and 64 experienced the largest increase relative to other age groups. The update process will need to acknowledge the safety and comfort of this aging population through inclusion of targeted policies. It may also need to examine whether more needs to be done to attract younger residents.

- Address Sustainability and Environmental Justice. The updated General Plan must address the various pieces of legislation and planning guidance issued by the state in the intervening years since the General Plan was last updated. This includes guidance for topics such as complete streets, climate change vulnerability, transportation metrics in CEQA (SB 743), and the mandatory inclusion of environmental justice (SB 1000).

- Expand Employment and Economic Opportunities. Information tech jobs are beginning to dominate the City, accounting for nearly half of all jobs in 2014. They are also remarkably well-compensated, which has resulted in benefits to the City budget but also changes in socio-economic changes. The Plan will need to delineate a clear policy approach towards employment mix and balance and expanding demand for studio space and other high-paying jobs with a desire to provide jobs for residents across the education and income spectrum.

- Improve the Public Realm. Streets are Culver City's greatest, yet most underutilized public asset. They comprise approximately 25% of the City's open space. Yet, many streets do not live up to their potential as great meeting and gathering spaces for the community. The General Plan presents an opportunity to embrace streets as the open space opportunity that they are and to consider transformative public realm initiatives that reevaluate the allocation of street resources in the context of the City's bigger aspirations.



Streets are an often overlooked open space asset. This mapping shows the amount of combined street and open space land by neighborhood.

- Prepare for the Olympics. While Culver City is not itself hosting any Olympic venues, the City is centrally located in the region and near venues, within the "Olympic Triangle." Thus, Culver City can take advantage of the coming 2028 Olympics in a variety of ways: increased tourism, greater retail spending, marketing and PR opportunities, mixed-use/entertainment development activity, and more. The General Plan update will need to keep an eye on the impact of the Olympics for the near future.

- Plan for Innovative Technologies. Technology has and will continue to change the way we interact with each other and with city government. The RFP takes a forward-looking approach by including "smart city" components as part of the General Plan update process. This should include new technologies to improve interactions between residents and the City government and also technologies that enhance the livability and quality of life in the City.
- Change the Way Residents Engage with the City Government. The General Plan update process provides a tremendous opportunity for staff to change how residents view the City government. This process can chart a new course for how and when residents are involved in planning decisions that impact their day-to-day lives. The engagement process must be genuine and meet people where they are. The information provided by residents and other stakeholders must be incorporated into the process to ensure transparency and accountability. Finally, the City must see the engagement process as the beginning of on-going communication with the public and not a static, one-time project of engaging the community in the decision-making process.

Defining Success

General Plan update processes are long, complex, and complicated affairs. It's easy to lose site of the big picture purpose of the General Plan through the minutia and the myriad of State regulations that must be included. Thus, its critical to ask ourselves at the beginning of the process how we will define success. Based on our conversations with City staff and our understanding of the City's objectives for the project, our team has identified the following ten outcomes for the General Plan.

1. The General Plan should present a bold, long-term vision for the future of the City. It must look into the future and address challenges of today and tomorrow.
2. The document must serve many purposes. It should be a policy document that guides day-to-day decision-making. It should be easy for all residents to understand the future of their City. And it should be a marketing document that sells Culver City to the outside world.
3. The process should result in an active and engaged citizenry and change the tenor of the relationship between the City and its residents. By the end of the process, the City will have established a new and open culture of engagement.
4. The General Plan must define the amount and location of new development. Resolving this will result in fewer project-specific debates as the City can turn to the agreements defined in the General Plan.
5. The General Plan must make the tough decisions by identifying priorities and balance trade-offs between different policy decisions. Too often, General Plans provide something for everyone without any priorities. This leads to documents that "sit on the shelf" because they push the hard decisions down the road.

6. The document must include a detailed implementation program that includes specific short, medium, and long-term actions and is tied to the workings of each and every department in the City. It should also include strategies for funding the programs so that the ideas proposed in the Plan can be implemented in the future.
7. The General Plan must have buy-in from all departments. While the Community Development Department is leading the effort, all departments must fully participate in the creation and implementation of the General Plan for it to be truly successful.
8. The process must develop a methodology to track and evaluate progress once the General Plan is adopted. General Plans are typically only updated every 10- to 20- years and there are few opportunities to evaluate progress and change the course of the plan. Developing this approach will be critical to creating a successful Plan that remains relevant.
9. The Plan must include all statutory requirements, including new State laws for transportation, environmental justice, climate change, safety and housing, among others.
10. The Plan must be clear, understandable and easy to use by a variety of audiences.



Project Approach

Our approach to the project is based on our understanding of issues facing the City, the City staff's goals for the project, Council's interest in the effort, new State laws, and our team's experience preparing innovative General Plans across the state of California. The following details our proposed approach and the key elements that differentiate our proposal from others.

Our methodology for completing General Plans is a five step process designed to leverage existing technical planning work and community capacity while exploring a fresh vision for the future of the community. Our approach is organized below according to the major elements of our work, including community engagement, sustainability, land use and urban design, economic development, and mobility. Detailed information on project tasks is included in the scope of work in the next section.

Land Use and Urban Design

Conduct neighborhood-focused planning with "Specific Plan level of detail" for areas of change. R+A structures General Plan processes and content based on the specifics of place, recognizing that each area of the City is unique and serves a specific role in the community. This "place-based" structure forms the basis for specific programs and policies to improve the quality, character, and value of each area and to identify and prioritize, where appropriate, specific locations where new development of various types may occur. The existing General Plan identifies eight sub-areas, each with goals and policies (Downtown, Eastern, Western, Fox Hills, Southern-Central, Southeastern, Central, and Northern-Central). The R+A team will use this as a launching point to develop neighborhood and area specific policies. For selected areas of change, we will dive deeper and develop more specific urban design strategies. The result will be citywide land use and urban design policies coupled with specific policies and programs that apply to unique areas of the city.

Use "UrbanFootprint" to evaluate future growth scenarios. According to SCAG, by 2040 Culver City is expected to grow by about 1,200 residents, 600 new households and 4,000 new jobs. UrbanFootprint (UF) is a new web-based modeling tool that was beta tested by Raimi + Associates. For over a year now, we have been actively using it for scenario modeling in comprehensive plan efforts and are offering the use of this tool to Culver City because it is place-based, dynamic, and easily modifiable for rapid alternatives analysis. We will use UrbanFootprint to analyze land use scenarios for the entire city and for specific districts and corridors that will experience growth and development. The result of the analysis will be a detailed set of indicators (based on the advanced analytics in UrbanFootprint) to allow decision-makers and the public to understand the economic, transportation, environmental, and health implications of the various scenarios. The UF metrics can also serve as a starting point for the formal plan performance metrics.

Leverage graphical tools to explore the City's future. We will support the General Plan Update with detailed design analysis and graphics to help staff, elected officials, and the public understand possibilities for growth, change, and preservation - what is possible, what should be conserved, and what can the City improve? Effective diagrams and visualizations clearly show what the structure and character of the City will look like in the future, and we have found that adding this "third dimension" to land use planning is critical for conducting meaningful conversations. Similarly, visualizations of land use scenarios, renderings of change areas, maps of health or economic conditions, and other design concepts can help illustrate specific community choices while soliciting more direct, informed feedback.

Focus on public realm improvements. A multi-faceted, creative approach to public realm analysis will create the foundation for the General Plan Update's urban design component, which in turn will become a key component in a holistic conversation about Culver City's future. Only by comprehensively capturing neighborhoods' physical environments and comparing the results with community members' personal experiences will we get a complete picture of Culver City's existing public realm. The Raimi + Associates team envisions an in-depth, yet efficient neighborhood-based documentation process that places particular emphasis on areas of anticipated change.

The public realm analysis will inform targeted recommendations for key areas at a specific-plan level. We believe this level of detail is necessary in Culver City because it is already largely built-out. With significant development pressures already anticipated in the City and the region, new projects have the potential to maintain, enhance, or completely change the existing context. Each of these three outcomes may be appropriate or even desired, but they can only be evaluated within the comprehensive understanding of the aspirations for the public realm.

With this focus firmly in mind, the Raimi + Associates team brings a decidedly public realm-driven perspective to urban design that focuses the team and the City on how new development can support the urban design vision. Together with you, we will tackle broad challenges in an inclusive process to:

- Create places for people in environments that are currently auto-oriented.
- Challenge assumptions about what streets and public spaces can and cannot do.
- Identify opportunities for synergies between private development and the public realm.
- Manage land use within an urban design framework, as opposed to letting it drive the conversation.
- Create a vision for the public realm that will excite residents, businesses, and visitors.

The urban design vision could include:

- Celebrating the space between buildings
- Enhancing arrival and pedestrian experience
- Activating the ground plane both up to and behind the property line
- Developing a design framework for high-quality public spaces
- Integrating art into the urban experience
- Seizing the opportunities of Ballona Creek

The Raimi + Associates team understands Culver City as a unique place. While Culver City may benefit from reviewing national and international precedents, we believe that this project's public realm and urban design vision will be distinctive and should reflect Culver City's natural setting, economy, culture, and most importantly, the people who live there.

Environmental Justice, Climate Change, + Health

Integration of new State laws and OPR guidelines. The Culver City General Plan presents the City with a timely opportunity to build upon two new significant legal mandates by incorporating a climate adaptation and resilience strategy (SB 379), while also mitigating the impacts to those affected by the greatest health disparities (SB 1000). Our approach is to use qualitative information, including CalEnviroScreen and the Health Disadvantage Index, as well as qualitative data to understand where these susceptible population groups live within the City. This comprehensive approach will allow us to consider climate change impacts across the entire population, while helping us to prioritize specific policies and programs in the neighborhoods where the most vulnerable populations reside, linking adaptation goals and health equity strategies.

Address climate change and resilience. As required by SB 379, R+A will address climate adaptation in the General Plan. The City may already be in compliance with SB379 through the adoption of the Multi-Jurisdictional Hazard Mitigation Plan prepared last year, since this plan incorporated climate change considerations for each hazard and also analyzed the location of vulnerable populations. Additional vulnerability assessment may still be required, but our team will acknowledge and build off the work already done in the MJHMP. Our team will expand upon the MJHMP by mapping the potential impacts of climate change on other vulnerable City assets not analyzed in the MJHMP (e.g., transportation, wet infrastructure, and open space and ecosystem areas), and then clearly define adaptation and resilience strategies and actions in the General Plan.

Culture, Arts, and the Creative Ecosystem

Assess What Makes Culver City the Creative Crossroads of One of the World's Cultural Capitals. We will conduct a diagnostic of how the City's creative economy, cultural non-profits and institutions, and local government coalesce to collectively form the City's robust creative ecosystem. Through this assessment we will to draw connections among the City's cultural assets, and highlight ways to build on these bonds.

Engage With the Cultural and Creative Community and Learn from Global Best Practices. We see the General Plan Update as an opportunity to better understand and strengthen the creative ecosystem through interaction with the people who help to make it and by drawing from innovative concepts used successfully by cities throughout the world. With a deep understanding of the Culver City community and extensive global experience, we will help the City solidify its creative identity and reputation.

Market, Economic and Fiscal

Draw Insights from Market Trends to Foster a Realistic Plan. We understand that achieving desired development hinges on strategic, market-based analysis that is grounded in economic realities. Accordingly, we will identify Culver City's unique market positioning and opportunities within broader real estate trends, ensuring that land use concepts and alternatives are ambitious but achievable, and lays groundwork for an effective new economic development element.

Establish Clear Criteria for Funding Tools to Drive Implementation. Even the most compelling plans and projects require a thoughtful approach to obtaining funding. We will inventory the available and innovative public and public-private funding tools and tie them to relevant project categories.

Offer Innovative Pathways to Ensure Fiscal Diversity, Stability, and the Equitable Provision of Public Services. The General Fund is the lifeblood of city operations and investments, the parts of which ultimately sum to determine the quality of life provided for residents, workers, and visitors. Creative thinking about fiscal resources and investments is more urgent than ever in an atmosphere of growing fiscal uncertainty. We will help the City to evaluate its existing fiscal strengths and weaknesses, and consider how it can utilize its investments in services and infrastructure to benefit its residents and workers equitably to continue to foster inclusivity.

Create an Integrated Economic Development Strategy. A General Plan economic development element combines vision, policy, and implementation measures related to the type and amount of commercial activity and growth sought by the community in one document. As economies are dynamic, so too must be economic plans, requiring strategies that touch on nearly every other General Plan element. Rooted in analysis, we will lay out employment, transportation, housing, and other implementation actions that identify responsible actors and optimal partnerships across the public, private, and non-profit sectors.

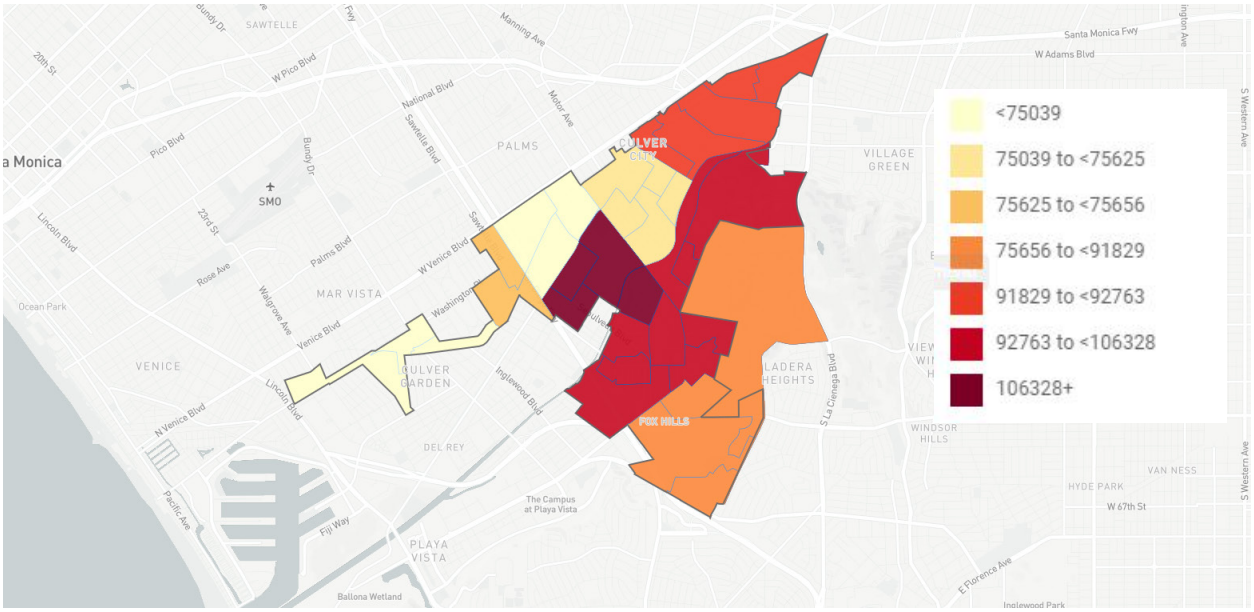
Mobility

Create Transportation Options and Incentives. In Nelson\Nygaard's work in both Santa Monica and Mountain View, we have learned that constraining density is fruitless for traffic management and community character. To maintain Culver City's delightful community character, we first need to define the qualities people love about the city, then establish strong codes and policies to maintain that character and ensure new development supports it. To deal with traffic congestion, the city should address vehicle trip generation directly through trip caps, parking control, parking management, and transportation demand management policies and programs. As we've learned from our work in Vancouver, Seattle, Portland, the San Francisco Bay Area, and Santa Monica, Culver City could double its economic success while reducing the number of vehicle trips, but only if we provide the right incentives.

Leverage Technology Changes for Better Policy. The future of parking is at play as we sit on the horizon of autonomous vehicle technology. In innovative districts across the US, developers are

building more loading zones and building less parking, or building parking that can be converted to other uses in a ten to twenty year horizon. The City of Chandler, Arizona recently removed parking requirements for uses that demonstrate promotion of AV or rideshare mobility tools. Santa Monica and Mexico City recently eliminated parking minimums, acknowledging that a prescriptive approach runs counter to the innovative and carbon-reduced future they hope to build.

Prioritize equity. As California's housing affordability crisis grows, Nelson\Nygaard recognizes that mobility planning must relentlessly focus on equity in mobility to retain public trust. From our work setting up the Oakland Department of Transportation and working in diverse communities across the country that have faced historic disinvestment and present-day displacement, we have learned how to get serious about equity. To make equity more than a slogan, we first need to define what we mean by it, including all its parts: running an inclusive process, remembering our history of community-disruptive freeways and redlining that contributed to today's problems, focusing on equity outcomes to ensure objectivity in reaching results, measuring success and failure to build trust, transparently tracking mobility spending priorities, and addressing displacement. By focusing on results for people, we can help Culver City build a mobility system that leverages technology but prioritizes equity, sustainability, and quality of life.



Median Household Income in Culver City

Coordinate with City's Traffic Modeling Consultant. Culver City has placed a strong emphasis on developing a robust traffic modeling effort as part of the General Plan update process. Through a separate contract, the City will hire a transportation planning firm to develop and run a robust traffic model for the City. The Raimi + Associates team will integrate with the City's selected consultant to work on the General Plan update process. We have assumed that the selected consultant will be responsible for developing the traffic model (that includes all modes of travel),

running the traffic model to evaluate alternatives developed by the R+A team during the process and preparing a TIA for use by the CEQA team for the project.

Implementation

Create a user-friendly plan. General Plans must strike a balance between being a technical document that is used on a day-to-day basis by City staff and elected/appointed officials to guide decision-making, and a visionary document used by the general public to understand the long-term vision and direction of a community. This balance is often difficult to achieve. One solution we have often used is to have an initial summary chapter that describes the overall vision, guiding principles, key plan strategies, and general policy direction – and then follow up with more detailed, content-specific chapters that are used by policy-makers and other experts. As part of this "setting the stage," it is important to tell the story of the plan and the process of creating it, so that there are clear threads between the vision and the detailed policies and programs.

Web-based E-Plan. We anticipate creating a document that is richly illustrated, well designed and includes an interactive online version in order to make the document more accessible to the general public. The "e-plan" can be searchable by topic or area and will allow residents and stakeholder to explore topics of interest.

Develop detailed implementation plan with funding and financing strategies. We ensure that every plan includes specific actions or physical improvements, a list of funding sources and criteria, list of catalytic projects; and details on all necessary ongoing or new programs. Unlike policies (which are implemented on an on-going basis), programs, actions and physical improvements are typically implemented only once. Thus, the implementation program becomes a checklist of activities for the City identifying the responsible party, time-period for implementation, and (if available) the cost in staff time or financial resources. While there are different ways to incorporate implementation into a plan, we favor a separate chapter at the end of the document for ease of finding information about all the implementation activities in one location. We envision that this chapter will: 1) be tied to departmental workplans and the CIP; 2) will not be adopted as part of the General Plan to remain flexible over time; and, 3) will tie together specific actions with potential federal, State and regional funding programs to maximize implementation.

Inclusion of performance-based metrics and indicators. Most General Plans are not set up to support on-going assessment of implementation success. This is usually due to a lack of clarity as to intended outcomes and/or the lack of quantitative and qualitative metrics and indicators of success. For Culver City, we will develop numeric and qualitative indicators to help chart that path to achieving the community's vision. Staff will then utilize these indicators over the life of the General Plan to track its success. This is a technique that we have used many times in previous Plan updates.

Integrated CEQA and planning process. The Program EIR will be designed to meet the requirements of CEQA and to streamline environmental review of future developments that are consistent with the General Plan. To ensure an integrated process, we recommend updating the

General Plan and the EIR analysis in a parallel manner consistent with the approach outlined in the RFP. This ensures that the policies that will make up the draft General Plan Update are revised and created at the same time as the EIR analysis of those policies. To best benefit the City, this parallel process will need to be fully integrated and, to the extent feasible, result in preparation of a "self-mitigating" General Plan. ESA has extensive experience preparing and successfully integrating General Plans and associated EIRs. This experience facilitates interaction between the General Plan and EIR efforts, creating better documents more efficiently. To achieve the goal of a self-mitigating General Plan, the R&A Team will work closely with the City to identify policies that could be incorporated into the draft General Plan to minimize environmental effects, limit findings of significance, and limit the number of required mitigation measures. In addition, thoughtful consideration of potential future amendments and alternatives analyzed in the Program EIR will be critical to supporting subsequent updates of the General Plan Elements so they can be tiered from the Program EIR.

Project Management

Our goal is to form a seamless team with the City's planning staff, extending your capabilities with assistance from all team members as needed. We understand that staff has invaluable knowledge about the City, its politics, critical stakeholders, and the community's vision, and the most important part of our job is to listen and translate these ideas into policies and programs. Our management approach to achieve this vision is below:

Maintaining regular presence in City Hall. To achieve maximum efficiency, R+A's Project Manager (PM) or Deputy Project Manager will commit to spending four (4) days per month working directly in Culver City on the project. This close, embedded partnership approach is one we have utilized to great success on plans for West Hollywood, Santa Monica, and Hermosa Beach.

Day-to-Day Project Communication. We facilitate regular project progress reports, conference calls, and meetings on a weekly, bi-weekly, monthly or as-needed basis with senior team members and staff to discuss project objectives, schedule and work progress to-date, address budget issues and concerns, and discuss other key items.

Team Working Meetings and Charrettes. Since many team members have worked closely together on previous planning efforts, we are accustomed to our various work styles and enjoy collaborating with each other. To provide a formal venue for team coordination and building synergies, we will schedule team working meetings at critical junctions such as during alternatives analysis or policy development, where we will exchange ideas, review products, and prepare new materials.

