



**FALL
2017**

Culver
CITY
**GENERAL
PLAN**

UPDATE

Request for Qualifications

What is precious here that we don't want to lose?

What is almost good that we need to make right?

What is terrible that needs to change?

What is missing?

What ought to happen here?

What is our aspiration?

What is happening nearby that we should take advantage of?

How do we get started?

City of Culver City General Plan Update Request for Qualifications

Due date: Friday, September 29, 2017, 3 PM

Format: 1 electronic emailed PDF

Timeline:

RFQ-fall 2017

RFP-spring 2018

Selection-summer 2018

Kickoff-summer 2018

Questions:

ashley.hefner@culvercity.org



The City of Culver City issues this request to invite extraordinary thought leaders, change makers, and design thinkers to take this first step with Culver City in planning for a bright future.

Introduction

Culver City is a traditional but remarkably vibrant and diverse town, located in the heart of the LA Metropolis. The City of Culver City ("City") is in the early stages of structuring a process to comprehensively update its General Plan so that its elements (dating from 1968 to 2014) reflect the community's conditions today and to determine a vision for future generations. The update process will be a collaborative multi-year engagement of the City's many stakeholders, community members, decision makers, staff, and a creative and highly skilled consulting team.

The City Council is issuing this RFQ to solicit interested firms from a range of disciplines to submit qualification prior to issuing a Request for Proposals ("RFP") later this year. The RFQ describes the City's goals and requirements for the General Plan update and allows the City to tailor a shortlist of consultants with which to engage for the next stage of evaluation, the proposal phase. The creation of a shortlist does not preclude other proposers from participating in the RFP stage at the City's discretion.

The submission requirements and evaluation criteria, detailed herein, will be used to construct a shortlist of consultants who will have the opportunity to respond to the RFP once issued. The City has embraced flexibility in this RFQ to encourage respondents to submit materials that they believe highlight their firms' strongest qualifications, display their creative capacities, and provide space for open expression of approaches to teaming, public engagement, and planning.

Context and background

Yesterday: strategic location for creative production

Culver City was founded in 1917 at the junction of major transportation routes between downtown Los Angeles and the Pacific. As a center for creative industry production, the city boasting three major motion picture studios by the mid-1920s.

Creative work and the transportation network remain central in the city's economic and social life - reinforced by the enduring presence of film production, bolstered by a new generation of technology and creative firms, and enriched by new investments in Metro Rail and other infrastructure that continue to bring energy to the community.

Today: high quality of life

Culver City continues to be a highly desirable location that supports strong residential property markets and vibrant commercial districts. It benefits from excellent regional

connectivity via the Metro Expo Line and major roadways, its attractive setting near the base of the Baldwin Hills, and its proximity to the beach. The city's outstanding cultural life, excellent public services, and unique sense of place further contribute to the high quality of life for which the community is known. A strong school system, a supportive environment for families of all kinds, and many community involvement opportunities contribute to the charming, small-town atmosphere that the city maintains.

Maintaining the quality of life attributes that make Culver City special must continue to be balanced with the dynamics of growth and change that have made the city internationally attractive to creative, technology, and biotech businesses. Culver City's close proximity to the burgeoning Silicon Beach tech corridor and its deeply rooted creative industry and business clusters have provided a base for significant business and cultural development and investment.

The City has led or partnered with the private sector on a series of development public realm projects that have attracted further rounds of private capital investment. These efforts have resulted in new opportunities to live and work in Culver City and have helped ensure the community's continued prosperity during a period of significant economic growth and structural change. The vitality of Culver City's downtown district, the adaptive reuse by global tech and media giants of the vibrant Hayden Tract, and the continued reimagining of the city's commercial corridors testify to the Culver City's long-term value as a place where creative work gets done.

Tomorrow: real challenges, significant opportunity

While the city's strategic advantages have resulted in sustained public and private investment and brought new prosperity to the community, those advantages also present challenges. For example, decades of regional underinvestment in mobility infrastructure have resulted in challenges for all users who move

around and through the city. Similarly, the economic success of the city and the Westside have created unprecedented residential demand that has accelerated housing costs, limiting access to housing for many and exacerbating mobility challenges in the region.

The City is undertaking efforts to address these challenges and opportunities, including updating the Bicycle and Pedestrian Master Plan and Community Culture Plan, conducting TOD visioning, and preparing a specific plan for the future of the Inglewood Oil Fields. By integration, adoption, or citation of these and other planning processes, the General Plan update will further address these challenges while supporting and strengthening what makes Culver City great.

