

Culver City TOD District

Proposal for City of Culver City Transit Oriented Development (TOD) District Visioning Study
October 27, 2016

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LETTER OF INTRODUCTION

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October 19, 2016

Community Development Director
Culver City Community Development Department
City Hall 3rd Floor
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**Subject: Proposal for Consultant Services to conduct a Visioning Study for the
Culver City Transit Oriented Development District**

Dear Community Development Director:

Gensler is pleased to have this opportunity to submit a proposal to conduct a Visioning Study for the Culver City Transit Oriented Development (TOD) District. Our region continues to grow, and more and more people are discovering Culver City as a place to live, a place to work and a place to play.

Culver City is taking an active lead in addressing the challenges of growth, and is looking to re-position its mobility construct to support a Transit Oriented Vision that has been carefully developed over the past decade. Gensler is a global design leader invested in helping cities leverage the opportunities that changes in mobility, lifestyle and work offer. This proposal outlines Gensler's approach to supporting the City through a transparent, thought provoking and generative process. Our intent is to work with you and the community to produce a meaningful set of strategies and recommendations to help guide future mobility and development projects.

As a firm, we are admired by our peers and recognized as leaders inside and outside of our industry. We successfully leverage our global network to bring world-class thinking to our clients across all industries. As Principal-in-Charge, and someone that has worked for 30+ years leading collaborative groups on complex projects with 20+ years working in Culver City alone, this project is particularly exciting for me. Our proposed Project Manager, Dylan Jones AIA, is a transit-oriented design specialist with extensive experience working with Metro and within the communities that surround Metro stations. Most notably, Dylan led the preparation of the award winning Metro First Last Mile Strategic Plan. Dylan and I will lead a group of Gensler thought-leaders, and mobility sub-consultant experts through a series of public engagement exercises and focused working sessions. Sam Schwartz, CityFi and Mobility in Chain have joined our team to provide best practices from North America and Europe, and provide fresh perspectives to project and workshop participants.

This proposal presents our unique approach, introduces our key staff and team members. We highlight key qualifications that demonstrate our understanding of Culver City, the future of mobility and our expertise in bringing people and ideas together. We look forward to reviewing our proposed approach with you, and learn more about the project. Please don't hesitate to contact me if you have any questions regarding this submission.

Sincerely,

A handwritten signature in black ink that reads "Marty Borko".

Marty Borko, Assoc. AIA

FIRM QUALIFICATIONS

Gensler Overview

Gensler is a global architecture, design, and strategic planning firm with over 4,000 professionals in 47 locations throughout Asia, Europe, the Middle East, and the Americas.

Fast Company magazine called Gensler “one of America’s most influential design firms.” Michael J. Stanton, FAIA, former President of the AIA, said, “Gensler is America’s foremost collaborative practice. The firm exemplifies how the creative mix of disciplines, all with ‘place’ as their focus, adds richness and value to buildings and their settings.”

Gensler supports the development of innovative places with a philosophy of value-based design and comprehensive services that allow clients to collaborate with a continuous, dedicated team from start to finish.

Since our beginning, we have been committing to the community and building our local practice with our knowledge from around the globe. During this time, we’ve helped local companies use visioning and design to strengthen and enhance their business goals. We have been at the forefront of forward-thinking design for innovative workplaces, health & wellness facilities, hospitality environments, retail communities, headquarters, and much more.

Gensler’s talented staff offers a wealth of specialized knowledge across a wide breadth of design services. Our collaborative, integrated approach blends the diverse knowledge across numerous practice areas to explore new possibilities and give our clients a competitive edge through fresh ideas.

Community Outreach and Engagement

Engaging communities of interest impacted by planning and design decisions is critically important to the long term success of our communities. Gensler believes in the power of communities participating in and influencing the design processes that ultimately will impact the quality of their lives. Empathy and familiarity with the concerns of affected communities is an integral part of design-thinking and a more holistic way of thinking about problem-seeking and solving that values meaningful and substantive contributions from the community.

Gensler has provided community outreach and engagement services to the following municipalities and community groups: City of Glendale; City of Long Beach; City of Los Angeles; City of Santa Monica; City of Anaheim; FTA; FAA; Los Angeles County; Los Angeles Department of Transportation; Los Angeles Metropolitan Transit Authority; Santa Monica / Malibu Unified School District; University of California, Los Angeles; University of Southern California.

This project for Culver City demands a focused review and open discussion of mobility and development issues around the existing Transit Oriented District over a five month timeframe. The issues can be complex, layered and range in scale from high level land-use policy, to street geometry, operations, and technological change. Given this fact, Gensler has decided to consider the project as a set of collaborative workshop to engage global and local thought leaders, together with City staff, elected officials and local residents.

Key to this approach is the engagement of a core group of project participants that can lead meaningful study and discussion around such a complex (and sometimes heated) subject. We have drawn from Gensler’s network and are excited to be supported by three key sub-consultant firms.



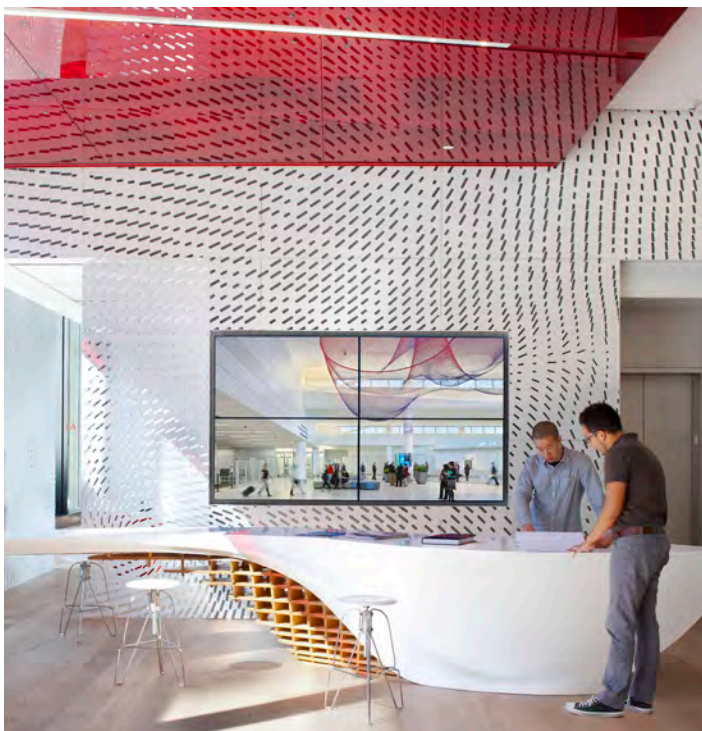
Sam Schwartz is a leading traffic and transportation planning and engineering firm known for its ability to solve highly complex traffic and transportation challenges for cities all over the world.



CITYFI is leading research related to technology in mobility change, from the level of policy to that of individual apps that change aggregate mobility patterns.



Mobility in Chain (MIC) is a leading international transport planning firm out of Italy and will bring a global perspective to our local challenges.



FIRM EXPERIENCE

Gensler's experience in neighborhood policy and planning studies is listed on the following pages. We believe this project is about placemaking and our experience is organized into three categories which highlight the capabilities of our team and our holistic approach:

- 1. Culver City Experience**
- 2. Mobility Experience**
- 3. Outreach & Engagement Experience**

The synergies across these categories will provide incredible value on this project and long term success for your community.