Principal-level Project Manager. With over 20 years of experience in planning, Matt Raimi will serve as the Project Manager for the project. This approach will give Culver City a very experienced manager for this important project.

Innovative Community Engagement

One of the most critical aspects to a General Plan update is to effectively involve the community in the decision-making process. We believe that the most successful plans are developed through a rich community dialogue that involves all segments of the population, not just those that are typically involved in planning. We will develop a systematic outreach and engagement plan that outlines a transparent process, identifies key populations throughout the city to strengthen existing bridges between residents and decision-makers, and ensures that the community feels ownership of the plan moving into the future.

Raimi + Associates will lead the community engagement effort for the General Plan update process. Specific details are found in the scope below (Task 2: Engagement). The primary goal of the outreach process will be to listen, inform, and translate the community's opinions on General Plan land use and circulations goals and policies to shape the future direction of the City. Based on the community's involvement in recent efforts including the TOD Visioning Plan and the Inglewood Oil Field Specific Plan, it is clear that residents and stakeholders are eager to share their input. Our proposed approach to developing an engagement plan will be multifaceted, inclusive, and ongoing. Our holistic engagement philosophy centers on the following key values:

- Gathering input from diverse community members by listening and learning
- Offering a wide array of ways to participate, by using the latest-and-greatest community engagement tools to support communication
- Maximizing the inclusivity of the planning process through an open and transparent process
- Promoting a culture of dialogue between residents and the City
- Maintaining a positive discourse about the City's future
- Systematically analyzing community input and then incorporating that input into the plan
- Ensuring engagement materials are visually attractive and easy-to-understand

Our key outcomes for the engagement process include:

- Build long-term capacity among the public by educating residents on the planning process and how to stay involved with decision-making
- Generate community buy-in and investment in the Plan, to see it through implementation
- Hear from the community how to preserve the best of Culver City; embed these values into the plan, including improving and enhancing the 'small town' character
- Changing the culture of how the City engages with the community

Create a comprehensive messaging and communications strategy. With sensitive issues of development, gentrification, traffic congestion, and affordable housing at the forefront of the regional discourse, it will be critical to develop a comprehensive messaging and communications strategy at the beginning of the project. Without a clear message about the reason for and benefits of the General Plan, the process could get mired on controversy. For this reason, the Raimi + Associates team includes Rally, a leading communications firm based on Los Angeles. Rally

will be responsible for developing a strategic framework for communications at the beginning of the project and for developing a messaging and communications plan that the team can follow throughout the process. Rally will then be available to help with messaging as the process moves forward to ensure that the vision and intent of the plan is clearly communicated to the public.

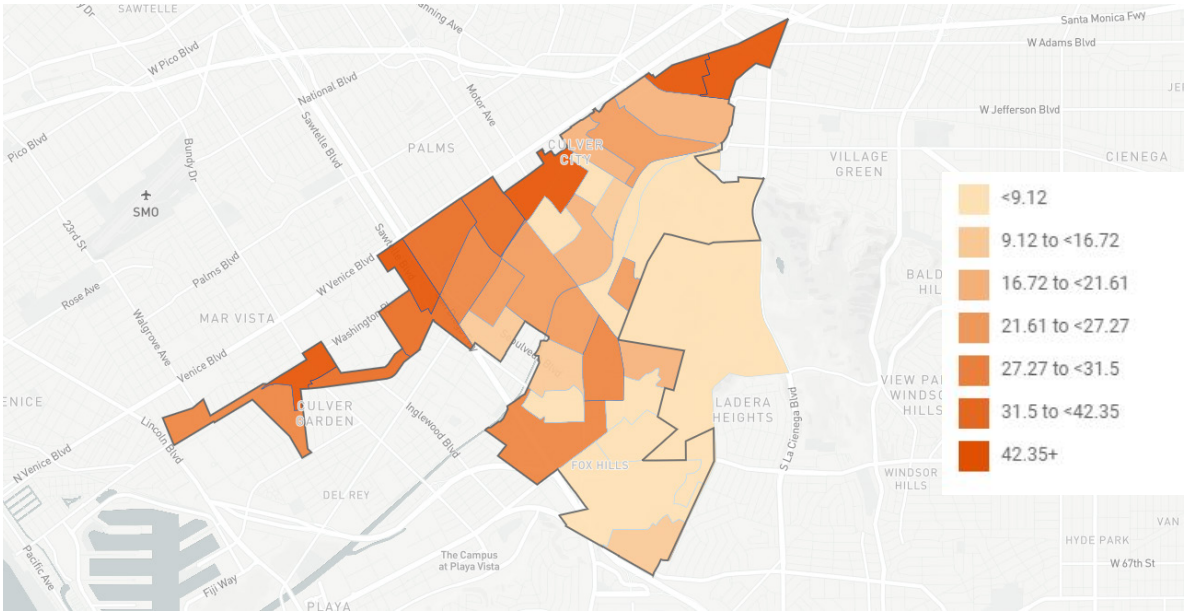
Honor Culver City's culture and diversity. Culturally-based research and planning methods, as well as respectful engagement, are hallmarks of our work. We have developed techniques for working in diverse communities and are constantly evolving our practice to ensure it integrates philosophies, approaches, and methods that are rooted in cultural humility and respect. The residents of Culver City have many of the solutions, and we will succeed in translating their visions into implementable policy and design.

Conduct neighborhood-specific engagement modules, replicating a community plan process. We believe in conducting extensive information gathering and listening sessions before proceeding with policy formulation. After hearing the community's concerns and issues, we then develop a clear vision and guiding principles at both a citywide and neighborhood level. Next, we dive into specific sub-areas to hold topic-specific and area-specific planning conversations. We will leverage these localized, customized community engagement/planning processes to maintain the best of Culver City, including the cherished traditional "small-town" atmosphere.

Encourage numerous opportunities for participation through a range of communication platforms, both online and offline. We will implement an engagement strategy to engage a diverse range of the community through multiple participation avenues to encourage underrepresented groups to get involved. A balanced outreach strategy will be deployed including the use of technology – social media tools, email distribution lists, customized mobile apps, online surveys, project website and discussion forum, handheld mobile balloting, mapping and interactive activities on MetroQuest – and in-person meetings, forums, intercept surveys, and interactive workshops or pop-ups. We also believe in 'meeting the people where they are,' which would include having a presence at local events such as Fiesta La Ballona or the Los Angeles Women's Theatre Festival. Based on past experience, we have found that the proposed combination of activities greatly increases the level of participation in the process.

Objective analysis of community engagement results. R+A staff have developed rigorous qualitative data collection and analysis methods through a variety of planning, public health, and sustainability efforts. We believe if these methods are applied to community planning processes, then they could increase trust, transparency, and objectivity among community members. For instance, we might utilize our qualitative data analysis software to manage and analyze all the input across topics and subgroups.

Bi-lingual outreach. Although the non-native speaking population is relatively small in Culver City (approximately 7,000 Spanish speakers), our team has the ability to provide bilingual outreach services to connect with, who will provide valuable insight toward strategies that promote sustainability and public health. These capacity building opportunities will extend the reach of the project team and engage with traditionally underrepresented segments of the community.



Percentage of Hispanic Population in Culver City

Build a rapport with the community. There will be certainly be challenges in aligning the needs and desires of all the stakeholders in the City, especially since there isn't a strong culture of connecting with the residents. R+A has a track record of building consensus with divergent interests where there is a lack of collaboration amongst agencies or constituencies. We will work to establish relationships and a clear process for dialogue between community and City. Examples where projects that started with adversarial relationship between the client / community and ended with near universal consensus include the International Boulevard TOD project, the East Palo Alto General Plan, and the City of Los Angeles General Plan Health Element.

Demonstrate transparency throughout the process. Transparency is one of the key factors in demonstrating authenticity, establishing trust, and building a solid relationship with the community. At the beginning of the process, Raimi + Associates will clearly identify the sequential steps of the community engagement strategy, providing transparency and methodological rigor to the engagement process. Other techniques to demonstrate our respect for the public input process include video recording of events, clear summary reports after workshops, and regular demonstration of how input from the community was used in the proposed policies. We will also ensure that GPU advisory bodies and technical advisory committees are truly representative of the City. These advisory groups will advise on outreach, technical, and policy matters, and we wish to avoid the appearance that these groups are composed of the usual friends and political supporters. The team and the City will create bodies that are truly representative of the City and its diverse population as a whole, and ordinary citizens will be invited to join.

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5B. Questions & Response to Scope of Services:

Proposed Work Plan

Proposed Scope of Work

Task 1: Project Initiation

Task 1.1: Project Kick-off Meeting

The R+A team will hold a full-day kick-off meeting in Culver City to initiate the project. This meeting will include an overall team meeting, one-on-one topic-specific meetings with City staff, and a tour of the City. The topic-specific meetings with staff may be related to land use and growth, economic development, health and sustainability, transportation, and community engagement.

Task 1.2: Collect and Review Existing Planning Documents; Prepare Map Book

The City will provide the R+A team with a comprehensive list of documents and data necessary to prepare the General Plan and EIR. Following delivery of materials, the R+A team will prepare a supplemental data request list to obtain additional data from the City. Our team will also review existing planning documents and technical reports provided by the City. As part of this task, R+A will create a "map book" that compiles all of the data provided by the City. The map book will allow the team to quickly review geographic data across a variety of topics.

Task 1.3: Project Work Plan

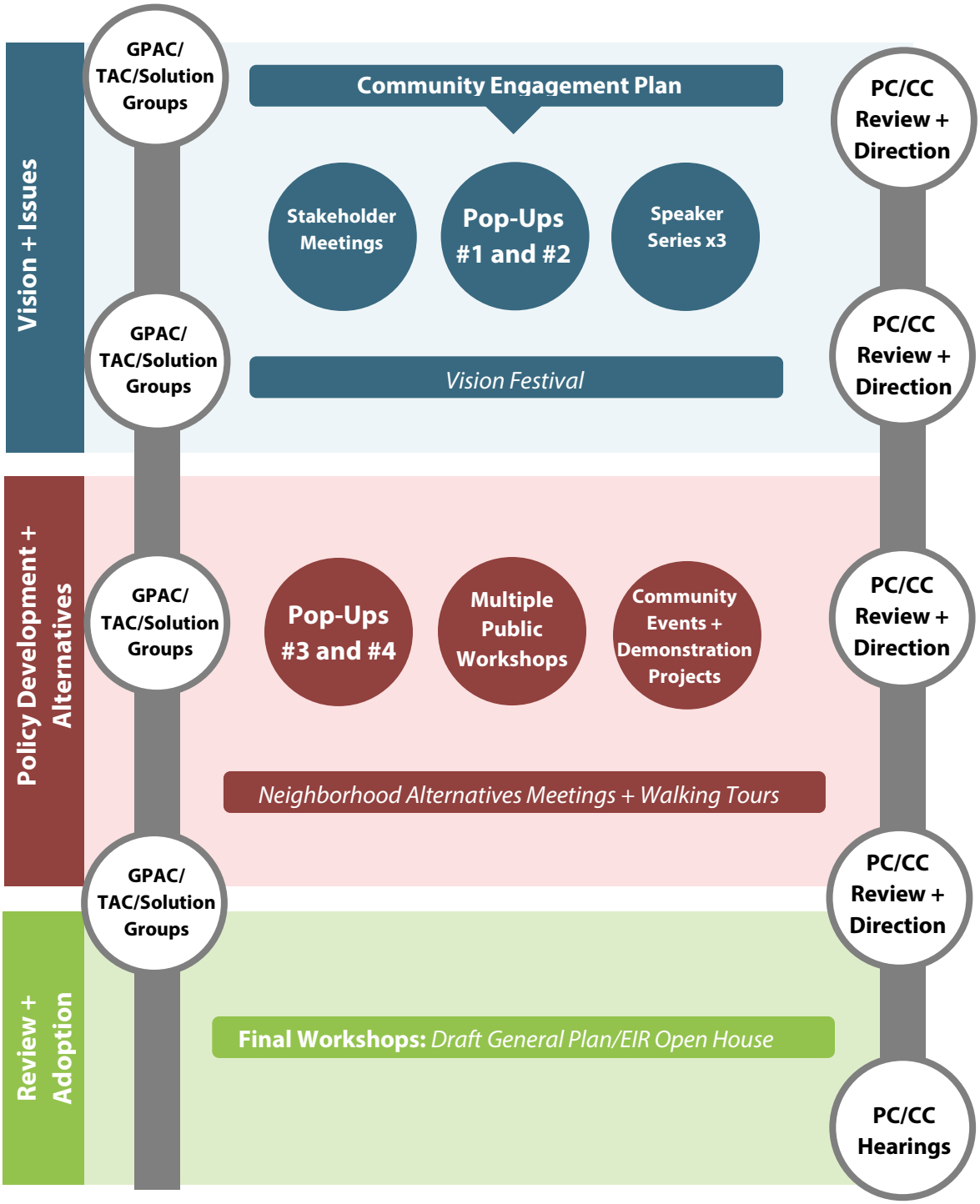
R+A will develop a project work plan broken out by scope task that specifies lead and supporting team members, key work elements, major deliverables/outcomes, due dates, required City actions, and task status. The document will also outline methods of communication between team members. The Work Plan will be a living document, updated throughout the General Plan update process.

Task 1 Deliverables

- Kick-off meeting notes
- Data and document request memo
- Map Book
- Project Work Plan – draft and final

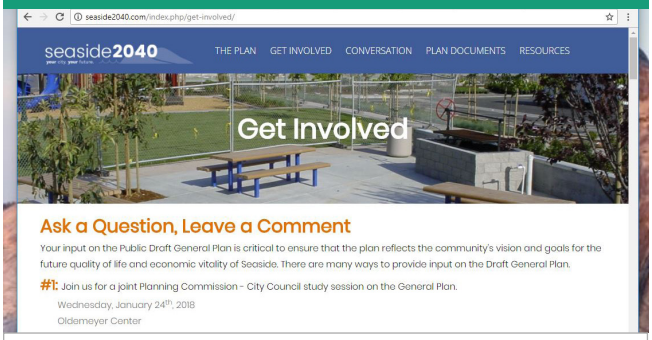
Task 2: Community Engagement

The following presents our overall approach and specific tasks for community engagement for the Culver City General Plan Update. Our engagement process is divided into three phases, as shown on the following page: 1) Visioning + Discovery, 2) Alternatives + Policy, and 3) Review + Adoption. The ultimate goals of the engagement process are to: expand the number and variety of people who participate in planning projects; provide a diversity of ways for the community to engage in the process; create new ways of the City engaging with the public; provide transparency and trust-building through the citywide planning process; receive feedback on key land use, transportation, economic, health, and other policy issues; and provide opportunities for the community to take ownership of the plan in preparation for implementation. The community engagement plan described below is ambitious and far reaching and will require a close partnership and shared ownership with City staff.


Vision + Issues
GPAC/ TAC/Solution Groups
Community Engagement Plan
PC/CC Review + Direction
Stakeholder Meetings
Pop-Ups #1 and #2
Speaker Series x3
GPAC/ TAC/Solution Groups
Vision Festival
PC/CC Review + Direction
Policy Development + Alternatives
GPAC/ TAC/Solution Groups
Pop-Ups #3 and #4
Multiple Public Workshops
Community Events + Demonstration Projects
PC/CC Review + Direction
Neighborhood Alternatives Meetings + Walking Tours
GPAC/ TAC/Solution Groups
PC/CC Review + Direction
Review + Adoption
Final Workshops: Draft General Plan/EIR Open House
PC/CC Hearings

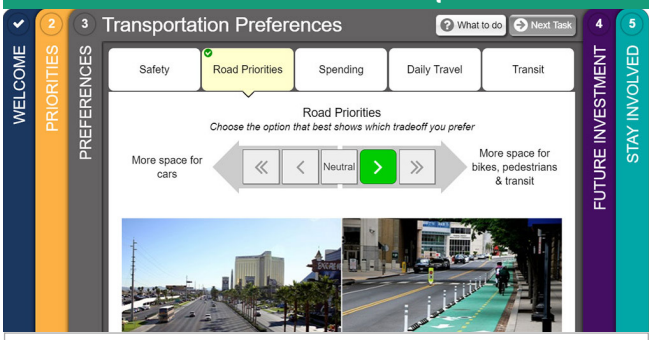
R+A TEAM ENGAGEMENT ACTIVITIES

Project website with 2-way communication of information



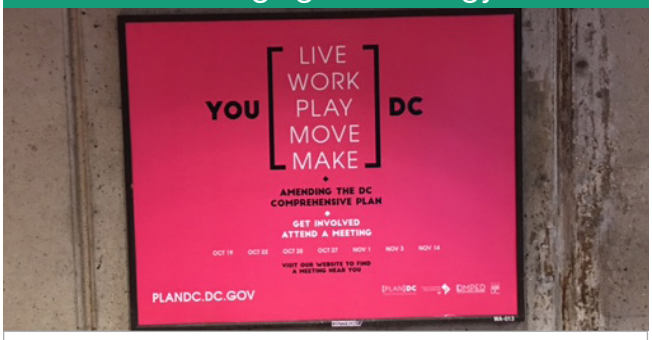
Seaside General Plan- Seaside, CA

Interactive online surveys using MetroQuest (www.metroquest.com)



MetroQuest online platform

Coordinated communications and messaging/PR strategy



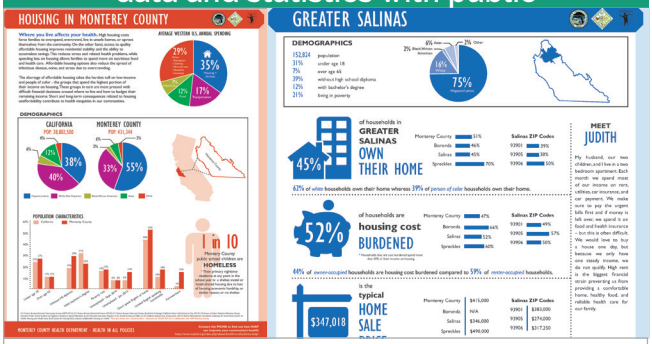
DC Comprehensive Plan - Washington DC

Ambassador program with "engagement toolkits"



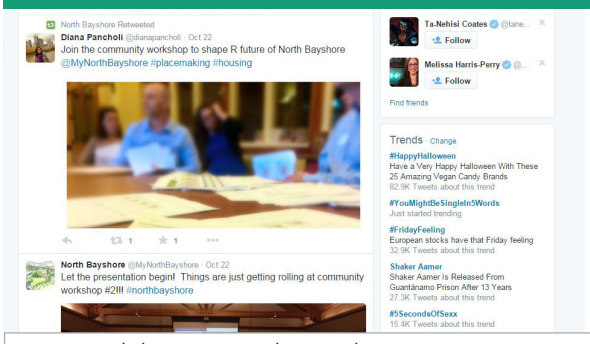
Central Southeast Specific Plan- Fresno, CA

Infographics to easily share key data and statistics with public



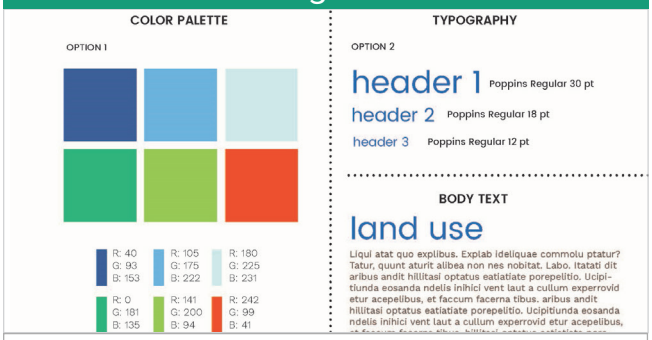
Monterey Health in all Policies - Monterey County, CA

Social Media



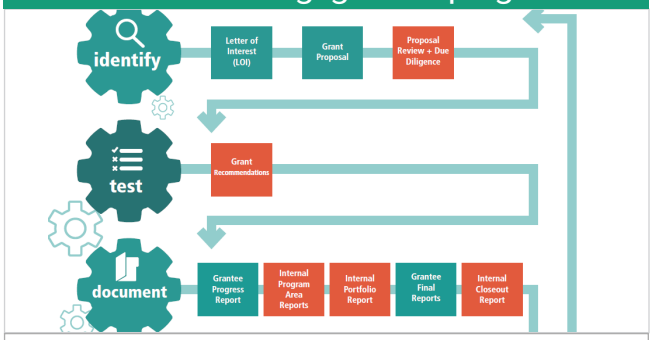
Sustainability Master Plan - Palm Springs, CA

Logo and branding for project recognition



Seaside General Plan- Seaside, CA

Use of program evaluation techniques to measure engagement progress



Cal Wellness Strategic Plan and Evaluation Framework

R+A TEAM ENGAGEMENT ACTIVITIES

4 rounds of pop-up workshops to reach everyday residents



Downtown Master Plan - Thousand Oaks, CA

General Plan Advisory Committee to guide the process



East Palo Alto General Plan - East Palo Alto, CA

6 public workshops to bring the community together to celebrate the City



East Palo Alto General Plan- East Palo Alto, CA

Topic-Specific "Solution Groups" to dive deep into policy



Florence Firestone Vision Plan- Los Angeles County, CA

General Plan community festivals and events



Eastside Community Plan - West Hollywood, CA

3-part Speaker Series to explore trends and issues



North Bayshore Precise Plan - Mountain View, CA

Demonstration projects to visualize proposed change



Temporary Parklet- Ciclovia- Salinas, CA

30 stakeholder and key leader interviews



Mountain View General Plan- Mountain View, CA

In order to help create and execute a compelling messaging and communications plan for the General Plan Update, we have added RALLY to the team. RALLY is a diverse group of communications experts, political strategists, creative folks, and policy wonks who will lend their world class expertise to the formulation of our engagement strategy, most importantly to Tasks 2.1 and 2.2. Their methodology and approach is explained on the following pages.

