



Culver
CITY

**GENERAL
PLAN
UPDATE**

REQUEST FOR PROPOSALS
RFP#: 1802

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General Plan Update (GPU) Services

RFP#: 1802

I. Request Summary

The City of Culver City (City) is updating its [General Plan](#)¹ and invites qualified consulting teams to respond to this [Request for Proposals \(RFP\)](#).² The effort will include comprehensively updating the City's existing General Plan elements and adding new relevant topics to put the Plan at the forefront of best planning practice and comply with legislative mandates. The selected consultant will take primary responsibility for the project, collaborating with City staff and the project team to prepare a comprehensive and updated General Plan, Environmental Impact Report, background and technical documents, and all deliverables outlined in Section III, Scope of Services; including conducting innovative public outreach as part of the planning process.



The update process will be a collaborative multi-year engagement of the City's many stakeholders, community members, decision makers, various City department staff, and a creative and highly skilled consulting team. The City anticipates the effort will take three years to complete once an agreement with the selected consultant is executed.

In September 2017, the City Council issued a [Request for Qualifications \(RFQ\)](#)³ to establish its goals and aspirations for the Plan and to identify qualified firms to participate in the RFP process. The identification of qualified firms does not preclude any firm from responding to the RFP. The RFP differs from the RFQ in that proposals must include an approach and cost for all proposed tasks and list all project subconsultants. Teams may consider incorporating independent experts, academic institutions, artists, designers, non-profits and experts drawn from the community whose work will add value to the Plan.

Consider the following contextual questions when crafting proposals:

Four Essential Questions:

- 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?

Five more Corollary Questions:

- What ought to happen here?
- What is our aspiration?
- What is happening nearby that we should take advantage of?
- What is happening nearby that we should be concerned about?
- How do we get started?

II. Introduction

A. Community Profile

The small-town values that characterize Culver City seem at odds with its emergence as a modern media and tech destination. Over the years, the City has partnered with the private sector to initiate new development and spur private reinvestment. These efforts have produced new opportunities to live, work, learn and play in Culver City; giving rise to significant [economic growth and structural change](#).⁴ Some key Culver City features include:

- City Council/City Manager form of government
- Council Members elected at-large
- 5 square miles of approximate land area
- 40,000 approximate residential population
- 60,000 approximate daytime population
- \$231 million in 2017-18 fiscal year budget
- \$118 million in 2017-18 General Fund
- Southern California Community Hospital, Culver City Unified School District, City of Culver City, Sony Studios, and Culver Studios five largest employers

By clicking on the Resource List you can access important documents that can inform your submittal. These resources represent years of collaboration with the community and can also be accessed at the end of this document.⁵

B. Context and Background

1. Yesterday – *strategic location for creative production*

In 1913, at the junction of major transportation routes, Culver City was founded between downtown Los Angeles and the Pacific Ocean when Harry Culver paid \$2,000 for the land that would bear his name. By the time the City of Culver City was incorporated in 1917, Ince/Triangle Studios (now Sony Pictures Studios) was up and running. By the 1920's, Culver City had become a significant center for motion picture, and later, television production. It has been a center for creative industries with working class roots ever since; with set painters, screenwriters, and stage hands calling Culver City home.⁶

2. Today – *high quality of life, city of kindness, creative economy*

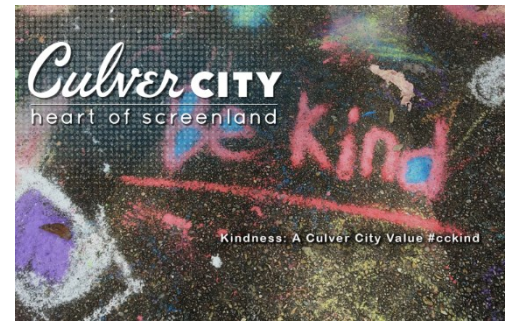
Culver City's attractive setting at the base of the Baldwin Hills, its proximity to Pacific Ocean beaches, and its excellent regional connectivity via the Expo Line and major roadways make it a highly desirable location that supports strong real estate values and vibrant commercial districts.

Resource List

- [Access Culver City](#)
- [Adopted Budget FY17/18](#)
- [Existing General Plan Elements](#)
- [Municipal Code](#)
- [City Maps](#)
- [Community Culture Plan](#)
- [Creative Economy Report](#)
- [5-Year Strategic Plan](#)
- [Bike & Ped Action Plan](#)
- [Design Guidelines](#)
- [Economic Development Implementation Plan](#)
- [FD Activity & Performance](#)
- [Community Risk Assessment & Standards of Cover](#)
- [Fire Department Strategic Plan](#)
- [Hazard Mitigation Plan](#)
- [Legislative & Policy Platform](#)
- [Los Angeles Community Energy Choice Program](#)
- [Parks & Rec Master Plan](#)
- [Police Department Strategic Plan](#)
- [SCAG Community Profile](#)
- [Sustainable Design Assessment Team Report](#)
- [TOD Visioning Study Recommendations & Appendices](#)
- [Traffic Study Criteria](#)
- [Urban Forest Master Plan](#)
- [Vision Zero Resolution](#)



Residents have access to diverse [cultural activities](#),⁷ excellent public services, a [strong school system](#),⁸ a supportive environment for families of all kinds (e.g., single parent, same sex, interracial, [undocumented](#)⁹), and many community involvement activities contributing to the City's quality of life and reputation as a [City of Kindness](#).¹⁰



Creative industry remains central in the City's economic and social life. Film production and a new generation of tech, design, and creative firms are making continued investment. Expanded regional connectivity via the Expo Line has accelerated that growth. The vitality of Culver City's downtown, adaptive reuse of the Hayden Tract by global tech and media giants, continued reimagining of the City's commercial corridors, and the City's key economic position in the region, reflect its strength as a place where creative work gets done.

3. Tomorrow – real challenges, significant opportunity

Maintaining a high quality of life has been a challenge for Culver City as it has grown. The City strives to balance its emerging role as a hub for creative technology, media production, and biotech industry while maintaining its small-town atmosphere. The success of the City and technology and media related industry job growth has resulted in a housing shortage due to limited housing production, an increased demand for housing, and increasing housing prices. The result has been escalating housing costs or longer commutes for some, and homelessness for others. Decades of regional underinvestment in public transit infrastructure has exacerbated mobility challenges for those who move through and around the City. The City is undertaking broad efforts to address these concerns by:

- Commissioning and completing the 2017 [Transit Oriented Development \(TOD\) Visioning Study](#)¹¹ for mobility, focused in part on first and last mile travel in the TOD District
- Updating [Community Culture Plan](#)¹²
- Implementing [Municipal Fiber Network Project](#)¹³
- Realizing a [Metro Bike Share](#)¹⁴ system
- Updating [Bicycle and Pedestrian Action Plan](#)¹⁵
- Implementing [La Ballona Safe Routes to Schools Project](#)¹⁶
- Preparing [Inglewood Oil Field \(IOF\) Specific Plan](#)¹⁷
- Partnering with the [Los Angeles County Homeless Initiative](#)¹⁸ to prevent homelessness via the Rapid Re-Housing Program
- Partnering with Habitat for Humanity of Greater Los Angeles to construct [10 affordable condominiums](#)¹⁹ on Globe Avenue and Los Angeles Housing Partnership to construct [33 affordable apartments](#)²⁰ at Tilden Terrace.



