7 Approach and Work Plan

PROJECT UNDERSTANDING

Culver City's growth into a more mature city over the past 20 years has yielded great benefits to the community, securing its position as an important and vibrant node in the regional urban fabric. In particular, the City's TOD planning efforts have created a higher density transit-served neighborhood that provides new high quality housing, retail, and employment opportunities while also improving regional mobility and air quality through reduced local reliance on the automobile. Work remains to be done to allow its residents to shift from a car-driven lifestyle to a multi-modal lifestyle. Many neighborhoods remain constrained by conditions that long pre-date the recent decades' planning accomplishments: limited access to and from the freeway and regional roads; a tangle of historical street grids; boundaries imposed by Ballona Creek and other natural geographic features and by the new Expo Line itself. And these constraints are exacerbated by the success of the City's and the region's growth and specific conditions imposed by its location bounded by other jurisdictions.

While we understand that the intended focus of the City's interests in the present Visioning Study is on the designated TOD, fostering multi-modal connectivity implies using a wider lens to account for origins, destinations, and paths-of-travel. The City would be well served to think beyond the indisputable success of its TOD experience and move toward a concept of Culver City as a "Transit Oriented Community." This would broaden and strengthen the scope of Transit Oriented Development at the municipal scale and establish an innovative framework that could become a model for the larger Los Angeles region. The goal is to allow people to drive less and walk, bicycle, and take transit more. A Transit Oriented Community can promote increased livability; improved sustainability – environmentally, socially and economically; and enhanced resiliency to retain the City's value as a great place to live, work, and visit, even as the surrounding urban environment and the needs of residents change.

In practice, this means concentrating higher-density, mixed-use, human-scale development around high-frequency bus stops and transit stations. It also means providing a well-connected and well-designed network of Complete Streets, and creating a walking and bicycling-friendly community around the Expo Line station, linking this major node with the other important nodes and functions of the City and of the surrounding jurisdictions. This must be done while carefully balancing regional and local mobility needs. We would therefore propose to look at the immediate project area, the TOD District, and at the contextual area including the Arts District and Downtown to the East and West, the Hayden Tract to the South and Venice Boulevard to the North, as well as to look toward traffic impacts and potential key connections with the City of Los Angeles. We would propose to define the study area as the area within the half-mile walk and 3-mile biking radiuses from the Expo Station. A goal will be to achieve meaningful transportation behavior change and reduce traffic congestion through a highly efficient, multi-modal transportation system, seamlessly integrated with surrounding land use and quality of place.

Working with stakeholders through an iterative series of workshops and other engagements using a variety of tools combining innovative online strategies with traditional planning techniques, we will focus on developing an integrated transportation strategy to encourage the use of sustainable alternatives, reduce drive-alone trips, and discourage some amount of regional vehicular traffic, in order to establish the base for a Transit Oriented Community framework for the next 10 years. Working with the community and the City, we will rely on our team's collective experience with a variety of measures and interventions such as Transportation Demand Management (TDM) -- a tool that can help fill transportation gaps; active transportation alternatives, including walking and biking; new transportation technologies; and Complete Streets road diet applications to enhance the user experience for pedestrians, cyclists, transit riders and drivers, as well as promote traveler choice. Particular attention will be given to First-Last Mile conditions with the aim to improve the user experience by supporting intuitive, safe and recognizable routes to and from the transit stations; to Safe Route to School factors to increase the number of children who will walk or bicycle to school by identifying and removing the barriers that currently prevent them from doing so; and to Wayfinding to clarify individual decision-making processes in relation to connectivity within the Transit Oriented Community.

PROPOSED SCOPE OF WORK

1. BACKGROUND REVIEW, GOALS, OBJECTIVES

1.1. Project Orientation. Confirm work plan, schedule, specific stakeholder engagement plan, and deliverables. Work with City to establish lines of communication. We recommend that the City convene a Project Steering Committee to serve as the guiding body for the course of the work on the Visioning Study.

1.2. Assemble and Review Existing Documentation. Review existing documentation including, but not limited to relevant plans, policies and permits; relevant sections of the General Plan, Zoning Code, Bicycle and Pedestrian Master Plan and the TOD District Streetscape Plan.

7 Approach and Work Plan

1.2.1. Land Use Inventory. Compile and analyze current, proposed and potential future development within and near the TOD, including recently entitled TOD projects.