THE RALLY STRATEGIC PLANNING PROCESS

We pride ourselves on our thoughtful, rigorous, and creative approach to the strategic planning process. The results of this approach are communications campaigns that are more than the sum of their parts. To illustrate how RALLY would contribute to the Culver City General Plan creation process, we've outlined the individual components of our approach below.

LANDSCAPE ANALYSIS

Any successful campaign depends on our team having an exhaustive understanding of the issue at hand. Accordingly, our first step in any campaign is to do an in-depth landscape analysis. We will systematically gather facts and make observations about a particular issue and the space, allowing us to make effective, strategic decisions. Some of the questions we would want to answer are: How are people describing Culver City? What messages are your target audience hearing about the city and what are they envisioning for its future? Potential elements of this landscape research include:

- Media Analysis: Conducted to understand the shape of coverage, including narratives, voices (existing and missing), outlets, news drivers, etc.;
- Social Media Analysis: Analyzes how the conversation is playing out online, with particular focus on organic (versus branded or paid) narratives and the drivers of those narratives;
- Opinion/Market Research Analysis: Examines existing opinion, market research or qualitative research that is available. If desired, we can field such research on your behalf;
- Stakeholder Analysis: Looks at the positions, comments, behavior, etc. of key players and influencers important to your work, including the social sector, academia, and companies. We can use this process to tee up the discussion about the potential audiences, discussed below.

STRATEGIC FRAMEWORK

After the research process, RALLY will embark upon our proprietary strategic framework process (see next page for a template) which will lead us to a sound strategy and creative campaign approaches. The framework is not linear, but there is a natural progression that takes the shape of a counterclockwise spiral. We begin at the top left, at the PROBLEM section, where we identify the communications problem that we are setting out to address. Then we move to CURRENT STATE, where we lay out where the issue is at the present moment. We then consider our DESIRED STATE. What are we trying to accomplish? What does success look like? We also touch on CONSTRAINTS, where we lay out any parameters that have been set by the client.

The next step is INSIGHTS, one of the most important pieces of the framework and where RALLY can showcase our expertise. Insights are not observations or opinions – they are deductions that answer the question: "So what?" They help turn observations and opinions into strategy. This brings us to our PROVOCATIVE STATEMENT, a creative jumping off point from the insights. The provocative statement captures the feeling or essence of the campaign and is meant to *inspire* the campaign, not necessarily serve as the key public message. From all of this flows our STRATEGY, which answers what is our path forward? What is our message frame and how are we framing the issue/positioning our client? What are we expecting and how can we anticipate the unexpected?

MESSAGE DEVELOPMENT

After we have completed the strategic framework, the last phase of our engagement would be message development. Messaging is the foundation of any communications material we create, and it ensures that everyone speaking about the General Plan is doing it in a consistent and engaging way. We begin with what we like to call macro messaging, which is the baseline for general audiences. Components of macro messaging include positioning, facts, tone, and narrative. Once we get input from the client and involved groups and agree on the macro messaging themes, we then create targeted messaging for key designated audiences. Though consistent with the macro messaging themes, the micro messaging will be tailored in language and priority to niche audiences.

RALLY

+ What problem Is the campaign being asked to solve?
+ Why now? What's new?
+ Is a specific strategy or approach required/mandated – are any excluded/not feasible?

INSIGHTS ▶ *Guides Our Approach*

Insights are considerations that function as the premises that shape our provocative statement and approach. They are more than facts/observations. They are the "so what" that flows from them.

+ What do we know about our issue/audience/environment and what do those facts/observations tell us?
+ What about the current state keeps us from attaining our desired state?
+ How is the client's voice and/or position unique?
+ What are the tensions that can impact our strategy? What is the balancing act?
+ How does change actually happen here?

+ What is the client's internal situation and how might that impact our work and strategy?
+ What opportunities and constraints must we take into account?

CURRENT STATE

The current state is a collection of key observations about the state of play. Many of these would feed from the landscape analysis.

+ Where do things currently stand?
+ What is the current narrative?
+ What are the barriers to change?
+ Who are our allies? Who are our opponents? What are their messages and strategies?
+ What is the current mindset of the audience?

PROVOCATIVE STATEMENT/IDEA ▶ *Inspires Our Approach*

This a sentence or phrase that serves as the positioning statement or North Star for the campaign. It does not need to be external facing, but it should capture the spirit of the campaign so that the strategy is not just logical, but inspired. Ideally, this statement creates some tension and challenges the status quo.

PROOF POINTS ▶ *Proves Our Approach*

What key arguments, data points, statements make your provocative statement true. These reasons don't have to be "facts", but they should be proof points that are convincing and defensible.

DESIRED STATE

The desired state expresses where we want to go. This is both metrics or measures of success and desired state of play (i.e. tone, partners, political realities, etc.)

+ What are the campaign's goals?
+ How do we define success? (Or failure?)
+ Is there a meta-goal that transcends our specific work?
+ What do we want our audience to feel/think/do?

AUDIENCE

+ Who specifically does this campaign target? (The general public can never be the answer)
+ Is there an audience that influences our target audience?
+ Is there a secondary audience to be aware of/engage/avoid alienating?

STRATEGY

+ What is the lever we must pull to make change?
+ What is the path to change – earned, paid, digital media, legislation, coalitions, etc.?
+ What is the campaign structure? The source of momentum?
+ What is our messaging approach – from words to tone?

NEXT STEP →

+ Creative Framework or Campaign Plan

Task 2.1: Community Engagement Plan

R+A and RALLY will prepare a community engagement plan that identifies outreach tools and platforms and the timing and responsibilities related to each activity. The engagement strategy will help guide the outreach efforts but will remain flexible to evolve as we go through the planning process to course correct as needed. The engagement plan will include:

- A "sampling plan" (see example) with demographics for sub-populations including seniors, youth, neighborhoods, families, non-English speaking populations and others and methods of reaching each sub-population.
- Communication + messaging strategies developed by RALLY (see process diagram on previous page) with a focus on reaching those who typically do not participate in the planning process.
- Key messages for the General Plan process
- Engagement targets and measures of success
- Detailed engagement strategies by project phase
- Graphic schedule of engagement process

ENGAGEMENT STRATEGY MATRIX

Target Group	Stats	Challenges	Engagement Activities
Youth (5-19)	16% of population	• Not as interested in civic activities • Busy with friends and activities	• Focus groups with the YLI and Committees, SMHS ASB Leadership, Youth Activity Council, and Youth Forums
Spanish-Speaking Population	26% of population 21% speak Spanish at home	• Language barriers • Concern over deportation • Lack of trust in the process • Not as involved in civic activities	• One-on-one meetings with community leaders • Focus groups with Faith-based organizations, Neighborhood Groups, Committees • Spanish-speaking community events
Asian Population	22% of population 14.5% speak at home	• Language barriers • Lack of trust	• One-on-one meetings with community leaders • Focus groups with Faith-based organizations, Neighborhood Groups, Committees
Young Professionals	21% of population	• No time to attend public workshops • Career focused	• On-line engagement • Pop-up workshops
Families with Children	31% of population	• Limited time; busy with kids and activities	• Pop-up workshops • Coffee Hours at schools • PTA outreach
Seniors	15% of population	• Access to meetings	• Senior Center pop-up • Focus groups • Attendance at regular community wide events
Renters	46% of population	• Not as invested in the process because they are more transient	• Pop-up workshops at weekend events • Online Engagement
Low Income Populations	8% of population living in poverty	• Work multiple jobs and at times that conflict with engagement activities • Disenfranchised	• Team with San Mateo County Housing and Health Systems to share information and targeted outreach • Focus groups

Sampling plan for targeting key demographics



Task 2.2: Branding + Strategic Communications

RALLY will develop a strategic communications framework tailored to Culver City's specific needs and goals. R+A will prepare unique branding materials for the project. At a minimum, this will include a logo, color palette, document layouts and fonts, map template, workshop boards, meeting notices, and PPT presentation template. All public materials will use the branding identity.

Task 2.3: Email Database and Distribution Materials

R+A will prepare a project database from the City's previous engagement activities and City lists. The database will be updated throughout the process and will use the list to distribute meeting notices, reports, summary meeting notes and newsletters.

Task 2.4: Project Information Material

R+A will develop a project information brochure that defines the purpose of the project, the project timelines, and ways that the public can get involved in the decision-making process.

Task 2.5: Project Website

R+A will work with the City create an interactive website for the project that allows for two-way communication of information. The website, which will include a unique URL, will include basic

information about the project, documents produced for the project, meeting summaries, and meeting announcements, among other materials. The website will also include an interactive component, such as comment features, surveys, and interactive workshops whereby participants can complete workshop activities (see MetroQuest task below). At the conclusion of the project, ownership and log-ins for the website will be handed off to staff.

Task 2.6: Stakeholder Interviews

The R+A team will conduct up to 30 one-hour stakeholder meetings and/or interviews. Stakeholders will be identified with City staff at the beginning of the project and may include: City Council members, key business and advocacy organizations, and community leaders. R+A will prepare a brief memorandum summarizing the results of the stakeholder interviews. City staff will be responsible for meeting logistics.

Task 2.7: General Plan Advisory Committee

R+A will work with City staff to form and then meet with a General Plan Advisory Committee comprised of approximately 15 individuals. The Advisory Committee would be strictly advisory and non-voting, and we recommend that it meet approximately every other month during the planning process to provide high-level feedback on the project issues, including: the vision and guiding principles; land use and transportation alternatives; and health, economic development, and other key policy topics. The Advisory Committee would also serve as a sounding board for content for public workshops. Potential topics for the GPAC meetings are:

- Issues and Opportunities
- Draft Community Engagement Plan
- Vision and Guiding Principles; plan targets and outcomes
- Land Use/Design Alternatives
- Sustainability, Health, & Equity
- Mobility and Transportation
- Parks and Open Space
- Infrastructure and Smart City
- Economic Development
- Plan Review

Task 2.8: Solution Groups

R+A is proposing to organize and facilitate a series of topic-specific “Solution Groups” to explore innovative General Plan topics beyond what the GPAC can cover. Each Solution Group would be comprised of approximately 12-20 members, potentially including GPAC members and other volunteers from the community who have expertise in the specific topic or have expressed a deep interest. We are proposing to organize five (5) Solution Groups, each of which will meet two or three times during the process. The Solution Groups will be an opportunity for a more informal exchange of ideas between residents. Potential Solution Group topics include:

- Public space and urban design
- Transportation and mobility
- Quality of life: sustainability, health, parks
- Culture and arts
- Economic development

Task 2.9: Pop-Up Workshops and Displays

One of the major approaches to community engagement for the Culver City General Plan will be to craft a process where we meet people where they are, rather than only asking them to come to a public workshop. As such, the R+A team recommends "pop-up" workshops or "intercept" meetings at planned well-attended events in Culver City at key junctures in the planning process. Coupled with this, R+A will create parallel survey materials for the project website (see description of surveys below) using the MetroQuest engagement software. The pop-up workshops will be held at times and locations convenient for a wide cross section of participants (e.g., youth, young families, minority groups, and other traditionally-underrepresented groups) and materials will be translated (into Spanish if needed) and accessible for all that attend. R+A will prepare materials for three distinct pop-up workshops during the following phases:

1. Issues, Opportunities and Visioning. This series will identify the issues facing the community, the opportunities for improvement, the strengths of the community and the overall vision and direction of the City. It will include key questions identified in the RFP:
    a. What is precious here that we don't want to lose?
    b. What is almost good that we need to make right?
    c. What is terrible that needs to change?
    d. What is missing?

2. Sub-Area Alternatives. During the alternatives phase, R+A will organize a series of pop-up workshops to obtain feedback on the alternatives. Our expectation is that we will create a series of boards for each major change area of the City and then hold pop-up workshops in that specific area.

3. Policy Direction and/or Draft Plan. Near the end of the citywide policy development or plan development phase or after the draft General Plan is released, R+A will hold a series of pop-up workshops to obtain feedback on the changes to the General Plan and a priority of implementation actions.

Task 2.10: MetroQuest Online Engagement and Online Surveys

As a parallel process to the pop-up workshops, R+A will prepare online surveys using MetroQuest (www.metroquest.com) or SurveyMonkey to obtain feedback on General Plan direction. The surveys will be available through a link on the project website. We have found that online surveys are a great way to encourage many people to participate in the process but also for us to easily analyze responses by demographics, neighborhood location, and length of tenure in the City.

Task 2.11: Project Ambassadors and Engagement Toolkits

At key points during the process, the R+A team will prepare a toolkit to engage community members outside of defined General Plan meetings and pop-up workshops. The toolkits will be delivered by identified "Project Ambassadors." Ambassadors will likely include GPAC members, members of the Solution Groups, and other interested citizens or constituents.

The toolkits could include a project overview, project fact sheet(s) or PowerPoint presentations with background information, surveys, and/or discussion questions. Our expectation is that individuals and groups can use the toolkit to lead conversations with community members, summarize the information,

and return the results to the R+A team. City staff can also use the toolkit to attend community events and meetings to collect additional information. Toolkits will be developed in parallel with the pop-up materials.

Task 2.12: Speaker Series

At the beginning of the project, R+A will organize a 3-part speaker series to educate the public about the General Plan and the trends impacting cities now and in the future. Topics will include: regional growth trends, affordable housing, the impact of new technologies on city design and city life, smart cities, the relationship between economic development and city services, climate change and health. Team members and other invited guests will provide brief presentation which will be followed by Q&A and/or small group discussions.

Task 2.13: Community Workshops and Festivals (6 total)

R+A will organize up to six community meetings throughout the process. The format and structure of each will be different to reflect the specific topic. In our experience, online surveys and pop-up workshops are important ways to obtain a large amount of feedback, but in-person meetings still have an important role in the process of updating a General Plan. Large workshops and open houses give residents and other stakeholders the opportunity to interact with City staff and one-another and create a sense of community and belonging.

For the Culver City General Plan, we are proposing the following workshop themes:

- Vision Festival. This festival will focus on confirming the long-range vision for Culver City, key issues and opportunities. The meeting could be organized as a festival with presentation, stations and interactive activities. To expand attendance, we will also include food, music, art exhibits, kids' activities and/or other activities to make the event exciting and fun.
- Alternatives Workshops (2). During the citywide scenario development and the land use alternatives tasks, we will hold two workshops to discuss the land use, housing, urban design, public realm and mobility alternatives. This may include walking tours or scavenger hunts as part of the workshop to allow residents to experience the area while thinking about the future.
- Parks, Health, Environmental Justice, and Resilience Workshop. We will facilitate a workshop focusing on the emerging issues of health, environmental justice, and climate resilience.
- Policy Direction Festival. Toward the end of the policy development phase of the project, we will organize a community festival to review the proposed General Plan direction for all major topics of the plan. As with the vision festival, this event will have a balance between fun activities (music, food, kids activities, etc.) and feedback on policies. The R+A team led a similar and very successful festival in West Hollywood for the Eastside Community Plan (called "Engage-A-Lot").
- Draft General Plan Open House. After the Draft General Plan is released for public review, we recommend that City staff hold a workshop to review the content and collect feedback from the community. The R+A team could prepare materials and attend as an optional task.



Health and Wellness Workshop in El Monte



Community Event in West Hollywood

For each meeting, the R+A team will develop the workshop format and prepare the agenda and other materials and facilitate the meeting. City staff will provide logistical support and assist with staffing each event. R+A will also design an outreach flyer for each meeting that can be distributed via email and through existing City channels.

Task 2.14: Tactical Urbanism Demonstration Project

As part of the pop-ups or as part of one of the community workshops, R+A and Global Green, with assistance from the City, will prepare a tactical urbanism project to demonstrate one or more the concepts proposed as part of the General Plan update. This could include modifications to roadway configurations, parklets, cultural events (similar to a demonstration event the R+A team produced in West Hollywood), smart city technologies or innovative environmental strategies.



Temporary mural painted by local volunteers in middle of street intersection – Ciclovia event in Salinas, CA

Task 2.15: Technical Advisory Committee (TAC)

City staff will organize and facilitate a General Plan TAC consisting of City staff from various departments. R+A team members will meet with the TAC during the process as needed and within the budgets of other tasks.

Task 2 Deliverables

- Draft and Final Community Engagement Plan
- Logo and Branding Package
- Project brochure
- Email database
- Project Website
- PPTs and summary notes from GPAC Meetings (12x)
- Summary notes from Solution Group meetings (12x)
- Stakeholder Interview Summary
- Maps and questionnaire for walking tours (2x)
- Summary notes from speaker series (3x)
- Pop-up workshop materials (3x)
- Community meeting materials (6x)
- Materials for tactical urbanism demonstration project



Community event aimed at non-English speakers: "Fiesta de la Salud" – Coachella General Plan Update

Optional Engagement Tasks

Statistically-Significant Survey

In order to provide multiple avenues of engagement and gather input for a diverse range of participants, the project team could work with the City to prepare a statistically-valid survey to obtain community values and ideas and specific feedback on potential policy direction. This information could help inform the overall direction of the update process. To achieve this, R+A would engage with a survey research firm specializing in community surveys for long range planning projects.

Focus Groups

R+A team can host focus groups targeting the youth, the Spanish-speaking community, and other segments of the community that are typically under-represented in the planning process and may need a special focus during the engagement process. The focus groups could be held at the beginning of the process to better understand issues and opportunities or during the policy development phase to test plan concepts.

Neighborhood and Stakeholder Meetings to Build Capacity

Throughout the project, the R+A team can attend meetings with neighborhood associations, community organizations, business leaders, and the development community. This will help inform the community and allow residents to communicate their priorities. The meetings also provide the opportunity to team with community leaders to identify best practices to engage residents and stakeholders that typically are not heard from. While R+A can attend these meetings, it may be best if City staff leads this task to establish long-term relationships.

Citywide Walking Tours/Scavenger Hunt

The R+A team can develop a series walking tours to obtain feedback about different areas of the City. The walking tours will allow community members to experience the area with an eye toward the future. This can be combined with a scavenger hunt to encourage residents to visit places and see things that typically don't see.

Task 3: Discovery

During this task, the R+A team will prepare a series of stand-alone technical existing conditions reports that summarize the current conditions and future trends for topics critical to the General Plan update. In order to conserve budget, City staff will be responsible for collecting and confirming the validity of the majority of background information, especially information for the environmental background report. The existing conditions analysis will include the technical reports and studies listed below. Please note that some of the baseline existing environmental conditions will also be prepared during this time, serving a dual function as the existing setting section of the EIR and the background report for the General Plan.

Task 3.1: Review and Assess Existing Reports, Studies

Building off of Task 1.2, the R+A team will review existing reports, studies, and work with staff to determine how the information should be incorporated into the General Plan. This will include existing Specific Plans, the existing General Plan and zoning ordinance, the 2014 Housing Element, regional planning documents, and other plans, studies, reports, and regulations that would provide additional information relative to the General Plan Update effort. The deliverable for this task will be a matrix summarizing each document and how each should be incorporated into the General Plan.

Task 3.2: Land Use, Urban Design and Public Realm Report

R+A and Perkins+Will will prepare a land use, urban design and public realm report that provides an overview of the existing and allowable land uses in the City and the City's major urban design and public space characteristics. Topics may include:

- Existing land use map and table, and changes since the adoption of the last General Plan (if available)
- General Plan designations and zoning districts
- Existing SCAG growth projections and opportunity sites/areas, including an analysis of whether the existing General Plan designations, Specific Plans, and zoning districts accommodate the amount of growth expected in the City
- Urban design character map and City structure (e.g., gateways, community focal points, activity centers, views, topography) with parallel community character photographic survey
- A typology of "place types" for the existing pattern of development and future land use (General Plan and/or zoning). To achieve this, R+A will tailor the place types embedded in UrbanFootprint to enable future modeling of development scenarios
- A detailed documentation of the public realm in the City including elements that both support and detract from the overall vision
- Neighborhood/sub-area maps and description of general character (building types, streetscape character) and potential level of change. Note that we will use the same sub-areas in the existing General Plan, unless other areas are identified in consultation with City staff
- A description of the housing conditions in the City including number and type of units (if this information is available from the City), level of affordability and key housing initiatives
- A summary of the number, location, and condition of parks, open space preserves, recreation trails, and recreational facilities, including Ballona Creek
- The location of schools, public buildings, libraries and other public uses in the City



Example analysis of building frontages along major boulevards in Culver City

Task 3.3: Mobility and Transportation

Nelson\Nygaard will summarize and analyze existing transportation and mobility facilities in the City, including streets and roadways, public transit, bicycle facilities, pedestrian facilities, and rail. Nelson\Nygaard will evaluate existing conditions related to transit, bicycle and pedestrian uses, and general complete streets principles as follows:

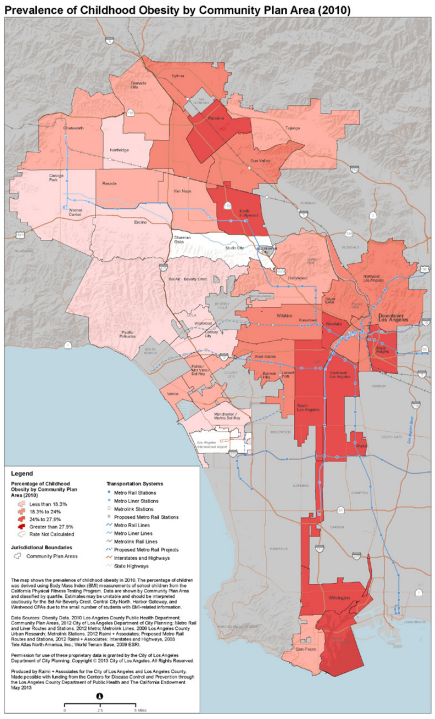
- **Existing Pedestrian and Bicycle Conditions.** Nelson\Nygaard will prepare a map showing existing Class I-IV bikeways and will qualitatively describe the pedestrian and bicycle circulation conditions within the city limits, and on regional routes and key connections to adjacent communities. Nelson\Nygaard will describe journey to work pedestrian and bicycle mode share in Culver City, and will provide an overview of Culver City's Walk N Rollers Safe Routes to School Program and existing complete streets policies.
- **Existing Transit Conditions.** Nelson\Nygaard will collect information on existing public and private transit options in the City (i.e., stop locations, frequency of service, etc.) and prepare a table summary of bus, shuttle, and train routes within the City and a citywide transit network map illustrating existing and proposed routes. Nelson\Nygaard will describe journey to work transit

mode share and vehicle ownership in Culver City, and will work with City staff to determine existing issues and constraints of existing transit routes.