The Plan will further address these challenges while supporting and strengthening what makes Culver City great.

The City will also work regionally to assist with the buildout of a world-class Metro system to enhance regional transportation. That system will include Metro's [Sepulveda Pass Transit Corridor Project](#),²¹ connecting the San Fernando Valley to LAX through Culver City as early as the 2040s. This rail line would encourage local economic growth and development by providing increased public transit access between jobs and housing, and reduce vehicular congestion commute times.

The return of the [Olympic Games to Los Angeles in 2028²²](#) presents opportunities to capture additional local economic benefit through transformative public realm initiatives, such as the creation of new and improved public spaces and destinations, which draw visitors and strengthen the City's international profile. The City and consultant will begin by crafting an engagement program that generates the broadest possible public and stakeholder participation and gives voice to those often excluded from the community planning processes. The City is committed to fostering public ownership of the Plan and a long-term vision for Culver City's future.

C. General RFP Submittal Information

The City's designated staff will evaluate proposals received. During the review process, the City reserves the right, where it may serve the City's best interest, to request additional information or clarification from those that submit proposals, or allow clarifications, corrections of errors, or omissions. Any and all changes in the RFP will be made by written addendum, which shall be issued by the City to all prospective proposers who have registered for the RFP via the City's website.

The City reserves the right to retain all proposals submitted. Submission of a proposal indicates the Proposer's acceptance of the conditions contained in this RFP, unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the City and the Proposer selected.

The preparation of the proposal will be at the total expense of the Proposer. There is no expressed or implied obligation for the City to reimburse responding Proposers for any expense incurred in the preparation of proposals in response to this RFP. All proposals submitted to the City shall become properties of the City and will not be returned. If any information in your proposal is confidential and/or proprietary, please further submit a separate, redacted copy for servicing public records requests.

The proposer may submit an alternative proposal (or proposals) that it believes will also meet the City's project objectives but in a different way. In this case, the proposer must provide an analysis of the advantages and disadvantages of each of the alternatives, and discuss under what circumstances the City would prefer one alternative to the other(s). If an alternative proposal is submitted, the maximum length of the proposal may be expanded proportionately by the number of alternatives submitted.

The City reserves the right to reject any or all proposals, in whole or part, to waive any informality in any proposal, and to accept the proposal which, in its discretion, is in the best interest of the City. Any proposer may withdraw his proposal, without obligation, at any time prior to the scheduled closing time for receipt of proposals. A withdrawal will not be effective unless the City receives notification by email to Ashley Hefner. Proposals may later be referred to the City Council for appropriate action.

Proposals are due by Thursday, May 3, 2018 at 3:00 p.m. Late submissions will not be accepted.

All proposals are due not later than 3:00 p.m. on Thursday, May 3, 2018, at which time they will be opened at the City Clerk's Desk on the First Floor of City Hall. Late submissions will not be accepted. To be considered, proposers must send one (1) color original, one (1) USB flash drive with a searchable PDF copy of the proposal in its entirety and three (3) hard copies of their proposal in a sealed envelope with the name of the company submitting the proposal and the title of "RFP #1802 – GPU Services" to: [City of Culver City, City Clerk, 9770 Culver Blvd., Culver City, CA 90232.](#)

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

D. RFP Questions

Questions regarding this RFP should be directed by e-mail to Ashley Hefner, AICP, Advance Planning Manager, at ashley.hefner@culvercity.org. To the extent feasible, both questions received in advance and those posed at the conference will be answered at the conference. Following the conference, all firms [registered](#)²³ for the RFP will receive responses to questions (those discussed at the conference and submitted otherwise) and any addenda that may be released, via e-mail. See schedule below for dates and times.

E. Schedule

The City's implementation schedule is as follows:

Issue RFP:	Thursday, March 15, 2018
Deadline for questions:	Thursday, April 5, 2018, 3 p.m. PST
Non-mandatory pre-proposal conference:	Thursday, April 12, 2018, 11 a.m. PST
Response to questions:	Thursday, April 19, 2018, 3 p.m. PST
Proposals due:	Thursday, May 3, 2018, 3 p.m. PST
Interview list selection:	Week of June 4, 2018
Interviews:	June 25 – July 13, 2018
Selection:	August 2018

III. Scope of Services

The City intends to obtain the services of a qualified consulting team to provide these services. Best industry and management practices may require additional services not explicitly enumerated, or may suggest alternative approaches to meeting key project objectives. Such alternatives may include phased or modular approaches to project teaming and schedule. The City is open to receiving innovative approaches that produce the best project results. Such approaches should clearly identify team roles at each project phase and any additional services should be described, priced, and explained relative to project objectives.

A. Project management and coordination

Manage project and coordination activities, including coordination of subconsultants and administrative tasks. The State of California has specific regulatory and technical requirements for General Plans. Firms should be creative in proposing a team approach that demonstrates a thorough understanding of the State's regulatory and technical requirements for General Plans while responding to the City's unique qualities and issues. Proposals should include a lead with extensive comprehensive city planning and land use experience. All firms, but especially out-of-state firms, are urged to refer to the State Office of Planning and Research's (OPR) [2017 General Plan Guidelines](#)²⁴ to ensure that the team is fully qualified to provide all proposed services.

B. Project initiation

Kick off project including: establish project management and communication protocols, lead kickoff meeting with key City staff, participate in introductory City Council meeting, attend tour of the City with City staff, refine scope of work and project schedule, lead goal-setting session with City Council and General Plan Advisory Committee, and gather data, maps, and documents. Introductory meetings with other advisory bodies being explored as part of a [draft framework](#)²⁵ by City Council may be required.