1.3. Stakeholder Outreach. Meet with key stakeholders as identified by the City in focus group and/or individual interviews to establish baseline understanding of issues and conditions. Conduct individual interviews with all Council members.

1.4. Case Studies. Research comparables and benchmarks in world cities and prepare a presentation up to six (6) examples of benchmarking and best practice for Transit Oriented Communities and Complete Streets from other cities nationally and internationally, for public awareness and engagement.

1.5. Goals Confirmation. Meet with the Project Steering Committee to confirm project goals and objectives based on findings from available documentation and the stakeholder input.

2. EXISTING CONDITIONS ANALYSIS

2.1. Baseline Data Assembly. Establish baseline of existing traffic conditions.

2.1.1. Traffic Variables. Aggregate and analyze available traffic data for traffic speeds and volumes, accidents, school routes, cut through traffic and traffic controls.

- Review, survey and document existing traffic and circulation conditions in the TOD District and surrounding residential neighborhoods including the Downtown, Helms Bakery District and Culver City Arts District to get an understanding of the neighborhood context and to determine how the various TOD projects in the District may work together relative to mobility and local circulation and to reduce reliance on automobiles. Work with the City to determine the depth of study (locations, timeframes, etc.) within the study area.

- Compile existing data on posted traffic speeds, roadway segment and intersection turning movement volumes, and collisions. Will we also conduct field monitoring to observe traffic along school routes and areas of neighborhood cut through traffic, and we will review existing traffic controls in the area.

- Review potential Metro and Culver City Bus future transit improvement projects. Planned projects and timeframes will be documented for improvements within the study area, including the bus stop relocation project, bus stop furniture improvements, the bus signal priority project for Culver City, and the real-time bus arrival information system project.

2.1.2. Mode Splits. Catalog and analyze available data on mobility mode splits within the study area and its component neighborhoods.

- Perform a connectivity analysis and a Pedestrian Environment Review System (PERS) audit of the existing sidewalk conditions to analyze walking and cycling conditions around the station. Perform a first and last mile assessment following LA Metro Planning Guidelines. To identify areas to study for bicycle infrastructure investment we will use SDG's Cycling Potential Index.

- Map prevailing routes to schools in the study area

- Review existing traffic conditions by vehicle, pedestrian, and bicycle modes of travel, and provide related recommendations that can be used as input into the overall Plan. We will utilize recent traffic studies from the Culver Studios and Ivy Station. The I-10/Robertson Project study will be reviewed as well, for data within Culver City and Los Angeles that might apply to the study area.

- Perform supplemental bicycle and pedestrian peak period counts at up to five locations at major arterial intersections within the study area, to provide a solid basis of analysis for non-auto modes under existing conditions and travel patterns.

7 Approach and Work Plan

2.2. Mobility and Urban Design Parameters.

2.2.1. Traffic Patterns. Identify existing and proposed traffic and circulation patterns of the TOD District developments.

- Analyze the movement network using a layered network approach. The concept of layered networks recognizes that not all streets can serve all users effectively; thus, a layered network identifies which streets should be prioritized for specific users with the goal of providing a comprehensive network of streets to serve a specific user.

- Apply the layered networks to the Culver City TOD study area through two key methods.

    - Map out specific roadways based on expected users. These users should be prioritized for each identified street network (e.g. enhanced bicycle facilities where bicycles are preferred, wider lanes where trucks are preferred).

    - Modify the traditional local-collector-arterial roadway classification system to develop a roadway typology system that reflects prioritized users on the street as well as prevailing land uses and key destinations.

2.2.2. Urban Context Analysis. Identify and analyze current and proposed mobility and land use improvements within the study area. Map existing and proposed land uses and projects in development within the core TOD and the greater study area and illustrate major access routes and paths on both local and sub-regional levels. Prepare diagrams that show patterns in circulation and mobility and highlight key issues pertaining to them.

2.2.3. Opportunities and Constraints. Analyze urban design opportunities and constraints as regards movement within the study area at both local and broader study area scales. Prepare one or a series of maps and diagrams that summarize the key issues within each area and an issues summary presentation for the Project Steering Committee.

3. COMMUNITY OUTREACH STRATEGY AND ENGAGEMENT

We will engage with the Culver City community through a variety of means – through focused stakeholder workshops, walking tours of selected areas of the study area, and through online engagement using a variety of state-of-the-art digital tools.

