

CITY OF CULVER CITY

SECOND AMENDMENT TO STANDARD  
PROFESSIONAL SERVICES AGREEMENT

WITH: RAIMI + ASSOCIATES

FOR: GENERAL PLAN UPDATE (GPU) SERVICES  
(RFP #1802)

THIS SECOND AMENDMENT to Standard Professional Services Agreement is made and entered into by and between THE CITY OF CULVER CITY, a municipal corporation, hereinafter referred to as "City," and RAIMI + ASSOCIATES, hereinafter referred to as "Consultant."

WHEREAS, on June 25, 2019, City and Consultant (the "Parties") entered into a contract for consulting services to assist the City with its General Plan Update (GPU) (the "Agreement");

WHEREAS, on August 24, 2020, the Parties entered into a First Amendment to the Agreement in order to modify the scope of work and increase the compensation of the Agreement (the "First Amendment");

WHEREAS, the Agreement and First Amendment are collectively referred to as the "Amended Agreement";

WHEREAS, at its meeting of September 14, 2020, the City Council authorized this Second Amendment to Consultant's Professional Service Agreement to revise the Scope of Service to modify the tasks to be performed by Consultant; and

WHEREAS, the Parties desire to modify and revise the Scope of Service as set forth in the Agreement.

NOW THEREFORE, in consideration of the foregoing, City and Consultant mutually agree as follows:

1. The Scope of Services, as set forth in Exhibit "A", attached hereto and incorporated herein by this reference, shall supersede Exhibit "A" of the Agreement.
2. Except as expressly set forth herein, all terms and conditions of the Amended Agreement shall remain in full force and effect.
3. The effective date of this Second Amendment is the date it is signed on behalf of the City.


**Attachment No. 5 – Raimi + Associates Existing Agreement**

Contract No. 32000019A2

4. The individual(s) executing this Second Amendment on behalf of each party is (are) authorized to execute this Second Amendment on behalf of said party. Each party has taken all actions required by law to approve the execution of this Second Amendment.
5. The Parties acknowledge and agree that this Second Amendment may be executed in counterpart, and by faxed versions of an original signature or electronically scanned and transmitted versions (e.g., via pdf) of an original signature, which shall be considered as an original signature for all purposes and shall have the same force and effect as an original signature.


RAIMI + ASSOCIATES

Dated: 10-5-2020

By   
Matthew Raimi  
President and CEO

CITY OF CULVER CITY, CALIFORNIA


Dated: 12/28/2020

By   
John Nachbar  
City Manager

APPROVED AS TO CONTENT:

  
Sol Blumenfeld  
Community Development Director

APPROVED AS TO FORM:

  
for Carol A. Schwab  
City Attorney

**EXHIBIT A****CITY OF CULVER CITY****SECOND AMENDMENT TO STANDARD PROFESSIONAL SERVICES AGREEMENT****WITH: RAIMI + ASSOCIATES****FOR: GENERAL PLAN UPDATE (GPU) SERVICES****RFP #1802****SCOPE OF SERVICES****Preamble**

The following is the scope of services for the Raimi + Associates (R+A) team (Consultant Team) for the Culver City General Plan Update and Environmental Impact Report (GPU). The Consultant Team includes the following firms in addition to R+A: Perkins + Will (P+W), Nelson\Nygaard (N\N), HR&A Advisors (HR&A), Environmental Science Associates (ESA), Sherwood Design Engineers (SDE), Urban Systems (US), Veronica Tam + Associates (VTA), the Cultural Planning Group (CPG), and RALLY. The scope of services defines the specific tasks and roles and responsibilities of each firm relative to the overall project. Tasks not specifically identified or described herein shall be considered “extra work” under the terms of the contract. The budget for the scope of work is included in Exhibit B. The level of effort for each task and by each Consultant Team member is included in the budget.

**Acronyms**

- AB = Assembly Bill
- the city = the place / the City = the agency
- CEQA = California Environmental Quality Act
- CNDDDB = California Natural Diversity Database
- CPA = Clean Power Alliance
- CPG = Cultural Planning Group
- EIR = Environmental Impact Report
- ESA = Environmental Science Associates
- GHG = greenhouse gas
- GPAC = General Plan Advisory Committee
- GPU = General Plan Update
- HCD = California Department of Housing and Community Development
- LOS = level of service
- MJHMP = Multi-Jurisdictional Hazard Mitigation Plan
- MMRP = mitigation and monitoring reporting program
- N\N = Nelson\Nygaard
- NOA = Notice of Availability
- NOC = Notice of Completion
- NOD = Notice of Determination
- NOP = Notice of Preparation
- OD = origin-destination trip method
- OPR = California Office of Planning and Research
- P+W = Perkins + Will
- PPT = PowerPoint
- R+A = Raimi + Associates
- RHNA = regional housing needs allocation
- RFP = request for proposals
- SB = Senate Bill
- SCAG = Southern California Association of Governments
- SDE = Sherwood Design Engineers
- TAC = technical advisory committee
- TAZ = traffic analysis zone
- TDFM = travel demand forecast model
- TDM = transportation demand management
- US = Urban Systems
- USFWS = U.S. Fish and Wildlife Service
- VMT = vehicle miles travelled
- VTA = Veronica Tam and Associate

**Task 1: Project Initiation****Task 1.1: Project Kick-Off Meeting**

The Consultant Team will hold a full-day kick-off meeting in Culver City to initiate the project. This meeting will include an overall team meeting, one-on-one topic-specific meetings with City staff, and a tour of the city. The topic-specific meetings with staff may be related to land use and growth, economic development, health and sustainability, transportation, and community engagement.

**Task 1.2: Data Collection + Map Book**

The City will provide the Consultant Team with a comprehensive list of documents and data necessary to prepare the General Plan and Environmental Impact Report (EIR). Following delivery of materials, the Consultant Team will prepare a supplemental data request list to obtain additional data from the City. The Consultant Team will also review existing planning documents and technical reports provided by the City. As part of this task, R+A will create a “map book” that compiles all the GIS mapping data provided by the City. The map book will allow the Consultant Team to quickly review geographic data across a variety of topics.

**Task 1.3: Project Work Plan**

R+A will develop a work plan broken out by scope task that specifies lead and supporting Consultant Team members, key work elements, major deliverables/outcomes, due dates, required City actions, and task status. The document will also outline methods of communication between Consultant Team members. The work plan will be a living document, updated throughout the GPU process.

**Task 1 Deliverables**

- 1.1 Kick-off meeting agenda and notes
- 1.2 Data and document request memo and map book
- 1.3 Project Work Plan draft and final

**Task 2: Community Engagement**

The following presents the Consultant Team’s overall approach and specific tasks for community engagement. The engagement process is divided into three phases, as shown below: 1) Visioning + Discovery, 2) Alternatives + Policy, and 3) Review + Adoption. The ultimate goals of the engagement process are to: expand the number and variety of people who participate in planning projects; provide a diversity of ways for the community to engage in the process; create new ways of the City engaging with the public; provide transparency and trust-building through the citywide planning process; receive feedback on key land use, transportation, economic, health, and other policy issues; and provide opportunities for the community to take ownership of the plan in preparation for implementation. The community engagement plan described below is ambitious and far reaching and will require a close partnership and shared ownership with City staff.

**Task 2.1: Community Engagement Plan**

R+A and RALLY will prepare a community engagement plan that identifies outreach tools and platforms and the timing and responsibilities related to each activity. The engagement plan will help guide the outreach efforts but will remain flexible to evolve as we go through the planning process to course correct as needed. The engagement plan will include:

- A “sampling plan” with demographics for sub-populations including seniors, youth, neighborhoods, families, non-English speaking populations and others and methods of reaching each sub-population.
- Communication and messaging strategies developed by RALLY with a focus on reaching those who typically do not participate in the planning process.
- Key messages for the GPU process
- Engagement targets and measures of success
- Detailed engagement strategies by project phase
- Graphic schedule of engagement process

**Task 2.2: Branding + Strategic Communications**

RALLY will develop a strategic communications framework tailored to Culver City’s specific needs and goals. R+A will prepare unique branding materials for the project. At a minimum, this will include a logo, color palette, document layouts and fonts, map template, workshop boards, meeting notices, and PowerPoint (PPT) presentation template. All public materials will use the branding identity.

**Task 2.3: Email Distribution Database**

R+A will prepare a project email database from the City’s previous engagement activities and City lists. The database will be updated throughout the process and will use the list to distribute meeting notices, reports, summary meeting notes and newsletters. All communication via the database will be electronic and via email.

**Task 2.4: Project Information Material**

R+A will develop a project information brochure that defines the purpose of the project, the project timelines, and ways that the public can get involved in the decision-making process.

**Task 2.5: Project Website**

R+A will work with the City to create an interactive website for the project that allows for two-way communication of information. The website, which will include a unique URL, will include basic information about the project, documents produced for the project, meeting summaries, and meeting announcements, among other materials. The website will also include an interactive component, such as comment features, surveys, and interactive workshops whereby participants can complete workshop activities (see Task 2.10 below). At the end of the project, ownership and log-ins for the website will be handed off to staff.

**Task 2.6: Stakeholder Interviews**

The Consultant Team will conduct up to 30 one-hour stakeholder interviews. Stakeholders will be identified with City staff at the beginning of the project and may include: City Council members, key business and advocacy organizations, and community leaders. R+A will prepare a brief memorandum summarizing the results of the stakeholder interviews. The stakeholder interviews will be held during two or three focused time periods in the city.

**Task 2.7: GPAC Meetings**

R+A will work with City staff to hold and facilitate with the General Plan Advisory Committee (GPAC) comprised of 21 members fifteen (15) times during the process. The GPAC is strictly advisory and non-voting. R+A recommends that it meet about every other month during the planning process to provide high-level feedback on the project issues, including: the vision and guiding principles; land use and transportation alternatives; and health, economic development,

and other key policy topics. The GPAC would also serve as a sounding board for content for public workshops. Potential topics for the GPAC meetings are:

- Orientation including time for GPAC members to get to know one another
- Issues and opportunities
- Draft Community Engagement Plan review
- Vision and guiding principles; plan targets and outcomes
- Land use/design alternatives
- Sustainability, health, and equity
- Mobility and transportation
- Parks and open space
- Infrastructure and smart city
- Economic development
- Draft General Plan review

### **Task 2.8: TAC Meetings**

R+A will organize and facilitate a series of topic-specific technical advisory committees (TACs) to explore innovative General Plan topics beyond what the GPAC can cover. Each TAC would be comprised of about ±5 members, potentially including GPAC members and other volunteers from the community who have expertise in the specific topic or have expressed a deep interest. R+A will organize up to six (6) TACs, each of which will meet two or three times during the process, for up to twenty (20) TAC meetings total. The TACs will be an opportunity for a more informal exchange of ideas between participants. The TAC meetings will be informal, and each will require minimal preparation time, using existing materials prepared for other tasks. City staff will be responsible for forming the TACs and all meeting logistics. Topics include:

1. Transportation and mobility (N\N lead)
2. Quality of life: sustainability, health, parks (R+A lead)
3. Culture and arts (CPG lead)
4. Economic development (HR&A lead)
5. Housing (VTA lead)
6. Community safety (R+A lead)

The community safety TAC is a new addition. R+A will work with the City to establish an additional TAC related to community safety. This community-led policy-making process will help to reimagine safety. A core, diverse advisory team will lead this process to help define research questions and develop solutions based on community-identified issues, opportunities, and priorities. The community safety TAC will build on the community engagement and recommendations as part of separate efforts being conducted through the City Manager's Office, including the Police Chief's Advisory Panel. In tandem, these two efforts will inform a more robust discussion about community safety in the Safety Element of the General Plan Update. This TAC will meet up to five (5) times during the process. R+A will work with the community safety TAC to develop agendas; collect and summarize research and technical analysis; help facilitate community safety TAC meetings; and link work to the General Plan update.