Recommended minimum deliverables:

- refined scope of services and project schedule
- goal-setting session materials and summary report

C. Public engagement and visioning

Prepare and implement a program for public engagement upon project commencement to encourage comprehensive public participation throughout the process, identifying different outreach phases with goals, objectives, programming and a proposed budget. The program should address, but not be limited to:

- goals for public participation overall such as achieving broad and diverse community representation
- identification of stakeholders
- information and input desired from the community at different stages, including visioning
- range of outreach activities and strategies
- protocols for coordination with advisory bodies
- gathering community feedback at key points throughout the process
- digital mapping capturing visioning goals and desired outcomes
- illustrative materials to document visioning outcomes
- information sharing methods such as use of a web-based information sharing tool
- public relations strategy to ensure consistent and effective messaging across all platforms

**‘There is no logic that can be superimposed on the city;
people make it, and it is to them, not buildings, that we must fit our plans.’ —Jane Jacobs**

Consider providing customized engagement approaches by neighborhood, or other geographic metric or socioeconomic group, based on unique characteristics. Approaches should seek to provide inclusive engagement, clarify community values, collect meaningful data and ultimately to turn community input into community ownership of the process and Plan. A schedule of events including dates, target audiences, and event purpose/outcomes should be identified.

In addition to the engagement program, proposals should include a summary report of the visioning phase of public engagement. The City is open to creative approaches to this deliverable, including digital presentation, video, or other format that could be used by the City as a promotional piece. The consultant will take the lead on all public engagement efforts, with support from City staff. Potential strategies to consider include:

- Collaborations with local partners to spread the word and sponsor/co-sponsor events in a fun and engaging way that takes advantage of existing gatherings of community members
- Piggyback pop-ups in ‘third-spaces’ such as farmers markets, festivals, transit hubs, sports events, and concerts to get community input, spread the word, and encourage participation
- Train the trainer program to empower committee members and community cheerleaders hold community meetings, conduct one-on-one interviews, get input, and spread the word
- Specific outreach strategies for typically underrepresented groups that are less likely to participate
- Story mapping to personalize the process and invite investment by connecting the process and Plan to people’s memories and experiences associated with Culver City
- Learning through games, book clubs, reading lists, and planning curriculum to arm the community with knowledge and data so that it can more effectively participate in the process
- Convene presentations, panels, and speaker series to take advantage of the creative and technical professionals in and around Culver City that are at our fingertips

- Get out of the meeting room and City Hall by including activities like designing in place and walking tours to connect with people on the streets and do the work where it will be implemented
- An online strategy including an interactive website, social media presence, and a mapping tool as a means of information gathering, sharing, and connecting community

Recommended minimum deliverables:

- public engagement program
- web-based information sharing platform
- materials for events and meetings including large-scale graphics
- public engagement (visioning) summary report

D. Existing Conditions Analysis

Analyze existing conditions citywide and prepare a report summarizing findings of key considerations that will be crucial in the planning process and in helping the community and decision makers understand how existing conditions give rise to planning recommendations. Field surveys that may include driving and walking tours are required and will lead to more accurate documentation of conditions, especially: land use, built conditions including public spaces, infrastructure, mobility networks including active transportation facilities, biological resources (Baldwin Hills and Ballona Creek), and cultural resources (focus on historic resources) to build a solid foundation of data and documentation on which to ground the Plan and EIR. **This analysis should include a thorough understanding of the urban history of Culver City and the region, the natural and constructed history of the city and its process of urbanization. The approach must be interdisciplinary, encompassing the city's social, political and architectural history, urban sociology, its topography and urban geography, business history and environmental ecology.**

Recommended minimum deliverables:

- existing conditions report, including key results represented in spatial mapping

E. Technical Analyses

The following technical studies must be included in proposals to support the Plan and EIR. Studies not listed herein may be recommended and proposals must describe the scope and cost and indicate how studies would support the planning effort.

- **Mobility.** Use the City's new travel demand forecast model (TDFM) to analyze land use alternatives and policies for impacts to all modes of travel. Analysis of LOS impacts should also be included as an informational item for decision makers and the public. Provide a detailed tabular summary of the street network based on the City's [Traffic Study Criteria](#),²⁶ [Bicycle and Pedestrian Action Plan](#),²⁷ and other mobility policies. The summary should indicate the hierarchy of roadway widths and conditions and existing and projected traffic volumes and roadway capacities. Conducting trip and turning movement counts may be required; proposals should recommend critical locations.

A [separate RFP](#)²⁸ has been issued for the creation of a model and Senate Bill (SB) 743 implementation services that will inform the Plan and EIR. The selected GPU consultant will need to coordinate with the TDFM consultant as necessary to prepare the City's mobility element. The City encourages qualified transportation firms to submit for both RFPs.

- **Market and fiscal.** Analyze existing market conditions and anticipated fiscal outcomes for land use alternatives. Provide a report, including a summary table, and recommendations addressing:

- Document existing conditions in order to analyze: socio-economic data, existing land uses and fiscal implications, and existing regulations and infrastructure (especially mobility) that supports business growth and expansion. The analysis would relate these conditions to local, regional, and national economic growth sectors, trends, and opportunities, identifying opportunities for sustainable job growth.
 - Prepare a place-based analysis of the potential value of major prospective project sites and recommendations for the City's [business districts](#)²⁹ and commercial corridors including associated infrastructure and service demands and public service costs to inform public and/or public-private partnership (P3) investment opportunities, particularly with respect to mobility.
 - Identify potential approaches to working with the private sector to achieve shared objectives and potential funding sources for economic development programs and projects that will help build long-term economic development.
- **Health.** In addition to the health in all policies approach to the Plan itself discussed in Task G, the City is interested in conducting a health impact assessment of the planning process to emphasize health, equity, and community engagement as core values at every stage of the planning process and ensure the Plan promotes community health. Proposals should recommend an approach, whether it is an actual "Health Impact Assessment" or other comparable alternative approach.
 - **Other CEQA-required technical studies.** It is anticipated that at a minimum, an air quality impact assessment, greenhouse gas (GHG) emissions analysis, and noise impact analysis will be required. The Public Works Department is preparing a GHG inventory that will inform the EIR.

Recommended minimum deliverables:

- mobility analysis
- market and fiscal analysis
- health impact assessment
- air quality impact analysis
- greenhouse gas emissions analysis
- noise impact analysis

The best way to predict the future is to design it. —Buckminster Fuller

F. Land Use Alternatives Analysis

Based on the community's vision, the findings of the existing conditions analysis, the analyses in Task E, and other qualitative and quantitative factors, identify a maximum of three land use alternatives. A report should evaluate how the alternatives meet the community's vision relative to identified City goals as well as evaluating the environmental, equity, health, and economic impacts for each. The report should include recommended policies and strategies for Plan implementation that support the preferred land use alternative to address the community's vision.

Evaluate the existing [Land Use Element Map](#),³⁰ land use types, and how the types function within existing designations.

If the process leads to a recommendation for any new zoning districts, this analysis should identify how land use types would best function in those districts. Provide a land use tabulation summarizing all existing and proposed land uses.