Culver City Experience

Gensler has worked with city officials, film, and television studios, professional service firms, developers and community stakeholders on a number of important projects.

C3

Culver City, CA



Challenged to design a speculative office building that would attract creative office tenants, C3 questions the traditions of leasing, construction, and design by emphasizing volume, adaptability, and semi-private amenity space.

Situated at the southeastern edge of the site at Bristol and Hannum, it is an efficient cube composed of seven full-sized floor plates with floor-to-floor heights of either 15' or 20'. The remaining areas are reserved for mezzanines at four different levels, hung within the 20' floor-to-floor volumes. Mezzanines will be built as needed based on tenant growth to accommodate expansion within the current space. This strategy accommodates the various high-ceilinged programs that are typical of creative office tenants.

In short, the project utilizes an efficient envelope and relatively inexpensive construction methods, while emphasizing adaptability and personalization. It replaces architectural iconography with remarkable volume and flexibility.

Sony Pictures Entertainment Office Lot Transformation Culver City, CA

The Sony Pictures Entertainment "Lot Office Transformation" repositions the offices and employee amenities for the historic Sony Pictures Entertainment studio lot in Culver City.

The project scope encompasses two new office buildings totalling 230,000 square feet, a new 1,100-car parking structure, a new central plan, and more than seven acres of site improvements. The new buildings feature flexible open floors, a health facility and a commissary that opens into a new inner campus park.

Designed in the traditional Art Deco style, the new Sony Lot maintains this design vernacular, which has been consistent throughout the studio's 70-year history, beginning with the Thalberg building constructed by MGM in 1938.



Gensler has been collaborating with Sony to improve and expand its historic Culver City lot for more than 15 years.



FIRM EXPERIENCE

Culver City Experience continued

The Culver Studios

Master Plan and Feasibility Study

Culver City, CA



The Culver Studios Master Plan Feasibility Study was carried out to determine the amount of additional development that the site could reasonably support. Analysis of the studio lot and current building stock was carried out to determine the best-suited locations for new development, locations for potential re-development, and locations for new parking structures. In response to major constraints of zero-site expansion, minimal daily-business interruptions, and the need for additional parking, created a dynamic and responsible Master Plan approach for The Culver Studios.

Plaza at Culver Studios, Block B

Downtown Culver City has emerged over the last decade as a destination for boutique shopping, gourmet dining and other sources of entertainment. The final piece of the city's redevelopment plan is the 115,000-square-foot Plaza at Culver Studios, a mixed-use office/retail building that is a pivot point for myriad urban forces. The building must react and relate to automobiles and pedestrians, history and the horizon, retail and office tenants, public and private clients. As a result, Plaza at Culver Studios is a collection of distinct tectonic components that come together as a unique solution for the site and context. Bounded by awkward street geometries and a new public plaza, the Plaza at Culver Studios sits on an island. Essentially, the building has no backside and must embrace two front sides. Responding to the vehicular traffic on Culver and Washington boulevards, the north and east elevations are three-story masses.

The design team strategically placed indentations along the street-level retail skin to break down the scale to a human level, using recesses, colors and glazing to visually break up the façade to match the street context of the area.

Mobility Experience

Whether participating in a design competition to understand how best to allocate \$40 billion of public transportation bond or partnering with Metro to analyze urban fabric and how to better connect passengers with the First Last Mile Strategic Plan, Gensler's gets mobility and so do our partners.

Martin Expo Town Center

Los Angeles, CA

Combining live, work and play lifestyle with easy access to the new Expo Line; the Martin Expo Town Center development has been over four years in the making. Two years were spent proactively reaching out to seek input from stakeholders. We have hosted over 130 individual and community meetings with stakeholders as diverse as Neighborhood Representatives, Neighborhood Councils, Homeowner Groups, Planners, the Council Office, the Mayor's Office, Sustainability Professionals, Metro, TOD Experts, local businesses, and alternative transportation organizations such as Rail LA, the Los Angeles County Bicycle Coalition, LA Walks, and F.A.S.T. From the very beginning our singular focus was to create a state-of-the-art Transit Oriented Development (TOD) and to incorporate as many of the viable suggestions received as possible. The project today has gone through numerous iterations, and is completely redesigned and significantly improved from our initial application.

Striving to be the first truly TOD on the westside, Martin Expo Town Center is focused on providing creative residential units, creative office space, and neighborhood serving retail options that promote greater community engagement, improved access and mobility, increased economic activity, safer more welcoming sidewalks and intersections for pedestrians and cyclists, and enhanced neighborhood character at a currently non-pedestrian oriented intersection.

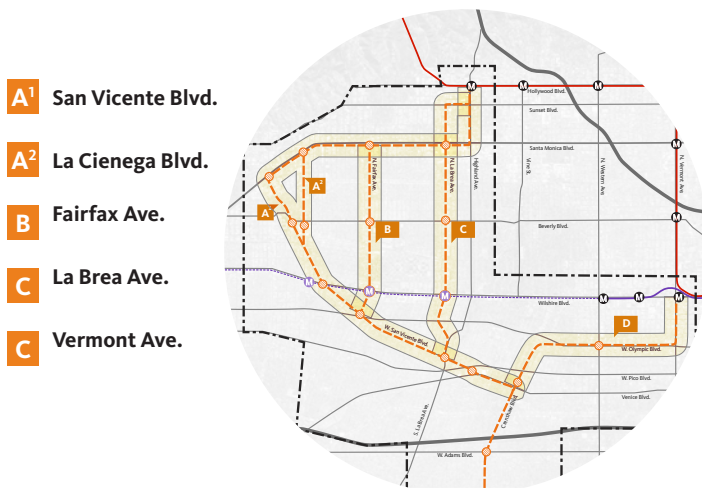


Metro North Crenshaw

Urban Design Studies

Los Angeles, CA

In considering the future vision for the proposed new Metro stations, Gensler is further developing the design vision of Metro's First Last Mile Strategic Plan, and considering how to better connect people to transit in the urban fabric surrounding the stations. A picture of a new mobility paradigm around transit nodes is developing that reflects a safe, walkable and richly diverse urban fabric where people can live, work and play without need of an automobile.



The project included a public outreach event led by the project team, packaged for implementation as policy if the City witnesses significant growth in this emerging transportation option.

Backbone Route 1
Downtown - Golden West

Backbone Route 2
Huntington Harbor - Golden West

Backbone Route 3
Huntington Harbor - Northern HB

Backbone Route 4
Downtown - South-East HB



FIRM EXPERIENCE

Mobility Experience continued

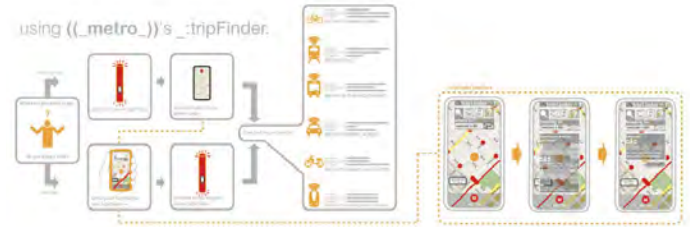
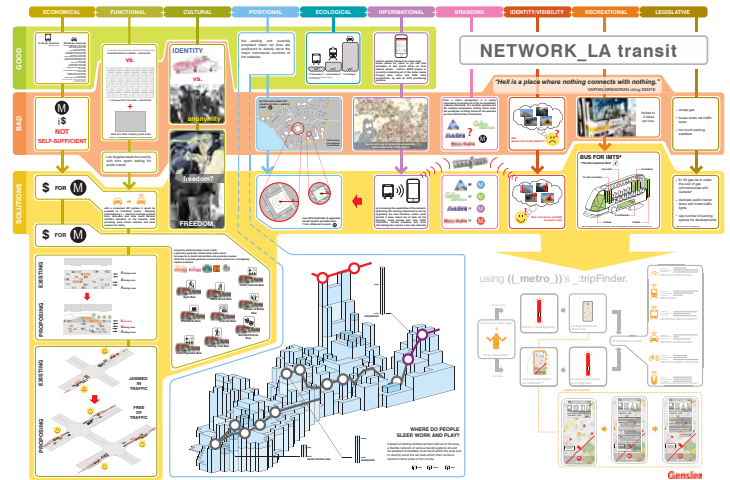
City of Los Angeles

Network_Transit LA

This study addressed how to best spend the recent passage of a \$40 billion public transportation bond of shifting people from their cars to public transit in Los Angeles.