Unlike other TACs, the community safety TAC is assumed to include additional data collection and analysis to inform policy development. This includes qualitative and quantitative understandings of how we define community safety, how we measure safety, and where and what resources might be reinvested to address structural inequities. This data analysis, along

with TAC discussion and data collection and recommendations from the Police Chief's Advisory Panel, will facilitate development of an enhanced policy framework for reimaging public safety in the General Plan Update, including development of GPU policy, actions, and metrics. City staff will be responsible for forming the TACs and all meeting logistics.

### **Task 2.9: Pop-Up Workshops + Community Events**

One of the major approaches to community engagement for the GPU will be to craft a process where we meet people where they are, rather than only asking them to come to a public workshop. As such, the Consultant Team recommends “pop-up” workshops or “intercept” meetings at planned well-attended events in Culver City at key junctures in the planning process. Coupled with this, R+A will create parallel survey materials for the project website (see description of surveys in Task 2.10 below) using the MetroQuest engagement software or other online survey platform. The pop-up workshops will be held at times and locations convenient for a wide cross section of participants (e.g., youth, young families, minority groups, and other traditionally-underrepresented groups) and materials will be translated into Spanish if needed. R+A will prepare materials for three distinct pop-up workshops during the following phases:

1. **Issues, Opportunities and Visioning.** This series will identify the issues facing the community, the opportunities for improvement, the strengths of the community and the overall vision and direction of the City. It will include key questions identified in the Request for Proposals (RFP):
  - a. What is precious here that we don't want to lose?
  - b. What is almost good that we need to make right?
  - c. What is terrible that needs to change?
  - d. What is missing?
2. **Sub-Area Alternatives.** During the alternatives phase, R+A will organize a series of pop-up workshops to obtain feedback on the alternatives. R+A's expectation is to create a series of boards for each major change area of the City and then hold pop-up workshops in that specific area.
3. **Policy Direction and/or Draft Plan.** Near the end of the citywide policy development or plan development phase or after the draft General Plan is released, R+A will hold a series of pop-up workshops to obtain feedback on the changes to the General Plan and a priority of implementation actions.

### **Task 2.10: Online Engagement + Surveys**

As a parallel process to the pop-up workshops, R+A will prepare online surveys using MetroQuest, SurveyMonkey, or other online survey platform to obtain feedback on General Plan direction. The surveys will be available through a link on the project website. We have found that online surveys are a great way to encourage many people to participate in the process but also for us to easily analyze responses by demographics, neighborhood location, and length of tenure in the city. R+A will provide a technical memo with the topline survey results; a detailed survey report is not included.

### **Task 2.11: Topic-Specific Videos/Surveys**

Coordinate, develop, and release topic-specific existing conditions videos and surveys to build community knowledge and understanding. Due to the COVID-19 pandemic, the engagement

toolkits/ambassador functions are no longer possible due to social distancing and stay at home orders.

### **Task 2.12: Community Workshops + Festivals**

R+A will organize up to seven (7) community meetings throughout the process. The format and structure of each will be different to reflect the specific topic. In R+A's experience, online surveys and pop-up workshops are important ways to obtain a large amount of feedback, but in-person meetings still have an important role in the process of updating a General Plan. Large workshops and open houses give residents and other stakeholders the opportunity to interact with City staff and one-another and create a sense of community and belonging.

The following is the initially agreed-upon flow of topics for the workshops. The specific flow and content of each will be determined during the update process in consultation with City staff.

- **Open House/Orientation.** At the beginning of the process, R+A will organize an Open House event to introduce the community to the project and provide background information on General Plans. It will also allow GPAC members to meet one another and community members. This event will be combined with the first GPAC meeting.
- **Vision Festival.** This festival will focus on confirming the long-range vision for Culver City, key issues and opportunities. The meeting could be organized as a festival with presentation, stations and interactive activities. To expand attendance, R+A will also include but is not limited to the following: food, music, art exhibits, kids' activities and/or other activities to make the event exciting and fun.
- **Alternatives Workshops (2).** During the citywide scenario development and the land use alternatives tasks, R+A will hold two workshops to discuss the land use, housing, urban design, public realm and mobility alternatives. This will include a brief walking tour at one workshop to allow residents to experience the area while thinking about the future.
- **Parks, Health, Environmental Justice, and Resilience Workshop.** R+A will facilitate a workshop focusing on the emerging issues of health, environmental justice, and climate resilience.
- **Policy Direction Festival.** Toward the end of the policy development phase of the project, R+A will organize a community festival to review the proposed General Plan direction for all major topics of the plan. As with the vision festival, this event will have a balance between fun activities (music, food, kids activities, etc.) and feedback on policies.
- **Draft General Plan Open House.** After the Draft General Plan is released for public review, R+A will organize an open house with stations on the various General Plan topics.

For each meeting, the Consultant Team will develop the workshop format and prepare the agenda and other materials and facilitate the meeting. City staff will provide logistical support and assist with staffing each event. R+A will also design an outreach flyer for each meeting/event that can be distributed via email and through existing City channels.

### **Task 2.13: Tactical Urbanism Demonstration Project**

As part of the pop-ups or as part of one of the community workshops, R+A, with assistance from the City, will prepare a tactical urbanism project to demonstrate one or more the concepts



proposed as part of the GPU. This could include modifications to roadway configurations, parklets, cultural/art interventions, smart city technologies or innovative environmental strategies.

**Task 2.14: In-House Staff Meetings**

At two points in the process, the Consultant Team will meet with City staff as a group to discuss various aspects of the project. These meetings will be informal and will use materials developed for other tasks. The first meeting will be an orientation to the project and the second meeting will be on either existing conditions or policy frameworks (during Task 6). R+A will prepare agendas and summary notes for each meeting. The first meeting will be held at the beginning of the project during the kick-off meeting and will provide an orientation to the project and a discussion of issues and opportunities in the City. The second In-House staff meeting will occur approximately 12-15 months into the project and will focus on policy development and/or review of draft policies. The exact timing of each meeting will be discussed with the City. The meetings will likely include executive and management staff but could also include others as needed.

**Task 2.15: Culver City Storybank**

R+A will work with City staff to develop a Culver City Storybank that features photos and stories from residents and businesses. R+A will develop up to three (3) rounds of digital communications to solicit stories and photos, including email blasts, website language, and social media posts. R+A will collect and review the stories and photos and incorporate them into the PictureCulverCity.com website, using them throughout the process including in community presentations and the General Plan.

**Task 2.16: Volunteer Communications Network**

R+A will work with the City to establish a Volunteer Communications Network to support the City's communications efforts to increase engagement of all residents and businesses in the GPU process. R+A will develop digital communications to establish the volunteer network, including email blasts, website language, and social media posts. In addition, R+A will make targeted phone calls to community-based organizations to develop the volunteer network. R+A will consolidate contact information for the list of volunteers into an Excel spreadsheet.

R+A will convene the Volunteer Communications Network on a monthly basis for up to six (6) months. After six months, City staff will become the primary point of contact for the network. It is assumed the first meeting will focus on orientation, including a review of the project, roles and responsibilities, and communications framework.

R+A will prepare materials for volunteers and will be developed in parallel with other outreach materials, including Existing Conditions Videos and Surveys and the Vision Survey. These materials will include project overview materials, surveys (or links to the surveys), email distribution language, and/or call scripts.

**Task 2 Deliverables**

- 2.1 Community Engagement Plan draft and final
- 2.2 Logo and branding package draft and final
- 2.3 Email distribution database
- 2.4 Project information brochure
- 2.5 Interactive project website
- 2.6 1-hour stakeholder interviews (up to 30); summary notes; interview protocol

- 2.7 GPAC meetings (15) materials and summary
- 2.8 TAC meetings (up to 20; 2-3 per TAC for up to 6 TACs) agenda and summary
- 2.9 Pop-up workshops/community events (3) materials and summary
- 2.10 Online surveys (3) to parallel the pop-up workshops
- 2.11 Topic-specific video series and surveys
- 2.12 Community workshops and festivals (7) materials and summary
  - Walking tour maps and questionnaire as a part of one of the alternatives workshops
- 2.13 Tactical urbanism demonstration project and summary; materials will be provided if within the budget
- 2.14 Staff meetings (2) agendas and summary
- 2.15 Storybank outreach materials (3 rounds); database of photos and stories
- 2.16 Volunteer Communications Network spreadsheet, outreach materials

### **Task 3: Discovery**

During this task, the Consultant Team will prepare a series of stand-alone technical existing conditions reports that summarize the current conditions and future trends for topics critical to the GPU. The existing conditions analysis will include the technical reports and studies listed below. The reports will be “technical” documents written for individuals with an advanced knowledge of the topic rather than the average member of the public with little to no knowledge of the topic. Each report will be written by a different consultant and tone, voice and structure will vary between the technical reports. Please note that some of the baseline existing environmental conditions will also be prepared during this time, serving a dual function as the existing setting section of the EIR and the background report for the General Plan. Each report or deliverable will include an administrative draft and a final draft. Additional rounds of review will require a budget amendment.

#### **Task 3.1: Review and Assess Existing Documents (R+A)**

Building off Task 1.2, the Consultant Team will review existing reports, studies, and work with staff to determine how the information should be incorporated into the General Plan. This will include the existing General Plan and zoning ordinance, regional planning documents, and other plans, studies, reports, and regulations that would provide additional information relative to the GPU effort. The deliverable for this task will be a matrix summarizing each document and how each should be incorporated into the General Plan.