Recommended minimum deliverables:

- alternatives analysis
- land use tabulation
- preferred land use alternative report

G. General Plan Update

Update the General Plan using language and graphics that are easily understood by non-technical stakeholders and reflect the City's interest in exploring innovative means of structuring and delivering the Plan. This could mean structuring the Plan by element, by theme, or another recommended method. It could mean formatting the Plan in a dynamic web-based platform or other innovative format. Most importantly, the Plan should reflect the City's aspirations for the coming decades and achieve maximum utility. Proposals should include a matrix or similar tool to illustrate that proposed elements are fully integrated and internally consistent; especially land use, mobility, housing, and open space.

a. Update of existing and required elements

The City will be comprehensively updating all existing elements in accordance with State law in order to ensure each of the elements are internally consistent. Some elements have been updated over the years yet most of the elements were prepared in the 1990s or earlier. The following list outlines key issues and aspects of the existing elements:

- **Recreation (1968):** This element identifies a need for four times as much park space and that condition remains comparable today. A narrow definition of park space focused on athletics and children's play is used; missing the opportunity to incorporate passive, social, and civic uses found in vibrant urban places. The update should identify funding strategies, such as development incentives, for future parks acquisition, operation, and maintenance, including innovative strategies such as P3 and Environmental Impact Bonds. This element must be carefully integrated with the Ballona Creek Revitalization Project (BCRP).
- **Conservation (1973):** This element identifies areas of conservation, focusing on Baldwin Hills. The element describes the wildlife in the hills, suggesting that only limited regional recreational use would be compatible with wildlife conservation. The element also discusses surplus public lands, airspace, pollution prevention, air pollution, water quality, health problems, and man-made areas. The update should incorporate biological, mineral, and cultural resources. Biological resources are important for Baldwin Hills and Ballona Creek. Mineral resources are relevant to the Inglewood Oil Field (IOF), located in Baldwin Hills and used for oil extraction. The [IOF Specific Plan](#)³¹ is currently being prepared to identify future development concepts and will need to inform the Plan. Cultural resources are the bedrock of Culver City's history, as it was home to the Tongva and Chumash people and later, Spanish missionaries. [Historic resources](#)³² like the Culver Hotel and Citizens and Washington Buildings add to the fabric of City life. This element must be carefully integrated with the BCRP.
- **Seismic safety (1974):** This element identifies and appraises seismic hazards from earthquakes, mudslides, landslides, and slope instability. Culver City, like the entire Los Angeles region, sits in a seismically active zone and addressing risks to life and property are imperative.

The Plan should identify objectives through land use, development regulation, governance, and public education policies that would minimize catastrophic damage in future events. The OPR Guidelines include seismic safety with other public safety themes in a required Safety Element. The update may merge seismic and public safety, and should address the issue of soft story analysis and retrofit programs, as well as other endemic seismic studies and upgrades that may be needed.

- **Public safety (1975):** This element identifies programs to protect the public from urban fire and geologic hazards. The OPR Guidelines expands the scope of Safety Elements to include “economic and social dislocation resulting from fires, floods, droughts, earthquakes, landslides, climate change, and other hazards,” as well as any other safety hazards. The Safety Element requirements incorporates seismic safety and certain impacts related to climate change. The update may merge seismic and public safety. The Safety Element should also encompass the concept of resilience (as in the climate adaptation element below), including the capability to withstand and survive natural and other crises and to be self-sufficient in their aftermath. We must prepare to function more independently as a community when confronted by disaster, and to recover rapidly relying on our own community’s resources.
- **Noise (1996):** This element provides policy for minimizing community exposure to excessive noise. Minimizing and mitigating impacts of noise is one of many ways in which the update can ensure that impacts of development and change in the City are not disproportionately borne by disadvantaged groups.
- **Open space (2004):** This element seeks to protect, expand, and enhance visible and usable open space resources which support natural habitat, outdoor recreation, and environmental health. The update should coordinate closely with Recreation and Conservation to present a holistic vision of open space, parks, and civic spaces in the City, particularly for Baldwin Hills, Ballona Creek, and a future network of vibrant public spaces.

“There are some exciting possibilities with autonomous vehicles but I think we need to remember what makes a great city, and that’s really about the people, not the cars.” —Janette Sadik-Khan

- **Circulation (2004):** The strategies in this element represent an outdated approach to mobility planning that puts the needs of cars before people on streets. Much has changed in the region over the past decade like the buildout of the Metro rail network, the emergence of urbanist principles, and a general understanding that ever worsening traffic congestion cannot be cured with street widening. The State has gone through a systemic assessment of mobility priorities with the adoption of SB 743 by shifting environmental review from level of service to vehicle miles traveled and active transportation. The City passed [Resolution 2016-R082](#)³³ supporting [Vision Zero](#),³⁴ an ambitious street safety mandate. It has also begun to explore a new paradigm for mobility through the [recommendations](#)³⁵ of the TOD Mobility Visioning Study.

To reflect the opportunity to use City streets to embrace multimodality, the updated element will be renamed the ‘Mobility Element’ and should:

- set a vision for a future in which the highest priority, safest, and most convenient modes of travel within and through Culver City are by foot, bicycle, and transit
 - identify a set of values, public benefits, and accessibility goals that allow for adaptation to continuing innovation in transportation technology
 - facilitate the confluence and coordination of active transportation with the health, recreation, conservation and open space elements, so that each will be well integrated and consistent
- **Land use (2004):** This element largely isolates land use and mobility policies, fails to account for the current housing and traffic congestion crises, does not address the role of great streets and public spaces in creating walkability, and does not recognize how mixed-use districts contribute to successful urbanism. The update should address all of these important issues.
 - **Housing (2014):** This element discusses the City's housing landscape and identifies the required share of Regional Housing Needs Assessment (RHNA) units. The update should:
 - find creative strategies to meet actual housing need, satisfying and exceeding RHNA
 - assess how continued jobs growth in Culver City and the Westside will impact the housing market and examine the equity implications of limiting zoning capacity
 - identify housing and design strategies that preserve the small-town feel of Culver City while making room for new neighbors to access the City's quality of life and job opportunities
 - promote program and design innovations that take up missing middle housing, that create new housing opportunities for those experiencing homelessness and others with highest need, and that pair densification with new public benefits
 - Inclusively address the needs of all people citywide, especially renters, veterans, communities of color, aging persons, and low-income residents

“A city is not an accident but the result of coherent visions and aims.” —Leon Krier

b. Addition of optional topics

In addition to updating the State-mandated elements, optional topics are being considered to address matters relevant to Culver City. Proposals should identify how these topics could best be integrated into the Plan. This could be as stand-alone elements, as a lens or ‘in all policies’ approach, or other recommended structure. Key issues, goals, and aspects for potential optional elements are the following:

- **Sustainability:** Culver City has a long-standing and active commitment to sustainability leadership, from its early adoption of the [Solar Photovoltaic Systems Ordinance](#)³⁶ to its 2017 membership in the Los Angeles Community Choice Energy Authority (LACCE). The Plan should integrate sustainability principles, analysis, and policies throughout and provide a path to improving outcomes on a range of environmental, economic, and social measures, such as:
 - leveraging land use and mobility mechanisms to generate more efficient use of existing resources and enhanced quality of life
 - identifying integrated policy and program solutions to improve air quality, water quality, urban heat island impacts, and other positive environmental outcomes

- pursuing policies that increase energy independence and a shift toward renewables, such as those promoted by the LACCE
- identifying limited and targeted public sector investments which spur ongoing and self-sustaining rounds of private sector investments and contribute to public benefit outcomes
- identifying any existing policies, regulations, and/or practices that perpetuate inequitable outcomes for disadvantaged populations
- analyzing the sustainability of municipal infrastructure systems and identifying potential sustainable infrastructure projects and improvements, including strategies to help the city meet the MS4 water permit requirements. Such analysis should emphasize multi-benefit projects that offer improvements that touch on multiple elements of the Plan, such as Recreation, Conservation, Health and Economy as well as Sustainability. Potential funding sources for such projects should include innovative approaches such as P3 and Environmental Impact Bonds.

“Protection of the public health, safety, and welfare of residents is the legal basis for land use regulation.” – Daniel Curtin

- **Equity and social justice:** The Plan should place social justice at its heart, addressing structural inequities in policy and working to ensure that the vision and goals it delivers benefit those who have the greatest need. This begins with the engagement work, which must give voice to traditionally underrepresented groups and to issues often left out of the planning process. Proposed policies must ensure that a period of hastening change in the coming decades results in greater opportunity and economic vitality for all.
- **Healthy communities:** The Plan should take improved health outcomes a key objective against which policies are measured. In addition to physical health outcomes, a broad definition of health may also consider well-being, happiness and kindness, consistent with City Council Strategic Plan goals. The Plan should explore the initiatives in each element to ensure that Culver City is a community that supports healthy and active living from youth through old age. Proposals should provide a detailed summary report/matrix addressing how preferred land use alternative and policies are consistent with applicable community health determinants. The City is open to addressing healthy communities as an element of the Plan or as a set of integrated “in-all-policies” approach.
- **Climate adaptation and resiliency:** Climate change increases the fragility of local and regional ecologies and introduces challenges, such as increased heat, fire risk, and decreased water supply, which threaten quality of life even in Culver City. With half of greenhouse gas emissions attributable to the transportation sector, climate change adaptation strategies should include reducing reliance on unsustainable modes of transportation. This component must be closely coordinated with proposed mobility policies. The update must include climate change adaptation and mitigation policy and strategies, in compliance with State law and to increase resiliency of the City and its most vulnerable communities. The City is open to addressing climate adaptation and resiliency as a stand-alone Climate Action Plan, as an element of the Plan, or as a set of integrated “in-all-policies” approach.

- **Economy:** The approach to the future of the economy becomes even more critical in the post-RDA era, when development funds are limited and creativity in attracting continued private investment will be essential. Businesses and workers are increasingly organizing themselves in cities that have the strongest quality-of-life assets: high-quality public spaces, access to a diverse range of affordable and attractive housing, and a supportive social and cultural environment. The Plan should seize the opportunity to position Culver City for enduring investment and sustained economic growth. Questions to consider include:
 - What kinds of places and assets will the businesses of tomorrow need?
 - What leading investments in infrastructure, public realm, and workforce development can the City make to meet those needs?
 - How can the city facilitate economic growth that provides opportunity for people of all education and skill levels?
 - What is the most innovative, comprehensive, and advanced approach to developing the economy of a city that has Culver City's specific advantages and challenges?
 - How does the City best focus on the market sectors in which it excels? How can the City best cultivate and support digital technology, media, entertainment, gaming, virtual reality, biotech and other key sectors? How does the Plan relate to these businesses? How are these industries intersected, influenced and affected by the other elements of the Plan?

**“Great public space is a kind of magical good. It never ceases to yield happiness.
It is almost happiness itself.” — Enrique Peñalosa**

- **Urban design and public places:** Residents of Culver City place a premium on the small-town feel of the City. Maintaining this character while allowing the community to evolve requires a careful approach to urban design. Planning should be organized around the public realm experience. Questions to consider include:
 - What are the values underlying the concept of “small town?”
 - How are those small-town values contextualized within Culver City's position as a jobs hub and innovation center of the LA global city-region?
 - How can new development present opportunities to achieve a more cohesive and attractive public realm?
- **Cultural planning:** The arts and culture were central to the founding of Culver City. The [Creative Economy Report](#)³⁷ confirmed that the arts and culture hugely support the City's economic and social life today, and will play a key role in the future. The City seeks to cultivate cultural planning by identifying policies and programs that provide critical support to artists and cultural entrepreneurs and make the arts accessible to all communities. The update should expand on the findings of that report and integrate them into economic, housing, land use, and other topics in the Plan. The concept of a creative economy encompasses media, film, television, advertising, video games, and virtual reality. The relationships between these business, cultural, and artistic pursuits are essential and interdependent. Consider the following question:

- How does our Cultural Planning interact with these activities and enhance our opportunities in these fields?
- **Ballona Creek:** Ballona Creek features a vital recreational and commuter path for bicyclists and pedestrians, uniting diverse groups and linking to the LA region. The update should focus on the Creek's enormous ecological, economic, aesthetic, recreational and mobility potential. **Some of the most vital and important business stakeholders in the region are located on the banks of the creek or nearby, including Apple, Amazon and Nantworks.** Objectives should aim to improve water quality, reduce flood risk, improve recreational and commuter access and use, and foster economic development and greater public stewardship. The City is currently working on the Ballona Creek Revitalization Project (BCRP), per the City's [5-Year Strategic Plan](#).³⁸ The objective is to explore opportunities to reconfigure and “naturalize” the Creek, widen the channel to support storm water management and habitat enhancement, and increase open space and landscaped areas that will further connect Culver City to itself and to the Santa Monica Bay. There may be opportunities to coordinate on BCRP engagement efforts. All BCRP findings, reports, and deliverables will be incorporated into the Plan.
- **Technology:** Culver City is a hub for global tech and media giants, is close to the burgeoning Silicon Beach tech corridor, and has deeply rooted creative industry and business clusters. The City has already made great strides toward providing connected services through implementing its [Municipal Fiber Network Project](#).³⁹ Culver City has an opportunity to further position itself to deal with the rapidly increasing tech advancements: in government processes, services, and transparency; mobility solutions; safety and climate adaptation; equitable accessibility to information and opportunity; civic innovation; community engagement and education; broadband and Wi-Fi service supporting businesses and residences; and support of growth in the technology sector itself including web/mobile services, the biosciences, and cleantech.
- **Governance:** The work of building a healthier and more inclusive community begins in City Hall. The Plan should outline short- and long-term objectives for City inter-departmental operations; explore innovations in long-term local, regional, and State engagement; suggest methods for working cooperatively with other local and regional governmental agencies, non-profits, and educational institutions; and identify strategies to achieve Plan goals and foster public stewardship of its implementation.
- **Implementation:** The City is committed to creating a Plan that is immediately ready for implementation. The Plan must include short, medium, and long-term steps for City leadership and departments to implement its policies and objectives. Each of these should be paired with measurable, tangible indicators against which progress can be assessed. Each step should also recommend a useful cadence of reporting to the City Council or other bodies or departments on implementation progress, as is relevant to the topic or audience in question.