- Parking and Curbside Conditions. Nelson\Nygaard will review existing parking requirements and policies to identify the potential for reduced rates, improved management, and shared opportunities. As emerging mobility trends seem to be shifting emphasis away from off-street requirements and toward the need for better curbside management, the team will assess how Culver City should reposition its goals related to parking and curb access.

Task 3.4: Environmental Justice and Community Health Report

R+A will prepare a health and equity background report, in collaboration with the Los Angeles County Public Health Department. Health topics that will be addressed will include life expectancy, physical activity levels, access to healthy foods, environmental pollution, respiratory health, heart disease, and other relevant data and indicators, as available. Where possible, the data will be compared to neighboring cities, the County, and/or the State. Additionally, R+A will conduct an assessment to identify underserved and disadvantaged neighborhoods, as is required by SB 1000. R+A will collect and compare data from the Healthy Places Index, CalEnviroScreen, and the Regional Opportunity Index, among others. Using GIS and other qualitative information, this data will help identify underserved neighborhoods, (e.g. limited access to public facilities and parks) and understand exposure and vulnerability to safety risks and hazards, e.g. extreme heat, seismic risks, and flooding.



City of Los Angeles Childhood Obesity

Task 3.5: Market Study

HR&A will prepare an assessment of demographic, socioeconomic, real estate, and fiscal trends to inform:

- City wide and sub-city growth projections and future development character put forth in the Land Use, Housing, and Circulation Elements, among other General Plan Elements;
- Location of future infrastructure investments and funding and partnership strategies to support implementation; and
- Identification of opportunities for future development, City spending, policies, and programs to promote inclusive growth.

The topics to be covered in the Market Study will include, at a minimum:

Socioeconomic, Demographic and Real Estate Trends. HR&A will assess demographic, socioeconomic, and real estate market trends in Culver City and the region within the context of broader fundamental changes impacting the local economy and land use such as the evolving nature of retail and how people shop, where and how people work, expanding preferences for various types of housing, and technological disruption in transportation and lodging. HR&A will prepare a profile of the City's residential population and

employment base, and examine key real estate indicators such as rents, sale prices, vacancy and absorption rates for residential, retail, office, and hotel uses in the Culver City market area and compare it to regional and/or national market dynamics as appropriate.

Vulnerability Mapping for Displacement Risk. HR&A will conduct sub-area analysis at the city level and identify areas or neighborhoods in terms of their risk of displacement if new infrastructure or real estate investments injected. We will develop a displacement risk index for the City and its neighborhoods based on a number of variables including household incomes, race, ethnicity, household tenure, and education levels, among others.

Growth and Long-Term Demand Estimates. HR&A will then estimate potential demand for these land uses by examining household growth and turnover, resident and employee spending employment growth by sector, and visitation, using data from SCAG's regional projections, historic trends, and other proprietary data sources. HR&A will examine the competitive landscape in terms of planned and proposed residential, retail, office, and hotel projects in the area that might absorb future demand. HR&A will estimate the scale of supportable development citywide over the next 20 years, which will serve as the basis of the land use strategies and related General Plan policies.

Fiscal Health Assessment. HR&A will evaluate major sources and trends in the City's General Fund revenues and expenditures to determine the degree to which the City is adequately diversified in its fiscal resources and can hedge against fiscal risk over the coming decades. HR&A will assess the General Fund revenues, and expenditures of selected peer cities on a per Equivalent Dwelling Unit (EDU) basis to benchmark Culver City's relative performance and fiscal health.

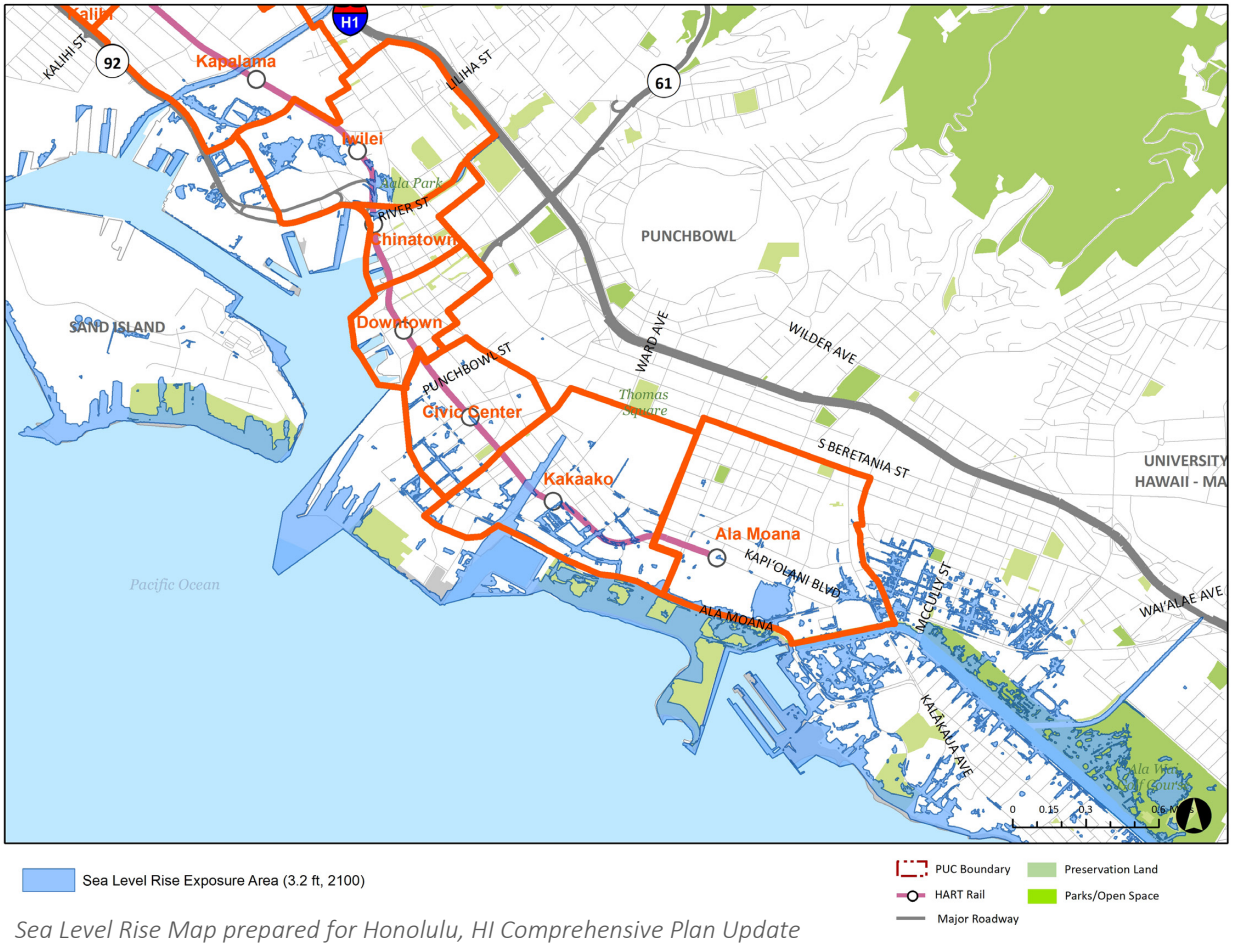
Task 3.6: Cultural Assets Report

HR&A will support the team in its assessment of the City's cultural assets and programming landscape, and conduct a high-level operational and budget assessment of cultural spending in the City as compared with its peer cities, as per available data. As information is available, metrics may include, number and type of assets, clustering, active programming and events, partnerships, and a profile of costs and revenues. Building on of "The Creative Economy of Culver City" report prepared in April 2017, HR&A will conduct a cultural asset inventory of City-owned and/or operated cultural assets, private assets, and non-profit owned/operated assets. This assessment will illuminate existing and potential connectivity and synergies among the various cultural assets in the City, help to define "culture" and the makeup of Culver City's creative economy, the segmentation of neighborhoods by cultural context, and the existing policy and implementation landscape related to culture. HR&A will also identify connections between the 'creative economy' and the 'cultural economy' of Culver City and overlaps between the goals and ambitions of the private sector, non-profit sector and the public sector, in relation to supporting, increasing access to and growing arts and cultural activities in the City.

As part of this task, HR&A will review selected successful local and national examples of cities that have adopted approaches to fostering robust creative ecosystems that leverage and expand cultural resources. HR&A will particularly focus on cities that have been able to draw partnerships among private, public, and non-profit sector entities to establish and sustain broad based and accessible cultural programming. HR&A will summarize key lessons from this precedent study in a manner that informs strategies and initiatives for Culver City.

Task 3.7: Climate Change, Sustainability, and Resilience Report

R+A and Global Green, with input from Sherwood Design Engineers, will prepare a comprehensive report of climate change, sustainability, and climate resilience in Culver City. We will consolidate existing policies and strategies into a single tool, organized by topic. This assessment will help Culver City develop a strong basis for understanding the existing policy framework for sustainability and climate action and will help identify new policies and actions to incorporate into the General Plan. Pertinent documents for the policy review may include: the City's greenhouse gas inventories, the Culver City General Plan, the Culver City Green Business Program, the City's Safe Routes to School program implementation, the Multi Jurisdiction Local Hazard Mitigation Plan (MJLHMP), and other climate action and sustainability-related policies and plans by the City.



Sea Level Rise Map prepared for Honolulu, HI Comprehensive Plan Update

Special attention will be given to the greenhouse gas inventory prepared by the City's Public Works Department in order to understand the relative magnitude of emissions by sector and the specific opportunities for deep carbon reduction in Culver City. We also compare the City's emissions and emissions trajectory to State greenhouse gas emission targets, e.g. SB 32.

Once consolidated into a matrix, the R+A team will review the policy framework, identify gaps, and recommend additional measures that the City can take to increase sustainability, reduce emissions, and adapt to climate change. The additional, proven strategies for will come from many sources, including the US Conference of Mayors Best Practices for Climate Protection, Carbon-Free City Handbook, CAPCOA, and our experience developing sustainability and climate action plans for local governments.

In addition to City policies and programs, we will briefly summarize key State and regional regulations and programs that may impact Culver City. These may include Clean Power Alliance participation, targets for greenhouse gas emissions from transportation (Sustainable Communities Strategies and SB 32), Net Zero Energy for new construction, CalGreen, and similar.

With regards to climate adaptation and SB 379, the General Plan and Climate Change, Sustainability, and Resilience Report will primarily rely on the City's MJLHMP, supplementing that analysis with additional climate hazards particularly extreme heat. We will overlay this spatial data with disadvantaged populations (identified during Task 3.4) to understand the location of those populations most exposed and vulnerable to extreme heat and other hazards. This additional layer of assessment will help Culver City layer additional goals, objectives, and actions in the General Plan to complement those in the MJLHMP.

Task 3.8: Infrastructure Report

Sherwood will assess the infrastructure conditions of the city using record data and reports. This work will include an evaluation of the water, sewer and stormwater infrastructure at a city and regional scale. It will be important to perform a high level supply and demand calculation of the City's water, including an evaluation of the potential supply and off-set through the use of non-potable water. The consultant will use the information provided to them, which may include Water Management Plans, Urban Water Management Plans, various modeling reports, and Ordinances to inform the recommendations during a later Task of this project. Meetings and through communication will be required with the City and associated staff.

Task 3.9: Environmental Background Report

The Environmental Background Report will examine existing natural and environmental resources and public facilities. The report will describe their value for conservation and protection, or any issues and development constraints. The environmental background report will inform goals and policies in the Safety, Conservation, and Open Space Elements as well as form the basis for the development of the existing conditions and programmatic analysis in the applicable sections of the Draft EIR (per Task 8 CEQA).

Water resources and quality. ESA will summarize the current status of surface and groundwater resources within the city, including those associated with Ballona Creek. Any projected regional limitations to the groundwater supply will be identified. The regulatory setting and water quality of surface and groundwater resources in the planning area will be discussed. Typical pollutants in urban runoff will be qualitatively identified, and discussions of best management practices to reduce contamination will be included. Existing conservation and water quality control programs will be identified.

Public facilities. ESA will describe the public services/facilities provided to Culver City residents. Facilities leaders will be contacted to inventory existing and planned facilities and improvements, existing and projected demands and capacities, standards and funding sources to identify any deficiencies and to assess their ability to support existing resident needs as well as anticipated growth. Locations of these facilities will be depicted on base maps.

- Police/Fire/Emergency Responders. ESA will contact the Culver City police and fire department to identify current facilities, response times, performance goals, and planned facility improvements, training programs, and staffing increases.
- Schools. ESA will contact the Culver City Unified School District to identify current enrollment, student capacity, planned improvements, enrollment projections, funding mechanisms and other pertinent information.
- General Government/Civic/Cultural Facilities. ESA will compile information on general governmental services and civic facilities such as the libraries and city administrative buildings. The location, capacity, and any planned improvements will be identified. Information on cultural facilities such as the Veterans Memorial Complex will be compiled. Information will be obtained from appropriate facility staff.

Noise. Significant noise generators in the city include Interstate 405, arterial roadways, railroads, light rail, and industrial/warehouse land uses. Area roadways and non-residential uses within the city could also be considered to be secondary noise sources. The existence of existing industrial/warehouse or other non-residential operations within the city that may continue operation as other properties are developed will be considered in this section.

ESA will identify sources of noise in the city and prepare a summary of the federal, state, and local regulatory framework applicable to noise. A noise survey will be completed through long-term (24-hour) and short-term (15-minute) noise measurements at up to 30 locations (up to 6 long-term and up to 24 short-term or up to an equivalent combination thereof in consultation with the City). ESA will prepare existing noise contours along major highway, primary arterials and major streets, along existing rail lines, and along zoning designations separating noise-generating uses from residential or mixed-use zones. Existing noise contours will be developed based on existing ambient noise data and computer noise model. The traffic noise model will be based on computer noise prediction models that incorporate Federal Highway Administration (FHWA) Traffic Noise Model (TNM). Rail noise will be modeled based on the Federal Transit Administration Transit Noise and Vibration Impact Assessment (2006). Airport noise will be taken from existing published sources such as from the Federal Aviation Administration.

Natural resource areas and biological resources. ESA will collect and review available existing information on biological resources and/or jurisdictional features within or adjacent to the City's planning area; and search the National Wetlands Inventory data layers, U.S. Fish and Wildlife Service (USFWS) database of threatened and endangered species, USFWS Designated Critical Habitat, California Natural Diversity Data Base (CNDDB), and the California Native Plant Society's Electronic Inventory of Rare and Endangered Plants of California within an approximately three-mile radius of the city. Additionally, California GAP Vegetation Analysis in conjunction with Google Earth aerial imagery will be assessed to broadly identify locations of potentially sensitive vegetation communities that may provide habitat for special-status plants and wildlife. Recent literature available as reference documents include the 2016 Urban Biodiversity Assessment: Baldwin Hills Biota Update prepared by the University of Southern California for the Baldwin Hills Conservancy, Appendix D Biological Resources of the 2017 Ballona Wetlands Restoration Project EIS/EIR prepared by the California Department of Fish and Wildlife and the U.S. Army Corps of Engineers, and the 2015 Culver City Urban Forest Master Plan. This research will be summarized

in the Background Report and will be used: (1) to develop a list of threatened and endangered and special status species with potential to occur within the planning area, and (2) to locate and assess the quality and approximate quantity of sensitive habitats/vegetation communities within the planning area. ESA will also describe the regulatory setting and current policies and programs to conserve and protect biological resources, any Habitat Conservation or other regional plans applicable to the planning area, and the potential impact of existing and planned development patterns on biologic diversity and ecologic sustainability of plant and wildlife habitats. The effort will provide a constraints level analysis in describing biological resources and mapping habitat by aggregating this analysis of available resources. Limited field work will be conducted at Baldwin Hills and along Ballona Creek.

Historic and Cultural Resources. ESA will conduct appropriate record searches, a Sacred Lands File search, reviews of historic and geologic maps and a geoarchaeological review to address subsurface sensitivity. Data gathered for each resource type will be mapped to identify areas of relative sensitivity. Alongside review of background research and other materials retained in local historical archives, ESA will conduct a windshield survey of the city. Here, specific attention will be paid to areas of anticipated development, including Fox Hills, downtown, and Sepulveda/Jefferson corridor (ESA will rely on already-completed survey work around Ivy Station as part of other project work).This economical approach will offer insights into concentrations of previously-unidentified historic resources.

Following the research and analysis stages of the process, ESA will prepare a technical report detailing the results of the research and studies described above and providing pertinent information on the sensitivity for all such resource types across the General Plan area.

Hazards. Based on readily available information identified in the City of Culver City and Culver City Unified School District Multi-Jurisdictional Hazard Mitigation Plan (MJHMP), prepared in April 2017, ESA will prepare hazard maps that identify earthquake faults, liquefaction, flooding, hazardous materials, fire hazard severity, and soil hazards. ESA will describe existing hazards and identify how climate change could affect and exacerbate existing natural hazards.

Greenhouse Gas Emissions. ESA will identify sources of GHG emissions and energy demand in the city and prepare a summary of the federal, state, and local regulatory framework applicable to GHG emissions and energy. As stated in the RFP, the City Public Works Department is preparing a GHG inventory that will inform the Background Report and EIR and will also be used to define the GHG emissions foundation for the development of policies for the General Plan Update.

Task 3.10: Smart City Report

Urban.systems will prepare a report assessing the current status of technology and data-related issues in Culver City and the potential for weaving key Smart City principles throughout the urban fabric as a means of improving and enhancing community quality of life. The report will analyze how the City can capitalize on innovative initiatives already underway and seamlessly integrate emerging technology, digital tools, and data to enable a connected citizen experience. Key topics to review include analytics, automating processes, digital tools, workflow trackers, data management programming, and more.

Task 3.11: Retroactive Evaluation of General Plan

The R+A team, working closely with City staff, will conduct a review of the existing General Plan goals, policies, and programs to identify the sections that may need to be updated. The team will also undertake an evaluation of which programs and strategies have been successful in the years since the plan was adopted, and which have not. This task will be undertaken in conjunction with City staff and will rely on staff's evaluation of the General Plan. R+A will provide an easy-to-use evaluation worksheet to allow staff to review and comment on the policies.

In addition, the team will review and summarize the applicability of recent State regulations that impact the General Plan process, including SB 1000 (environmental justice), SB 379 (climate adaptation), SB 743 (VMT and LOS), and AB 1358 (Complete Streets), among others.

The result of this task will be a clear list of any sections (or goals and policies) of the General Plan that should remain unchanged, and any sections that should be modified or discarded during the General Plan update process. The methodology developed during this task will also lay the ground work for evaluation of the General Plan in the years following adoption.

Task 3.12: Performance Metrics

R+A will work with staff to develop a series of draft indicators/metrics appropriate for evaluating intended Plan outcomes and performing a quantitative assessment of implementation success. These will then be refined during final General Plan development. Indicators will be adapted from a combination of R+A team expertise and other relevant sources such as UrbanFootprint, STAR Communities and LEED-ND. We will then use these indicators to inform the plan alternatives, set targets and track progress over time.



Analytic modules from UrbanFootprint that could be used to inform the development of Performance Metrics

Task 3.13: Identification of Grant Funding Sources and Criteria

HR&A will research major capital funding sources as well as potential funding sources to support program operations and delivery and outline qualifying criteria and implications for each source. These funding sources may include, but are not limited to:

- Tax increment financing tools, such as Enhanced Infrastructure Financing Districts and Community Revitalization and Investment Authorities;

- Philanthropic and social investment tools, such as social and environmental impact bonds (e.g. “pay for success”) and various tax credits;
- Special assessment districts;
- Potential new or expanded local taxes and fees;
- State and Federal programs including allocation of new bond funding, Opportunity Zones, Greenhouse Gas reduction efforts (Cap and Trade) etc.
- Earned income sources, such as leveraging City real estate assets and parking revenues.

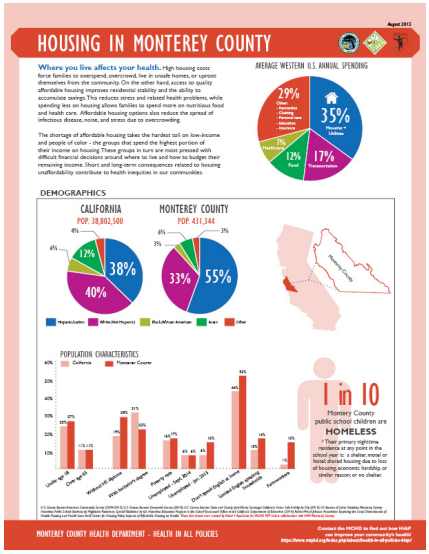
The funding matrix will help the City to organize its initiatives around appropriate and available funding sources and will ultimately provide a reference point for implementation of policies, programs, and projects identified throughout the General Plan Update process, and beyond completion of the Plan.