#### **Task 3.2: Land Use, Public Realm, + Urban Design Existing Conditions Report (R+A, P+W)**

R+A and Perkins+Will (P+W) will prepare a land use, public realm, and urban design existing conditions report that provides an overview of the existing and allowable land uses in the city and the city’s major urban design and public space characteristics. Topics will include:

- Existing land use map and table, and changes since the adoption of the last General Plan (if available)
- General Plan designations and zoning districts
- Existing SCAG growth projections and opportunity sites/areas, including an analysis of whether the existing General Plan designations and zoning districts accommodate the amount of growth expected in the city

- Urban design character map and city structure (e.g., gateways, community focal points, activity centers, views, topography) with parallel community character photographic survey
- A typology of “place types” for the existing pattern of development and future land use (General Plan and/or zoning). To achieve this, R+A will tailor the place types embedded in UrbanFootprint to enable future modeling of development scenarios
- A detailed documentation of the public realm in the city including elements that both support and detract from the overall vision
- Neighborhood/sub-area maps and description of general character (building types, streetscape character) and potential level of change. Note that R+A will use the same sub-areas in the existing General Plan, unless other areas are identified in consultation with City staff
- A description of the housing conditions in the city including number and type of units, level of affordability and key housing initiatives
- A summary of the number, location, and condition of parks, open space preserves, recreation trails, and recreational facilities, including Ballona Creek
- The location of schools, public buildings, libraries and other public uses in the city

### **Task 3.3: Mobility + Transportation Existing Conditions Analysis (NN)**

Nelson\Nygaard (N\N) will summarize and analyze existing transportation and mobility facilities in the city, including streets and roadways, public transit, bicycle facilities, pedestrian facilities, and rail. N\N will evaluate existing conditions related to transit, bicycle, scooter, and pedestrian uses, and general complete streets principles as follows:

- **Existing Pedestrian, Bicycle, and Scooter Conditions.** N\N will prepare a map showing existing Class I-IV bikeways and will qualitatively describe the pedestrian, bicycle, and scooter circulation conditions within the city limits, and on regional routes and key connections to adjacent communities. N\N will describe journey to work pedestrian and bicycle and scooter mode share in Culver City and will provide an overview of Culver City’s Walk N Rollers Safe Routes to School Program and existing complete streets policies. N\N will refer to the Bicycle and Pedestrian Action Plan current being prepared by the City’s Public Works Department to support this task.
- **Existing Transit Conditions.** N\N will collect information on existing public and private transit options in the city (i.e., stop locations, frequency of service, etc.) and prepare a table summary of bus, shuttle, and train routes within the city and a citywide transit network map illustrating existing and proposed routes. N\N will describe journey to work transit mode share and vehicle ownership in Culver City and will work with City staff to determine existing issues and constraints of existing transit routes.
- **Parking and Curbside Conditions.** N\N will review existing parking requirements and policies to identify the potential for reduced rates, improved management, and shared opportunities. As emerging mobility trends seem to be shifting emphasis away from off-street requirements and toward the need for better curbside management, the Consultant Team will assess how Culver City should reposition its goals related to parking and curb access.

**Task 3.4: Environmental Justice + Community Health Report (R+A)**

R+A will prepare an environmental justice and community health report. This work will be completed following communication with the Los Angeles County Public Health Department. Health topics that may be addressed (pending availability of information) will include life expectancy, physical activity levels, access to healthy foods, environmental pollution, respiratory health, heart disease, and other relevant data and indicators, as available. Where possible, the data will be compared to neighboring cities, the County, and/or the State.

Additionally, R+A will conduct an assessment to identify underserved and disadvantaged neighborhoods, as is required by SB 1000. The SB 1000 assessment will be based on policy guidance provided by the State Office of Planning and Research. R+A will collect and compare data from the Healthy Places Index, CalEnviroScreen, and the Regional Opportunity Index, among others. Using GIS and other qualitative information, this data will help identify underserved neighborhoods, (e.g. limited access to public facilities and parks) and understand exposure and vulnerability to safety risks and hazards, e.g. extreme heat, seismic risks, and flooding.

**Task 3.5: Market Study (HR&A)**

HR&A will prepare an assessment of demographic, socioeconomic, real estate, and fiscal trends to inform:

- City wide and sub-city growth projections and future development character put forth in the Land Use, Housing, and Circulation Elements, among other General Plan Elements;
- Location of future infrastructure investments and funding and partnership strategies to support implementation; and
- Identification of opportunities for future development, City spending, policies, and programs to promote inclusive growth.

The topics to be covered in the Market Study will include:

**Socioeconomic, Demographic and Real Estate Trends.** HR&A will assess demographic, socioeconomic, and real estate market trends in Culver City and the region within the context of broader fundamental changes impacting the local economy and land use such as the evolving nature of retail and how people shop, where and how people work, expanding preferences for various types of housing, and technological disruption in transportation and lodging. HR&A will prepare a profile of the city's residential population and employment base, and examine key real estate indicators such as rents, sale prices, vacancy and absorption rates for residential, retail, office, and hotel use in the Culver City market area and compare it to regional and/or national market dynamics as appropriate. HR&A will refer to the Economic Development Study currently being prepared by the City's Economic Development Division to support this task.

**Vulnerability Mapping for Displacement Risk.** HR&A will conduct sub-area analysis at the city level and identify areas or neighborhoods in terms of their risk of displacement if new infrastructure or real estate investments injected. R+A will develop a displacement risk index for the city and its neighborhoods based on several variables including household incomes, race, ethnicity, household tenure, and education levels, among others.

**Growth and Long-Term Demand Estimates.** HR&A will then estimate potential demand for these land uses by examining household growth and turnover, resident and employee spending employment growth by sector, and visitation, using data from SCAG's regional projections,

historic trends, and other proprietary data sources. HR&A will examine the competitive landscape in terms of planned and proposed residential, retail, office, and hotel projects in the area that might absorb future demand. HR&A will estimate the scale of supportable development citywide over the next 20 years, which will serve as the basis of the land use strategies and related General Plan policies.

**Fiscal Health Assessment.** HR&A will evaluate major sources and trends in the City's General Fund revenues and expenditures to determine the degree to which the City is adequately diversified in its fiscal resources and can hedge against fiscal risk over the coming decades. HR&A will assess the General Fund revenues, and expenditures of selected peer cities on a per equivalent dwelling unit basis to benchmark Culver City's relative performance and fiscal health.

### **Task 3.6: Arts, Culture, and Creative Economy Report (CPG, HR&A)**

CPG, with support from HR&A and R+A, will develop a comprehensive Arts, Culture, and the Creative Economy Report for Culver City. CPG will work with WESTAF and its Creative Vitality Suite to analyze and provide reporting on the creative sector of Culver City. In addition, CPG will draw on information collected during its stakeholder engagement to inform the description and analysis of the city's creative ecosystem. R+A will map private, non-profit, and City owned/operated cultural assets. HR&A will conduct a related review of comparison cities (described below) focusing on those with a productive relationship between major employers and their cities' overall arts and culture sector.

The report will include, but not be limited to the following:

- Historical context
- Demographics/population
- Culver City's creative economy profile
- Current cultural assets
- Cultural participation
- Funding
- Public art
- Marketing and branding

As part of this task, HR&A will review selected successful local and national examples of cities that have adopted approaches to fostering robust creative ecosystems that leverage and expand cultural resources. HR&A will particularly focus on cities that have been able to draw partnerships among private, public, and non-profit sector entities to establish and sustain broad based and accessible cultural programming. HR&A will summarize key lessons from this precedent study in a manner that informs strategies and initiatives for Culver City.

### **Task 3.7: Climate Change, Sustainability, + Resilience Report (R+A, SDE, ESA)**

R+A, with input from Sherwood Design Engineers (SDE) and ESA, will prepare a comprehensive report of climate change, sustainability, and resilience in Culver City. R+A will consolidate existing policies and strategies into a single document, organized by topic. This assessment will help Culver City develop a strong basis for understanding the existing policy framework for sustainability and climate action and will help identify new policies and actions to incorporate into the General Plan. Pertinent City documents for the policy review may include: 'Energy-Only' Greenhouse Gas (GHG) Inventory, General Plan, Green Business Program, Safe Routes to

School program implementation, Multi-Jurisdictional Hazard Mitigation Plan (MJHMP), and other climate action and sustainability-related policies and plans by the City.

Once consolidated into a matrix, the Consultant Team will review the policy framework, identify gaps, and recommend additional measures that the City can take to increase sustainability, reduce emissions, and adapt to climate change. The additional, proven strategies for will come from many sources, including the US Conference of Mayors Best Practices for Climate Protection, Carbon-Free City Handbook, California Air Pollution Control Officers Association, and R+A's experience developing sustainability and climate action plans for local governments.

In addition to City policies and programs, R+A will briefly summarize key State and regional regulations and programs that may impact Culver City. These may include Clean Power Alliance (CPA) participation, targets for GHG emissions from transportation (Sustainable Communities Strategies and SB 32), Net Zero Energy for new construction, CALGreen, and similar.

With regards to climate adaptation and SB 379, the climate change, sustainability, and resilience report will primarily rely on the MJHMP, supplementing that analysis with additional climate hazards - particularly extreme heat. R+A will overlay this spatial data with disadvantaged populations (identified during Task 3.4) to understand the location of those populations most exposed and vulnerable to extreme heat and other hazards. This additional layer of assessment will help Culver City layer additional goals, objectives, and actions in the General Plan to complement those in the MJHMP.

### **Task 3.8: Infrastructure Existing Conditions Report (SDE)**

SDE will assess the infrastructure conditions of the city using record data and reports. This work will include an evaluation of the water, sewer and storm water infrastructure at a city and regional scale. It will be important to perform a high-level supply and demand calculation of the city's water, including an evaluation of the potential supply and off-set using non-potable water. The consultant will use the information provided to them, which may include Water Management Plans, Urban Water Management Plans, various modeling reports, and Ordinances to inform the recommendations (per Task 6, Policy Frameworks). Meetings and thorough communication will be required with City staff.

### **Task 3.9: Environmental Background Report (ESA)**

The Environmental Background Report will examine existing natural and environmental resources and public facilities. The report will describe their value for conservation and protection, or any issues and development constraints. The environmental background report will inform goals and policies in the Safety, Conservation, and Open Space Elements as well as form the basis for the development of the existing conditions and programmatic analysis in the applicable sections of the Draft EIR (per Task 8 CEQA Compliance).

**Water resources and quality.** ESA will summarize the status of surface and groundwater resources within the city, including those associated with Ballona Creek. Any projected regional limitations to the groundwater supply will be identified. The regulatory setting and water quality of surface and groundwater resources in the planning area will be discussed. Typical pollutants in urban runoff will be qualitatively identified, and discussions of best management practices to reduce contamination will be included. Existing conservation and water quality control programs will be identified.