3.1. Public Workshops. The specific structure of an engagement process needs to be carefully tailored to the composition, interests, and schedules of Culver City's various stakeholder constituencies, such that a design of a final detailed engagement plan will need to await the initial input and advice of the City, as well as the preliminary stakeholder interviews, described in the initial outreach and orientation efforts in Tasks 1.3 and 1.5 above. The outline of workshops below is a preliminary suggestion of how each work session might be focused on issues and interest groups, and how those workshops should support and inform the planning, design, and decision-making process represented by the balance of this proposed work plan.

3.1.1. Workshop Preparation. Successful workshops need to be carefully designed, with strong agendas, engaging activities, effective supporting materials, clear objectives, and appropriate follow-through. We will establish such agendas, publicize them through social media, and provide activities for each session of the workshop series. We will also, upon determination with the Project Steering Committee, draw from a pool of local and international experts from within the consultant team to present and engage the local community in presenting best practices on multimodal measures, Complete Streets, smart cities, travel behavior change, sustainable transportation, wayfinding and information design, transit benefit and finance, or other topics as identified in the final community engagement design process.

3.1.2. Workshop Series. We are prepared to conduct a series of up to eight (8) two- to four-hour workshops and walkshops designed to solicit community concerns and desires related to the study area's traffic and circulation. With a goal of being as inclusive as possible, we will seek to tailor the work session schedules to the interests and availability of the community's various segments, including area residents, business owners, developers and property owners, and transit riders. With the reservations noted in Task 3.1 above, we would seek to accomplish the following:

7 Approach and Work Plan

- Issues and goals (1 workshop). An initial plenary workshop for all concerned parties where the consultant team would prepare an informative presentation on existing conditions, maps and photo-documentation illustrating those conditions, and the Case Studies described in Task 1.4. Participants would be encouraged to describe their goals, report their concerns, to draw on maps, and to otherwise provide the consultant team with an overview of matters to be pursued in the course of the Visioning study.

- Specific conditions (4 workshop/walkshops). A round of work sessions with various constituencies would follow, focusing on specific locations and specific concerns. There are several ways in which this round might be organized: by neighborhood location, by category (resident, business, etc.), by issue, or by participant availability. This might involve a combination of four work sessions, both workshops and walkshops, depending on interests. Walkshops should have groups of no more than +/-12 persons to remain effective. Workshops should be of a scale where smaller break-out groups of +/-7 persons could focus on interactive activities designed to elicit recommendations and creative ideas. We would encourage thinking about compressing these four work sessions into two days, scheduled to allow for both daytime and evening participation.

- Synthesis of findings (1 workshop). After the round of work sessions in the field, another plenary session should follow in which the previous workshops' participants report back on their respective experiences and opinions, and the consultant team can summarize "what we learned" from the previous efforts. This should also be timed to coincide with the development of initial concepts for mitigating the issues observed, for initial feedback from the public.

- Draft review (1 workshop). Timed to coincide with the preparation of recommendations during Task 4.1.2, the consultant team will present preliminary concepts and options for review and comment by community stakeholders.

- Final presentation. We will present the final recommendations in a plenary session, prior to finalizing the Draft Report and its presentation to City Council.

3.2. Social Media. We will develop and apply a state of the art Online Engagement Tool with the aim of broadening the scope of the outreach effort, especially for those who feel less comfortable attending meetings, to assist in identifying and prioritizing for the future of the TOD study area. Based on a tried and tested interactive mapping approach used in the US, UK and Mexico, the tool will enable residents and stakeholders to provide comments based on a pre-set list of criteria and is particularly useful during the early stages of scheme development when generating ideas and considering priorities for investment.

3.2.1. Online Engagement Tool. The tool includes the following features. Web links to illustrate the tool's application in comparable projects will be provided upon request.

- Users may access online from home, and it may be used in public workshops to allow users to provide their comments in real time when they attend.

- A full-screen mapping application allows users to add a pin anywhere within a defined geographical area, providing location-specific comments, using pre-defined categories. This enables other users to understand the nature of the comment without having to open each comment individually. To add a completely new comment, users will simply click on the map where they would like to add something. They will be presented with a simple form to complete which would include title, theme, keywords and more general comments before it can be submitted.