Recommended minimum deliverables:

- existing policy audit and analysis report
- summary and tabulation of how the Update goals, policies lead to implementable programs
- updated policy consistency matrix
- administrative, draft, and final Plan
- GIS data and maps created for the Plan

H. Environmental Impact Report

Prepare all required items for California Environmental Quality Act (CEQA) compliance. Due to the comprehensive nature of the Plan, an Environmental Impact Report (EIR) will be prepared. In addition to informing decision-makers and the public of potential adverse environmental impacts, the analysis should also allow environmental considerations to influence the design of the Plan. To this end, and to minimize duplication of work, the CEQA analysis should be prepared in coordination with the development of the Plan. The Plan is envisioned to be self-mitigating to the extent feasible. Mitigation measures should be in a policy format for addition to the final Plan.

Recommended minimum deliverables:

- Required noticing and filing, including those required for AB 52 and SB 18 compliance
- Scoping meeting materials
- Draft and final project description
- Draft and final EIRs
- Response to comments
- Findings of fact and statement of overriding considerations (if necessary)
- GIS data and maps created for the EIR

I. Hearings, meetings, and events

Proposals should reflect time required to prepare for and attend at a minimum:

- Monthly checking/coordination meetings with City staff, with an appropriate mix of in-person meetings and conference calls
- 10 community meetings/events
- 10 City Council meetings
- 5 Planning Commission meetings
- 1 internal kick-off meeting with City staff
- 2 City Council hearings
- 1 CEQA scoping meeting
- Attendance and presentation at advisory body meetings as required

J. Zoning Code and Map consistency recommendations

Prepare recommendations for Zoning Code and Map amendments necessary to implement the Plan and ensure consistency with the Plan goals, policies, and programs. The recommendations should be provided as a summary matrix of issues that require attention, a list of next steps, and potential zoning map amendments.

Recommended minimum deliverables:

- recommendations report matrix

IV. Proposal Outline to be Submitted

The proposal shall be organized and submitted with the following elements:

A. Cover page

B. Table of contents

C. Executive summary

Provide a brief summary describing the proposer's ability to perform the work requested, a history of the proposer's background and experience providing services, the qualifications of the proposer's personnel to be assigned to this project, any subconsultants and a brief history of their background and experience, and any other information called for by this RFP which the proposer deems relevant, including restating any exceptions to this request for proposals. This summary should be brief and concise, and should apprise the reader of the basic services offered, experience, and qualifications of the proposer, staff, and subconsultants.

D. Questionnaire/response to scope of services

Proposer shall provide responses and information to fully satisfy each item in the Questionnaire. Each question item (as listed in Section V. Questionnaire) should be presented before the proposer's response. Where proposers have already provided requested information as part of a qualified response to the City's Request for Qualifications for GPU Services, proposers may (but are not required to) refer to previously submitted materials in its responses. Such references must be identified clearly, including by page number(s).

E. Attachments

Any attachments submitted with proposals should be attached here.

V. Questionnaire

A. Proposer and general information

- Provide the proposer's name and address.
- Provide a letter of transmittal, signed by an individual authorized to bind the respondent, stating that the respondent has read and will comply with all terms and conditions of the RFP.
- Provide general information about the primary contact who will be able to answer questions about the proposal; include a name, title, telephone number and email address.

B. Firm qualifications and experience

- Describe lead firm and subconsultants' history and organizational structure. Include the size of the firm, location of offices, years in business, organizational chart, name(s) of owner(s) and principal parties, and number and position titles of staff.
- What is the primary business of the parent company and/or affiliates?
- Which office(s) of the organization will have primary responsibility for managing this account? List the members of your team who will be responsible for providing the services and for ongoing support.
- What is the firm's experience conducting the services requested? Describe comparable projects performed by your firm in the last five years, including the number of projects, scope of service, and status of projects.
- Comment on other areas that may make the firm different from its competitors.

C. Team member qualifications and experience

- Describe the qualifications of staff proposed for the assignment, position(s) in the lead firm and subconsultants, and types and amount of equivalent experience. Be sure to include any municipal agencies they have worked with in the past three years and their level of involvement. A description of how overall supervision will be provided should be included.
- Identify and provide the resume(s) of the personnel who will be assigned to this project.

D. Questions/response to scope of services

- Each proposer shall include a detailed scope of work and understanding of the process to undertake such projects and complete it in compliance with all applicable rules, regulations, standards and requirements. The scope of work shall indicate the tasks/actions the firm(s) expect the City to take.
- Describe the methods by which the proposer will fulfill the services requested in the scope of work and subsequent sections.
- Provide a statement of the service(s) that differentiate the proposal from other respondents.

E. Proposed fees/budget

Each proposer shall submit a single copy of a fee proposal in a separately marked, sealed envelope. The fee proposal shall indicate the expected total fee for the work described in the services proposal. The total fee shall be itemized by task, including firm(s) staff time and hourly rates, and other direct costs such as printing and travel. The fee proposal shall be signed by an individual authorized to bind the firm(s). The City has currently allocated approximately \$2,000,000 for the Plan. Additional funding may be allocated in the next fiscal year; however, creative approaches which can utilize existing resources and limit technical studies are encouraged. Proposers are encouraged to propose alternative approaches to tasks which could efficiently and cost effectively be used to achieve the same goal.

- Provide fees for the proposed services. Fee quotes should be detailed by service.
- Outline billing and payment expectations, including timing and method of payment.
- Describe any remaining fees not previously detailed in the above.

F. References

List the name, address and telephone number of references from at least three recent similar projects. Include a brief description of the work provided for each reference. California municipal or county projects are preferred. You may offer more than three recent similar projects if desired. The references should include the start date of the project and the date of completion for each project.