**Public facilities.** ESA will describe the public services/facilities provided to Culver City residents. Facilities leaders will be contacted to inventory existing and planned facilities and improvements, existing and projected demands and capacities, standards and funding sources to identify any deficiencies and to assess their ability to support existing resident needs as well as anticipated growth. Locations of these facilities will be depicted on base maps.

- **Police/Fire/Emergency Responders.** ESA will contact the Culver City police and fire department to identify current facilities, response times, performance goals, and planned facility improvements, training programs, and staffing increases.
- **Schools.** ESA will contact the Culver City Unified School District to identify current enrollment, student capacity, planned improvements, enrollment projections, funding mechanisms and other pertinent information.
- **General Government/Civic/Cultural Facilities.** ESA will compile information on general governmental services and civic facilities such as the libraries and city administrative buildings. The location, capacity, and any planned improvements will be identified. Information on cultural facilities such as the Veterans Memorial Complex will be compiled. Information will be obtained from appropriate facility staff.

**Noise.** Significant noise generators in the city include Interstate 405, arterial roadways, railroads, light rail, and industrial/warehouse land uses. Area roadways and non-residential uses within the city could also be secondary noise sources. The existence of existing industrial/warehouse or other non-residential operations within the city that may continue operation as other properties are developed will be considered in this section.

ESA will identify sources of noise in the city and prepare a summary of the federal, state, and local regulatory framework applicable to noise. A noise survey will be completed through long-term (24-hour) and short-term (15-minute) noise measurements at up to 30 locations (up to 6 long-term and up to 24 short-term or up to an equivalent combination thereof in consultation with the City). ESA will prepare existing noise contours along major highway, primary arterials and major streets, along existing rail lines, and along zoning designations separating noise-generating uses from residential or mixed-use zones. Existing noise contours will be developed based on existing ambient noise data and computer noise model. The traffic noise model will be based on computer noise prediction models that incorporate Federal Highway Administration Traffic Noise Model. Rail noise will be modeled based on the Federal Transit Administration Transit Noise and Vibration Impact Assessment (2006). Airport noise will be taken from existing published sources such as from the Federal Aviation Administration.

**Natural resource areas and biological resources.** ESA will collect and review available existing information on biological resources and/or jurisdictional features within or adjacent to the city's planning area; and search the National Wetlands Inventory data layers, U.S. Fish and Wildlife Service (USFWS) database of threatened and endangered species, USFWS Designated Critical Habitat, California Natural Diversity Database, and the California Native Plant Society's Electronic Inventory of Rare and Endangered Plants of California within an about three-mile radius of the city. Additionally, California GAP Vegetation Analysis in conjunction with Google Earth aerial imagery will be assessed to broadly identify locations of potentially sensitive vegetation communities that may provide habitat for special-status plants and wildlife.

Recent literature available as reference documents include the 2016 Urban Biodiversity Assessment: Baldwin Hills Biota Update prepared by the University of Southern California for the Baldwin Hills Conservancy, Appendix D Biological Resources of the 2017 Ballona Wetlands Restoration Project EIS/EIR prepared by the California Department of Fish and Wildlife and the U.S. Army Corps of Engineers, and the 2015 Culver City Urban Forest Master Plan.

This research will be summarized in the Background Report and will be used: (1) to develop a list of threatened and endangered and special status species with potential to occur within the planning area, and (2) to locate and assess the quality and approximate quantity of sensitive habitats/vegetation communities within the planning area. ESA will also describe the regulatory setting and current policies and programs to conserve and protect biological resources, any Habitat Conservation or other regional plans applicable to the planning area, and the potential impact of existing and planned development patterns on biologic diversity and ecologic sustainability of plant and wildlife habitats. The effort will provide a constraints level analysis in describing biological resources and mapping habitat by aggregating this analysis of available resources. Limited field work will be conducted at Baldwin Hills and along Ballona Creek.

**Historic and Cultural Resources.** ESA will conduct appropriate record searches, a Sacred Lands File search, reviews of historic and geologic maps and a geoarchaeological review to address subsurface sensitivity. Data gathered for each resource type will be mapped to identify areas of relative sensitivity. Alongside review of background research and other materials retained in local historical archives, ESA will conduct a windshield survey of the city. Here, specific attention will be paid to areas of anticipated development, including Fox Hills, downtown, and Sepulveda/Jefferson corridor. This economical approach will offer insights into concentrations of previously-unidentified historic resources.

Following the research and analysis stages of the process, ESA will prepare a technical report detailing the results of the research and studies described above and providing pertinent information on the sensitivity for all such resource types across the General Plan area.

**Hazards.** Based on readily available information identified in the MJHMP, ESA will prepare hazard maps that identify earthquake faults, liquefaction, flooding, hazardous materials, fire hazard severity, and soil hazards. ESA will describe existing hazards and identify how climate change could affect and exacerbate existing natural hazards.

### **Task 3.10: Smart City Background Report (Urban Systems [US])**

US will prepare a report assessing the status of technology and data-related issues in Culver City and the potential for weaving key Smart City principles throughout the urban fabric as a means of improving and enhancing community quality of life. The report will analyze how the City can capitalize on innovative initiatives already underway and seamlessly integrate emerging technology, digital tools, and data to enable a connected citizen experience. Key topics to review include analytics, automating processes, digital tools, workflow trackers, data management programming, and more.

### **Task 3.11: Retrospective Evaluation of General Plan (R+A)**

R+A, working closely with City staff, will conduct a review of the existing General Plan goals, policies, and programs to identify the sections that may need to be updated, to be presented in an existing General Plan evaluation memo.



R+A will undertake an evaluation of which programs and strategies have been successful in the years since the plan was adopted, and which have not. This task will be undertaken in conjunction with City staff and will rely on staff's evaluation of the General Plan. R+A will provide an easy-to-use evaluation worksheet to allow staff to review and comment on the policies.

R+A will review and summarize the applicability of recent State regulations that impact the General Plan process, including SB 1000 (environmental justice), SB 379 (climate adaptation), SB 743 (VMT and LOS), and AB 1358 (Complete Streets), among others.

The result of this task will be a clear list of any sections (or goals and policies) of the General Plan that should remain unchanged, and any sections that should be modified or discarded during the GPU process. The methodology developed during this task will also lay the ground work for evaluation of the General Plan in the years following adoption.

**Task 3.12: Performance Metrics (R+A)**

R+A will work with staff to develop a series of draft indicators/metrics appropriate for evaluating intended plan outcomes and performing a quantitative assessment of implementation success. These will then be refined during final General Plan development. Indicators will be adapted from a combination of Consultant Team expertise and other relevant sources such as UrbanFootprint, STAR Communities, LEED-ND, among others. R+A will then use these indicators to inform the plan alternatives, set targets and track progress over time.

**Task 3.13: Funding Matrix (HR&A)**

HR&A will research major capital funding sources as well as potential funding sources to support program operations and delivery and outline qualifying criteria and implications for each source. These funding sources may include, but are not limited to:

- Tax increment financing tools, such as Enhanced Infrastructure Financing Districts and Community Revitalization and Investment Authorities;
- Philanthropic and social investment tools, such as social and environmental impact bonds (e.g. "pay for success") and various tax credits, as appropriate;
- Special assessment districts;
- Potential new or expanded local taxes and fees;
- State and Federal programs including allocation of new bond funding, Opportunity Zones, GHG reduction efforts (Cap and Trade) etc.
- Earned income sources, such as leveraging City real estate assets and parking revenues.

The funding matrix will help the City to organize its initiatives around appropriate and available funding sources and will ultimately provide a reference point for implementation of policies, programs, and projects identified throughout the process and beyond completion of the plan.

N\N will provide HR&A with support in developing a funding matrix to identify financing sources for potential recommendations. Detailed criteria will be provided for each source, which can be used as a checklist to vet the plan, and recommended policies meet the requirements for funding. The Consultant Team ultimately wants their recommendations to reflect Culver City's fiscal and political environment to ensure that options are achievable. Identifying and understanding funding sources up front will help keep the GPU visionary yet achievable.

In preparation for the implementation of the General Plan, the Consultant Team, led by HR&A, will prepare a preliminary list of likely federal, State and regional grant funding sources that could

be used to fund programs and actions identified during the process. For each funding program, the Consultant Team will identify the eligibility, funding requirements, timing and any specific criteria needed to apply for the grant. Identifying this information early in the process will ensure that criteria and data can be actively incorporated into the update process.

**Task 3.14: Community-Facing Fact Sheets (R+A)**

Using all the information from Task 3, R+A will prepare up to six (6) two-page topic- and/or area-specific fact sheets, using infographics, statistics, and diagrams. The purpose will be to support the engagement process and to illustrate the demographic and socio-economic conditions in the city. Potential topics include: a community snapshot; land use; parks and open spaces; health; transportation; and/or fact sheets for different sub-areas of the city (e.g., downtown, Sepulveda, etc.).

**Task 3.15: Greenhouse Gas Inventory (ESA)**

ESA will prepare a community-wide and municipal operations greenhouse gas (GHG) emissions inventory for all sectors. These sectors include energy, on-road transportation, off-road vehicles and equipment, solid waste, wastewater treatment, and refrigerants. For the energy sector, ESA will use the energy-only inventory being prepared separately by the City's Public Works Department.

ESA will develop the community-wide and municipal operations inventories for the same calendar year being used for the energy inventories (2017) using methods consistent with current best practices, including the U.S. Community Protocol for Accounting and Reporting of Greenhouse Gas Emissions (ICLEI 2012 Protocol), the Global Protocol for Community-Scale Greenhouse Gas Emission Inventories, the Local Government Operations Protocol. Where appropriate, ESA will draw on methods from the California Air Resources Board, the South Coast Air Quality Management District, and other sources as applicable. ESA will compile inventory activity data in excel worksheets and enter these data into the web-based ClearPath tool from the Statewide Energy Efficiency Collaborative to calculate GHG emissions. This will ensure that the information is integrated with the city's energy emissions data, is easily accessible and easily revised, and that the GHG emissions results can be compared across inventory years (if future inventories are prepared by the City).

This task includes the following activities:

**Coordination and Meetings.** ESA will coordinate with City staff to identify key existing documents, data needs, and data collection and management to support subsequent tasks. ESA will also provide an in-person presentation of the final GHG Inventory Report to the City Council and participate in ongoing phone meetings with City staff throughout the project.

**Determine Inventory Methods.** ESA will prepare a Data and Methods Memorandum to present the data sources and calculation methods that we recommend for developing the community-wide and municipal non-energy inventories. ESA anticipates preparing the inventories for the same year being used for the energy-related GHG inventories (2017), using the most recent data available, including VMT data provided by the City's traffic consultant, Fehr and Peers (F&P). ESA will consult with the City to determine the most appropriate and optimal year based on all factors to be considered.