- Respondents would also be able to provide a response to another respondent's comment with either an additional comment or sentiment (e.g. agree/disagree). We could look to color code the pins based on whether the sentiment is positive, negative or neutral.

- The username of each respondent will be clearly visible for each comment they have made.

3.2.2. Registration. We recommend that user registration be mandatory to be able to participate on the engagement platform – to protect against potential spamming, and to allow the City to collect information about those who have participated and also reengage with then at later date. Users may sign-up using either their Facebook or Twitter accounts.

7 Approach and Work Plan

3.2.3. Technical Considerations. Application of the Online Engagement Tool includes the following specifications:

- Built to a responsive design template to ensure that it is functional across all platforms and devices seamlessly.
- Assume website will be hosted via our preferred third-party provider – fee includes hosting package.
- Desktop browser support can be accessed by Internet Explorer 11+, Microsoft Edge, Google Chrome (latest two versions), Mozilla Firefox (latest two versions), and Safari (latest version).
- Mobile operating system/browser support can be access using Android v4.4+: Google Chrome (latest two versions) and Mozilla Firefox (latest two versions); and using iOS v8+: Safari (latest version), and Google Chrome (latest two versions).

4. IDENTIFY AND PRIORITIZE OPTIONS

4.1. Prepare Mitigation Recommendations. Recommend holistic mitigation efforts to address the impacts.

4.1.1. Initial Concepts and Alternatives. Prepare up to three (3) alternative schemes incorporating innovative traffic control measures and mobility improvement recommendations based on the existing condition analysis, benchmarking and best practice, experts review, workshops outcomes and layered network approach studies.

4.1.2. Review Alternatives. Present the alternatives to the Project Steering Committee and review in a workshops setting with stakeholders for review and comments (see Task 3.1.2).

4.1.3. Refined Concepts and Preferred Alternatives. Based on comments received from the Steering Committee and in the public forum, select preferred approaches and refine the schemes to reflect those comments and modifications into one preferred recommended concept.

4.2. Recommend Methodology. Recommend methods for analyzing the cumulative traffic impacts of all future TOD projects that may potentially develop within the study area boundaries based upon potential area build-out, as can be defined by City land use plans and current permits within the development database.

4.3. Recommend Interventions. Based on the preferred concept(s) selected in Task 4.1.3, identify potential innovative traffic control measures, potential mobility improvements and a method to implement them to address the issues and opportunities identified in the Task 2 Existing Conditions Analysis and developed through the Task 3 Community Engagement activities.

5. PLANNING / LEGAL PARAMETERS

5.1. Define Toolbox. We will identify, categorize and prioritize public tools and interventions as a 'funding and legal toolbox' including, but not limited to, capital improvements, further studies (publicly or privately funded), ordinances, regulations, permit conditions, General Plan goals and policies, or other planning measures. We will work with the Project Steering Committee and other City staff to address a range of means for mitigating identified impacts, and provide implementation recommendations based on local, national, and international best practices and strategies.

5.2. Propose Implementation Plan. Recommend strategies for implementation and summarize in a technical memorandum to the City, to be incorporated into the final Draft Report.

6. SUMMARY VISIONING REPORT

6.1. Draft Visioning Report. Prepare a draft Visioning Summary Report based on the preferred option incorporating innovative traffic control measures and mobility improvements recommendations based on the public and Project Steering Committee determinations in Tasks 4.2 and 4.3. The report will incorporate, as appropriate, recommendation for the study area regarding TDM measures, applicable innovative transportation technology tools and techniques, and a high level wayfinding strategy.

6.2. Draft Review. We will present the draft report for review by the Project Steering Committee and in a final public workshop setting prior to finalizing the report. Comments received from these reviews will be incorporated into the final draft report.