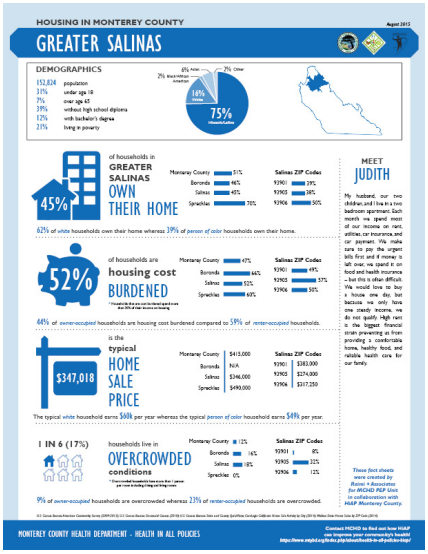
Nelson\Nygaard will provide HR&A with support in developing a funding matrix to identify financing sources for potential recommendations. Detailed criteria will be provided for each source, which can be used as a checklist to vet the plan, and recommended policies meet the requirements for funding. We ultimately want our recommendations to reflect Culver City’s fiscal and political environment to ensure that options are achievable. Identifying and understanding funding sources up front will help keep the General Plan Update visionary yet achievable.

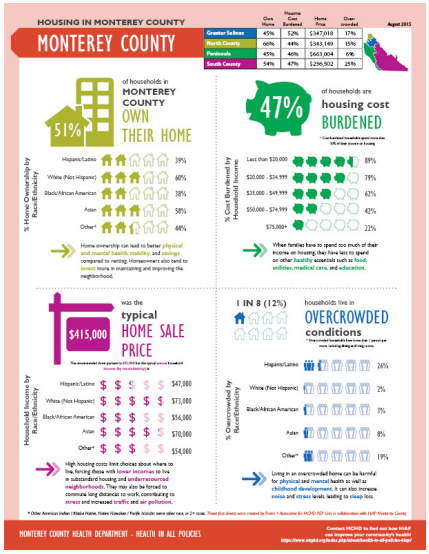
In preparation for the implementation of the General Plan, the R+A team, led by HR&A, will prepare a preliminary list of likely federal, State and regional grant funding sources that could be used to fund programs and actions identified during the process. For each funding program, we will identify the eligibility, funding requirements, timing and any specific criteria needed to apply for the grant. Identifying this information early in the process will ensure that criteria and data can be actively incorporated into the update process.

Task 3.14: Community-Facing Fact Sheets

Using all of the information from Task 3, R+A will prepare up to 6 two-page topic- and/or area-specific fact sheets, using infographics, statistics, and diagrams. The purpose will be to support the engagement process and to illustrate the demographic and socio-economic conditions in the City. Potential topics include: a community snapshot; land use; parks and open spaces; health; transportation; and fact sheets for different sub-areas of the City (e.g., downtown, Sepulveda, etc.).







Task 3 Deliverables

- Document Review Matrix
- Land Use, Urban Design, and Public Realm Report
- Transportation and Mobility Report
- Environmental Justice and Equity Report
- Market Study
- Cultural Assets Report
- Climate Change, Sustainability, and Resilience Report
- Infrastructure Report
- Environmental Background Report
- Smart City Report
- Evaluation of Existing General Plan Memo
- Metrics Memo
- Fact Sheets (6x)

Optional Discovery Tasks

Existing Conditions Summary Report (optional)

After the various topical background reports are finalized, R+A can prepare a 20-30 page public-facing report summarizing the findings of the technical background reports using spatial mapping and story mapping to clearly communicate the key takeaways from the preceding Task 3 work. The summary report would distill the findings into an issues and opportunities table that lists the issues that need to be addressed during the General Plan update. This will be a detailed list that will help the team and the City organize discussions and identify needed changes for the General Plan.

Separately, R+A can develop a report examining future trends that will impact the planning in Culver City in the future. Potential topics include: aging population, housing affordability, majority/minority community, autonomous vehicles (AVs), emerging technologies, regional growth, or other topics identified by staff.

Task 4: Citywide Visioning

After the Discovery phase, the team will initiate the citywide visioning phase. This phase will involve a significant community engagement effort using the methods described in Task 2. The purpose of this phase will be to explore the pros and cons of different patterns and amounts of growth, to hone in on an overall city vision and to develop guiding principles. In addition, we will identify the key General Plan strategies to implement the vision (e.g., revitalize the Sepulveda/Jefferson corridor or transform Ballona Creek) and identify numeric targets to guide the development of more specific General Plan policies and programs.

Task 4.1: Citywide Scenarios

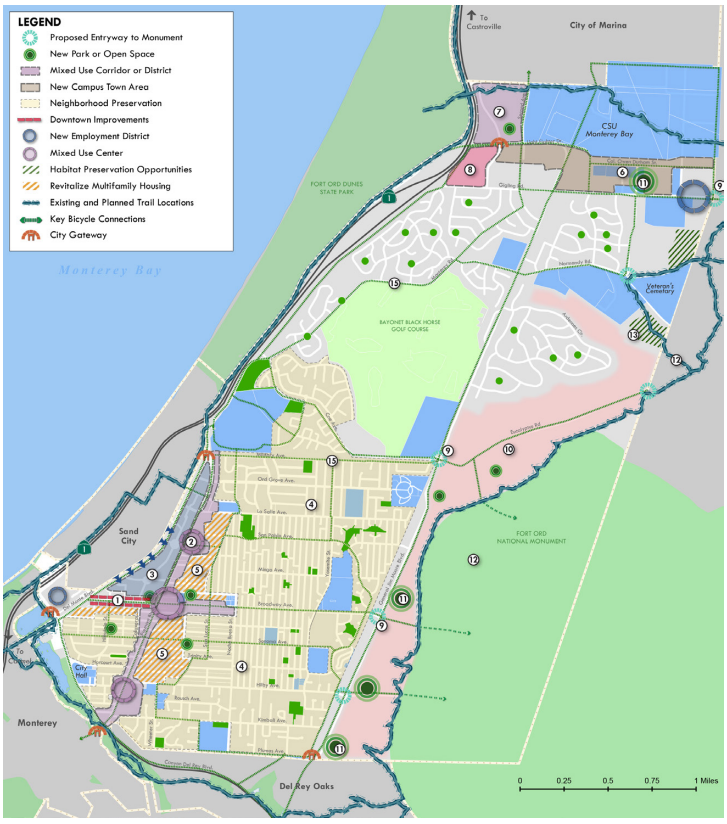
At a citywide scale, the team will identify various scenarios expressing alternative futures, with differing focused locations for change, varying densities, and different amounts of development. For example, we can explore buildout under the existing General Plan and zoning compared to scenarios that increase the height limit in key commercial or mixed-use areas, increase development in certain residential neighborhoods, and/or focus growth on the Downtown over other areas. We will use UrbanFootprint to examine impacts of growth under different scenarios to achieve citywide targets and outcomes. UrbanFootprint can provide detailed information on housing units, jobs, percentage of residents and employees within walking distance of high quality transit, GHG emissions per capita and mode split. These scenarios can help the public understand how various development decisions can help or hinder criteria that impacts the quality of life in the City.

Task 4.2: Vision + Guiding Principles

Developing the vision and guiding principles will be a critical stage of the entire General Plan update and will involve significant public engagement. Through workshops, small group discussions led by General Plan ambassadors, and pop-up workshops, we will explore how individuals envision the future of their City and the most important values of community and identity. This information will be summarized in a new or updated vision statement and a list of "guiding principles" or "community values." The guiding principles can be used to evaluate General Plan alternatives developed later in the process. The vision and guiding principles will be presented to the GPAC and City Council to approve the Plan direction prior to moving forward into more detailed analysis and policy development.

Task 4.3: Vision Diagram and Key Strategies

Building off the community engagement process and the vision and guiding principles, the project team will summarize the overall major components (or "big ideas") that the General Plan will put forward. This could include areas of the City to focus new development (such as Sepulveda Gateway), natural areas that could be enhanced (such as Blair Hills), major transportation improvements, or new policy directions such as addressing health or economic disparities or improving housing affordability. A look at sustainable infrastructure to solve issues around aging infrastructure to a handle growth and land use change will be provided. This will also include an assessment of key areas that may be prioritized in terms for capital improvements through the opportunities around sustainable systems. The major physical strategies will be diagrammed so they can be easily communicated.



Seaside General Plan major strategies map

Task 4.4: Citywide Targets and Outcomes

The team will identify numeric targets and high-level outcomes to be achieved within the time frame of the updated Plan. The targets will be used to develop policies and programs in the General Plan and to track progress of the plan over time. Example targets that we have used in other communities are sustainability goals such as carbon, waste, energy, water neutrality by a certain date; trip caps for all or part of the City; Vision Zero; or numeric parks targets such as all residents live within a quarter mile walk of a park.

Task 4 Deliverables

- Vision and guiding principles
- Vision diagram and key strategies
- Citywide targets memo

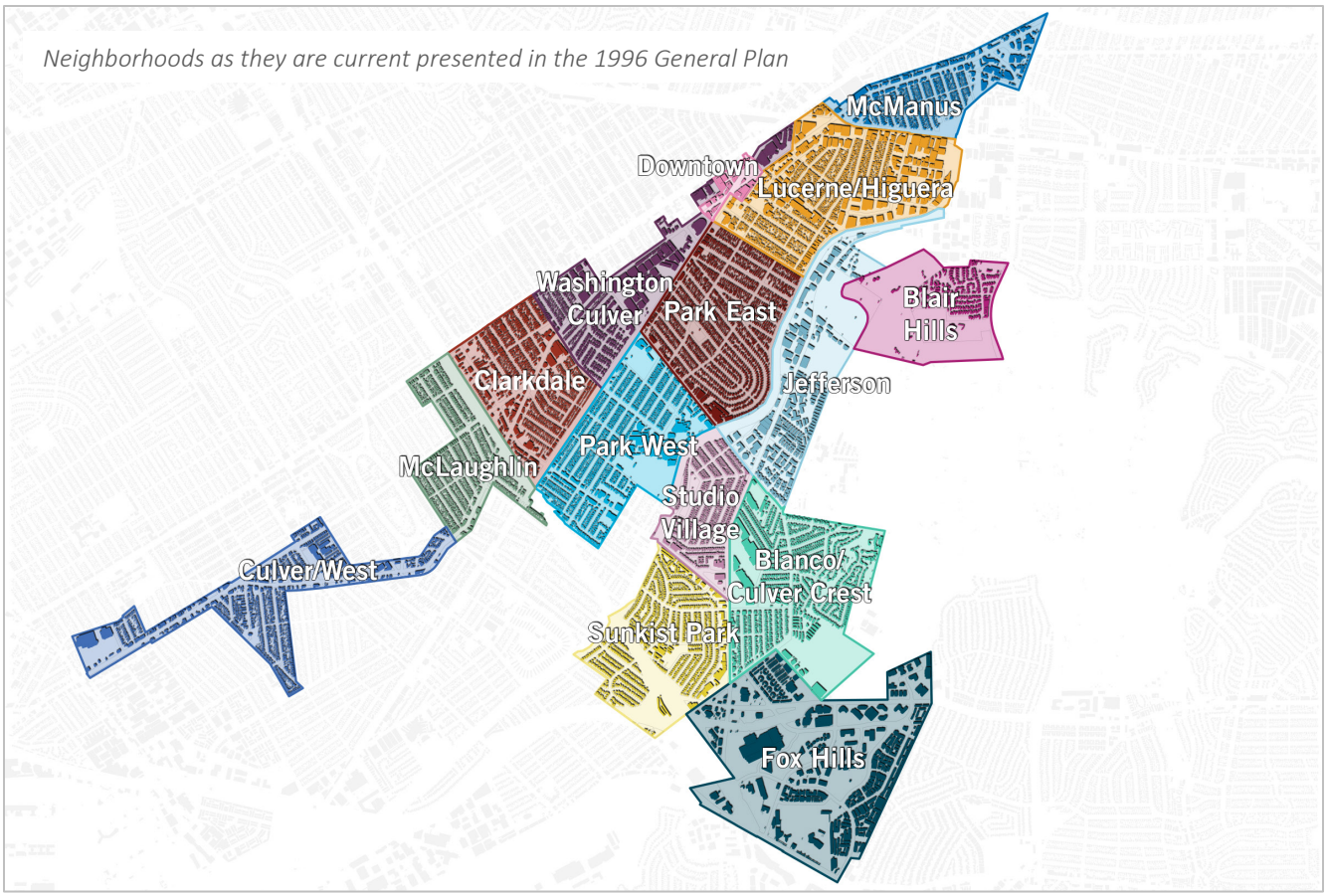
Task 5: Land Use, Design, and Transportation Alternatives

Task 5.1: Identify Neighborhoods, Districts, and Corridors

The R+A team will comprehensively study Culver City's urban form, understanding that the City is an intricate fabric made up of distinct neighborhoods, corridors, and districts. The team will apply advanced data-gathering and analysis methods to verify, and where appropriate, recommend adjustments to the neighborhood boundaries presented in the 1996 General Plan (Figure LU-8). Beyond residential areas, the team will further deconstruct and divide the City as appropriate into districts (which are typically employment or activity-based, such as where the studios are clustered), and corridors (which are usually linear commercial strips such as Washington Blvd or Sepulveda Blvd). This task will prepare the team for the following exercise regarding change and stability, and the end product will be a series of maps.

Perkins+Will will use data mapping, analysis of publicly available data, including social media, and field surveys to document the urban morphology of Culver City. Our goal will be to gain a deep and robust understanding of the physical and programmatic forces that shape the experience and identity of neighborhoods, districts, and corridors. Our study may include:

1. Scale assessment: building height, building footprints, lot size, lot frontage, street width, and prevalence of certain building features;
2. Program mapping: land use mapping with a special focus on destination-making clustering effects, e.g., concentration of design, art, and dining around Helms Bakery District;
3. Transportation mapping: street network, bike infrastructure, pedestrian infrastructure, etc.



Task 5.2: Areas of Change and Areas of Stability

Building upon the analysis and mapping processes in Tasks 3.2 and 5.1, we will identify areas of change and areas of stability at the neighborhood, corridor, and district level. We will use data analysis to document areas of development activity. We will also look to City staff for their instinctive knowledge about development interest and ongoing planning activities in areas throughout the City. Based on this information, the R+A team will prepare a map that identifies areas in the City where no land use designation change and little or no physical change are anticipated (areas of stability, maintenance, and/or enhancement), areas where incremental change is anticipated (areas of change or evolution), and areas in which transformational change is envisioned (areas of transformation).

Two areas will be of particular interest: 1) those that are transforming most rapidly, and 2) those that are showing little development interest even though their transformation would significantly enhance the City. These maps and analyses will be used to identify where, if any, land use designation changes are required to accommodate new development or a new community vision.

Team 5.3 Team Working Meeting

After the initial research and identification of areas of change, key members of the Raimi + Associates team will hold a multi-day (three or four days) working meeting in Culver City with key members of the team to develop land use + transportation alternatives, meet with stakeholders, work with City staff to develop and resolve policy alternatives, and collaboratively develop conceptual ideas and a public realm framework. This workshop will also allow us to present the team's mapping and data findings to City staff. We see this as an opportunity to discuss and even challenge our findings.

Task 5.4: Alternatives for Areas of Change

For each of the identified change areas, the R+A team will prepare up to three land use and urban design alternatives that vary in terms of land use, density or intensity, public space emphasis, and mobility and parking. Each proposed alternative will be illustrated through a series of graphics and diagrams that present:

- Land Use and Development. Each alternative will propose a different mixture of uses, allowable maximum heights and densities, and total amount of new growth.
- Building Design/Character. The team will prepare an alternatives map with precedent photos of representative buildings, place types, and architectural character to match the proposed urban design.
- Circulation. N\N will identify future roadway, transit, and active transportation networks required for the anticipated levels of change or growth based in part off guidance from both City staff and the public input process.
- Open Space/Public Realm. R+A will identify proposed future parks and open space networks and alternative approaches to expanding parks and open spaces. As needed, PERKINS+WILL will include illustrations or renderings of the proposed public realm.

Task 5.5: Alternatives Analysis

The R+A team will prepare a "matrix-level" analysis of the alternatives, which may include details such as the number of jobs, housing units, economic benefit, transportation impact, and others (as needed). This analysis will help determine the overall capacity of the transportation system and the relative ability of each alternative to satisfy the City's mobility goals. We will perform four separate analyses for each alternative:

1. Land Use Impacts. For each area-specific alternative, we will use UrbanFootprint to model the land use, transportation, health, and environmental impacts. The analysis will result in metrics that compare and contrast the alternatives in terms of transportation, health, environmental, and economic outcomes (see example).
2. EIR Impacts. ESA will meet with City staff to discuss CEQA strategy regarding the 3 areas of change and area alternatives. ESA will identify aspects of the alternative development that could result in findings of significant effect and suggest adjustments or policy language that would serve to minimize such effects. ESA will identify aspects of the alternative development that could result in findings of significant effect and suggest adjustments or policy language that would serve to minimize such effects.
3. Fiscal Impacts. HR&A will support the team in its evaluation of proposed General Plan land use, urban design, and transportation scenarios by providing a high-level qualitative assessment of their relative fiscal implications and market-responsiveness. This assessment will demonstrate the fiscal tradeoffs and relative market strength among alternatives, and will provide commentary on each alternative's risk factors and opportunities.
4. Mobility Analysis. Our expectation is that the firm selected by the City to perform traffic modeling for the EIR will prepare a mobility analysis for each alternative.

These alternatives and their costs and benefits will be presented at community meetings, pop-up workshops, and through online engagement. The preferred direction for each area will then be presented to the City Council and Planning Commission at a study session.



Example of UrbanFootprint Scenario-based Planning Tool Analysis features

Task 5.6: Select Preferred Direction

Through an extensive public process that will include input from public workshops, City staff, and the Planning Commission and City Council, the alternatives will be vetted, discussed, and evaluated. We always learn from community members and stakeholders and welcome their input in a variety of meaningful ways. While we may not always be able to do everything the community asks, we can incorporate feedback into the alternatives and arrive at a preferred plan with significant buy-in.

At the end of this process, the preferred direction for each of up to three change areas will have been selected and refined. This finalized approach will present a clear picture of land use, open space, development intensity, circulation, and an economic framework for the continued evolution of each change area. It is assumed that the final direction for each area will represent a combination of elements from project alternatives. It is anticipated that elements of the transportation plan will include enhancements to the connectivity, functionality, and safety of all transportation modes through smart transportation management and a complete streets approach. The preferred alternative will be reviewed and approved by City staff, the Planning Commission and/or City Council.

Task 5.7: Analysis of Preferred Direction

Following the selection of the preferred alternative for each change area, our team will review the selected approach for effectiveness and market feasibility. This step will ensure that plan

recommendations lead to the desired results. We will re-run prior analyses from Task 5.6, assuming proposed recommendations and policies are in place, including a multi-modal transportation analysis by N\N and land use, GHG, environmental and health analysis using UrbanFootprint. We will test the proposed direction by asking, "are the changes significant?" In addition, we will discuss prioritization strategies, e.g. focusing on specific places for maximum leverage as opposed to distributing improvements evenly across the City. Optionally, HR&A will provide a discussion of the fiscal impacts and the most appropriate funding strategies for the construction and maintenance of public infrastructure improvements designed to create the desired high-quality public realm.

Task 5.8: Growth Projections

The team will build on the existing conditions analysis and the previous work completed in Task 5 to develop detailed growth projections with parcel and/or TAZ level allocation by land use type. These scenarios will incorporate both regional economic trends ("top down") as well as existing land use ("bottom up") considerations. These growth scenarios will be designed to inform policy considerations and environmental review later in the process. The final deliverable will be a memo describing our approach to the projections and summarizing the overall growth assumptions.

Task 5 Deliverables

- Map of neighborhoods, districts, and corridors
- Map of areas of change and stability
- Land use/design alternatives for areas of change (3 areas assumed)
- Analysis briefing book
- Preferred direction for each change area
- Final growth projections memo

Task 6: Citywide Policy Development/Technical Analysis

Each team member will prepare a memorandum outlining the proposed changes to the goals and policies for each Element of the General Plan. This framework memo will list the goals, policies, and implementation actions that should be incorporated into the General Plan, those that should be deleted and changes to existing goals, policies and implementation actions. If needed, members of the team will prepare policy alternatives for major policy issues facing the City. In this task, the R+A team will work with staff, Council, GPAC, the Technical Advisory Committee, and the community to resolve key issues identified during Tasks 2-4 and any topics that are required under State law. The policy topics described below will closely mirror the Plan Elements to be completed under Task 7.

Task 6.1: Land Use Policy Framework (R+A)

R+A will develop a policy framework for land use based on the preferred alternatives selected during the process. Our work will include:

- Modifying land use designations and the land use map to reflect new market conditions, changes in land use and zoning, and potential for new growth in certain areas of change.
- Developing a vision, intent, policies and implementation actions for each sub-area of the city (e.g., specific neighborhoods, districts and corridors).

- Incorporating policies from approved specific plans and other policy documents where necessary
- Developing policies for preservation and enhancement of existing single-family neighborhoods
- Creating policies to stimulate and encourage the provision of "missing middle" housing types
- Addressing other land use topics that are identified during the process.