**Data Collection and Analysis.** ESA anticipates including the following non-energy-related sources in the inventories. For those sectors marked with an asterisk (\*), the accuracy and completeness of emissions estimates will depend on data availability:

<b>Community Sector</b>	<b>Municipal Sector</b>
On-road transportation	Vehicle Fleet: on-road vehicles
Commuter and freight rail *	Employee commute
Off-road vehicles and equipment	Vehicle Fleet: off-road vehicles and equipment
Solid waste	Solid waste
Wastewater (fugitive emissions)	Wastewater (fugitive emissions)
Refrigerants (HFCs) *	Refrigerants (HFCs) *

**GHG Emissions Quantification and Report.** After the data collection process is complete, ESA will prepare community and municipal GHG inventories for the year 2017. ESA will endeavor to ensure that all significant and appropriate sources of emissions are included; the boundaries, assumptions and methods used to quantify GHG emissions are sufficient for future climate action planning; and the methods are clear, easily replicable, and allow for future benchmarking to California state-wide emissions and to other counties in the region and across the state.

The inventory development process will enable the City to rank emissions sources according to their contribution and to identify their relative significance in an overall emissions reduction strategy (if this is of future interest to the City), both for municipal operations and within the community.

ESA will use ClearPath to quantify emissions and present the community and municipal GHG inventories. Results will be summarized in a brief report that includes assumptions, inventory methods, data sources, and emission trends. The results will be presented so that the City can compare emissions by sector across inventory years and provide a solid foundation for future GHG reduction planning.

ESA will compile results and methodologies into a draft GHG Emissions Inventory Report inclusive of the community and municipal inventories, inclusive of the energy-related emissions inventories. Following review by the City, ESA will complete a final GHG Inventory Report.

### **Task 3.16: Housing Element Technical Report (VTA)**

VTA will complete a Housing Element Technical Report. The report will include the following:

**Evaluation of Current Housing Element.** The Housing Element must include an evaluation of the effectiveness and appropriateness of the housing programs contained in the City's current adopted Housing Element. VTA will complete a review that takes into consideration the market conditions and funding environment.

**Housing Needs.** VTA will prepare a complete housing assessment and needs analysis consistent with State Housing Element law and California Department of Housing and Community Development (HCD's) Completeness Review Checklist, using 2010 Census, the most current five-year American Community Surveys, Department of Finance estimates, and other current data as available.

Housing affordability is a key local concern given the escalated housing prices in the community and region. The discussion on housing affordability will expand from the typical Housing Element

focus on lower and moderate-income households to include those earning middle incomes and not qualify for public assistance.

The needs assessment will also address the housing needs of special groups in the City. Besides the typical groups identified in State law (namely the elderly, disabled, homeless, farmworkers, female-headed households, and large households), this Housing Element update may consider including discussions on other groups specific to Culver City, such as college students, artists, and workers from the tech and film production industries.

**Housing Constraints.** In this section, VTA will address potential governmental and non-governmental constraints to housing production, preservation, and improvement, including environmental and infrastructural constraints. Factors to be reviewed include market, governmental, environmental, and infrastructural constraints.

Considering the recent changes to State housing laws (including the 2017 Housing Package and the Accessory Dwelling Unit regulations), VTA will review and update the Constraints section comprehensively to identify new impediments to housing production and preservation, and zoning/regulation changes necessary to comply with State law and/or to implement the new General Plan.

**Housing Issues Summary.** VTA will prepare a summary of issues to highlight some of the key housing and demographic changes in Culver City, and emerging housing market and development trends. This issues summary will touch on concerns such as neighborhood compatibility, mismatches between housing types and needs/affordability, and equity issues such as displacement and gentrification, relationship between housing and parks as it relates to homelessness, and potential displacement due to parks investments. VTA will coordinate with the Consultant Team to address equity issues as they relate to housing resources and opportunities.

### **Task 3 Deliverables**

- 3.1 Document review matrix
- 3.2 Land Use, Public Realm, and Urban Design Existing Conditions Report
- 3.3 Mobility and Transportation Existing Conditions Analysis
- 3.4 Environmental Justice and Community Health Report
- 3.5 Market Study Report
- 3.6 Arts, Culture, and Creative Economy Report
- 3.7 Climate Change, Sustainability, and Resilience Report
- 3.8 Infrastructure Existing Conditions Report
- 3.9 Environmental Background Report
- 3.10 Smart City Background Report
- 3.11 Existing General Plan Evaluation Memo
- 3.12 Performance Metrics Matrix
- 3.13 Funding Matrix
- 3.14 Fact Sheets (up to 6)
- 3.15 GHG Inventory
  - Inventory Data and Methods Memo, including socioeconomic and land use assumptions (draft and final versions)
  - Municipal Data Collection Templates
  - Community and Municipal GHG Inventory for 2017, compiled in MS-Excel workbooks and in ClearPath

- Community and Municipal GHG Inventory Report (draft and final versions)
  - ESA in-person presentation of the GHG Inventory Report to City Council
- 3.16 Housing Technical Report

#### **Task 4: Citywide Visioning**

After the Discovery phase, the Consultant Team will initiate the citywide visioning phase. This phase will involve a significant community engagement effort using the methods described in Task 2. The purpose of this phase will be to explore the pros and cons of different patterns and amounts of growth, to hone in on an overall city vision and to develop guiding principles. In addition, the Consultant Team will identify the key General Plan strategies to implement the vision (e.g., revitalize the Sepulveda/Jefferson corridor or transform Ballona Creek) and identify numeric targets to guide the development of more specific General Plan policies and programs.

##### **Task 4.1: Citywide Scenarios**

At a citywide scale, the Consultant Team will identify various scenarios expressing alternative futures, with differing focused locations for change, varying densities, and different amounts of development. For example, we can explore buildout under the existing General Plan and zoning compared to scenarios that increase the height limit in key commercial or mixed-use areas, increase development in certain residential neighborhoods, and/or focus growth on the Downtown over other areas. R+A will use UrbanFootprint to examine impacts of growth under different scenarios to achieve citywide targets and outcomes.

UrbanFootprint can provide detailed information on housing units, jobs, percentage of residents and employees within walking distance of high-quality transit, GHG emissions per capita and mode split. These scenarios can help the public understand how various development decisions can help or hinder criteria that impacts the quality of life in the city.

##### **Task 4.2: Vision + Guiding Principles**

Developing the vision and guiding principles will be a critical stage of the entire GPU and will involve significant public engagement. Through workshops, small group discussions led by General Plan ambassadors, and pop-up workshops (see Task 2), the Consultant Team will explore how individuals envision the future of their City and the most important values of community and identity. This information will be summarized in a new or updated vision statement and a list of “guiding principles” or “community values.” The guiding principles can be used to evaluate General Plan alternatives developed later in the process. The vision and guiding principles will be presented to the GPAC and City Council to approve the direction prior to moving forward into more detailed analysis and policy development.

##### **Task 4.3: Vision Diagram + Key Strategies**

Building off the community engagement process and the vision and guiding principles, the Consultant Team will summarize the overall major components (or “big ideas”) that the General Plan will put forward. This could include areas of the city to focus new development (such as Sepulveda Gateway), natural areas that could be enhanced (such as Blair Hills), major transportation improvements, or new policy directions such as addressing health or economic disparities or improving housing affordability. A look at sustainable infrastructure to solve issues around aging infrastructure to handle growth and land use change will be provided. This will also include an assessment of key areas that may be prioritized in terms for capital improvements through the opportunities around sustainable systems. The major physical strategies will be diagrammed so they can be easily communicated.

**Task 4.4: Citywide Targets + Outcomes**

The Consultant Team will identify numeric targets and high-level outcomes to be achieved within the time frame of the updated plan. The targets will be used to develop policies and programs in the plan and to track progress of the plan over time. Example targets that we have used in other communities are sustainability goals such as carbon, waste, energy, water neutrality by a certain date; trip caps for all or part of the city; Vision Zero; or numeric parks targets such as all residents live within a quarter mile walk of a park.

**Task 4 Deliverables**

- 4.1 Citywide scenarios (PPT with maps and summary results; draft and final)
- 4.2 Vision and guiding principles (draft and final)
- 4.3 Vision diagram and key strategies (draft and final)
- 4.4 Citywide targets and outcomes matrix (draft and final)

**Task 5: Land Use, Urban Design, + Transportation Alternatives****Task 5.1: Neighborhoods, Districts, + Corridors**

The Consultant Team will comprehensively study Culver City's urban form, understanding that the city is an intricate fabric made up of distinct neighborhoods, corridors, and districts. The Consultant Team will apply advanced data-gathering and analysis methods to verify, and where appropriate, recommend adjustments to the neighborhood boundaries presented in the existing Land Use Element (Figure LU-8). Beyond residential areas, the Consultant Team will further deconstruct and divide the city as appropriate into districts (which are typically employment or activity-based, such as where the studios are clustered), and corridors (which are usually linear commercial strips such as Washington Blvd or Sepulveda Blvd). This task will prepare the Consultant Team for the following exercise regarding change and stability, and the product will be a series of maps.

P+W will use data mapping, analysis of publicly available data, including social media, and field surveys to document the urban morphology of Culver City. The Consultant Team's goal will be to gain an understanding of the physical and programmatic forces that shape the experience and identity of neighborhoods, districts, and corridors. The study may include:

1. Scale assessment: building height, building footprints, lot size, lot frontage, street width, and prevalence of certain building features;
2. Program mapping: land use mapping with a special focus on destination-making clustering effects, e.g., concentration of design, art, and dining around Helms Bakery District;
3. Transportation mapping: street network, bike infrastructure, pedestrian infrastructure, etc.

**Task 5.2: Areas of Change + Stability**

Building upon the analysis and mapping processes in Tasks 3.2 and 5.1, the Consultant Team will identify areas of change and areas of stability at the neighborhood, corridor, and district level. The Consultant Team use data analysis to document areas of development activity. The Consultant Team will look to City staff for their instinctive knowledge about development interest and ongoing planning activities in areas throughout the city. Based on this information, the Consultant Team will prepare a map that identifies areas in the city where no land use designation change, and little or no physical change are anticipated (areas of stability, maintenance, and/or enhancement), areas where incremental change is anticipated (areas of

change or evolution), and areas in which transformational change is envisioned (areas of transformation).

Two areas will be of interest: 1) those that are transforming most rapidly, and 2) those that are showing little development interest even though their transformation would significantly enhance the city. These maps and analyses will be used to identify where, if any, land use designation changes are required to accommodate new development or a new community vision.