The City and the consultant team will begin the Plan update process by crafting an engagement program that generates the broadest possible public and stakeholder participation and gives voice to those too often left out of community planning processes. The City is committed to fostering public ownership of the plan and the long-term vision for Culver City's future.

Conceptual work program

General Plan

The City envisions the General Plan to be updated in a way that that is easily understood by non-technical stakeholders and provides guidance for everyday and long-term action. In addition to a comprehensive update of all State-mandated General Plan elements, the City is considering a range of optional topics to address matters relevant to Culver City.

The City is interested in exploring innovative means of structuring and delivering the General Plan to best reflect the City's aspirations for the coming decades and to achieve maximum usability.

Existing and required elements

The City will be comprehensively updating all existing elements of the General Plan, in accordance with requirements of the State of

California and with the updated Office of Planning and Research General Plan Guidelines. A number of elements have been updated over the years, notably in the 2000's, but most of the elements were generally prepared in the 1990s or earlier and most are considered out-of-date and inadequate to meet today's needs.

Year	Element
2014	Housing
2004	Land Use
2004	Circulation
2004	Open Space
1996	Noise
1975	Public Safety
1974	Seismic Safety
1973	Conservation
1968	Recreation

Optional elements and other topics

The comprehensive update will incorporate additional elements identified by the Council and stakeholders. The following topics may be addressed as standalone elements, but should be reflected in policies and measures throughout the updated Plan document:

- Sustainability
- Equity and social justice
- Healthy communities for all ages
- Climate adaptation and resiliency

Other stand-alone or integrated topics may include:

- Urban design and public places
- Economy
- Ballona Creek (including water quality and public use)
- Cultural planning
- Governance (including regional agency and nonprofit coordination)
- Technology

A well-qualified respondent will demonstrate expertise in many or all of these areas through its team composition and the range of project experience.

Other components

In addition to the General Plan update itself, the work plan will include project management and coordination, robust public engagement, environmental analysis of the General Plan update to comply with the California Environmental Quality Act (CEQA), technical analysis, including but not limited air quality, greenhouse gas, cultural, infrastructure, noise, and traffic impact analyses.



Required disciplines

The City of Culver City is committed to building an extraordinary team of consulting experts that can bring the world-class insight and best practices to this important opportunity. Teams must include a strong lead or co-lead experienced with General Plans in California, but are encouraged to incorporate independent experts, academic institutions, artists and designers, the non-profit sector, community partners, and any others whose work adds value to this process. Culver City is a community of many nations, and ideas and practitioners from around the globe are welcomed here.

To maintain flexibility and encourage creative responses reflecting each team's unique strengths, the City welcomes respondents' ideas of how they might best structure an effective group of creative and technical experts in-house or on a collaborative team.

Responses to this RFQ may be submitted on behalf of fully formed teams, by collaborators representing several areas of practice, and by well-qualified individual consultants open to considering complementary teaming arrangements. The City maintains discretion to assemble teams that best suit project needs and complement consultant capabilities.

The following list illustrates the expertise this project will likely require. Although each is presented as a separate entity or area of practice, the City welcomes alternative approaches to addressing these disciplinary needs, including proposing additional expertise not listed here.

- **Public engagement.** Leading innovative outreach processes resulting in broad participation that lead to long-term community ownership that include visioning, coordination with advisory committees, and diverse means of interacting with the community;
- **Design-focused planning.** Innovative approaches to planning, effectively leading communities through change, robust mapping capabilities, and nontraditional approaches to zoning and development regulation that enhance public realm experience;
- **Urban design.** Placemaking and public space programming and the planning of parks, open space, and civic gathering places in a built out urban environment;
- **Mobility planning.** Innovation that enhances mobility and safety for all users at all life stages, creating and implementing a VMT-based traffic model, preferably in the LA region, experience in addressing emerging mobility technologies, such as autonomous vehicles and parking policy analytics and innovation;
- **Economics advising.** Guiding local cities toward a healthy economic future through policies, projects, and programs that address best practices in economic

development and create great places with sustainable value;

- **Cultural and arts advisor.** Strengthening creative economies through projects and policy;
- **Environmental analysis.** Conducting CEQA and technical analyses;
- **Social justice and equity.** Helping the city to achieve long-term equity objectives; e.g., addressing the needs of persons experiencing homelessness, families (especially those of limited resources), seniors, the disabled, and those for whom English is a second language;
- **Climate adaptation and resiliency.** Conducting GHG inventories and preparing climate adaptation strategies with an integrated land use planning approach to achieve long-term climate sustainability;
- **Healthy community and livability.** Creating policy and design solutions for fostering healthy communities.
- **Web design.** Creating and managing websites used to gather and share information throughout the process.
- **Technology.** Creating policy that embraces emerging technology solutions to City operations.