Task 6.2: Public Realm / Urban Design Policy Framework (PERKINS+WILL)

Leveraging their design expertise, P+W will lead the development of policies and goals around elevating the public realm in Culver City, including topics such as:

- Public spaces. Creating high-quality public spaces through arrangement of streetscapes, materials, landscape, and buildings with a particular focus on identity, accessibility, human comfort, connectivity, and safety.
- Landscape and open space. Existing and new open space opportunities, urban street tree canopy, and Ballona Creek.
- Urban design. Context-appropriate buildings, opportunities for unique and context-shaping architecture, treatment of ground floors, entrances, and interfaces with the public realm.

Perkins+Will will draw from our national and international experience and case study research to develop a series of policy directions that address and respond to the unique needs of your City. We will also bring a creative approach to identifying opportunities for Culver City to set itself apart on the regional, national, and global scale by building on its unique urban fabric.

Task 6.3: Mobility Policy Framework (N\N)

Based on idea-generation from community conversations and exploration of existing conditions, Nelson\Nygaard will develop citywide mobility policies that focus in on policy opportunities for Culver City to dramatically innovate and improve the transportation system in upcoming years. This may include:

- Vision Zero. As the City explores Vision Zero goals to reduce the number of people killed or seriously injured in traffic collisions, Nelson\Nygaard will leverage our national experience framing street safety policies, guiding the appropriate data and policy approach that delivers the most impact within Culver City.
- Rethink Transportation Performance Metrics. Culver City's tools for measuring the success of its transportation system should follow from the larger goals of the City, established in this General Plan Update. While it is important to measure congestion, Level of Service (LOS) is not always the best metric, since it focuses on individual intersections rather than corridors. Culver City must measure the success of all modes of transportation, not just the car. Nelson\Nygaard will identify near and long-term strategies to update the City's CEQA analysis to include VMT-based impact criteria, and provide guidance for officially transitioning from LOS to VMT based CEQA evaluation to support the City's compliance with long-term SB 743 implementation requirements. This could include recommendations for using VMT for CEQA clearance in parallel with other methods for operational impact evaluation and traffic impact fee programs.
- Emerging Mobility. Not since the mid-20th century have new tools, information and mobility options so profoundly change the way we evaluate, plan, and build transportation infrastructure. The General Plan Update cannot anticipate every technology change coming up, but rather

should ensure it positions Culver City to critically examine its role as mobility enabler, and leverage as much positive gain as possible from these shifts.

- Transportation Demand Management (TDM). What is the next generation of demand management tools and how might Culver City leverage them citywide? How can innovative TDM and first/last mile policies and projects support the city's emerging status as a transit-oriented community? The city's burgeoning employer market and demand for new residential development also create major potential for TDM measures to help shape the next chapter of the built environment as multimodal. Lastly, as the future of parking demand becomes shakier, what is the appetite for acknowledging the reduced need for parking in the future, and the opportunity to plan for that future today?
- Transportation Equity. To make equity more than a slogan, it first must be defined. Transportation equity should include a focus on: running an inclusive process, remembering our history, focusing on outcomes, measuring success and failure, addressing displacement, and tracking financial investment to see if the community's values are being carried forward into action.

The appropriate Nelson\Nygaard leader, leveraging our multimodal expertise across the firm, will explore each policy area. Some may lead to alternative creation and analysis. Each topic will cross-pollinate within the mobility policies and among broader General Plan thinking. We see this step as the essential opportunity to raise the big picture policy ideas Culver City should consider and further develop their direction.

Task 6.4: Economic Development Policy Framework (HR&A)

Based on the analysis of existing conditions and City and stakeholder input received in Task 3.4, HR&A will articulate a draft vision for the future of the City's economic development agenda expressed in the form of targeted goals, policies, and actions tethered with broad responsibilities and performance metrics. HR&A will evaluate tools and strategies that will optimize economic development opportunities in the City and draft recommendations to focus on topics such as the creative economy, business development and retention, partnerships with non-profit organizations and other institutions, and incentives for targeted business investments. The recommendations may also identify key land use development opportunities, strategies to promote equitable development and opportunity, multi modal connectivity improvements, and public realm improvements.

Task 6.5: Cultural Policy Framework (HR&A)

In advance of the preparation of the City's first ever Cultural Element of the General Plan, HR&A will identify goals, and actions for the City to leverage strategic opportunities and investment priorities in the city's cultural and creative ecosystem, based on the potential for meaningful economic and community impacts. Following a discussion of the findings from Task 3.5, in the Cultural GPAC Solution Group Meeting 1, HR&A will identify gaps between the City's vision and implementation to create a policy framework with a clear set of goals, objectives, and implementation actions. HR&A will identify programming and/or cultural marketing strategies attached to cultural segments in the city, married with recommendations of the appropriate types of partnership structures that can support implementation and delivery of cultural programs that are accessible to all. These may range from exploring opportunities to draw formal connections between Culver City's large corporate resources with its local cultural institutions, to regular activation of the City's public spaces with informal programming, to identifying

cultural segments that may be highlighted and showcased to solidify the City's reputation as a creative crossroads.

Task 6.6: EJ, Health, Wellness, and Equity Policy Framework (R+A)

SB 1000 requires that General Plans include an examination of disadvantaged communities and policies related to critical health topics in the community. The relevant goals and policies for these topics will touch on the following: air and water pollution; pollution from proximity to industrial uses; access to healthy foods; community gardens; physical activity; access to health care facilities; transportation safety; and health equity, among other topics.

Task 6.7: Sustainability and Climate Change Policy Framework (R+A, GG)

Global Green and R+A will develop a policy framework for sustainability and climate change. The framework will build upon the City's commitment to sustainability leadership, from its early adoption of the Solar Photovoltaic Systems Ordinance to its 2017 membership in the Clean Power Alliance (CPA). The policy framework will build on these existing implementation actions and programs adding new activities and best practices. Topics that will be considered are:

- Greenhouse emissions reduction targets and measures
- Climate resiliency, referencing the LHMP and creating complementary policies targeted at populations most susceptible to climate change impacts
- Energy efficiency and conservation
- Water supply and conservation
- Waste management and recycling
- Urban forest
- Green building
- Green business
- Stormwater reduction, green streets, and low impact development
- Other innovative topics identified during the process

This policy framework will also cross reference sustainability measures in other elements of the General Plan, including complete streets and active transportation, bike share, TOD, and public health and equity.

Task 6.8 Infrastructure (Sherwood)

Sherwood will make analyze scenarios around infrastructure planning and land use concepts. The following are areas of focus, specifically around conservation, innovative and sustainable infrastructure solutions:

- Water and sewer scenario modeling results
- Sewer availability - decentralized/centralized strategy for scenarios in General Plan
- Water supply and demand scenarios (water balance) in support of scenarios in General Plan
- Provide water supply strategies that enhance conservation on a regional scale and possibly accommodate alternative growth scenarios.
- Develop text, maps, and exhibits in support of General Plan

Task 6.9: Parks & Recreation Policy Framework (R+A, ESA)

R+A and ESA will develop policies related to parks and recreation facilities. Topics that could be addressed are:

- Improvements to existing parks and open spaces
- Identification of new facility needs
- Funding for new parks and open spaces
- Policies to address the conversion of Ballona creek to a beautiful recreation corridor
- Improving safe access to parks for residents
- Park equity, to ensure that all residents have equal access to park
- Provision of recreational programs for residents of all ages, especially youth and seniors
- ESA will provide support in identifying opportunities and constraints associated with the transformation envisioned by the City for Ballona Creek by involving staff with professional backgrounds in trail and park designs, flood management and hydrology, biology, and historic and cultural resources.

Task 6.10: Conservation and Open Space Policy Framework (ESA)

As Culver City continues to grow, the City will need to take proactive measures to protect and enhance their natural, historic and cultural resources. ESA will identify and evaluate strategies to:

- Protect sensitive cultural and historic resources
- Address and identify approaches to enhance valued open space areas including Baldwin Hills and Ballona Creek
- Protect mineral resources (Inglewood Oil Field) and biological communities. Regulations included in the proposed Inglewood Oil Field Specific Plan will be incorporated if adopted by the City Council.
- Identify and define strategies to improve water quality and stormwater management
- Address air quality policies and programs in consideration of climate change and the relationship to land use, transportation, health and safety.

Task 6.11: Noise Policy Framework (ESA)

To ensure that the General Plan Update limits the exposure of the community to excessive noise levels in noise-sensitive areas and at noise-sensitive times of day, noise sources and projected noise based on future conditions will be documented and mapped. These existing and future noise contour maps will be used to evaluate land use compatibility for both transportation and stationary noise sources and will identify areas subject to significant noise in the future. Methods to attenuate noise to reduce potential noise exposure will be identified.

Task 6.12: Safety Policy Framework (ESA)

Health and safety issues are relatively common to metropolitan areas and include natural hazards, such as geologic and seismic hazards, fire hazards, flood hazards, as well as activities that involve storage, use, or generation of hazardous materials and hazardous wastes. Our work will include:

- Overlaying the hazards map developed as part of the Environmental Background Report with existing land uses to understand existing conditions, and the land use designations per the preferred plan to understand potential future land use conflicts. This exercise will identify

potential increases in populations exposed to natural hazards, with particular attention paid to vulnerable population groups. Unique considerations regarding climate change's potential to affect and potentially exacerbate the impacts associated with these hazards will also be considered. Preliminary policy solutions will be identified to address potential conflicts with hazards and to ensure community resiliency in the face of climate change impacts.

- ESA will confirm compliance with Senate Bill 379 (codified at Government Code section 65302(g)(4)) which requires safety elements to address climate adaptation and resiliency strategies applicable to the city will be achieved by including a reference in the updated Safety Element to or an attachment of the City of Culver City and Culver City Unified School District Multi-Jurisdictional Hazard Mitigation Plan (MJHMP), prepared in April 2017 and approved by FEMA and California Office of Emergency Services on June 1, 2017.
- The incorporation of the MJHMP into the updated Safety Element would appear to fulfill the requirements of Senate Bill 1241 which stipulates that the safety element addresses the risk of fire for lands classified as very high fire hazard severity zones. The preferred plan land use map and anticipated changes to the housing element will also be evaluated to ensure consistency with Senate Bill 1241.

Task 6.13: Housing Policy Framework (VTA)

We understand that the City typically handles the Housing Element update in house. While the Housing Element was updated recently in 2014, the R+A team will work with City staff to review the Element in light of the many new State housing laws and any changes necessary for consistency with new policies and programs developed during the update process. VTA will serve as Strategic Advisor to the Housing Element component of the General Plan Update. In this capacity, VTA will assist City staff and the General Plan Update consultant team in following tasks, or as otherwise requested:

- Compiling housing and demographics data.
- Assessing governmental constraints to housing development, particularly in light of the recent changes to State law (e.g., accessory dwelling units, density bonus, inclusionary housing).
- Assessing the adequacy of the proposed Land Use Alternatives in meeting the sixth and future cycles of Regional Housing Needs Allocation (RHNA).
- Compiling an inventory of vacant and underutilized sites adequate to accommodate the RHNA, taking into consideration of AB 1397 and SB 166. Specifically, the sites inventory may have to include analysis of capacity based on both existing General Plan/Zoning AND proposed General Plan/Zoning from the Preferred Land Use Alternative.
- Developing housing goals, policies, programs, and objectives to address housing needs identified and State law requirements.

Task 6.14: Smart City (urban.systems)

With the recognition that technology and data will play an increasingly vital role in the administration and planning of cities, urban.systems will develop specialized policies and goals to ensure Culver City is prepared for emerging "Smart City" trends such as municipal wifi, signal control and synchronization, data connectivity, safety of citizens, reducing energy consumption, information displays, mobile apps for parking management, etc.

Optional Tasks

Safety Policy. The RFP identified the need to address soft story analysis and retrofit programs, and preparation of other endemic seismic studies and upgrades as part of the Safety Element update. As an optional task, the R&A Team can hire a geotechnical firm that can provide a soft story inventory and endemic seismic analyses along with relevant retrofit recommendations.

Task 6 Deliverables

- Draft and final policy frameworks for each of the above topics

Task 7: General Plan Development

Task 7.1: Plan Outline

R+A will work with the City to prepare a detailed outline of the General Plan, including topics and sub-topics to be addressed. The General Plan will be organized in a way that is clear and easy for the public to understand and also in a way that is logical for City staff to use on a daily basis.

Task 7.2: Layout and Design

R+A will prepare an updated layout and design for the General Plan document in InDesign. R+A will develop sample page layouts for City staff to review. Based on the comments, we will revise the design for the General Plan.





Task 7.3: Admin Draft General Plan

The Raimi + Associates team will prepare an Administrative Review Draft General Plan based on the established Community Vision and Guiding Principles. For the General Plan update, the Raimi + Associates team will address all the requirements of State law, such as complete streets, climate change, and environmental justice, using the 2017 OPR General Plan Guidelines. In addition, for efficiency, we would expect that City staff will be actively engaged in evaluating the existing General Plan and identifying which policies are still valid and which should be deleted or modified.

The following highlights the major topics expected to be addressed in the General Plan. As discussed above, the structure of the General Plan will be determined during the project.

Executive Summary

R+A will prepare a brief executive summary of the General Plan that highlights the overall vision, direction and major strategies and policies of the plan. This document will be the first stop for residents to understand the future of Culver City and will also be designed as a marketing piece to communicate to outside parties.

Introduction and Overview

R+A will update this chapter with new data and information.

Vision and Guiding Principles

This will be a new chapter in the General Plan or integrated into the Introduction. It will include an updated vision statement, guiding principles and a map and description of the major strategies of the General Plan (see Task 4.3). This chapter will serve as the "executive summary" of the plan.

Engagement Summary / Setting the Stage

The purpose of this chapter is to provide a comprehensive summary of the steps taken during the update process, including a review of all workshops and public outreach, stakeholder interviews, focus groups, and advisory committee meetings. This chapter is important to identify and recognize the community's contribution to this document.

General Plan Topics:

Land Use and Design

The purpose of this Element is to ensure an appropriate mix of housing, employment, retail/services, recreation, culture/arts, education and entertainment for the City's residents and businesses, and to ensure that new growth is responsible and benefits the community now and into the future.

- Citywide Land Use. This section provides overarching citywide goals and policies related to land use, building character, revitalization of existing uses, attraction of new and beneficial uses, location and identity of visitor-serving uses, and more. These policies apply universally across Culver City.
- Neighborhood-Specific Land Use. Through the alternatives generation and review process, we will develop the foundation of the area-specific land use sections. We typically create a 2- or 4-page spread for each neighborhood, with a map indicating future land use and related strategies, and then craft policies targeted at enhancing and improving the area to match with the vision expressed by the community and stakeholders.



CHAPTER 3: LAND USE + COMMUNITY DESIGN

Residential Designations

NM Neighborhood Medium

Provides for the development of a wide range of low- and moderate-density living accommodations, including attached and detached single family buildings.

Allowed Land Uses

Primary: Residential.

Secondary: Education/day care, parks, cultural/public assembly, public uses. Neighborhood-serving retail may be allowed as a conditional use.

Allowed Intensity

Up to 15 du/ac. Up to two stories or 28 feet. Up to 45 persons/ square mile.

Intended Physical Character

A residential neighborhood with smaller lots and alleys that allows for a range of low and moderate density building types. Small multi-family housing types that are scaled and designed for compatibility with houses are also appropriate in this designation. Structures are intended to project the scale and character of houses, some accommodating only one family and others accommodating multiple families.

Supported Building Types

Small-lot single-family, duplex, triplex/fourplex, townhouse, courtyard, lowrise/walkup.

Building Placement and Lot Coverage

- Buildings cover 30 percent to 60 percent of the lot area.
- Buildings are generally placed 20 to 25 feet from the front curb, with minimal side setbacks. Front yards are typically 10 to 20 feet deep.
- Buildings face and overlook the street with front doors and windows from main living spaces of the residence.
- Multiple masses may be composed into larger buildings taking on the appearance of large houses.

Frontage and Streetscape Character

Primary entrances face the street, and attractive fencing or landscaping typically separates homes from the sidewalk. Access to some dwellings may be provided through shared courts or gardens. Frontages are designed to provide a rich and varied neighborhood landscape and to provide a moderate measure of privacy for residents. An interconnected network of pedestrian-oriented streets and neighborhood greens and pocket parks provide a comfortable, walkable public realm.

Parking

Located on-street, in front driveways or garages, or in small surface lots for the apartments, or in alleys behind the primary structure. Where alleys exist, parking is preferably accessed through the rear of structures.

PUBLIC DRAFT 47

Land use designations page from Seaside General Plan Update, describing desired form and character

- **Urban Design and Public Realm.** This topic is of particular interest to the Culver City community, and thus we will craft diagrams, policies, and implementation actions that serve to maximize the quality and quantity of public spaces in the City.

Health and Environmental Justice

R+A will prepare policies related to health and environmental justice that meets the intent of SB 1000, plus other topics that are important to the community. Key topics will include air and water pollution; pollution from proximity to industrial uses; access to healthy foods; community gardens; physical activity; access to health care facilities; transportation safety; and health equity, among other topics.

Climate Change and Sustainability

R+A and GG will prepare the Climate Change and Sustainability Element that transforms the goal and policy framework into action. The Element will include greenhouse emissions reduction targets and measures, energy efficiency and conservation, water supply and conservation, waste management and recycling, urban forest, green building, and green business. Working with the City, R+A and GG will determine whether these topics will be prepared as stand-alone element or an "in all policies" approach.

Mobility

Nelson\Nygaard will prepare the Mobility section of the Draft Plan, translating project goals and visions into policies and actions. The Mobility Element will define the City's transportation network and transportation policies to support the anticipated land use growth and provide adequate mobility options and a safe transportation system. The policy updates will reflect SB 743 Vehicle Miles Travelled requirements, professional best practices, direction from City staff, and input from the public and local decision-makers throughout the General Plan process. The Circulation Diagram will encompass the full range of transportation modes, including roadways, transit, and pedestrian and bicycle corridors.

Parks and Recreation

ESA and R+A will prepare parks and recreation policies to address the provision of future facilities associated with population growth in the City. The type and location of parks and recreation facilities will be considered to address any existing deficiencies - at a citywide acres per 1,000 level and at the neighborhood walkshed level - and future needs.

Conservation and Open Space

This will include goals and policies related to the retention and enhancement of open space and natural resources, including Baldwin Hills and Ballona Creek, mineral resources in the Inglewood Oil Field, and historic and cultural resources. It will also address approaches to improve air quality and water quality.

Safety

This will combine policies from the existing elements on Seismic Safety and Public Safety into one element and address geologic, seismic, flood, and fire hazards present in Culver City, and include consideration of how climate change could affect and potentially exacerbate the impacts associated with these hazards. Policies will identify climate adaptation measures to improve the community's capability to withstand and survive hazardous conditions. The MJHMP will be summarized in the safety element and a description of how each requirement in Government Code section 65302(g)(4) has been met through the adoption of the MJHMP document. Any additional topics not adequately addressed in the

MJHMP will be covered through new policies, maps, and actions – especially with regards to mitigation strategies and GHG emissions reductions programs.

Noise

The Noise Element will include goals and policies that seek to minimize and mitigate noise impacts on noise sensitive receivers due to excessive noise.

Economic Development and Public Facilities

HR&A will prepare a draft Economic Development Element, which will provide a long-term roadmap and yardstick for the City's economic development efforts over the next several decades, and will be coordinated with the short-term economic development strategy that the City intends to develop in parallel.

Infrastructure

The Element will address (at a high level) the City's critical infrastructure – water, wastewater and stormwater. The topics will have a strong tie to sustainability.

Housing Element

The next iteration of the City's Housing Element must be adopted no later than mid-February 2022. Prior to adoption, the Draft Housing Element must be submitted to the State Department of Housing and Community Development for review. Our assumption is that the City will prepare the Housing Element with technical assistance from VTA. VTA will work with the General Plan Update consultant team in devising a schedule that would meet this statutory deadline, taking into consideration the progress of the overall General Plan update. VTA will assist in the HCD review, serving as liaison between the City and HCD staff. With our extensive experience working with HCD, we can anticipate comments from the State and help devise responses to address HCD concerns.