### **Task 5.3: Team Working Meeting**

After the initial research and identification of areas of change, key members of the Consultant Team will hold a multi-day (three or four days) working meeting in Culver City with key members of the Consultant Team to develop land use + transportation alternatives, meet with stakeholders, work with City staff to develop and resolve policy alternatives, and collaboratively develop conceptual ideas and a public realm framework. This workshop will also allow us to present the Consultant Team's mapping and data findings to City staff. This is an opportunity to discuss and even challenge R+A's findings. Note that not all Consultant Team members will be at working meeting for the entire time. Additionally, the working meeting may coincide community engagement activities.

### **Task 5.4: Alternatives for Areas of Change**

For each of the identified change areas, the Consultant Team will prepare up to three (3) land use and urban design alternatives that vary in terms of land use, density or intensity, public space emphasis, and mobility and parking. Each proposed alternative will be illustrated through a series of graphics and diagrams that present:

- **Land Use and Development.** Each alternative will propose a different mixture of uses, allowable maximum heights and densities, and total amount of new growth.
- **Building Design/Character.** The Consultant Team will prepare an alternatives map with precedent photos of representative buildings, place types, and architectural character to match the proposed urban design.
- **Circulation.** N\N will identify future roadway, transit, and active transportation networks required for the anticipated levels of change or growth based in part off guidance from both City staff and the public input process.
- **Open Space/Public Realm.** R+A will identify proposed future parks and open space networks and alternative approaches to expanding parks and open spaces. As needed, P+W will include illustrations or renderings of the proposed public realm.

### **Task 5.5: Alternatives Analysis**

The Consultant Team will prepare a "matrix-level" analysis of the alternatives in a PPT presentation, which may include details such as the number of jobs, housing units, economic benefit, transportation impact, and others (as needed). This analysis will help determine the overall capacity of the transportation system and the relative ability of each alternative to satisfy the City's mobility goals. The Consultant Team will perform four separate analyses for each alternative:

1. **Land Use Impacts.** For each area-specific alternative, R+A will use UrbanFootprint to model the land use, transportation, health, and environmental impacts. The analysis will

result in metrics that compare the alternatives in terms of transportation, health, environmental, and economic outcomes. Note that only analyses readily available in UrbanFootprint will be used.

2. **EIR Impacts.** ESA and F&P will meet with City staff to discuss CEQA strategy regarding the three (3) areas of change and area alternatives. ESA, working with other team members, will identify aspects of the alternative development that could result in findings of significant effect and suggest adjustments that would serve to minimize such effects.
3. **Fiscal Impacts.** HR&A will support the Consultant Team in its evaluation of proposed General Plan land use, urban design, and transportation scenarios by providing a high-level qualitative assessment of their relative fiscal implications and market-responsiveness. This assessment will demonstrate the fiscal tradeoffs and relative market strength among alternatives and will provide commentary on each alternative's risk factors and opportunities.
4. **Mobility Analysis.** N\N will develop a matrix-level assessment of mobility performance for each alternative regarding their alignment with the City's mobility goals. The assessments will be qualitative based on national and statewide data and best practices regarding the typical outcomes for various approaches. This high-level assessment will help to frame the trajectory of transportation investments as input to more programmatic capital budgeting going forward.

These alternatives and their costs and benefits will be presented at community meetings, pop-up workshops, and through online engagement. The preferred direction for each area will then be presented to the City Council and Planning Commission at a study session.

#### **Task 5.6: Select Preferred Direction**

Through an extensive public process that will include input from public workshops, City staff, and the Planning Commission and City Council, the alternatives will be vetted, discussed, and evaluated. The Consultant Team will learn from community members and stakeholders and welcomes their input in a variety of meaningful ways. While we may not always be able to do everything the community asks, we can incorporate feedback into the alternatives and arrive at a preferred plan with significant buy-in.

At the end of this process, the preferred direction for each of up to three change areas will have been selected and refined. This finalized approach will present a clear picture of land use, open space, development intensity, circulation, and an economic framework for the continued evolution of each change area. It is assumed that the final direction for each area will represent a combination of elements from project alternatives. It is anticipated that elements of the transportation plan will include enhancements to the connectivity, functionality, and safety of all transportation modes through smart transportation management and a complete streets approach. The preferred alternative will be reviewed and approved by City staff, the Planning Commission and/or City Council.

#### **Task 5.7: Analysis of Preferred Direction**

Following the selection of the preferred alternative for each change area, the Consultant Team will review the selected approach for effectiveness and market feasibility. This step will ensure that plan recommendations lead to the desired results. R+A will re-run prior analyses from Task 5.6, assuming proposed recommendations and policies are in place, including a multi-modal



transportation analysis by N\N and land use, GHG, environmental and health analysis using UrbanFootprint.

**Task 5.8: Growth Projections**

The Consultant Team will build on the existing conditions analysis and the previous work completed in Task 5 to develop detailed growth projections with parcel and/or TAZ level allocation by land use type. These scenarios will incorporate both regional economic trends (“top down”) as well as existing land use (“bottom up”) considerations. These growth scenarios will be designed to inform policy considerations and environmental review later in the process. The final deliverable will be a memo describing R+A’s approach to the projections and summarizing the overall growth assumptions.

**Task 5 Deliverables**

- 5.1 Map of neighborhoods, districts, and corridors (draft and final)
- 5.2 Map of areas of change and stability (draft and final)
- 5.3 Team working meeting materials, including PPTs and agendas as needed
- 5.4 Land use/design alternatives for three (3) areas of change
- 5.5 Alternatives analysis summary in PPT
- 5.6 Preferred direction memo for change areas identifying implementation strategies
- 5.7 Final growth projections memo

**Task 6: Citywide Policy Frameworks + Technical Analysis**

Each Consultant Team member will prepare a memorandum outlining the proposed changes to the goals and policies for each Element of the General Plan listed below. This framework memo will list the goals, policies, and implementation actions that should be incorporated into the General Plan, those that should be deleted and changes to existing goals, policies and implementation actions. If needed, members of the Consultant Team will prepare policy alternatives for major policy issues facing the City. In this task, the Consultant Team will work with City staff, City Council, GPAC, TAC(s), other boards and commissions as needed, and the community to resolve key issues identified during Tasks 2-4 and any topics that are required under State law. The policy topics described below will closely mirror the plan elements to be completed under Task 7.

**Task 6.1: Land Use (R+A)**

R+A will develop a policy framework for land use based on the preferred alternative selected during the process, including:

- Modifying land use designations and the land use map to reflect new market conditions, changes in land use and zoning, and potential for new growth in certain areas of change.
- Developing a vision, intent, policies and implementation actions for each sub-area of the city; e.g., specific neighborhoods, districts and corridors
- Incorporating policies from applicable policy documents where necessary; e.g., Draft Inglewood Oil Field Specific Plan, comprehensive plans, strategic plans, designs for development, among others
- Developing policies for preservation and enhancement of existing single-family neighborhoods
- Creating policies to stimulate and encourage the provision of “missing middle” housing types
- Addressing other land use topics that are identified during the process

**Task 6.2: Public Realm + Urban Design (P+W)**

Leveraging their design expertise, P+W will lead the development of policies and goals, with supporting photographic images, around elevating the public realm in Culver City, including:

- **Public spaces.** Creating high-quality public spaces through arrangement of streetscapes, materials, landscape, and buildings with a focus on identity, accessibility, human comfort, connectivity, and safety
- **Landscape and open space.** Existing and new open space opportunities, urban street tree canopy consistent with the City's Urban Forestry Management Plan, and Ballona Creek
- **Urban design.** Context-appropriate buildings, opportunities for unique and context-shaping architecture, treatment of ground floors, entrances, and interfaces with the public realm

**Task 6.3: Mobility (N\N)**

Based on idea-generation from community conversations and exploration of existing conditions, N\N will develop a citywide mobility policy framework that focuses on policy opportunities for Culver City to dramatically innovate and improve the transportation system in upcoming years, including:

- **Vision Zero.** As the City explores Vision Zero goals to reduce the number of people killed or seriously injured in traffic collisions, N\N will leverage their national experience framing street safety policies, guiding the appropriate data and policy approach that delivers the most impact within Culver City. N\N will refer to the Bicycle and Pedestrian Action Plan current being prepared by the City's Public Works Department to support this task.
- **Rethink Transportation Performance Metrics.** Culver City's tools for measuring the success of its transportation system should follow from the larger goals of the City, established in this GPU. While it is important to measure congestion, LOS is not always the best metric, since it focuses on individual intersections rather than corridors. Culver City must measure the success of all modes of transportation, not just the car. N\N will work with F&P as they identify near and long-term strategies to update the City's CEQA analysis to include VMT-based impact criteria and provide guidance for officially transitioning from LOS to VMT based CEQA evaluation to support the City's compliance with long-term SB 743 implementation requirements. This will involve representatives of N\N participating in key meetings F&P has with Culver City staff to develop the VMT guidance, in order that general plan goals and approaches can be incorporated consistently.
- **Emerging Mobility.** Not since the mid-20<sup>th</sup> century have new tools, information and mobility options so profoundly changed the way we evaluate, plan, and build transportation infrastructure. The GPU cannot anticipate every technology change coming up, but rather should ensure it positions Culver City to critically examine its role as mobility enabler, and leverage as much positive gain as possible from these shifts.
- **Transportation Demand Management (TDM).** What is the next generation of demand management tools and how might Culver City leverage them citywide? How can innovative TDM and first/last mile policies and projects support the city's emerging status

as a transit-oriented community? The city's burgeoning employer market and demand for new residential development also create major potential for TDM measures to help shape the next chapter of the built environment as multimodal. Lastly, as the future of parking demand becomes shakier, what is the appetite for acknowledging the reduced need for parking in the future, and the opportunity to plan for that future today?

- **Transportation Equity.** To make equity more than a slogan, it first must be defined. Transportation equity should include a focus on: running an inclusive process, remembering our history, focusing on outcomes, measuring success and failure, addressing displacement, and tracking financial investment to see if the community's values are being carried forward into action.

The appropriate N\N leader, leveraging their multimodal expertise across the firm, will explore each policy area outlined above. Some may lead to alternative creation and analysis. Each topic will cross-pollinate within the mobility policies and among broader General Plan thinking. N\N sees this step as the essential opportunity to raise the big picture policy ideas Culver City should consider and further develop their direction.

#### **Task 6.4: Economic Development (HR&A)**

Based on the analysis of existing conditions and City and stakeholder input received in Task 3.4, HR&A will articulate a draft vision for the future of the City's economic development agenda expressed in the form of targeted goals, policies, and actions tethered with broad responsibilities and performance metrics. HR&A will evaluate tools and strategies that will optimize economic development opportunities in the city and draft recommendations to focus on topics such as the creative economy, business development and retention, partnerships with non-profit organizations and other institutions, and incentives for targeted business investments. The recommendations may also identify key land use development opportunities, strategies to promote equitable development and opportunity, multi modal connectivity improvements, and public realm improvements.