This study was a design response to an open competition sponsored by Sci-Arc, The Architect's Newspaper and LA Metro as a means to shift people from their cars to public transit in Los Angeles. The ideas are vital to Los Angeles' future, if it is to accommodate an increasing population while maintaining its status as a world-class metropolitan city.

Gensler proposed an integrated set of ideas to adapt the current system to improve its performance at the various scales of user needs. A more responsive system and an improved user experience ultimately leads to the means to meet that challenge. The first aspect that we identified was that the present and future subway lines are and will be located where the majority of the population is, thus the focus was on optimizing the existing bus system. More on this study is available on Vimeo here: <https://vimeo.com/25688970>



Culver City Bike Share Feasibility Study

Culver City, CA

Sam Schwartz
Transportation Consultants

Culver City is central in the Los Angeles area and bike share has the potential to greatly expand transportation options for employees and residents to travel around Culver City and also to and from adjacent areas. However, with two different bike share programs operating in neighboring municipalities, Culver City faces a decision on how it implements bike share within the City to support the City's short-term and long-term goals. Sam Schwartz is currently working with the City to understand the standard bike share feasibility questions but also identifying the specific operator that will benefit the City the most.



Metro Regional Bike Share Plan

Los Angeles, CA

Sam Schwartz
Transportation Consultants

The Los Angeles County Metropolitan Transportation Authority is taking an active role in the delivery of bike sharing to the Los Angeles region. As the county-wide transportation agency, they are in a unique position to help implement and integrate potential bike share systems in the 88 cities that comprise LA County. Their role ensured a level of regional coordination, continuity of the user experience, and integration with the county transit system. Sam Schwartz advised on all aspects of the plan, which will included development of a phased roll-out plan for the county, development of a business and financial plan, review of data reporting requirements and bike share equipment technology, a regional branding plan, and coordination of integration of bike share with the TAP fare payment card system. Sam Schwartz is providing station siting services for the three pilot cities steering the plan: the city of Los Angeles, Pasadena and Santa Monica. The station siting is an important piece of the plan and feeds into accurate ridership and financial forecasting critical to quick implementation of bike share in the pilot cities.

FIRM EXPERIENCE

TOD & Mobility Experience continued

City of Los Angeles

Transportation Technology Strategy



The City of Los Angeles was the first municipality to develop a transportation technology strategy to define a scalable roadmap for integrating shared mobility, technology-enabled transportation experiences, and automated vehicles into department planning and operations to maximize the benefits to public safety, sustainability and roadway efficiency across the Los Angeles region. Building on the existing innovative work of the department, the strategy defines public policy recommendations ranging from topics such as data sharing and land use; an action plan for next steps to transform the department into a 21st century mobility manager; and outlines a series of pilot initiatives to undertake to demonstrate and test advanced technologies - from smart city sensor to smartphones, from bikeshare to automated vehicles. The strategy is available online at <http://www.urbanmobilityla.com>.

Now Arriving A Connected Mobility Roadmap



Commissioned by the New Cities Foundation's Connected Mobility Initiative, with support from the Toyota Mobility Foundation, "Now Arriving" offers case studies, best practices, and a practical roadmap for transit agencies, elected officials and other public sector stakeholders grappling with the challenges and opportunities posed by connected mobility. The report draws lessons from four focus cities (along with Los Angeles) for how to assess new technologies, leverage current physical and data assets, structure partnerships with private mobility services, rethink land use, zoning, parking, and commuter benefits strategies, and create roadmaps for implementing mobility-as-a-service platforms and grappling with the implications of autonomous cars. The report is published by the New Cities Foundation.



Cuidad Creativa Digital (CCD) Guadalajara, Mexico



Ciudad Creativa Digital (CCD) is a transformation strategy for a new digital and creative cluster in Guadalajara, Mexico; a chance for breaking through and exploiting knowledge and creativity-based economies. It is a strategy led by Mexico's Federal Government and strongly complemented by active participation from Jalisco and Guadalajara State and Municipal Governments, as well as the regional high-tech cluster, universities and civil society in general.

The CCD aims to enhance not only urban life, but also the identity of Guadalajara and Mexico in the growing media industry involving Internet, film, digital games and mobile applications-creating a global center of original digital content for the Spanish-speaking world.



AUDI Assembly Row Boston, MA



Strategically located only ten minutes from Downtown Boston, Assembly Row is a Mixed Use Transit Oriented Development that will contain residences, offices, retail spaces, leisure amenities and a hotel for over 5 million square feet.

MIC has been working in very close contact with the developer Federal Realty (FRT) to promote solutions for the current traffic related problems and to plan a sustainable urban development according to the Transit Oriented Development principles. With its first phase already in place it has established in the latest years as one of the most attractive places in the Boston area. As part of the Audi Urban Partnership with the City of Somerville, the Assembly Row project focuses on the implementation of smart and futuristic parking solutions through the application of Advanced Arrival.

Now that the second phase is in planning MIC is working to implement and test here the first driverless parking facility. Moreover, the benefits of implementing a shared mobility solution are maximized if applied to mixed use developments, where different functions and therefore different agendas make room for multi-user car services.

FIRM EXPERIENCE

Outreach & Engagement Experience

MLK, Jr. Medical Center

Campus Plan & Community Outreach

Los Angeles, CA

Beyond the direct need to improve medical care and facility conditions, numerous external factors impacted the campus plan. Factors included the role MLK plays in the county's healthcare system, its importance to the South Los Angeles community, and its potential as a model for a health community of excellence. The integration of three zones, the medical campus, the educational/research zone, and the gateway zone were critical to creating a revitalized community and successful plan.

In order to engage the community throughout this process, Gensler designed and conducted three community open house events. Participants walked through a series of information stations to learn first-hand about the campus planning process and past planning efforts at MLK. Feedback received from the community provided valued and insightful direction in creating the final draft of the master plan.

Open House 1 provided an overview of the Master Plan process and invited community members to identify those elements that best defined a “healthy community” and identify priority services and facilities.

Open House 2 built on the results of the first community gathering and asked participants to prioritize potential land uses and activities that would directly address the healthy community elements identified in the first session.

Open House 3 integrated comments from the second session and introduced the MLK community to a preliminary draft concept plan for the MLK campus. Feedback received from the community provided valued and insightful direction to create the Final Draft MLK Master Plan.