Implementation


Plan for a Healthy Los Angeles Implementation Programs

#	ACTION DESCRIPTION	Lead	Time Frame	Responsible Department(s)	Key Partner(s)	Relevant Policies
P4	Aging-in-place Corridors: Coordinate efforts, programs and services to deliver additional services for the Department of Aging's Health program Centers such as in-home assistance and alternative service delivery, transportation and supportive services, to allow residents to age in place while receiving services and remaining engaged.	Built Environment	Immediate	Department of Aging		2.4 Aging in place
P5	Dementia-friendly Communities: Collaborate with the Pan-Asian Service Systems & Dementia-Friendly Network Coordinator (DFNSC) program. The DFNSC is part of a new nonprofit service, the Alliance for Aging Research, to create lasting dementia-friendly environments in the City of Los Angeles. Begin at least one pilot project in each of the City's four Service Planning Areas (SPAs) to provide a coordinated plan for the next three years, with an emphasis on the long-term, with immediate and quick-hit opportunities. Engage at least one community-based organization in each SPA to implement the pilot projects.	Built Environment	Immediate	Planning and Community Investment Department		2.10 Intergenerational and senior villages, 2.7 Accessible health services
P6	Health Care Access: Collaborate with Healthy Los Angeles to develop a Health Care Access Assessment, that identifies the most lacking transit routes and destinations, identifies opportunities to improve access for communities of color and low-income communities to access health services and identifies the highest priority routes and services, by distance, with lower income and persons of color with limited access to private vehicles, and develop a plan to address the most lacking transit routes and destinations, with a goal of providing access to health services within a 30-minute transit trip.	Built Environment	Mid-term	Department of City Planning	Metro, Los Angeles County Department of Public Health, Los Angeles County Department of Health Services	2.3 Transit hubs, 2.2 Access to goods and services, 2.3 Access for individuals with disabilities, 2.4 Aging in place, 2.5 Access to health services
P7	Aging-in-place Plans: Create a multi-sector network between the Department of Aging and other City departments, including Planning, Transportation, Public Works, Recreation and Parks, Housing and Community Investment, Building and Safety, and Police, to integrate and align efforts to create safe, healthy, and livable communities for older adults. Develop a Health Impact Assessment tool for use by City departments to evaluate the impacts of proposed projects, plans, and policies on the health of older adults. Develop a plan to address the most lacking transit routes and destinations, with a goal of providing access to health services within a 30-minute transit trip.	Built Environment	Mid-term	Department of Aging, Department of City Planning, Department of Transportation, Department of Public Works, Housing and Community Investment Department, Board of Public Works, Los Angeles County Department of Public Health		2.4 Aging in place
P8	Senior-supportive zoning: Continue to amend the Zoning Code to require the provision of affordable senior housing, assisted living facilities, and skilled nursing facilities in areas with good access to transit, services, and amenities. Consider requiring senior housing developments to provide on-site services, such as transportation, social services, and recreational activities, to support aging residents. Encourage the development of senior housing in areas with a high concentration of older adults, such as near parks, community centers, and healthcare facilities.	Built Environment	Immediate	Department of Aging, Department of City Planning		2.4 Aging in place
P9	School-based health centers: Work to establish a partnership between the Los Angeles Unified School District (LAUSD) and the Los Angeles County Department of Health Services to establish school-based health centers in high-need areas. These centers would provide a range of health services, including primary care, mental health care, and preventive services, to students and their families. Collaborate with LAUSD to identify potential locations for school-based health centers, taking into consideration factors such as student population, existing health disparities, and the availability of nearby healthcare facilities. Develop a plan for the operation and sustainability of the school-based health centers, including staffing, funding, and partnerships with local healthcare providers. Implement the plan in a phased approach, starting with a pilot program at a few selected schools and gradually expanding to other schools in the district. Monitor and evaluate the effectiveness of the school-based health centers, using data on student health outcomes, utilization rates, and satisfaction surveys, and make adjustments as needed to improve the program.	Built Environment	Short-term	Department of City Planning	Los Angeles Unified School District	2.4 Aging in place, 2.5 Access to health services

R+A recommends that the implementation actions be consolidated into a (new) separate chapter of the General Plan. The implementation program will enumerate anticipated physical improvements, necessary plans and studies to complete, and on-going programs necessary for the continuing implementation of the General Plan. For each, we will include a description of the activity, the responsible department, the implementation timeframe, and if available, the relative cost and funding sources. The information will likely be presented in a table format. The implementation program will be developed in conjunction with the goals and policies in each element. The Implementation chapter will also include an evaluation and monitoring plan that outlines key measures for tracking progress, challenges, and achievements as the General Plan is implemented over time.

Task 7.4: 2nd Admin Draft General Plan

City staff will review the Admin Draft General Plan and provide a single set of comments. The R+A team will address these comments and create a 2nd Admin Draft for staff review.

Task 7.5: Screencheck Draft General Plan

City staff will review the 2nd Admin Draft General Plan and input comments and provide changes to the R+A team. These changes are expected to confirm and build on previous changes and shall not require a wholesale revision to the plan or entire sections. Once complete, the R+A team will prepare a Screencheck Draft General Plan.

Task 7.6: Public Draft General Plan

R+A will prepare a Public Draft of the General Plan based on minor, editorial, and formatting comments provided by staff's review of the Screencheck Draft. This will be the version that will be presented to the City Council and Planning Commission during the public hearing process.

Task 7 Deliverables

- Plan Outline
- General Plan sample layout/design
- General Plan Drafts – Admin, 2nd Admin, Screencheck, and Public Draft

Task 8: Environmental Impact Report

ESA will be responsible for completing the following tasks to ensure compliance with CEQA requirements.

Task 8.1: Project Description, Initial Study Package, Notice of Preparation (NOP)

Consistent with the City RFP, the Raimi Team recommends that an Environmental Impact Report (EIR) be prepared to support CEQA compliance. ESA will prepare a draft Project Description for City review at the outset of EIR preparation. The Project Description will describe expected issues and analysis to be provided in the EIR. Our scope of work reflects that other than Agriculture, all issues included in the Initial Study checklist will be recommended for further analysis in the EIR. The Project Description will be based on the Draft General Plan, and will include but not be limited to background information on State general plan requirements, the City General Plan process to date, Project Objectives, a brief description of the project and will identify the process for completing the Environmental Impact Report (EIR).

A Notice of Preparation (NOP) and Notice of Public Scoping Meeting for the EIR will also be prepared for review by the City. In accordance with CEQA requirements, the NOP/Notice of Public Scoping Meeting will include a brief description of the Project, a list of the probable environmental effects of the Project, a land use plan, and the date, time and location of the public scoping meeting. Once the NOP/Notice of Public Scoping meeting is signed by City staff, the NOP/Notice of Public Scoping meeting will be distributed via certified mail to begin the 30-day public comment period. During the NOP comment period, the Initial Study will also be made available by City staff for public review.

Task 8.2: Public Scoping Meeting

A public scoping meeting will be held in compliance with CEQA Public Resources Code Section 21083.9. The scoping meeting will occur prior to the end of the 30-day public review period on the NOP. The purpose of the scoping meeting will be to allow the public the opportunity to provide input regarding the scope and content of the EIR. The scoping meeting will also provide information on the EIR process and additional opportunities for public input. The Raimi Team will coordinate closely with the City in scheduling and securing the meeting venue, and setting the format for the meeting.

Task 8.3: First Administrative Draft EIR

A Program EIR will be prepared consistent with CEQA Guidelines Section 15168 which in addition to meeting CEQA requirements is designed to streamline future City development and public works projects that are consistent with the General Plan Update. The format of the EIR and thresholds of significance will be confirmed with the City early on, and an administrative draft EIR will be prepared for City staff review. It is anticipated that the Administrative Draft EIR will contain the following chapters:

- Executive Summary
- Introduction
- Environmental Setting
- Project Description
- Environmental Impact Analysis
- Alternatives
- Other CEQA Considerations
- References
- List of EIR Preparers and Organizations and Persons Contacted

Task 8.4: Second Administrative Draft EIR

Following receipt of one consolidated set of comments on the First Administrative Draft EIR from City staff, ESA will prepare a Screencheck Draft EIR for City review.

Task 8.5: Public Draft EIR

Following receipt of one consolidated set of comments on the Second Screencheck Draft EIR, ESA will prepare a Draft EIR for public review, including provision of electronic files suitable for publishing on the City website, hard copies, flash drives, and CDs. A Notice of Completion will also to be filed with OPR and distributed to a list of agencies and organizations including the State Clearinghouse, the County Clerk, Responsible Agencies, local libraries and other parties. Copies of the Notice of Availability will also be sent to all individuals who commented on the NOP or attended the scoping meeting, as well as other individuals and agencies. This notice will start the 45-day public review and comment period for the EIR.

Task 8.6: Final EIR

At the close of the public review period for the Draft EIR, ESA will coordinate with the City to obtain all public comments. ESA will review the comments and meet with the City and Raimi Team to discuss issues raised and establish an approach for responding to comments. We expect this effort will include an assessment of whether further refinements to the General Plan are warranted in light of the public comments received on the Draft EIR. After consultation with the City and the Raimi Team, an Administrative Draft of the Final EIR will be prepared. The Final EIR will include: an introduction;

responses to comments received on the Draft EIR; corrections and additions to the Draft EIR; a Mitigation Monitoring and Reporting Program, and Appendices to the Final EIR.

Once the City approves the Final EIR, it will be distributed to appropriate agencies and organizations, including those agencies that commented on the Draft EIR and local libraries. ESA will also prepare a Notice of Completion to be sent along with copies of the Final EIR to the State Clearinghouse and County Clerk. Ten days after the Final EIR is sent to commenting agencies, public hearings regarding the Project can commence. Upon Project approval, ESA will file the Notice of Determination with the County Clerk. This notice will start a 30-day statute of limitations with regard to approval of the project and certification of the Final EIR.

Task 8 Deliverables

- Notice of Preparation
- Scoping Meeting Materials
- Summary of Scoping Comments
- Administrative Draft EIR
- Second Administrative Draft EIR
- Screencheck Draft EIR
- Draft EIR
- Response to Comments
- Screencheck Final EIR, including Response to Comments and MMRP
- Final EIR, including Response to Comments and MMRP
- Findings, Resolutions, and Statement of Overriding Considerations
- Notice of Determination

Task 9: Review + Adoption

Task 9.1: Online Comment Form

R+A will prepare an online comment form that allows the public to provide comments on the Public Draft General Plan. This form will allow staff to easily review and sort public comments.

Task 9.2: City Council and/or Planning Commission Study Sessions

Throughout the process, R+A team members will meet with the City Council, the Planning Commission and other boards and commissions to provide updates on the project and receive input on topic-specific policies and ideas. We expect that we will meet with the City Council approximately ten times, the planning commission five times and hold five meetings with other boards and commissions. Approximately three of the meetings will be joint City Council/Planning Commission workshops with presentation and discussion questions. The remaining meetings will be brief updates seeking input on specific policies issues or topics.

Task 9.3: Comments Matrix / Track-Changed Public Draft General Plan

R+A, working closely with City staff, will create a comments matrix to track all the comments received on the General Plan with a brief statement of how each will be addressed in the final General Plan. Our expectation is that City staff will have a leading role on this task to ensure that City staff understands all of the content in the final General Plan.

Task 9.4: City Council and Planning Commission Hearings

The team will attend two hearings with the Planning Commission to review the Draft General Plan and the Final EIR. We expect that City staff will prepare the Staff Report and the presentation materials and make the presentation to the Commission. The team will attend two hearings with the City Council to review the Draft General Plan and Final PEIR. At these meetings the City Council will consider the Planning Commission's recommendations and the comments made at the public hearings. At the conclusion of the hearings, the City Council will determine whether to certify the Final EIR and whether to adopt/approve the General Plan update.

Task 9.5: Final General Plan

Based on final direction/comments from the City Council during the hearing process, R+A will prepare a Final General Plan that reflects all of the changes approved by the City Council. Our assumption is that only minor, editorial changes will be needed to finalize the document. As part of this task, the team will prepare and transfer all relevant materials, maps, and design files to the City so that staff can assume full ownership of the document.

Task 9 Deliverables

- Online Comment Form
- Completed Comments Matrix
- Study Session presentation
- Final General Plan

Task 10: Implementation

While the General Plan and EIR is moving through the adoption process, the R+A team will begin a series of tasks to begin to implement the General Plan. At this stage in the process, we expect that City staff will play a leading role in many of the following activities. Thus, the budget identified with each task only covers a portion of the overall level of effort needed to prepare each of the documents.

Task 10.1: E-Plan

Using an outside software and vendor, the R+A team, working closely with staff, will convert the General Plan into a searchable, online e-plan. This will be similar to the e-plan R+A is finalizing for the Hermosa Beach General Plan. R+A will work with staff to develop a “code book” of key terms that can be searched in the e-plan. R+A will then work with the vendor to transform the General Plan into a draft and final e-plan.

Task 10.2: Zoning Code Assessment Memo + Summary Matrix

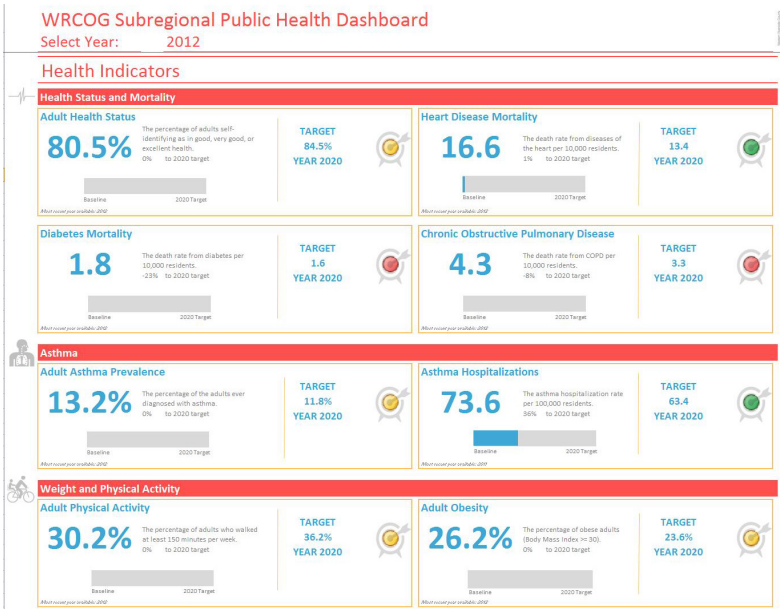
R+A will evaluate the extent to which the proposed General Plan (especially the land use designations and other relevant policies) is in conformance with existing zoning codes and regulations. Based on this evaluation, R+A will identify potential regulatory mechanisms to enable the vision to become a reality. This could include revisions to the existing code, developing a new form-based code, creating design guidelines, or some combination of these options. This work will be summarized in a Code Audit Memo which includes a summary matrix, and will be presented to City staff.

Task 10.4: Detailed Implementation Strategy Plan

While the General Plan itself will contain a comprehensive chapter with all implementation actions/programs, this deliverable would be a living document that is focused on *immediate* implementation steps (less than five years) and can be routinely compared against CIP and department workplans. The strategy plan would include details of specific activities, relative costs, funding and financing sources; partners; responsible departments; timeframe for implementation. Having a more flexible, short-term strategy document allows for staff and Council to make minor changes and updates to implementation activities without requiring General Plan amendments.

Task 10.5: General Plan Evaluation Framework/Plan

During the development of the General Plan, R+A will leverage its transdisciplinary expertise to ensure that the planning process incorporates key elements for monitoring and evaluation of the plan once it is completed. To do this, R+A will craft an evaluation plan that will support its successful implementation. The Evaluation Plan will: 1) identify a timeframe and methodology to regularly review and update the General Plan; 2) describe how the metrics should be used to track plan progress; 3) identify on-going methods and timing of community engagement to ensure that the public stays involved with the General Plan and has ownership of the document.



Sample tracking dashboard – WRCOG Public Health

Task 10 Deliverables

- E-plan (including code book and draft and final e-plans)
- Zoning Code Recommendations Memo + Summary Matrix
- Implementation Strategy Plan
- Evaluation Framework

Optional Implementation Tasks

Data Dashboard for Long-Term Tracking

Using the metrics and targets identified during the planning process, R+A will prepare an MS Excel-based data dashboard to track the progress of the Plan over time. The data dashboard will us info-graphics to communicate the effectiveness of the plan and how well the plan is meeting the identified targets. We expect that approximately 20-30 metrics will be used covering a variety of topics including land use, housing, health, sustainability and economic development.

Development Review Checklist (optional)

To establish clear expectations for developers in Culver City, the team will develop a development review checklist, categorized by development type and sub-area, that can be used by staff while reviewing new development applications. The checklist will have an urban design component, a bicycle/pedestrian component, a healthy development component, a sustainability/GHG reductions component, and others as desired by staff.

Task 11: Project Management and Team Meetings

Task 11.1: Team Working Meetings

At up to four points in the process, key members of the consultant team will prepare for and attend half-day or full-day working meetings to brainstorm and work collaboratively with City staff on cross cutting issues and concerns and to develop Plan content. The proposed timing of these meetings is as follows:

1. Kick-off meeting at the beginning of the project (see Task 1.1)
2. After drafts of the existing conditions reports are prepared
3. During selection of the preferred land use and transportation direction for change areas
4. While developing goals, policies, and actions for the General Plan

Task 11.2: Monthly Status/Management Meetings

On a regular basis, R+A will schedule monthly in-person meetings with staff to discuss the status of the project and coordinate on project activities. This will include monthly status reports on the project. These meetings will be coordinated with other trips to Culver City to ensure efficiency of travel and budget.

Task 11.3: Weekly Check-In Calls

R+A and other team members will hold weekly phone calls to coordinate with the City about the project. This task also covers "informal" communication via email and phone up to the maximum budget.

Task 11 Deliverables

- Four (4) working sessions with City staff
- Notes from monthly meetings and weekly conference calls with staff
- Monthly progress reports

Proposal Assumptions

The following is a list of assumptions for the General Plan update.

- The level of effort for each task is limited to the general number of hours for each task listed in the budget spreadsheet. R+A team members may reallocate hours between tasks if individual tasks are completed in less time than anticipated.
- All data and information provided by the City will be assumed to be correct and up-to-date. The consultant team is not responsible for out-of-date or inaccurate information.
- All studies that the team will prepare are identified in the scope of work. Any studies, tasks, deliverables or reports not specifically identified are assumed to be not included.
- City review time for workshop materials and meeting materials will be approximately one week. City review of major products will be between two and four weeks, depending on the product and other responsible of City staff. All comments will be provided as a single set of non-conflicting and actionable comments.
- City comments on the Administrative Draft General Plan and EIR are provided in one consolidated set of comments, and will not require new analysis or technical studies.
- City comments on the Screencheck Draft General Plan and EIR will be focused on typographical errors, formatting, and other minor edits only.
- The City shall provide data in GIS format, including but not limited to: existing land use, existing general plan land use designation, and existing zoning districts. Additional data layers will be identified during Task 1.2.
- City staff will serve as partners to the consultant team in the update process and will be responsible for, at minimum, the following activities:
    - Writing all staff reports
    - Logistics of all meetings
    - Costs of meeting facilities and supplemental costs of meetings and workshops, including but not limited to, food, childcare, high-cost supplies, printing workshop materials
    - Printing copies of documents (the team will provide electronic versions and City staff will be responsible for printing)
    - Assisting with outreach to inform the community about General Plan events. This includes public notices, notices in newspapers, distributing meeting notices in public buildings, mailings, etc.
    - Collecting background data and information
    - Reviewing the existing General Plan to determine the applicability of each policy
    - Timely response to consultant team questions.
    - Timely review of documents and materials prepared by the consultant team.
    - Participating in the tasks identified in the Implementation task.
    - Leading the effort to track and respond to public comments on the Public Draft General Plan
    - Other tasks as identified during the process.

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6. References

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Raimi + Associates

Project Name & Client	Description	Timeline	Contact Person
General Plan Update *City of Seaside*	R+A is leading a multi-disciplinary team in preparing the General Plan Update, EIR, Housing Element, and Zoning Ordinance. The General Plan Update includes robust community engagement to create a common vision for the City's future.	2016-Present	Kurt Overmeyer Economic Development Manager City of Seaside (831) 899-6839 kovermeyer@ci.seaside.ca.us
Downtown Core Master Plan *City of Thousand Oaks*	R+A is leading the Master Plan for Thousand Oaks, a traditional suburban community, to foster a future downtown core featuring arts, culture and entertainment that will serve as a local and regional destination.	2017-present	Peter Gilli Deputy Community Development Director pgilli@toaks.org 805.449.2323
General Plan Update Eastside Community Plan *City of West Hollywood*	R+A led the General Plan Update which focused on maintaining the community's unique character while providing design and planning vision for change areas. R+A led the Eastside Community Plan which is an implementation-focused priorities plan for a diverse neighborhood in West Hollywood. The plan featured a two-year two-stage engagement process.	2009-2011 2015-2017	Bianca Siegl Director of Long Range & Mobility Planning City of West Hollywood (323) 848-6853 BSiegl@weho.org
General Plan Update *City of Mountain View*	R+A worked on the General Plan Update as a subconsultant to MIG. The project included an ambitious vision for growth and transformation within the City. The General Plan set the stage for precise plans in multiple change areas throughout the City. Many of these precise plans have been or are being directed by R+A, including the North Bayshore Precise Plan, El Camino Real Corridor Plan, and East Whisman Precise Plan.	2009-2011	Martin Alkire Principal Planner City of Mountain View (650) 903-6529 martin.alkire@mountainview.gov

Perkins + Will

Project Name & Client	Description	Timeline	Contact Person
L.A. County Metropolitan Transportation Authority Joint Development Design Review & Development Guidelines	Perkins+Will collaborated with Gwynne Pugh Urban Studio to conduct design reviews and create development guidelines for the joint development of four sites along the Gold Line for the Los Angeles Metropolitan Transit Authority (Metro). The team held a series of design charrettes and focus group meetings to engage the local community in shaping the guidelines. Metro sees this as the dawn of a new era in their joint-development process and have suggested that this interactive listening session model could be a template for the rest of the program.	2017	Vivian Rescalvo Countywide Planning and Development vrescalvo@gmail.com
Bureau of Engineering Multiple Projects including: Los Angeles Street Civic Building, Programing and PreDesign Lincoln Heights Jail Adaptive Reuse, Feasibility Study Humboldt Street Corridor Study Rancho Cienega Sports Complex, Design Competition Los Angeles Police Department, Metropolitan Division Facility Los Angeles Police Department, Harbor Station and Jail Los Angeles Police Department, Rampart Station	Perkins+Will has had a long-standing relationship with the BOE. Our most recent project for the City's new Civic Building(s) on the former Parker Center site will become office space for various City Departments, accommodating approximately 3,100 city employees. This project is the first of the Draft Civic Center Master Plan, and this effort will build upon a body of work already completed. Our services for the 750,000 square foot office building include programming, performance specs, and district design guidelines intended to house and consolidate various city agencies. As part of this effort, we are reconceiving the public realm, establishing design guidelines that support social gathering space, a robust framework of sustainable development, and activation 24-hours/day to support security and economic health.	2008 - ongoing	Deborah Weintraub, AIA, LEED AP Chief Deputy City Engineer Bureau of Engineering, Executive Division t. 213.485.5499