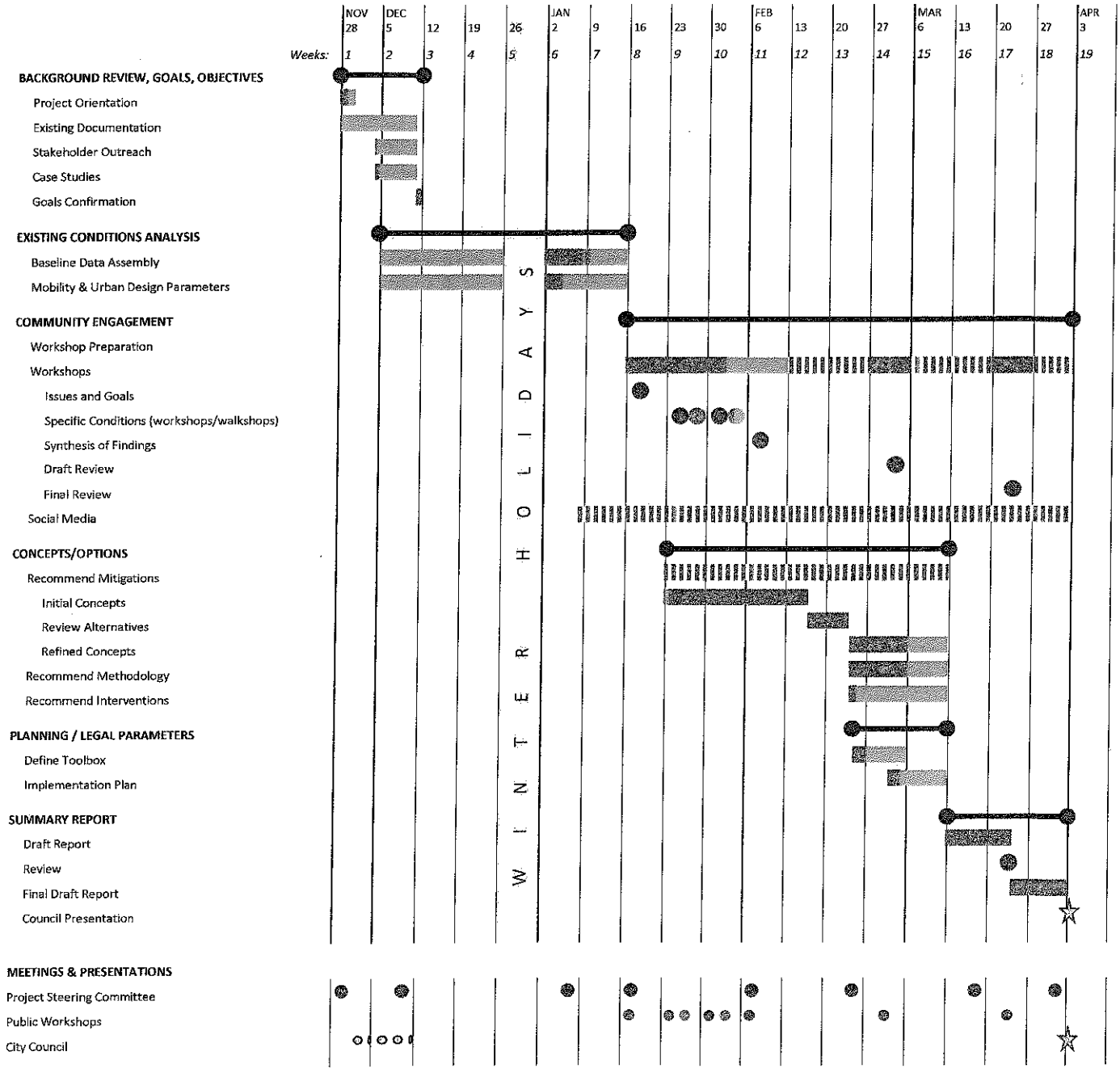
6.3. Council Presentation. Upon incorporation of comments from Task 6.2, we will present the final draft report to City Council.