Pershing SquaRenew

Los Angeles, CA

Gensler's Town Square Initiative rallied a team of strategists, urban planners, designers, civic leaders and the community to redevelop Pershing Square as a key component of Downtown L.A.'s thriving renaissance. Building off this effort, Gensler was engaged by a public/private client team as design advisor. Gensler created and facilitated an international design competition as well as conceptualizing and implementing a brand and identity strategy to name and brand the campaign to raise awareness about the initiative to revitalize Pershing Square. In support of numerous community events over the course of 2+ years, Gensler created a toolkit of temporary feedback tools and devices, online and social media channels, as well as promo pieces aimed at increasing engagement.



3. FIRM EXPERIENCE // REFERENCES

Gensler



Culver City References

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London Underline

The Future of Metro Transport

Envisioned by Gensler, in partnership with Pavegen and Momentum Transport Planning, the London Underline is a proposal to regenerate disused Tube tunnels to create the world's first self-sustaining subterranean transport infrastructure that's safe, clean and inviting, while embracing London's growing urban curiosity. The proposal is so successful it has won the Best Conceptual Award in the London Planning Awards 2015, and the presentation video has 150K hits around the world in the first week on Youtube when released (and currently reached 230K hits), generating over US\$300K publicity value for Gensler.

4. PROJECT LEADERSHIP

Gensler has developed numerous plans, studies, and designs for transit-oriented communities focused around public outreach. The leadership team includes Marty Borko, Assoc. AIA as Principal-in-Charge. Marty is a Principal with Gensler, a Firmwide Urban Strategies Practice Leader and has over 30 years professional experience, many years spent working in and around Culver City. Marty will provide strategic project oversight, stakeholder engagement, and high level relationships and will be able to access the deeper resources of Gensler's global network of experts as required. Dylan Jones, AIA currently works directly with Marty and will act as Project Manager. **Dylan Jones, AIA, Architect AIBC will be the primary point person for the City of Culver City's Visioning Study.**

Dylan is a seasoned project manager and TOD specialist with over 18 years of experience designing mixed-use projects, TODs, Master Plans and transportation designs. Dylan has worked for both public and private sector clients, and understands the needs, incentive drivers, and critical concerns of the two groups who are increasingly becoming partners on successful projects.

Dylan has worked on projects that range in scale from regional policy, to station area vision plans, to mixed-use building designs, and all the way to individual street furnishings for transit facilities. This range of clients and scales allows Dylan to quickly see through the foggy complexity of such transit integrated projects and find the functionally responsive underlying visions that respond to community desire and attract interest from new partners.

Successful on-going projects are outlined in the Project Team section.

Marty and Dylan will be responsible for overseeing the scope of services, our team boasts leaders in each respective area of expertise. In addition to being planners, architects and urban designers we are aggregators of thought leadership and believe in collaboration to reveal the best possible solutions.

Marty and Dylan are joined by Roger Sherman, AIA as Design Director. Roger has found incredible success bringing urban thinkers together for his two published books and works that have been exhibited at the International Architecture Biennale. Li Wen, AIA also joins the team as a mobility thought Leader. Li led the Network Transit LA design competition team and worked with AltaSea at the Port of Los Angeles to bring together leaders, thinkers and innovators for rapid solutions around ocean preservation. And to help facilitate actual events, Jim Oswald also joins the team as a real time professional facilitator and graphic recorder. Transportation Planner, Jaymes Dunsmore, AICP is currently working alongside Dylan's on the Metro North Crenshaw Urban Design Studies project and is focused on transforming the future of mobility in Southern California. We are supported by a fantastic team of sub-consultants, presented on the following pages.



5. PROJECT TEAM // ORGANIZATIONAL CHART

We have selected a team of professionals for this project with significant experience in community outreach and engagement. We have included the specific responsibilities of the team members below. Resumes for each of the team members follow.

Marty Borko, Assoc. AIA, *Principal-in-Charge*

- Directs overall efforts and advises the project leadership on issues and concerns related to the planning, management of the project

Dylan Jones, AIA, Architect AIBC, *Project Manager and TOD Specialist*

- Responsible for the day-to-day administration of the project and progress on targeted objectives
- Working with the combined City of Culver City / Gensler / consultant team, establishes preliminary project budgets and schedules and coordinates the activities of all team members to ensure effective communication

Roger Sherman, AIA, *Design Director*

- Aggregates thought leaders and helps direct the envisioning process and design concepts

Li Wen, AIA, *Mobility Thought Leadership*

- Respondent to thought leadership

Jim Oswald, *Professional Facilitator*

- Manages and participates in the information and data gathering / envisioning effort

Jaymes Dunsmore, AICP

Transportation Planner

- Provides analysis and project documentation and findings and recommendations

Mark de la Vergne, *Transportation Planner*

- Guide the overall direction of the transportation planning portion of the project, attend all meetings, lead all public discussions regarding transportation, and facilitate decision making.

Gensler

MARTY BORKO, ASSOC. AIA
PRINCIPAL-IN-CHARGE

DYLAN JONES, AIA, ARCHITECT AIBC
PROJECT MANAGER

ROGER SHERMAN, AIA
DESIGN DIRECTOR

LI WEN, AIA
MOBILITY THOUGHT LEADER

JIM OSWALD
PROFESSIONAL FACILITATOR

JAYMES DUNSMORE, AICP
TRANSPORTATION PLANNER

TRANSPORTATION
BEST LOCAL PRACTICES

MARK DE LA VERGNE
LEAD TRANSPORTATION PLANNER

Culver
City

**Sam
Schwartz**

Transportation
Consultants

Greg Lindsay, *Future Mobility and Scenarios*

- Develop pre-workshop engagement strategy and co-facilitate a community outreach workshop.

Ashley Z. Hand, AIA, LEED AP

- Develop pre-workshop engagement strategy and co-facilitate a community outreach workshop.

Federico Cassani,

Global Transportation Solutions

- Bring global perspective and innovative thinking from projects spanning the globe to strategize best strategies and recommendations



TRANSPORTATION
POLICY

GREG LINDSAY
URBANIST AND FUTURIST

ASHLEY Z. HAND, AIA, LEED AP
TRANSPORTATION STRATEGIST

TRANSPORTATION
GLOBAL PERSPECTIVES

FEDERICO CASSANI
SENIOR TRANSPORTATION PLANNER





Marty Borko, Assoc. AIA
Principal

Principal-In-Charge

As a principal in the Los Angeles office of Gensler, Marty Borko is both a studio director and firm leader in the practice of planning and mixed-use/entertainment and retail design. Marty will provide strategic project oversight, stakeholder engagement, and will be able to access the deeper resources of Gensler’s global network if required.

During his more than 30 years of professional experience, Marty has developed a unique expertise in urban planning and large-scale design through projects that have called for analysis, conceptual design, consensus building, study, and design. His focus is in providing leadership to the multi-disciplinary teams necessary to solve complex contemporary design problems in today’s urban context.