Perkins + Will Continued

Project Name & Client	Description	Timeline	Contact Person
City of Westminster, Downtown Westminster Specific Plan	Situated midway between Denver and Boulder in a burgeoning tech corridor, this specific plan is providing the framework for a new downtown in the City of Westminster, Colorado. The plan envisions the redevelopment of a 105-acre suburban shopping mall into an urban mixed-use neighborhood that will become the city center of this sprawling suburb. Key components of the plan include allowed land uses, a network of public open spaces, multi-modal circulation and access to transit, urban design, development flexibility, and taking ad-vantage of the fabulous views the site has of the Front Range.	2012 - 2015	Sara Nurmela, AICP Real Estate & Development Manager (previously Principal Planner) City of Westminster 4800 W 92nd Avenue Westminster, Colorado 80031 t. 303.658.2136

ESA References

Project Name & Client	Description	Timeline	Contact Person
Downtown Specific Plan and EIR *City of Sacramento*	ESA is leading a multi-disciplinary team to prepare the Sacramento Downtown Specific Plan (DSP) and associated environmental documentation. The DSP will play a large part in facilitating the urban core of Sacramento to become a vibrant destination for people to live, work and play.	2016-Present	Greg Sandlund Senior Planner City of Sacramento (916) 808-8931 gsandlund@cityofsacramento.org
General Plan Update and Program Environmental Impact Report *City of Pico Rivera*	ESA completed a comprehensive update of the Pico Rivera General Plan and Program EIR. This included an update and certification of the City of Pico Rivera's Housing Element and an aggressive schedule to adopt the accompanying rezonings within one year of the Housing Element certification. ESA was successful in concurrently leading the General Plan Update, Housing Element Rezonings, and Program EIR to adoption and certification.	2011-2014	Julia Gonzalez Deputy Director of Community and Economic Development City of Pico Rivera (562) 801-4332 jgonzalez@pico-rivera.org
Culver Studios Ivy Station MND Bristol Parkway Project *City of Culver City*	ESA has provided services to support redevelopment on the 14.3-acre downtown Culver Studio Campus to transition facilities from traditional media production to new digital technologies. Our most recent efforts involved technical studies and a comprehensive EIR for the Culver Studios Innovation Plan, now approved and under construction. ESA prepared CEQA documentation for the Ivy Station Project, in the Transit Oriented District (TOD) of Culver City. Immediately adjacent to the Metro Line Expo Station, the project includes a mix of office, retail, restaurant, residential and hotel uses replacing light industrial and commercial uses along with parking for the Metro Station. Project uses total over 570,000 square feet of new development. ESA prepared and circulated a draft MND for redevelopment of a 6.26-acre commercial property in Fox Hills. The project as addressed in the draft MND	2014-2018 2015-2016 2017-Present	Sol Blumenfeld Community Development Director City of Culver City (310) 253-5700 sol.blumenfeld@culvercity.org

ESA References Continued

Project Name & Client	Description	Timeline	Contact Person
	included over 800,000 square feet of development with residential uses (712 apartments and live work units), and approximately 20,000 square feet of retail uses.		
Providence Saint John Heath Center Phase II EIR	ESA is preparing the EIR to support various improvements and consolidation of hospital, outpatient, and other supporting uses per the original Development Agreement with the City of Santa Monica.	2017-Present	Rachel Kwok Environmental Planner City of Santa Monica (310) 458-8341 rachel.kwok@smgov.net
1828 Ocean Avenue/1921 Ocean Front Walk *City of Santa Monica*	ESA prepared an EIR that evaluated the development of two new mixed-use projects on separate project sites along the oceanfront near the Casa Del Mar Hotel in Santa Monica. Both developments entail construction of multi-family housing, including affordable housing above active ground-floor commercial uses as well as subterranean parking.	2016-Present	
The Academy Museum of Motion Pictures EIR	ESA prepared the EIR for development of the Academy Museum of Motion Pictures, which will be dedicated to films and filmmaking. ESA was involved with the project in its early design stages and helped influence proactive changes and refinements to the project to avoid impacts associated with historical resources and outdoor noise. The Final EIR was certified and the project was approved to support construction according to schedule.	2012-2015	Luci Ibarra, Senior City Planner - Major Projects Section City of Los Angeles Department of City Planning (213) 847-3634 luciralia.ibarra@lacity.org
8150 Sunset Boulevard EIR *City of Los Angeles*	ESA prepared an EIR for the proposed mixed-use commercial/residential project in the City of Los Angeles. As proposed, the project would result in the redevelopment of the approximately 2.5-acre property at the entrance to Hollywood's Sunset Strip. During the preparation of the EIR, PCR provided strategic assistance and refined analyses needed to achieve the Governor's Environmental Leadership Development Project (ELDP) certification, the first of its kind in the State.	2013-2016	

HR&A Advisors References

Project Name & Client	Description	Timeline	Contact Person
Los Angeles Citywide Economic Development Strategy *Los Angeles Economic and Workforce Development Department*	HR&A prepared the City of Los Angeles's first citywide economic development strategy, which includes a comprehensive vision statement and set of overarching long-term goals, as well as a detailed five-year implementation plan with 16 city-led actions.	2017-2018	Jan Perry, General Manager Los Angeles Economic and Workforce Development Department (213) 244-7300 jan.perry@lacity.org
Financial Feasibility Analysis to Support the Downtown Santa Monica Community Plan Update *City of Santa Monica*	In support of the City of Santa Monica's preparation of its Downtown Community Plan Update, HR&A analyzed the financially feasibility of development fees and of additional high density affordable housing development projects in Downtown.	2016-2017	Rick Cole, City Manager City of Santa Monica (310) 458-8301 Rick.cole@smgov.net
Long Beach Civic Center Programming Strategy and Business Plan *City of Long Beach*	HR&A developed a programming vision, business plan, and governance approach for the Long Beach Civic Center's new park and open spaces, which informed park design refinements and framed discussion for future programming and management.	2017	Marie Knight, Director of Community Services City of Huntington Beach (formerly Parks, Recreation, and Marine Director for City of Long Beach) (213) 244-7300 marie.knight@surfcity-hb.org
A Financial Sustainability Strategy for Prosper Portland *Prosper Portland (formerly Portland Development Commission)*	HR&A developed an innovative funding and program delivery strategy to support Portland Development Commission's (now Prosper Portland) 2015-2020 Strategic Plan.	2015	Peter Englander, Former Director of Opportunities Cooperative Portland Development Commission (503) 890-2735 peterdenglander@gmail.com

Nelson\Nygaard References

Project Name & Client	Description	Timeline	Contact Person
LADOT Strategic Plan *Los Angeles Department of Transportation*	Nelson\Nygaard led the development of a strategic plan for LADOT. For this effort, Nelson\Ngyaard assembled a well-organized team to facilitate a series of workshops and interactive meetings with executives, staff, and diverse stakeholders. The activities and exercises were intended to connect modal priorities across the agency, anticipate future mobility needs, and articulate and operationalize a clear vision. Our approach consisted of building consensus around shared goals, gathering feedback from staff at all levels of the organization, and looking to national peers for trends and opportunities. The plan is organized around four goal areas with over 100 benchmarks for the agency to make progress on over the next three years.	2017	Lilly O'Brien-Kovari Deputy of Communications and External Affairs 213-928-9709 lilly.obrien@lacity.org Seleta Reynolds General Manager 213-972-8480 seleta.reynolds@lacity.org
Culver CityBus Line-by-Line and CSA *Culver City Transportation Department*	Nelson\Nygaard was retained by CityBus to conduct a Line-by-Line and Comprehensive Service Analysis of its fixed-route system, building on two previous efforts we conducted for CityBus. The CSA work plan featured intensive data collection, including multiple and innovative forms of market analysis including targeted phone and online surveys and "big data" analysis of travel patterns based on smartphone locations. It was also designed to account for emerging cultural, demographic and policy trends affecting demand for transit in the CityBus service area, as well as major planned expansions of the Metro Rail system and introduction of a Metro Rail connection and automated people mover at LAX. The CSA has also resulted in recommendations for innovative new smartphone app-based demand-response service to provide "first/last mile" connections between the Westfield Culver City mall transit center and nearby Fox Hills office campuses.	2015-Ongoing	Diana Chang Senior Management Analyst/Transportation Planner 310-253-6566 diana.chang@culvercity.org

Nelson\Nygaard References Continued

Project Name & Client	Description	Timeline	Contact Person
District 10 MaaS Study *San Francisco County Transportation Authority*	Nelson\Nygaard is leading a mobility-as-a-service, or "MaaS," study to identify emerging, non-infrastructure solutions to help reduce the existing and projected VMT increases, as well as explore how District 10 residents can share fully in the potential benefits of these new technologies. These traveler-centered technology tools incorporate data and platforms to manage transportation demand, expand travel choices, and optimize service operation. The tools combine communications and information technologies that give the traveler, service operator, or mobility manager intermodal streamlined travel planning, booking, payment functionalities, and data collection and management. The study will demystify the real costs of traffic—such as the adverse health and safety impacts seen in District 10—and develop strategies for sharing resources, reducing trips, integrating new technology, and developing locally appropriate policy tools.	2017-Ongoing	Rachel Hiatt Principal Planner 415-522-4809 Rachel.hiatt@sfcta.org

Sherwood Design Engineers References

Project Name & Client	Description	Timeline	Contact Person
Santa Monica Borderline *City of Santa Monica*	Sherwood worked to complete the design of a multi-block green streets project located at the edge of Santa Monica's border with Venice, CA. The design implements a woonerf-style livable street by incorporating multi-functional urban stormwater best management practices as well as low impact design into a pedestrian friendly design. Sherwood focused its efforts on making this alternative streetscape a reality by working to develop the design, from concept through construction documentation, as well as determining the cost and maintenance implications for the City of Santa Monica. A highlight of this project was Sherwood's design to manage all stormwater runoff from the site using hardscape infiltration areas and plantings with no conventional piped stormwater infrastructure. The design represents a critical component of the Santa Monica Sustainable City Plan to realize a better city for its citizens	2008-2011	Gil Borboa, Asst. Director of Public Works/Utilities, City of Beverly Hills Formerly, Water Resources Manager, City of Santa Monica gborboa@beverlyhills.org (310) 285-2486
San Mateo Green Streets Guidebook San Mateo County	As part of a two-phase effort to reduce the harmful impacts of automobiles in San Mateo County, Sherwood Design Engineers along with Nevue Ngan of Portland, Oregon was contracted to develop a stormwater design guidebook and associated demonstration projects showcasing urban applications of landscape-based stormwater treatment practices.	2007-2009	Matt Fabry, Program Coordinator San Mateo Countywide Water Pollution Prevention Program San Mateo County (650) 599-1419 mfabry@smcgov.org
San Francisco Streetscape Masterplan San Francisco Planning Department	Sherwood worked closely with a leading team of consultants, the San Francisco Mayor's office of City Greening, the Department of Public Works, the Planning Department and the Public Utilities Commission to develop a comprehensive vision to improve the pedestrian and environmental quality of San Francisco's streets. With our expertise in urban stormwater management, we helped to reform the City's existing streetscape design standards.	2007--2008	David Alumbaugh, City Planners San Francisco Planning Department 1660 Mission Street, Suite 500 San Francisco, CA 94103 T: [415] 558.6384

Veronica Tam and Associates References

Project Name & Client	Description	Timeline	Contact Person
City of Cupertino 2014-2022 Housing Element	The Cupertino Housing Element was updated with a concurrent update to the City's Land Use Element, seeking to redesignate a number of potential sites for higher intensity residential or mixed use development. The update process involved an extensive community outreach process that included more than 20 community meetings and public hearings. The need to rezone and upzone properties was met to vigorous community opposition. A carefully crafted process helped navigate the community through the discussions and ultimately led to an innovative strategy to accommodate the City's Regional Housing Needs Allocation (RHNA) and the certification of the Housing Element by HCD.	2/2014 – 5/2015	Piu Ghosh, Principal Planner (760) 777-3308 PiuG@cupertino.org
City of Long Beach 2013-2021 Housing Element	As one of the largest and most diverse cities in California, Long Beach has extensive housing needs. The Housing Element update must address debates such as geographic distribution, intensity, affordability, new construction vs. preservation, and displacement, gentrification, and tenant protection An extensive outreach program was conducted to obtain input from community groups, housing advocates, developers, and property owners. VTA worked closely with City staff and HCD to respond to comments from the community. The Final Housing Element contains detailed actions and specific timelines that answer to community demands.	2/2013 - 1/2014	Patrick Ure, Housing Operations Officer (562) 570-6026 Patrick.Ure@longbeach.gov
City of San Clemente 2013-2021 Housing Element	The City of San Clemente adopted an Emergency Shelter Overlay (ESO) ordinance that was the subject of litigation. As a result, the City delayed in updating is fifth cycle Housing Element update until 2015. VTA was retained to update the Housing Element, working in parallel tracks with the ESO litigation and assisting the City	9/2015-10/2017	Amber Gregg, City Planner GreggA@san-clemente.org (949) 364-6196

Veronica Tam and Associates References Continued

Project Name & Client	Description	Timeline	Contact Person
	in addressing comments on the ESO from the litigants. VTA worked closely with City and HCD staff, as well as the community in balancing the needs for affordable housing and community concerns for increased densities. After extensive community participation efforts and policy negotiations among the stakeholders, the San Clemente Housing Element received a Finding of Substantial Compliance from HCD.		

Global Green References

Project Name & Client	Description	Timeline	Contact Person
Climate Action and Adaptation Plan *City of Santa Monica*	Currently Global Green is working with the City of Santa Monica as part of the team that is developing the Climate Action and Adaptation Plan. We contributed to the design of the overall public engagement strategy, the creation of technical advisory groups, and in conducting a series of six public workshops to articulate various aspects of the Climate Action and Adaptation Plan. This efforts also included preparing agendas, summary notes, and coordinating with the City update the website with information on the status of the overall process.	Current	Dean Kubani, Director City of Santa Monica Office of Sustainability and the Environment Dean.kubani@smgov.net, 310-458-8703
Sustainability Strategy and Green Building Program Update *City of West Hollywood*	Global Green is assisting the City of West Hollywood's staff in conducting a strategic evaluation of the City's sustainability practices, programs, and policies to determine the gaps and opportunities for further action. This included policy research, interviews with key staff, commissioners, and Councilmembers, members of the business community, and community stakeholders. Global Green was later selected to prepare an update to the City's award winning green building program.	2017 - Present	Robyn L. Eason, Senior Sustainability Planner City of West Hollywood 323.848.6568 reason@weho.org
Sustainability Framework *Los Angeles County*	Global Green is working with the recently appointed Chief Sustainability Officer of Los Angeles County to identify an approach for creating a Countywide Sustainability Plan. The work to date has included a comparison of the County responsibilities and programs with the categories of the LARC Framework, the STAR Communities Index, the C40 and Carbon Disclosure Project criteria, and the framework used by the Rockefeller 100 Resilient Cities program. This analysis is serving as the basis for an effort by the County that will include a update to the greenhouse gas inventory, update to the County Climate Action Plan, and creation of a new Sustainability Plan.	2017-Present	Gary Gero, Chief Sustainability Officer, Los Angeles County 213.974.1160 ggero@ceo.lacounty.gov,

Urban.Systems Inc. References

Project Name & Client	Description	Timeline	Contact Person
City of Portland Planning and Management	Provided advice to the city of Portland by participating in developing Portland's Broadband Strategic Plan (BSP), advising on re-structuring the Office of Community Technology and representing the Mayor on the Portland Citizens Technology Oversight Committee.	2011 - 2018	Available upon request
Global City Teams Challenge (GCTC)	Provided leadership for the Global City Teams Challenge (GCTC) to encourage collaboration between cities and communities to demonstrate replicable, scalable, and sustainable models for the deployment of advanced technologies such as IoT and CPS, and demonstrate their measurable benefits in communities and cities.	2014-2018	Available upon request
Hong Kong Connected Autonomous Vehicles	Working with an electric vehicle partner deployed three Electric Connected Autonemous vehicle prototypes in Hong Kong including at the Hong Kong Science Park, Zero Carbon Building and Hong Kong Airport.	2016-2018	Available upon request

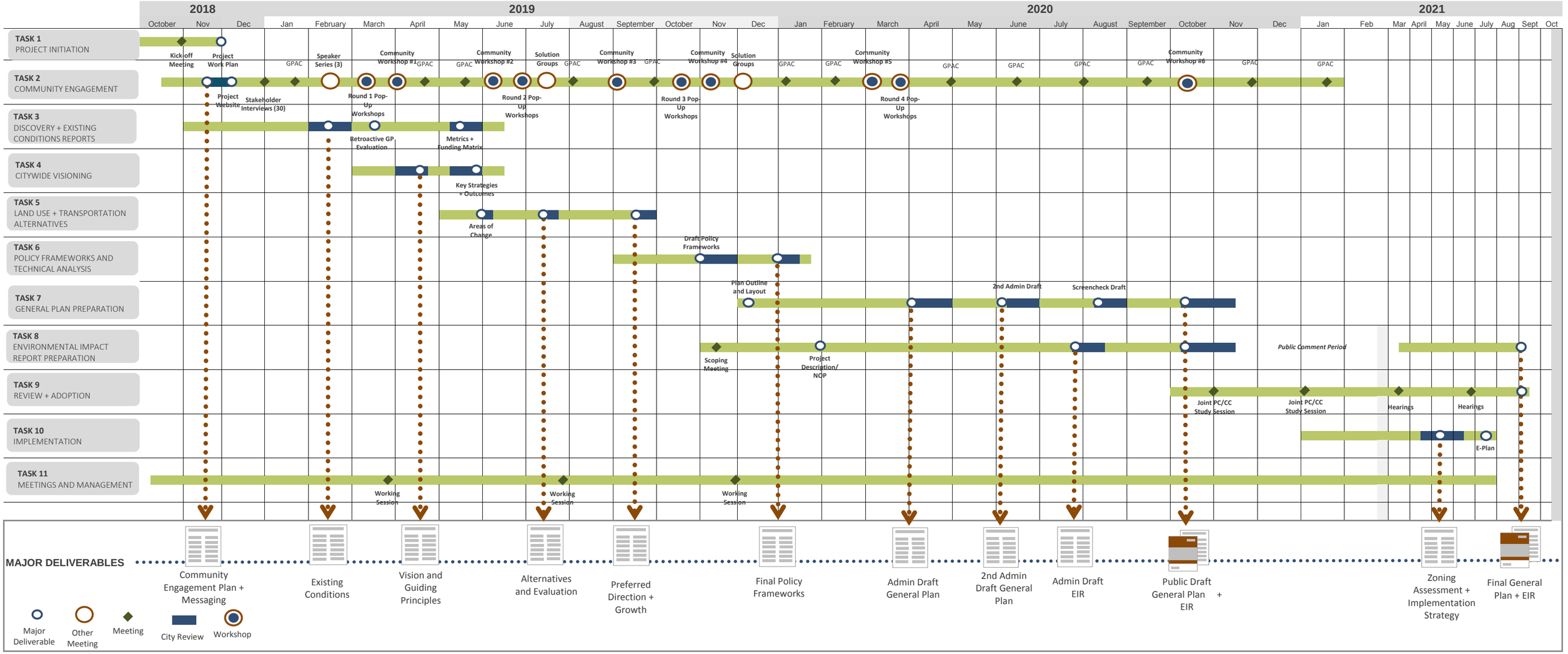
Rally References

Project Name & Client	Description	Timeline	Contact Person
Destination Crenshaw	RALLY was engaged to develop the and execute all communications, including: brand identity, website and messaging for designated audiences leading up to the opening of Destination Crenshaw. RALLY also provides ongoing strategic guidance and thought partnership and manages rapid response for the project.	2017-Present	Joanne Kim Senior Advisor Los Angeles City Council District 8 Joanne.kim@lacity.org 213.473.7008
Vision Zero	RALLY worked with the Los Angeles Department of Transportation to develop an advertising campaign and digital strategy aimed at humanizing traffic death data and engaging drivers to think differently about how they navigate the streets of Los Angeles.	2016	Nat Gale Principal Project Coordinator Los Angeles Department of Transportation Nat.gale@lacity.org 213.972.8625
Resilient by Design|Bay Area Challenge	RALLY was engaged to lead the launch and ongoing communications effort for Resilient by Design. The RALLY team oversaw the initiative's messaging, earned media, and social media strategy, as well as builds content for local electeds, stakeholders, and press. Our work strove to spur community involvement, build influencer support, and garner local and national attention for the project.	2016-2018	Allison Brooks Executive Director Bay Area Regional Collaborative abrooks@bayareametro.gov Zoe Siegel Program Manager Resilient by Design zsiegel@resilientbayarea.org



7. Schedule

Culver City General Plan Update



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8. Contract Comments

Professional Services Contract Comments

Section 6: Indemnity for Professional Liability

Professional liability policies only cover the insured party, i.e. the professional's, defense. Please strike "defend."

Section 9: Non-appropriation of Funds

Please add "City shall notify consultant of non-appropriation of funds promptly. Consultant shall be paid in full for all completed work through the date of notification."

Section 12: Ownership of Consultant's Work Product

The data included in this section does not include any proprietary or commercially available software. City shall purchase, at its own cost, any commercially available software necessary for the use of the documentation or computations produced for this project.

In addition, we will provide all finished products only, since unfinished products have by their very nature not been finished and the accuracy and quality within cannot be guaranteed.

Section 22: Right to Terminate

We request that either party should be able to terminate this agreement without fault.

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raimi + associates

CITY OF
CULVER CITY