8 Project Timeline

CULVER CITY TOD VISIONING STUDY

October 2016

PROPOSED SCHEDULE



9 Project Fee

		TASK GROUP 1: BACKGROUND REVIEW GOALS & OBJECTIVES		TASK GROUP 2: EXISTING CONDITIONS ANALYSIS		TASK GROUP 3: COMMUNITY ENGAGEMENT		TASK GROUP 4: IDENTIFY & PRIORITIZE OPTIONS		TASK GROUP 5: IDENTIFY PLANNING & LEGAL PARAMETERS		TASK GROUP 6: DRAFT SUMMARY REPORT		TOTAL	
	Rate	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee	Hours	Fee
JOHNSON FAIN															
Partner	334	4	$1,336	8	$2,672	32	$10,688	16	$5,344	2	$668	4	$1,336	66	$22,044
Principal	206	24	4,944	16	3,296	128	26,368	40	8,240	8	1,648	32	6,592	248	51,088
Senior Urban Designer	137	8	1,096	8	1,096	32	4,384	40	5,480	8	1,096	0	0	96	13,152
Staff	110	40	4,400	40	4,400	256	28,160	80	8,800	0	0	40	4,400	456	50,160
SUBTOTAL		76	$11,776	72	$11,464	448	$69,600	176	$27,864	18	$3,412	76	$12,328	866	$136,444
STEER DAVIES GLEAVE															
Director	250		$0		$0	64	$16,000		$0	32	$8,000	24	$6,000	120	$30,000
Associate Director	180	4	720	8	1,440	80	14,400	20	3,600	4	$720	8	1,440	124	$22,320
Associate	155					32	4,960					32	4,960	64	9,920
Principal Consultant	145	32	4,640	16	2,320	36	5,220	30	4,350	4	580	72	10,440	190	27,550
Senior Consultant	120	28	3,360	24	2,880	36	4,320	40	4,800	16	1,920	16	1,920	160	19,200
Consultant	110		0	0	0		0	40	4,400		0	40	4,400	80	8,800
Assistant Consultant	95		0	40	3,800	28	2,660	40	3,800		0	40	3,800	148	14,060
SUBTOTAL		64	$8,720	88	$10,440	276	$47,560	170	$20,950	56	$11,220	232	$32,960	886	$131,850
KOA															
Principal Planner	268	2	536	2	536	16	$4,288	8	$2,144		0	8	2,144	36	$9,648
Senior Planner	203	8	1,624	4	812	4	812	16	3,248		0	16	3,248	48	9,744
Associate Planner	136		0	40	5,440		0	6	816		0		0	46	6,256
Assistant Planner	98		0	32	3,136		0	25	2,450		0	32	3,136	89	8,722
SUBTOTAL		10	$2,160	78	$9,924	20	$5,100	55	$8,658	0	$0	56	$8,528	219	$34,370
TOTAL PROJECT FEES		150	$22,656	238	$31,828	744	$122,260	401	$57,472	74	$14,632	364	$53,816	1,971	$302,664

REIMBURSABLE EXPENSES

General [1]	$2,636	$6,085	$17,098	$7,697	$1,410	$6,245	$41,171
International flights for experts (allowance) [2]			$4,500				$4,500
Outreach web tool for 6 months [3]			$20,000				$20,000

NOTES

[1] AIA standard reimbursable expenses billed at cost, without mark-up. Reimbursable expenses include prints, plots, photo- and photo-related costs, reprographics, express/messenger costs and mileage at current IRS rates. Expenses for the proposed Stakeholder Engagement program are inclusive of materials required for operating the workshops and walkshops. We have assumed that the City of Culver City will provide a database of noticing lists, will assist with initial noticing, and will secure the use of facilities for the workshop at no additional expense to the consultant.

[2] Assumes up to three (3) person-trips for SDG subject experts for participation in community engagement process, needed as determined in discussions with the City.

[3] SDG's proprietary issue-based online engagement tool is offered for a fixed cost of $20,000. This fee covers hosting and maintenance for the outreach platform for the life of the engagement program as well as analysis of the data collected. We have assumed that there will be one period of engagement activity for up to eight (8) months (with an expected six (6) months of intensive use and two (2) additional months for viewing) and have priced this accordingly; longer term access to our engagement platform can be bought for an additional fee. We will provide web design and tool customization following the City's input and graphic design guidelines.

10 Addendum 1 Acknowledgement

JOHNSON FAIN

CITY OF CULVER CITY

9770 CULVER BOULEVARD, CULVER CITY, CALIFORNIA 90232-0507

(310) 253-6550

FAX (310) 253-6564

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 17, 2016

Propers' Signature: _____

Proposer's Name (Print/Type): Johnson Fain - William H. Fain, Jr., FAIA, Co-President

Proposer' Address: 1201 North Broadway | Los Angeles, CA 90012

End of Addendum No. 1

Culver City Employees take pride in effectively providing the highest levels of service to enrich the quality of life for the community by building on our tradition of more than seventy-five years of public service, by our present commitment, and by our dedication to meet the challenges of the future.

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