30 Years of Experience

Background

Master of Architecture/Urban Design, University of California at Los Angeles
Bachelor of Architecture, University of Oregon
Board Member, Pier Restoration Corporation of the City of Santa Monica
Board Member, Westside Urban Forum
Member, Central City Association

Selected Project Experience

Culver Studios Master Plan and Comprehensive Plan Amendment
Entitlements, Culver City, CA
MLK Master Plan and Willowbrook Vision, Los Angeles, CA
North Hollywood TOD Master Plan, Los Angeles, CA
Hollywood/Vine Metro Rail Station, Los Angeles, CA
AEG Pico West Vision Plan, Los Angeles, CA
AEG Avenue of the Angels, Los Angeles, CA
Creative District Urban Design, Los Angeles, CA
Central City West Land Use Specific Plan, Los Angeles, CA



Dylan Jones, AIA

Project Manager and TOD Specialist

Dylan is an internationally licensed architect with nearly 20 years of experience in planning and design for both private and public sector clients. As a leader of Gensler’s Urban Design & Planning group, he works at the intersection of private development and public infrastructure, believing mobility is a core building block of the 21st-century, sustainable city. Most notably in relation to Culver City’s Visioning Study, Dylan led the preparation of Los Angeles Metro’s First Last Mile Strategic Plan. The First Last Mile plan has been adopted by Metro, and outlines a number of best practice options for improving mobility within transit districts. The First Last Mile plan has been widely applauded as a blueprint for leveraging public transit infrastructure and has won a number of awards including the 2015 APA National Planning Excellence award, the 2014 SCAG President’s Award and a 2014 APA Los Angeles Award.

18 Years of Experience

Background

Master of Architecture, University of British Columbia, Vancouver, Canada
Career Discovery - Architecture, Harvard University, Cambridge, MA
Bachelor of Economics, Washington State University, Pullman Washington
Member, American Institute of Architects
California Licensed Architect
Member, Architectural Institute of British Columbia

Select Project Experience

	size
Metro First Last Mile Strategic Plan, Los Angeles, CA*	Regional Plan
Metro Crenshaw/LAX Northern Extension Urban Design Concept, LA, CA	
North Hollywood TOD Master Plan, Los Angeles, CA	15 acres
Anaheim Sports Town TOD Master Plan, Anaheim, CA	150 acres
OCTA Bravo! BRT Station Design, Orange County CA*	System-wide
City of Los Angeles Bike Facility Evaluation Study, CA*	Regional Plan
Metro Rail Corridor Coordination Study, Los Angeles, CA*	District Plan
Metro Gold Line TOD Analysis, Los Angeles, CA*	Corridor Plan
Sixth and Alameda Feasibility Study, Los Angeles, CA	2,000,000 sf
*Experience prior to joining Gensler	



Roger Sherman, AIA

Design Director

Roger’s innovative work has been featured at TEDx and in Newsweek, CNN, Fast Company and The History Channel. Roger’s projects have been exhibited at the 2010 and 2016 Venice (IT) Biennale; and 2009 and 2016 International Architecture Biennale in Rotterdam, NL. Award-winning work includes visioning studies for four transit corridors in Long Beach, CA; a revitalization and transit visioning study for Westwood Village; a creative office, retail and public parking mixed-use development for Washington Boulevard in Culver City; and Parks n’ Rides, a transit hub-centered mixed-use development in Ronkonkoma, Long Island. He is currently working on an Infrastructural and Urban Development Plan for Haiti’s Northern Region; and a new bus shelter prototype for both West Hollywood, and the MTA’s Union Station area. From 2006-15, Sherman was Co-Director of cityLAB, an urban design thinktank at UCLA, where he is an Adjunct Professor. He has also authored of several books, including “LA Under the Influence: the Hidden Logic of Urban Property” (Univ. Minn. Press) and “Fast Forward Urbanism: Rethinking Architecture’s Engagement with the City”.

30 Years of Experience

Background

Harvard University Graduate School of Design, Master of Architecture
University of Pennsylvania, Bachelor of Arts Graduate Magna Cum Laude,
Registered Architect, California, New York
Boardmember, Zocalo Public Square, 2013-present
Boardmember, AIA/LA (Chair, Political Outreach Committee), 2009-12
Boardmember, Westside Urban Forum, 2002-2010
Editorial Board, The Architect’s Newsletter, 2007-present

Selected Project Experience

L.A. County MTA Pedestrian Shelter, Los Angeles, CA*
Transit-Oriented District Master Plan, North Hollywood, CA: 1995*
Broadway, 4th and 7th Street Visioning Studies, Long Beach, CA*
East Anaheim Street Design Guidelines, Long Beach, CA*
L.A. County Fire Station & Health Facility, Los Angeles, CA*
12803-23 Washington Boulevard, Culver City, CA*

* Experience prior to Gensler



Li Wen, AIA

Principal

Mobility Thought Leader

Launching every project with questions, Li seeks design solutions that optimize client objectives, increase user interface quality, and impact the formal and spatial identity of place. Bringing this passion for design to every project, he leads many of the firm’s work, civic, and cultural projects. Li’s ability for uncovering and communicating the process of design has led Li to co-lead the research and development team in the LA office, which has generated a variety of projects including “Hackable Buildings,” the award-winning entry to the 2012 NAIOP Office Building of the Future competition, and the visionary Network_LA Transit project. His work and ideas have received numerous awards and have been covered in a variety of publications, including *The Los Angeles Times*, *Architectural Record*, *Interior Design*, *Interiors*, *ArchDaily*, and *Fast Company*.

27 Years of Experience

Background

Master of Architecture, Yale University School of Architecture
Bachelor of Arts, Wesleyan University
Urbanism Certificate, Institute for Architecture & Urban Studies
Cultural Studies Certificate, Beijing University
Board Member 2007 & 2008, AIA, Los Angeles Chapter
Registered Architect, California
Committee Co-Chair, Hollywood Chamber of Commerce

Selected Project Experience

	Size (sq ft)
City of Los Angeles Network_LA Transit	
Culver Studios Plaza, Culver City, CA	116,000
Bergamot Transit Village, Santa Monica, CA	1,100,000
City of Santa Monica Space Needs Assessment, Santa Monica, CA	
Los Angeles Police Department Memorial, Los Angeles, CA	
AltaSea at the Port of Los Angeles, San Pedro, CA	



Jim Oswald

Senior Associate

Professional Facilitator

Jim brings 30 years of experience in designing, managing, and facilitating strategic visioning, planning, programming, communication and community outreach programs for a wide range of public, private, non-profit and institutional clients throughout the country.

Jim fuses his extensive background and experience in business strategy, strategic planning, design-thinking, and problem-seeking and solving with facilitation graphics (large scale mind-mapping) to help clients communicate, frame, and visually map their overarching visions, values and beliefs and more efficiently and effectively identify and recognize the linkage between goals, issues, strategies, and potential solutions.”

30 Years of Experience

Background

Bachelor of Arts, Urban Planning & Policy-Making, Stanford University, 1982
Bachelor of Science, Applied Earth Science, Stanford University, 1983

Selected Project Experience

Metro Transit Authority SR710 Study Process, Los Angeles, CA
Community Participation Program, Facilitation
Martin Luther King Jr. Medical Center Campus, Los Angeles, CA
Community Participation Program
LAX World Airports, Los Angeles, CA
Specific Plan Study Area Draft EIR Open House/Public Hearing
City of Pasadena Walk About Guide, CA
City of Manhattan Beach, CA
City of Glendale, Glendale, CA
Model Neighborhood Development Workshop Series
Community Outreach and Land Use Exercise Development
City of Santa Monica, Santa Monica, CA
Open Space and Recreation Master Plan Community Participation



Jaymes Dunsmore, AICP

Transportation Planner

Jaymes is an AICP-certified planner and urban designer with expertise in mixed-use and transit-oriented development, transportation planning, and community engagement. An active transit user, Jaymes is an advocate for station and streetscape design that prioritizes the pedestrian and passenger experience. As the lead planner on innovative transportation and urban design projects throughout Los Angeles and Orange Counties, Jaymes is focused on transforming the future of mobility in Southern California. His recent work includes the design of a new integrated transit center and mixed-use development at the Metro North Hollywood Station, developing the urban design concept for the Metro Crenshaw/LAX Northern Extension, and creating an award-winning vision for the revitalization of the historic South Main Street corridor in Santa Ana, which was recently recognized by the AIA OC 2016 Design Awards.