G. Implementation schedule

Include a detailed implementation schedule with an estimated project start date aligned with Section II.E of this RFP. The schedule should note key project milestones, critical path items that are dependent on the City taking action, and timelines for deliverables. Identify any assumptions used in developing the schedule.

H. Certificate(s) of insurance

The City will require the successful proposer to provide Certificates of Insurance evidencing required coverage types and the minimum limits. See the attached City Draft Standard Agreement for more information on the City's insurance requirements.

I. Business tax certificate

The proposing organization does not require a Culver City business tax certificate to respond to this RFP. However, the successful proposer will be required to acquire a Culver City business tax certificate during the contracting process and to maintain an active certificate throughout the contract period.

J. Standard city professional services agreement

The City will require the successful Proposer to execute a professional services agreement with the City. Please review the attached draft agreement and identify any questions or areas of concern in your response to the City. Any/all requests for changes to the agreement must be included with the responsive proposal.

VI. Evaluation of Proposals

Proposals will be evaluated by City staff to assess the proposer's ability to provide services that meet the requirements of the project as described in this document. The City may request that one, several, or all proposer(s) submit a presentation, meet for interviews, or participate in a practical exercise or assessment. The adequacy, depth, and clarity of each proposal will influence, to a considerable degree, its evaluation. Proposals will be evaluated based on the following criteria:

Criteria	Points
Project understanding	25
Scope of work	25
Firm qualifications and experience	15
Project team qualifications and experience	15
References and satisfaction of previous clients	10
Implementation Schedule	10
Total	100

- During the review process, the City reserves the right to:
 - request additional information or clarification from proposers, or allow clarifications, corrections of errors, or correction of omissions;
 - make such investigations as it deems necessary to determine the ability of the proposer to provide services meeting a satisfactory level of performance in accordance with the City's requirements;
 - reject any or all proposals, in whole or part;
 - waive any informality in any proposal;
 - accept the proposal which it deems best suited to serve the City's interest;
 - accept or reject any changes in key staffing, including changes to the originally listed Project Manager. To make this determination, additional interviews, reference checks, and qualifications may be required and assessed.
- Pertinent existing documents, maps, data, and other resources held by the City will be made available to the selected firm upon Notice to Proceed.
- All deliverables will be submitted in electronic format to the City. Hardcopies required by State, regional, local, or any other agencies other than the City should be accounted for in the proposed cost.
- All cost proposals should include a 10% contingency.

Supplemental Terms and Conditions and Legal Statements

Supplemental Terms and Conditions

- I. Submission of a proposal shall be deemed a binding offer to enter into a contract with the City. Any proposed modifications to the agreement shall be signed by the successful Proposer and returned, together with the certificate of insurance required pursuant to said Section of the Agreement within ten (10) days after the Notice of Award.
- II. All Proposers shall be presumed to understand all of the terms, conditions and requirements of the agreement as stated in the specifications and to be thoroughly familiar with the project.
- III. The selected Proposer shall be required to obtain all applicable Culver City permits and business licenses. The Business Licensing Division may be reached at (310) 253-5888. The cost of these items shall be included in the total proposal price.
- IV. Any proposal may be withdrawn prior to the RFP opening time provided that the request is in writing and signed by the authorized representative. The withdrawal of a proposal shall not prejudice the right of the Proposer to file a new proposal to the time and date set for the opening of proposals. No proposal received after the time fixed for the RFP opening will be considered.
- V. Subsequent to the RFP opening, a Proposer shall be relieved of a proposal due to mistakes only if the Proposer can establish to the satisfaction of the City that all of the following circumstances exist:
 - a. A mistake was made;
 - b. The Proposer gave the City written notice within five (5) days after the opening of the proposals of the mistake; specifying in the notice, in detail, how the mistake occurred;
 - c. The mistake made the proposal materially different than the Proposer intended it to be;
 - d. The mistake was made filling out the proposal and not due to error in judgment or to carelessness in reviewing the scope of service or specifications as stated in the RFP.
- VI. The City reserves the right to seek supplemental information from any proposer at any time between the dates of proposal submission and the RFP award. Such information will be limited to clarification or amplification of questions asked in the original proposal. Any proposer may be subject to personal interview and inspection of their business premises prior to award.
- VII. The City reserves the right to reject any or all proposals and to waive informalities and minor irregularities in proposals received and to accept any portion of proposal or all items of proposal if deemed in the best interest of the City. In addition, the City reserves the right to do any, or all, of the following:
 - a. Reject any or all proposals or make no award;
 - b. Issue subsequent RFP;
 - c. Cancel the RFP;
 - d. Remedy technical errors in the request for proposals;
 - e. Modify any requirements contained within the RFP and request revised submittals from Proposers determined to be within the competitive range;
 - f. Award a contract to one or more Proposers;
 - g. Accept the written proposal as an offer, without negotiation and issue a notice to proceed, if applicable.
- VIII. The City reserves the right to contract with any of the organizations responding to this RFP based solely upon its judgment of the qualifications and capabilities of that organization.
- IX. All materials submitted regarding this RFP become the property of the City. Responses may be reviewed by any person at RFP opening time and thereafter. The City has the right to use any or all collection ideas presented in reply to this request, subject to the limitations outlined in Proprietary Information below. Disqualification of a proposer does not eliminate this right.

- a. *Proprietary Information* – Any restrictions on the use of data contained within a proposal must be clearly stated in the proposal itself. Proprietary information submitted in response to this RFP will be handled in accordance with applicable City Procurement Regulations and the California Public Records Act.
- X. The City is not liable for any cost incurred by proposer prior to issuance of an agreement, contract, or purchase order.

Legal Statements

All proposers must meet the following contractual and legal requirements in order to enter into a contractual agreement with the City:

I. PROHIBITED INTERESTS

- a. Contractor warrants that it has not employed or retained any company or person, other than a bonafide employee working solely for Contractor, to solicit or secure this contract and that it has not paid or agreed to pay any company or person, other than a bonafide employee working solely for Contractor, any fee, percentage, brokerage fee, gifts or any other consideration, contingent upon or resulting from the award or making of this contract. For violation of this warranty, the City shall have the right to annul this contract without liability;
- b. Contractor agrees that, for the term of this Contract no member, officer, or employee of the City, or of a local public body during his/her employment for one (1) year thereafter, shall have any interest, direct or indirect, in this contract, or to any benefit arising thereof ;
- c. The employment by Contractor of personnel on the City's payroll will not be permitted in the execution of this contract, even though such employment may be outside of the employee's regular working hours or on Saturdays, holidays, or vacation time; further, the employment by the Contractor of personnel who have been on the City's payroll within one (1) year prior to the date of contract award, where such employment is caused by and/or dependent upon Contractor securing this or related contract with the City, is also prohibited.