#### **Task 6.5: Cultural (CPG, HR&A)**

CPG, with support from HR&A, will develop a policy framework for the City's arts, culture and creative sector based on the community's vision, distinct characteristics, and strategic opportunities arising from the general plan process. The intention is to assist the City to leverage strategic opportunities and identify investment priorities in the city's cultural and creative ecosystem, based on the potential for meaningful community impacts. The policy framework will encompass a clear set of goals, objectives, and implementation actions. CPG will also identify programming and/or cultural marketing strategies and partnership recommendations. In addition, CPG will identify potential ways in which arts, culture and creative economy can contribute to or integrate with other elements of the general plan and assist in developing policies for those elements.

These policies may include, but would not be limited to:

- Sustaining the cultural ecology through public and private partnerships and resources
- Development of cultural infrastructure (performance and exhibition venues, live-work, maker spaces, etc.)
- Support and development of the creative economy (creative workforce development, creative business retention and attraction, etc.)
- Public art and creative place-making

- Arts and cultural education
- Funding
- Cultural marketing and branding

HR&A will provide input to the draft and final Cultural Element prepared by CPG. HR&A's input will particularly focus on goals and policies to grow the City's Cultural assets that also enhance economic development.

**Task 6.6: EJ, Health, Wellness, + Equity (R+A)**

SB 1000 requires that General Plans include an examination of disadvantaged communities and policies related to critical health topics in the community. The relevant goals and policies for these topics will include: air and water pollution, pollution from proximity to industrial uses, access to healthy foods, community gardens, physical activity, access to health care facilities, transportation safety, and health equity, among others.

**Task 6.7: Sustainability and Climate Change (R+A)**

R+A will develop a policy framework for sustainability and climate change. The framework will build upon the City's commitment to sustainability leadership, from its early adoption of the Solar Photovoltaic Systems Ordinance to its 2017 membership in CPA. The policy framework will build on these existing implementation actions and programs adding new activities and best practices, including:

- GHG emissions reduction targets and measures
- Climate resiliency, referencing the MJHMP and creating complementary policies targeted at populations most susceptible to climate change impacts
- Energy efficiency and conservation
- Water supply and conservation
- Waste management and recycling
- Urban forest
- Green building
- Green business
- Storm water reduction, green streets, and low impact development
- Other innovative topics identified during the process

This policy framework will also cross reference sustainability measures in other elements of the General Plan, including complete streets and active transportation, bike share, transit-oriented design, and public health and equity.

**Task 6.8 Infrastructure and Public Facilities and Services (SDE and R+A)**

SDE will analyze scenarios around infrastructure planning and land use concepts. The following are areas of focus, specifically around conservation, innovative and sustainable infrastructure solutions:

- Water and sewer scenario modeling results
- Sewer availability - decentralized/centralized strategy for scenarios in General Plan
- Water supply and demand scenarios (water balance) in support of scenarios in General Plan
- Provide water supply strategies that enhance conservation on a regional scale and possibly accommodate alternative growth scenarios

- Develop text, maps, and exhibits in support of General Plan

**Task 6.9: Parks + Recreation (R+A, ESA)**

R+A and ESA will develop policies related to parks and recreation facilities, including:

- Improvements to existing parks and open spaces
- Identification of new facility needs
- Funding for new parks and open spaces
- Policies to address the conversion of Ballona creek to a beautiful recreation corridor
- Improving safe access to parks for residents
- Park equity, to ensure that all residents have equal access to park
- Provision of recreational programs for residents of all ages, especially youth and seniors
- ESA will provide support in identifying opportunities and constraints associated with the transformation envisioned by the City for Ballona Creek by involving staff with professional backgrounds in trail and park designs, flood management and hydrology, biology, and historic and cultural resources.

**Task 6.10: Conservation + Open Space (ESA)**

As Culver City continues to grow, the City will need to take proactive measures to protect and enhance their natural, historic and cultural resources. ESA will identify and evaluate strategies to:

- Protect sensitive cultural and historic resources
- Address and identify approaches to enhance valued open space areas including Baldwin Hills and Ballona Creek
- Protect mineral resources (Inglewood Oil Field) and biological communities. Regulations included in the Draft Inglewood Oil Field Specific Plan will be incorporated as applicable.
- Identify and define strategies to improve water quality and storm water management
- Address air quality policies and programs in consideration of climate change and the relationship to land use, transportation, health and safety

**Task 6.11: Noise (ESA)**

To ensure that the GPU limits the exposure of the community to excessive noise levels in noise-sensitive areas and at noise-sensitive times of day, noise sources and projected noise based on future conditions will be documented and mapped. These existing and future noise contour maps will be used to evaluate land use compatibility for transportation based on traffic data from F&P provided in a format identified by ESA and from stationary noise sources and will identify areas subject to significant noise in the future. Methods to attenuate noise to reduce potential noise exposure will be identified.

**Task 6.12: Safety (ESA)**

Health and safety issues are relatively common to metropolitan areas and include natural hazards, such as geologic and seismic hazards, fire hazards, flood hazards, as well as activities that involve storage, use, or generation of hazardous materials and hazardous wastes, including:

- Overlaying the hazards map developed as part of the Environmental Background Report with existing land uses to understand existing conditions, and the land use designations per the preferred plan to understand potential future land use conflicts. This exercise will identify potential increases in populations exposed to natural hazards, with attention paid

to vulnerable population groups. Unique considerations regarding climate change's potential to affect and potentially exacerbate the impacts associated with these hazards will also be considered. Preliminary policy solutions will be identified to address potential conflicts with hazards and to ensure community resiliency in the face of climate change impacts.

- ESA will confirm compliance with SB 379 which requires safety elements to address climate adaptation and resiliency strategies applicable to the city will be achieved by including a reference in the updated Safety Element to, or an attachment of, the MJHMP.
- The MJHMP will be incorporated into the updated Safety Element to fulfill the requirements of SB 1241 which stipulates that the element addresses the risk of fire for lands classified as very high fire hazard severity zones. The preferred plan land use map and anticipated changes to the housing element will also be evaluated to ensure consistency with SB 1241.

**Task 6.13: Housing Constraints and Opportunities (VTA)**

VTA will complete a Housing Constraints and Opportunities analysis. The report will include the following:

**Residential Development Opportunities.** The Housing Element must identify adequate sites with appropriate densities and development standards to accommodate its Regional Housing Needs Allocation (RHNA). Conducting the sites inventory analysis as part of the comprehensive General Plan update provides the City an opportunity to review its existing land use patterns, future land use policies, and conditions and incentives that would foster development. To compile the residential sites inventory for sixth cycle RHNA, VTA will:

- Review and assess available sites in the current Housing Element, taking into consideration the new changes to State law (AB 1397 and SB 166) that place stringent standards on the reusing of these sites.
- Work closely with the Land Use Element update to identify opportunity areas for residential development to offer a range of housing types.
- Prioritize areas that are ripe for near-term potential and identify appropriate incentives to facilitate development.

VTA will participate in the Land Use alternatives development to ensure adequate sites and densities are provided for the City's upcoming sixth cycle RHNA, as well as future RHNA cycles covered under the new General Plan.

**Funding Opportunities.** VTA will examine and incorporate affordable housing funding sources, such as funding that will become available under SB 2 (Building Jobs and Homes Act) and SB 3 (Veterans and Affordable Housing Bond Act), and funding under the existing SB 375 Affordable Housing and Sustainable Communities Act. Other funding mechanisms such as in-lieu fee or linkage fee may also be discussed.

**Partnership Opportunities.** Partnership with affordable housing developers provides another mechanism for leveraging. Through the General Plan public outreach program, the City will outreach to private and affordable housing developers for partnership opportunities.

**Task 6.14: Housing Implementation Plan (VTA)**

The centerpiece of the Housing Element is the Housing Plan, which implements the housing goals and policies. The Housing Element Implementation Plan differs from that for the rest of the General Plan in that the Housing Plan must identify specific actions and objectives for near term (an eight-year planning period), whereas the General Plan has a planning horizon of 20 years.

VTA will update the Housing Implementation Plan to incorporate recommendations generated from the General Plan Update process and reflect changes that respond to findings of the Technical Report (Task 1) and Resources and Opportunities (Task 2). As part of the comprehensive update to the General Plan, this Housing Plan will include a new set of goals and policies and address a range of issues, including:

- Planning and zoning strategies for expanding affordable housing opportunities in the community, while addressing equity issues from the perspective of geographic distribution and social integration.
- A range of housing options for an increasingly diverse population.
- Funding strategies to provide financing for affordable housing.
- Policies and strategies that foster building and preserving neighborhoods.

For each program included in the Housing Element, VTA will establish the timeframe for implementation, specific objectives, funding sources, and responsible agencies. The programs will satisfy requirements of Government Code Sections 65583(b) and (c).

**Task 6.15: Smart City (Urban Systems [US])**

With the recognition that technology and data will play an increasingly vital role in the administration and planning of cities, US will develop specialized policies and goals to ensure Culver City is prepared for emerging “Smart City” trends such as municipal Wi-Fi, signal control and synchronization, data connectivity, safety of citizens, reducing energy consumption, information displays, mobile apps for parking management, etc.

**Task 6 Deliverables**

- Draft and final policy frameworks for each of the above topics

**Task 7: General Plan Development****Task 7.1: Plan Outline**

R+A will work with the City to prepare a detailed outline of the General Plan, including topics and sub-topics to be addressed. The General Plan will be organized clearly and easy for the public to understand and in a way that is logical for City staff to use daily.

**Task 7.2: Plan Format + Design**

R+A will prepare an updated layout and design for the General Plan document in InDesign. R+A will develop sample page layouts for City staff to review. Based on the comments, R+A will revise the design for the General Plan.

**Task 7.3: Admin Draft General Plan**

The Consultant Team will prepare an Administrative Review Draft General Plan based on the established Community Vision and Guiding Principles. For the GPU, the Consultant Team will address all the requirements of State law, such as complete streets, climate change, and environmental justice, using the 2017 OPR General Plan Guidelines. In addition, for efficiency,

we would expect that City staff will be actively engaged in evaluating the existing General Plan and identifying which policies are still valid and which should be deleted or modified.

With the Admin Draft General Plan, R+A will prepare a policy consistency analysis of the General Plan. This analysis will: 1) identify how the Culver City General Plan meets the State requirements for General Plans and 2) map the relationships between key General Plan topics and their integration into each element. This analysis will be presented as a matrix or spreadsheet for staff review.