7 Years of Experience

Background

Masters in City and Regional Planning, MIT
Bachelor of History, University of California Berkeley

Selected Project Experience

Metro Crenshaw/LAX Northern Extension Urban Design Concept, LA, CA
North Hollywood TOD Master Plan, Los Angeles, CA
South Main Street Vision Plan, Santa Ana, CA
Anaheim Sports Town TOD Master Plan, Anaheim, CA
Avenue of the Angeles Urban Design Vision, Los Angeles, CA
Huntington Beach Neighborhood Electric Vehicle (NEV) Plan, Huntington Beach, CA
Century City South Specific Plan Update and Fox Studios Master Plan, Los Angeles, CA
Redefining TOD: Design Guidelines for Transit-Oriented Districts, LA, CA*
Sixth and Alameda Feasibility Study, Los Angeles, CA
Taylor Yard Planning Study, Los Angeles, CA



Mark de la Vergne

Principal

Transportation Planner

Mark de la Vergne is a Principal with Sam Schwartz and serves as the Director of Transportation Planning. He is also the Co-General Manager of Sam Schwartz's Chicago office. Described by ENR Midwest as "one of the nation's leading experts on multi-modal transportation", Mr. de la Vergne has worked with communities across the country to increase their transportation options and reduce transportation costs. He was integral in Chicago's transformation into one of the best big cities for walking and biking, spearheading a number of the city's key planning and engineering initiatives. He previously served on the Board of Directors of the Association of Pedestrian and Bicycle Professionals and currently serves on the Steering Committee of America Walks.

16 Years of Experience

Background

B.S. Systems Engineering, University of Pennsylvania, 2000
Association of Pedestrian and Bicycle Professionals, Board Member
America Walks, Steering Committee
Institute of Transportation Engineers
American Planning Association
Engineering News Record-Midwest, Top 20 Under 40 Award

Selected Project Experience

Evanston Transit Oriented Parking Policy Study, Evanston, IL
Seattle Mobility Services Planning, Seattle, WA
City of Chicago Pedestrian Plan, Chicago, IL
Streets for Cycling Plan 2020, Chicago, IL
Grand Rapids Downtown Parking and Mobility Study, Grand Rapids, MI
Obama Presidential Center Transportation Consulting, Chicago, IL
Binghamton Comprehensive Plan, Binghamton, NY



Greg Lindsay

Future Mobility and Scenarios

Greg is a senior fellow at the New Cities Foundation, where he leads the Connected Mobility Initiative — a one-year research and outreach project to explore the impact of new technologies and private mobility services on public transport.

The initiative culminated in October 2016 with the publication of "Now Arriving: A Connected Mobility Roadmap for Public Transport," a report offering practical advice for transit agencies and elected officials grappling with the implications of ride-sharing and autonomous vehicles. In the course of his research, Greg interviewed more than a hundred stakeholders both public and private in cities across the world, including Los Angeles.

Prior to joining the foundation, he worked with colleagues at New York University's Rudin Center for Transportation Policy and Management to research and write "Reprogramming Mobility: The Digital Transformation of Transportation in the United States," a 2014 report containing four alternative future scenarios set in a selection of representative U.S. metropolitan areas in 2030. With support from the Rockefeller Foundation, these scenarios highlighted: likely and possible shifts in the market for mobility, public financing schemes, and the overall structure and function of the U.S. transportation system at a metropolitan level; the kinds of organizational changes that transportation regulators, funding agencies, and public planning institutions need to begin preparing for now; and the kinds of skills and practices that might be required of transportation planners in the future.

15 Years of Experience

Background

B.S. in Journalism, the University of Illinois Urbana-Champaign



Ashley Z. Hand, LEED AP BD+C

Transportation Technology and Innovation

Ashley is co-founder of smart city advisory company CityFi, launched in August 2016. Previously, she served as the Transportation Technology Strategist for the City of Los Angeles Department of Transportation as appointed by Mayor Eric Garcetti. Through the one-year fellowship, Ashley developed public policy recommendations, an action plan, and pilot program recommendations for shared mobility and automated vehicles. This process required extensive internal engagement across multiple city departments, outreach to other government agencies and other stakeholder groups working in the mobility space.

Prior to her role with the City of Los Angeles, Ashley served as the first Chief Innovation Officer for the City of Kansas City, Missouri where she created the nation's most comprehensive smart city through a public-private partnership and initiated the development of a policy and operational framework to integrate technology into transportation, water and energy management for the city. Ashley led the city in adopting new tools and channels to enhance community participation and engagement in decision-making for the performance management system, annual budget process, a new civic board for young professionals, and creating a digital roadmap to enhance online and social media participation to improve citizen satisfaction. Her community engagement has been recognized by both the Los Angeles and California chapter of the American Planning Association among other organizations.

15 Years of Experience

Background

Master of Architecture I, Pratt Institute
B.A. in Political Science, McGill University
Licensed Architect, Missouri



Federico Cassani

Senior Partner

Global Transportation Solutions

Federico is an expert in urban and transport planning, urban design and project management of complex transport masterplans and founded MIC, Mobility in Chain, in early 2009.

He is visiting Professor in the Architecture and Urban Planning Course in the architecture faculty at the Polytechnic of Milan, Professor of "Land Design" at the European Institute of Design (IED) in Milan and Thesis Mentor and Lecturer in the "Urban Management" Masters at the Domus Academy, Milan.

Cassani has managed more than 50 sustainable mobility masterplans as well as several transport-feasibility studies for airport facilities, urban areas, stations, TOD districts, important exhibition fairs and hospitals.

19 Years of Experience

Background

Regional and Town Planning - Architecture's Degree, Milan Polytechnic, Faculty of Architecture, 1999
Post-graduate Certificate of Specialized Planning Studies – Urban Design Specialism, South Bank University, London, 1997
Member of the Milan Order of Architects from 2002

Selected Project Experience

Transport Assessment Plan of Tripoli and Benghazi in Libya
New Foundation City Oman, Al Madina al Zarqua
New Foundation City Egypt, Sahl Hasheesh
New Foundation City Russia, Macha-kala
Distrito Valle Del Campestre, Monterrey
Regeneration of the Old Airport Area in Jeddah, Saudi Arabia
Urban-Regeneration Master Plans
Milan, Genoa, Prague, Moscow, Abu Dhabi

7. Approach and Work Plan / 8. Project Timeline

Understanding of the Problem

Culver City has a complicated history of development—a large percentage of which has been shaped by a parallel evolution in its street network and proximity to public transit. Today however—due in part to the City's irregular configuration of borders and thoroughfares—mobility there is hampered by travelers from outside the city, who move through its porous borders with regularity but often little awareness they are passing through a separate jurisdiction with its own sense of community. To those who actually live, work and recreate in Culver City, these problems are to a large extent a consequence of the forces, policies and behaviors occurring outside of it—ones which increasingly demand a clear vision on the City's own part of its mobility future.