II. ANTI-LOBBYING PROVISION

- a. During the period between proposal submission date and the contract award, proposers, including their agents and representatives, shall not directly discuss or promote their proposal with any member of the City of Culver City City Council or City staff except in the course of City-Sponsored inquiries, briefings, interviews, or presentations, unless requested by the City;
- b. This provision is not meant to preclude offerors from discussing other matters with City Council members or City staff. This policy is intended to create a level playing field for all potential offerors, assure that contract decisions are made in public, and to protect the integrity of the RFP / Bid Evaluation process. Violation of this provision may result in rejection of the offeror's proposal.

- III. PROTECTION OF RESIDENT WORKERS: Protection of Resident Workers: The City of Culver City actively supports the Immigration and Nationality Act (INA) which includes provisions addressing employment eligibility, employment verification, and nondiscrimination. Under the INA, employers may hire only persons who may legally work in the United States (i.e., citizens and nationals of the U.S.) and aliens authorized to work in the U.S. The employer must verify the identity and employment eligibility of anyone to be hired, which includes completing the Employment Eligibility Verification Form (I-9). The Contractor shall establish appropriate procedures and controls so no services or products under the Contract Documents will be performed or manufactured by any worker who is not legally eligible to perform such services or employment.

City of Culver City General Plan Update Request for Proposals Hyperlinks

- ¹ General Plan Update webpage: www.culvercity.org/generalplan
- ² Bidding opportunities webpage: <http://www.culvercity.org/how-do-i-find/bidding-contract-opportunities>
- ³ GPU RFQ listing: <https://goo.gl/MwbxW8>
- ⁴ Current economic development projects webpage: <https://goo.gl/4N3Vq1>
- ⁵ Resource List hyperlinks:
 - ^a Access Culver City: <https://www.culvercity.org/access>
 - ^b Adopted Budget FY17/18: <https://goo.gl/r99xib>
 - ^c Existing General Plan Elements: <http://www.culvercity.org/work/building-culver-city/culver-city-general-plan>
 - ^d Municipal Code: <https://www.culvercity.org/municode>
 - ^e City Maps: <http://www.culvercity.org/live/community-neighborhood/city-maps-gis-program>
 - ^f Community Cultural Plan: <https://goo.gl/AVMojX>
 - ^g Creative Economy Report: <https://www.culvercity.org/creativeeconomyreport>
 - ^h 5-Year Strategic Plan: <https://www.culvercity.org/strategicplan>
 - ⁱ Bike & Ped Action Plan: <https://goo.gl/ABUqnK>
 - ^j Design Guidelines: <https://goo.gl/RkUL18>
 - ^k Economic Development Implementation Plan: <https://goo.gl/TKRpEo>
 - ^l FD Activity & Performance: <https://goo.gl/UUv5mX>
 - ^m Community Risk Assessment & Standards of Cover: <https://goo.gl/xsA2Kg>
 - ⁿ Fire Department Strategic Plan: <https://goo.gl/yrWwat>
 - ^o Hazard Mitigation Plan: <https://www.culvercity.org/hazardmitigationplan>
 - ^p Legislative & Policy Platform: <https://goo.gl/f6AWou>
 - ^q Los Angeles Community Choice Energy Program: <http://lacce.org/>
 - ^r Parks & Rec Master Plan: <https://goo.gl/MHuHHr>
 - ^s Police Department Strategic Plan: <https://goo.gl/6xc5sa>
 - ^t SCAG Community Profile: <https://goo.gl/a5qLW4>
 - ^u Sustainable Design Assessment Team Report: <https://goo.gl/F3UbxN>
 - ^v TOD Visioning Study Recommendations: <https://goo.gl/x6ipYS> & Appendices: <https://goo.gl/Mv9o4d>
 - ^w Traffic Study Criteria: <https://goo.gl/ZyKvuR>
 - ^x Urban Forest Master Plan: <https://goo.gl/81r2Zy>
 - ^y Vision Zero Resolution 2016-R082: <https://goo.gl/WQuHcB>
- ⁶ Ibid 5f
- ⁷ Arts and Culture webpage: <http://www.culvercity.org/live/get-involved/arts-culture>
- ⁸ CCUSD website: <http://www.ccusd.org/>
- ⁹ Culver City Sanctuary City webpage: <https://goo.gl/6UsYDE>
- ¹⁰ City of Kindness webpage: <https://goo.gl/xCsSH5>
- ¹¹ TOD Visioning Study webpage: <https://www.culvertodvision.org/>
- ¹² Ibid 5f
- ¹³ Municipal Fiber Network Project webpage: <https://www.culvercity.org/fiber>
- ¹⁴ Metro Bike Share Project webpage: <https://goo.gl/csU1Ma>
- ¹⁵ Ibid 5i
- ¹⁶ La Ballona Safe Routes to Schools Project webpage: <https://goo.gl/GTUi8U>
- ¹⁷ Inglewood Oil Field (IOF) Specific Plan webpage: <https://www.culvercity.org/inglewoodoilfield>
- ¹⁸ Los Angeles County Homeless Initiative: <http://homeless.lacounty.gov/>
- ¹⁹ Habitat for Humanity of Greater Los Angeles article on the Globe project: <https://goo.gl/AYPL4h>
- ²⁰ Los Angeles Housing Partnership website on Tilden Terrace project: <https://goo.gl/HJRxDv>
- ²¹ Sepulveda Pass Transit Corridor Project webpage: <https://www.metro.net/projects/sepulvedacorridor/>
- ²² 2028 Los Angeles Olympics webpage: <https://www.olympic.org/la-2028>
- ²³ Ibid 2
- ²⁴ 2017 General Plan Guidelines webpage: <http://opr.ca.gov/planning/general-plan/>
- ²⁵ Draft advisory body framework: <https://goo.gl/nNW2h>
- ²⁶ Ibid 5w
- ²⁷ Ibid 5i

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- ²⁸ Travel Demand Forecast Model RFP webpage: <https://goo.gl/sTsnqn>
- ²⁹ Business districts webpage: <http://www.culvercity.org/work/doing-business/business-districts>
- ³⁰ Land Use Element Map: <https://goo.gl/22YK2i>
- ³¹ Ibid 17
- ³² Historic resources webpage: <https://goo.gl/zMMYQ3>
- ³³ Ibid 5y
- ³⁴ Vision Zero Network: <https://visionzeronetwork.org/>
- ³⁵ Ibid 5v
- ³⁶ Solar Photovoltaic Systems Ordinance (CCMC 15.02.1000-15.20.1015): <https://goo.gl/Nd18ak>
- ³⁷ Ibid 5g
- ³⁸ Ibid 5h
- ³⁹ Ibid 13