Values to consider

The best-qualified respondents will be innovators and change agents who address the following values across all disciplines, individually or as part of a team:

- Experience leading communities through change
- A commitment to deep, inclusive, sustained engagement and to equity in all policies
- An orientation toward planning healthy places for all users at all life stages
- A track record of creativity and outside-the-box thinking
- A holistic approach that recognizes interdependencies among planning topics

- A high degree of team integration and an interdisciplinary approach
- Experience communicating public realm ideas and planning concepts to nontechnical audiences through easily understood schematics and imagery
- Strong capacity for digital communication, including building and managing interactive online platforms for stakeholder engagement and information sharing
- A demonstrated understanding of how to work cooperatively and productively with surrounding jurisdictions

Submission requirements and evaluation

Contents

Please include the following information in your response to this RFQ:

Cover letter. Introduce the responding firm(s) and summarize general qualifications and interest in the General Plan update project. Identify a single point of contact for your response; if responding as part of a team, identify all participants and roles or disciplines as applicable.

Firm qualifications. Provide the following detail for each participating firm:

Description

Describe each participating firm and its qualifications for providing the specific consulting services outlined in this RFQ. Include information relating to the philosophy and general approach to the work to be performed. Confirm the firm's ability to allocate resources effectively as needed to meet the project schedule and needs for the approximately three-year period of 2018-2021.

Project list

For each participating firm, list and describe project experience that is similar in size and scope, or otherwise related to, the General Plan

update. Include details on the time frame, major milestones, and other background information that will help us establish relevance. Explain the specific contribution each firm made to the project, and provide project imagery and/or links to online content as available.

Staff qualifications. Provide the following detail for staff from each participating firm:

- A resume for project manager and key staff with whom the City will interact.
- Identification of a project manager and anyone else who will interact with City staff.
- Availability of key personnel to undertake work through the next few years.

Critical commentary on existing plan. For each response, review and provide a brief critical commentary on one of the following existing Culver City General Plan documents: Housing (2014), Circulation (2004), or Land Use (2004). Comment on how the element might be updated to address current best practices in policy, state-of-the-art interactive Plan delivery, and better guidance and transparency to both the public and City decision-makers. We invite any additional critical commentary that helps us assess your firm's understanding, approach, or philosophy. Responses to this section that exhibit creativity and innovation, and draw on global best practices, will be favored.

References. Provide at least three references for responding firm(s) from past clients for whom similar work has been completed on time and within budget. The City may, at its discretion, request additional references from participating firms or consultants to establish a history of effective communication with clients and client satisfaction.

Fee schedule. Detail reasonable hourly billing rates for each participating entity for services to be performed.

Format

Please submit one searchable PDF copy to ashley.hefner@culvercity.org at your earliest convenience - but no later than **Friday, September 29, 2017 at 3 PM.**

Evaluation and selection

City Council and staff intend to develop a shortlist of potential consultants, based on the highest scoring submittals to the RFQ, to proceed to the RFP phase by invitation. Qualifications received in response to the RFQ will be assessed and scored based on the following percentages:

- 35% Firm qualifications
- 35% Staff qualifications
- 20% Critical commentary exercise
- 10% Fee schedule

References will be evaluated on a pass-or-fail basis; firms receiving unsatisfactory review from third-party references will be disqualified.

The proposal phase is likely to include review and evaluation of written proposals as well as interviews with consultant teams. The City is currently exploring the possibility including a practical component for this phase, such as a workshop or case study exercise, to assess how teams function internally and collaborate with City staff. The best qualified consultant(s) will be recommended to the City Council for selection and award of a contract for services.

Tentative Timeline

RFQ approve/issue/submit	fall 2017
RFP approve/issue/submit	spring 2018
Interviews/meetings	spring 2018
Selection/kick off	summer 2018

Questions?

If you have any questions during preparation of your response materials, please contact Ashley Hefner, Advance Planning Manager, at ashley.hefner@culvercity.org.