Given this as a context, our proposal calls for a thoughtful and unbiased diagnosis of the underlying cause of the various and interrelated mobility challenges that exist in Culver City at present, followed by the development and presentation of mobility solutions by 3 groups of world-renowned innovators in the field—ones aimed at unlocking problems that anticipate the future rather than arrive at a singular solution predicated upon the mitigation of an existing condition. The selection of experts is based upon the intention of presenting the City with as diverse—and therefore truly holistic—a set of approaches to solving its mobility issues as possible—overcoming a common shortcoming of most transportation studies, which are limited by any one consultant's own biases or “go-to” set of solutions, versus a fuller “cocktail” of practices that exist: physical solutions and policy/legislative change and technological applications. This is true not merely of the (types of) recommendations offered, but in the very way that symptoms of traffic and circulation are diagnosed.

Gensler proposes to convene a series of public “Mobility Forums”, for which it will tap into its global network of urban strategists and thought leaders on the subject of mobility, and put them together with members of the Culver City community most knowledgeable and/or affected by the changes that are occurring there. Each of the above steps would be accompanied by an informed, honest and open (and open-minded) public discussion of a) what the current problems are perceived to be; and b) the pros and cons of the varied ideas and approaches being offered by the invited experts to address them.

Approach/Process

Our approach is structured in three basic phases, scheduled around three workshops, over the course of 5-6 months. Throughout the process, Gensler will serve as aggregator of all information and correspondence, prepare and edit a Briefing Book, convene/facilitate the workshops, and summarize the findings/recommendations in an accessible and legible final report. Each workshop period shall be 2 days: the first day

dedicated to consultant briefings and information gathering; the second to public tours, open houses or presentations, and a concluding debrief session (late the same day or the next) with city staff and elected officials. Gensler will convene and facilitate all of the workshops, as well as transcribe all interviews and notes of stakeholder meetings and breakout sessions. The proceedings of each workshop/phase shall be folded into the Briefing Book, whose contents shall accumulate over the course of the process into what will become a Final Report of the Visioning process.

Task 1 Project Management

Task 1 is structured to support efficient communication and coordination of technical studies, outreach events and overall resource and quality control. Dylan Jones will act as the Gensler Team Project Manager (PM) and will work closely with the designated Culver City PM, Gensler staff, and sub-consultant leaders to ensure project information is communicated and objectives are met. Six (6) project management status meetings are included in this scope, scheduled to review ongoing efforts and draft content for workshops, outreach events, presentations and the Briefing Book. Gensler will provide meeting agendas, sign in sheets, notes and updates to a base-line schedule for all project status meetings. Monthly invoices will be supported by progress reports summarizing work completed to date and inclusive of a next month look-ahead.

Deliverables:

- Six (6) Project Management Status Meetings
- Meeting agendas, notes, sign in sheets
- Baseline schedule
- Monthly invoices and progress reports

Duration Five (5) Months

Task 2 Engagement

2A PROJECT DEFINITION / GOALS

Task2A is dedicated to defining the problem. It begins with the development of a Briefing Book, incorporating existing (recent) traffic/mobility studies and other diagnostics and data relating to traffic flows and itineraries on key corridors, survey of uses of different forms of transportation, including vehicle traffic counts from various prior studies for development projects; bus data; CCPD/CHP accident data, etc. Highlights of findings in the Briefing Book would be presented at Workshop #1, followed by a public “walkabout” at which the public would be invited to tour key traffic or transport hotspots around the city, listen to transportation/public works officials, and to voice their own responses and concerns. These shall be added to an online survey

conducted coincident with the assembly of the Briefing Book. The visiting consultants would not be present at this first workshop.

At the conclusion of Phase 1, the revised Briefing Book will be issued to a series of three separate sub-consultant teams—each selected for its renowned expertise in tackling complex transportation (parking, traffic, ped/bike etc) problems, as well as its unique and innovative approaches to solving them. The list of pre-selected sub-consultants included in this proposal include:

Mobility in Chain (MIC)	Federico Cassani
CityFi	Greg Lindsay and Ashley Hand
Sam Schwartz	Mark de la Vergne

Deliverables

- Walkabout Guide and Tour
- Briefing Book Draft Review 1

Duration Two (2) months

2B BEST PRACTICES AND GLOBAL PERSPECTIVES

Task 2B aims is to introduce global perspectives and best/new practices, each of the subconsultant teams will present, in a 45 minute PowerPoint, their firm's unique philosophy of and approach to mobility design/planning, connecting it in a schematic way to both particular and general transportation-related issues facing Culver City, including techniques (traffic control measures, implementation strategies, etc.) aimed at mitigation of present conditions and addressing impacts of future ones. Open to the public but aimed at City staff and elected officials, this would be preceded by a half day-long briefing and planning session with Gensler and City staff, as well as a series of three (3) hour-long open houses around the City, at different days and times, to provide a maximum opportunity for public input. Both presentations and public feedback would be recorded and incorporated into an expanded version of the Briefing Book.

Deliverables

- Internal Gensler Summit
- City Staff Briefing Session
- Three (3) Hour-Long Open Houses
- Briefing Book Draft Review 2

Duration Two (2) months

2C STRATEGIES AND RECOMMENDATIONS

Task 2C features the application of new and best practices to the particular case of Culver City. It calls for each of the sub-consultant teams to specify their approach in response to feedback from the public, staff and elected officials in the previous round, and to re-present to the same group at a concluding “summit”. The first day shall be spent refining presentation contents with Gensler and City staff, and the second day shall conclude with a wrap-up and discussion of next steps. As in the previous phases, the final presentations will be added to the Briefing Book along with an Executive Summary and concluding “Lessons Learned”. The former will thereupon constitute a Final Report of the consultant team as a whole.

Deliverables

- Final Recommendations and Strategies

Duration One (1) month

Task 3 Recommendation and Strategies

Task 3 includes the development of the Briefing Book, referenced through Task 2. The Briefing Book builds through the process, mirrors the outreach efforts and includes context and existing conditions analysis, findings from the Walk-About Guide + Tour, a Best Practices and Global Perspectives section, and finally Strategies and Recommendations for Culver City to consider in the further development of the TOD District Area. The book will be delivered as a bound 11x17 and .pdf document for dissemination through City media channels as desired.

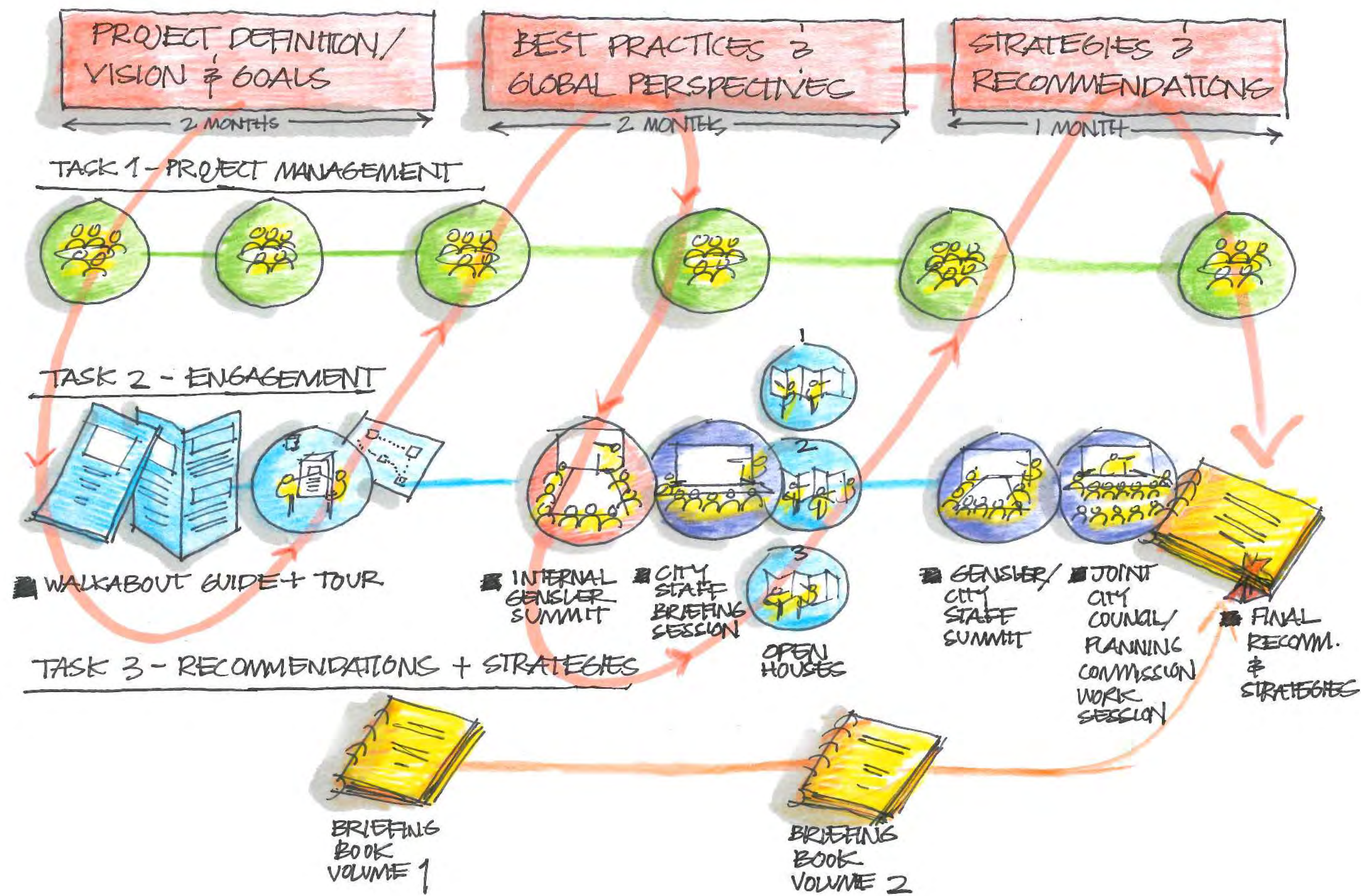
Drafts of the Briefing Book will be shared for review following Task 2A and Task 2B, with the final copy delivered at the end of the project inclusive of City Council comments.

Deliverables

- Gensler / City Staff Summit
- Joint City Council / Planning Commission Work Session
- Briefing Book – Two (2) Draft Review copies (from Tasks 2A and 2B) and One (1) Final Recommendations and Strategies

Duration Five (5) Months

Approach and Project Timeline



Resource Matrix and Project Fee Schedule

For any services that Gensler may provide outside of the basic scope of services, Gensler will be compensated on an hourly billing rate basis. The hourly rate ranges for each staff function are as follows.

Our hourly billing rates are published and apply to all of our projects. Our rates are reviewed annually based upon an assessment of the market value of the position/function.

- Notes
- * Subconsultant fees do not include renderings
 - * Hourly rate shown for sub-consultants is a blended rate of all staff proposed for effort
 - * Direct costs include an estimate of standard reimbursables including travel for workshop, printing, outreach material and other presentation material as required to complete the scope of work
 - * Rates shown for staff are representative of fully burdened rates including base rate, overhead, fringe and fee

Rate*	Marty Borko		Dylan Jones		Roger Sherman		Jim Oswald		Li Wen		Jaymes Dunsmore		Direct Costs*	Sam Schwartz*		Direct Costs*	City Fi*		Direct Costs*	Mobility in Chain*		Direct Costs*	Totals		
	Principal in Charge		Project Manager		Design Director		Professional Facilitator		Mobility Thought Leader		Transportation Planner			Transportation Consultant			Transportation Consultant			Transportation Consultant					
	\$300		\$155		\$205		\$225		\$230		\$120			\$120			\$300			\$162					
	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost		Hours	Cost		Hours	Cost		Hours	Cost				
Task 1 Project Management	16	\$4,800	80	\$12,400	16	\$3,280	0	\$0	0	\$0	0	\$0	\$400	0	\$0	\$0	0	\$0	\$0	0	\$0	\$0	112	\$20,880	
Task 2A Problem Definition / Goals	12	3600	40	\$6,200	20	\$4,100	20	\$4,500	8	\$1,840	40	\$4,800	\$2,400	40	\$4,800	\$1,600	34	\$10,200	\$0	0	\$0	\$750	214	\$44,790	
Task 2B Best Practices & Global Perspectives	16	4800	16	\$2,480	20	\$4,100	20	\$4,500	8	\$1,840	40	\$4,800	\$1,200	40	\$4,800	\$1,600	34	\$10,200	\$3,200	48	\$7,757	\$750	242	\$52,027	
Task 2C Strategies & Recommendations	16	4800	16	\$2,480	20	\$4,100	20	\$4,500	8	\$1,840	40	\$4,800	\$400	20	\$2,400	\$0	20	\$10,000	\$0	88	\$14,221	\$0	248	\$49,541	
Task 3 Recommendations & Strategies Book	12	3600	20	\$3,100	40	\$8,200	0	\$0	0	\$0	120	\$14,400	\$400	130	\$15,600	\$0	0	\$0	\$0	88	\$14,221	\$0	410	\$59,521	
Totals:	72	\$21,600	172	\$26,660	116	\$23,780	60	\$13,500	24	\$5,520	240	\$28,800	\$4,800	230	\$27,600	\$3,200	88	\$30,400	\$3,200	224	\$36,198	\$1,500	1226	\$226,758	





CITY OF CULVER CITY

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October 13, 2016

CONSULTANT SERVICE TO CONDUCT A VISIONING STUDY AND PREPARE RECOMMENDATIONS FOR THE CULVER CITY TRANSIT ORIENTED DEVELOPMENT (TOD) DISTRICT

TOD-RFP: ADDENDUM NO. 1

Please note the following change to the Request for Proposals for the above-indicated project:

- **Page 4 - PRELIMINARY PROJECT SCHEDULE:**

The City reserves the right to make changes to the below schedule, but plans to adhere to the implementation of this bid process as follows:

RFP Released:	September 19, 2016
Deadline for Receiving Questions:	October 17, 2016
Response to Questions:	October 19, 2016
Proposals Due:	October 27, 2016, 3:00pm (PST)
Finalists Selected:	November 3, 2016
Presentations/Interviews:	November 8, 2016
Vendor Awarded:	November 28, 2016

- **EXHIBIT A – Supplemental Terms and Conditions, Legal Statements and Insurance Requirements:**

For a complete list of the City's RFP submittal terms and conditions, legal statements, and insurance requirements, please refer to "Exhibit A" attached hereto.

It is required of all Proposers to attached to their RFP a copy of addenda which have been signed and dated by the Proposer.

Receipt Acknowledged (Date): October 13, 2016

Propers' Signature: 

Proposer's Name (Print/Type): October 13, 2016

Proposer' Address: 500 S. Figueroa Street, Los Angeles, CA, 90071

End of Addendum No. 1