The following highlights the major topics expected to be addressed in the General Plan. As discussed above, the structure of the General Plan will be determined during the project.

#### *Executive Summary*

R+A will prepare a brief executive summary of the General Plan that highlights the overall vision, direction and major strategies and policies of the plan. This document will be the first stop for residents to understand the future of Culver City and will also be designed as a marketing piece to communicate to outside parties.

#### *Introduction and Overview*

R+A will update this chapter with new data and information.

#### *Vision and Guiding Principles*

This will be a new chapter in the General Plan or integrated into the Introduction. It will include an updated vision statement, guiding principles and a map and description of the major strategies of the General Plan (see Task 4.3). This chapter will serve as the “executive summary” of the plan.

#### *Engagement Summary / Setting the Stage*

The purpose of this chapter is to provide a comprehensive summary of the steps taken during the update process, including a review of all workshops and public outreach, stakeholder interviews, focus groups, and advisory committee meetings. This chapter is important to identify and recognize the community’s contribution to this document.

### **General Plan Topics:**

#### *Governance*

This chapter will address broad governance topics including community engagement, the city’s role in the region and participation in regional planning activities, technology, and transparency.

#### *Land Use and Design*

The purpose of this element is to ensure an appropriate mix of housing, employment, retail/services, recreation, culture/arts, education and entertainment for the city’s residents and businesses, and to ensure that new growth is responsible and benefits the community now and into the future.

- **Citywide Land Use.** This section provides overarching citywide goals and policies related to land use, building character, revitalization of existing uses, attraction of new and beneficial uses, location and identity of visitor-serving uses, and more. These policies apply universally across Culver City.



- **Neighborhood-Specific Land Use.** R+A will develop the foundation of the area-specific land use sections. R+A will create a 2- or 4-page spread for each neighborhood, with a map indicating future land use and related strategies, and then craft policies targeted at enhancing and improving the area to match with the vision expressed by the community and stakeholders.
- **Urban Design and Public Realm.** This topic is of interest to the Culver City community, and thus R+A will craft diagrams, policies, and implementation actions that serve to maximize the quality and quantity of public spaces in the city.

#### *Health and Environmental Justice*

R+A will prepare policies related to health and environmental justice that meets the intent of SB 1000, plus other topics that are important to the community. Key topics will include air and water pollution, pollution from proximity to industrial uses, access to healthy foods, community gardens, physical activity, access to health care facilities, transportation safety, and health equity, among other topics.

#### *Climate Change and Sustainability*

R+A will prepare the Climate Change and Sustainability Element that transforms the goal and policy framework into action. The Element will include GHG emissions reduction targets and measures, energy efficiency and conservation, water supply and conservation, waste management and recycling, urban forest, green building, and green business. Working with the City, R+A will determine whether these topics will be prepared as stand-alone element or an “in all policies” approach.

#### *Mobility*

NN will prepare the Mobility Element, translating project goals and visions into policies and actions. The Mobility Element will define the city’s transportation network and transportation policies to support the anticipated land use growth and provide adequate mobility options and a safe transportation system. The policy updates will reflect SB 743 Vehicle Miles Travelled requirements, professional best practices, direction from City staff, and input from the public and local decision-makers throughout the General Plan process. The Circulation Diagram will encompass the full range of transportation modes, including roadways, transit, and pedestrian and bicycle corridors.

#### *Parks and Recreation*

R+A will prepare parks and recreation policies to address the provision of future facilities associated with population growth in the city. The type and location of parks and recreation facilities will be considered to address any existing deficiencies - at a citywide acre per 1,000 level and at the neighborhood watershed level - and future needs. ESA will assist in preparing policies that address open space areas that also function as parks space.

#### *Conservation and Open Space*

ESA will prepare goals and policies that relate to the retention and enhancement of open space and natural resources, including Baldwin Hills and Ballona Creek, mineral resources in the Inglewood Oil Field, and historic and cultural resources. ESA will also prepare goals and policies that address approaches to improve air quality and water quality.

*Safety*

ESA will combine policies from the existing elements on Seismic Safety and Public Safety into one element and address geologic, seismic, flood, and fire hazards present in Culver City, and include consideration of how climate change could affect and potentially exacerbate the impacts associated with these hazards. Policies will identify climate adaptation measures to improve the community's capability to withstand and survive hazardous conditions. The MJHMP will be summarized in the safety element and a description of how each requirement in Government Code section 65302(g)(4) has been met through the adoption of the MJHMP document.

*Noise*

ESA will prepare the Noise Element that will include goals and policies that seek to minimize and mitigate noise impacts on noise sensitive receivers due to excessive noise.

*Economic Development*

HR&A will prepare a draft Economic Development Element, which will provide a long-term roadmap and yardstick for the City's economic development efforts over the next several decades and will be coordinated with the short-term economic development strategy that the City intends to develop in parallel.

*Arts and Culture*

CPG will develop the Cultural Policy Element for the City's arts, culture, and creative sector based on the community's vision, distinct characteristics, and strategic opportunities arising from the general plan process. HR&A will provide input to the draft and final Cultural Element prepared by CPG, focusing on goals and policies to grow the City's Cultural assets that also enhance economic development.

*Infrastructure and Public Facilities*

The Element will address (at a high level) the city's critical infrastructure – water, wastewater and storm water. The topics will have a strong tie to sustainability. The Element will also address public facilities and services.

*Housing*

The next iteration of the City's Housing Element must be adopted no later than mid-February 2022. Prior to adoption, the Draft Housing Element must be submitted to the State Department of Housing and Community Development for review. VTA will prepare the Housing Element. VTA will work with the Consultant Team in devising a schedule that would meet this statutory deadline, taking into consideration the progress of the overall GPU. VTA will assist in the HCD review, serving as liaison between the City and HCD staff. With VTA's extensive experience working with HCD, they will anticipate comments from the State and help devise responses to address HCD concerns.

*Implementation*

R+A recommends that the implementation actions be consolidated into a (new) separate chapter of the General Plan. The implementation program will enumerate anticipated physical improvements, necessary plans and studies to complete, and on-going programs necessary for the continuing implementation of the General Plan. For each, R+A will include a description of the activity, the responsible department, the implementation timeframe, and if available, the relative cost and funding sources. The information will likely be presented in a table format. The implementation program will be developed in conjunction with the goals and policies in each element. The Implementation chapter will also include an evaluation and monitoring plan that

outlines key measures for tracking progress, challenges, and achievements as the General Plan is implemented over time.

**Task 7.4: Second Admin Draft General Plan**

City staff will review the Admin Draft General Plan and provide a single set of non-conflicting comments. The Consultant Team will address these comments and create a Second Admin Draft for staff review.

**Task 7.5: Screencheck Draft General Plan**

City staff will review the Second Admin Draft General Plan and input comments and provide changes to the Consultant Team. Once complete, the Consultant Team will prepare a Screencheck Draft General Plan.

**Task 7.6: Public Draft General Plan**

R+A will prepare a Public Draft of the General Plan based on minor, editorial, and formatting comments provided by staff's review of the Screencheck Draft. This will be the version that will be presented to the City Council and Planning Commission during the public hearing process.

**Task 7 Deliverables**

- 7.1 Plan Outline
- 7.2 General Plan sample layouts/designs in InDesign
- 7.3 Admin Draft General Plan and policy consistency analysis (matrix)
- 7.4 Second Admin Draft General Plan
- 7.5 Screencheck Draft General Plan
- 7.6 Public Draft General Plan

**Task 8: CEQA Compliance**

ESA will be responsible for completing the following tasks to ensure compliance with CEQA requirements. The Team's scope and budget assume the preparation of an Environmental Impact Report.

**Task 8.1: Project Description, Initial Study Package, Notice of Preparation**

Consistent with RFP, the Consultant Team recommends that an Environmental Impact Report (EIR) be prepared to support CEQA compliance. ESA will prepare a draft Project Description for City review at the outset of EIR preparation. The Project Description will describe expected issues and analysis to be provided in the EIR. The scope of work reflects that other than Agriculture, all issues included in the Initial Study checklist will be recommended for further analysis in the EIR. The Project Description will be based on the Draft General Plan and will include but not be limited to background information on State general plan requirements, the General Plan process to date, Project Objectives, a brief description of the project and will identify the process for completing the EIR.

A Notice of Preparation (NOP) and Notice of Public Scoping Meeting for the EIR will also be prepared for review by the City, including Consultant Team support of tribal consultation to be conducted by the City. In accordance with CEQA requirements, the NOP/Notice of Public Scoping Meeting will include a brief description of the Project, a list of the probable environmental effects of the Project, a land use plan, and the date, time and location of the public scoping meeting. Once the NOP/Notice of Public Scoping meeting is signed by City staff, the NOP/Notice of Public Scoping meeting will be distributed by ESA via certified mail to begin the 30-day public

comment period. During the NOP comment period, the Initial Study will also be made available by City staff for public review.

**Task 8.2: Public Scoping Meeting**

A public scoping meeting will be held in compliance with CEQA Public Resources Code Section 21083.9. The scoping meeting will occur prior to the end of the 30-day public review period on the NOP. The purpose of the scoping meeting will be to allow the public the opportunity to provide input regarding the scope and content of the EIR. The scoping meeting will also provide information on the EIR process and additional opportunities for public input. The Consultant Team will coordinate closely with the City in scheduling and securing the meeting venue and setting the format for the meeting.

**Task 8.3: First Administrative Draft EIR**

A Program EIR will be prepared consistent with CEQA Guidelines Section 15168 which in addition to meeting CEQA requirements is designed to streamline future City development and public works projects that are consistent with the GPU. The format of the EIR and thresholds of significance will be confirmed with the City early on, and an administrative draft EIR will be prepared for City staff review. It is anticipated that the Administrative Draft EIR will contain the following chapters:

- Executive Summary
- Introduction
- Environmental Setting
- Project Description
- Environmental Impact Analysis
- Alternatives
- Other CEQA Considerations
- References
- List of EIR Preparers and Organizations and Persons Contacted

**Task 8.4: Second Administrative Draft EIR**

Following receipt of one consolidated set of comments on the First Administrative Draft EIR from City staff, ESA will prepare a Second Administrative Draft EIR for City review.

**Task 8.5: Proofcheck Draft EIR**

Following receipt of one consolidated set of comments on the Second Administrative Draft EIR from City staff, ESA will prepare a “Proofcheck” Draft EIR for City review to ensure all edits are incorporated and formatting is accurate. No additional changes will be made at this time.

**Task 8.6: Public Draft EIR**

Following receipt of one consolidated set of comments on the Proofcheck Draft EIR, ESA will prepare a Draft EIR for public review, including provision of electronic files suitable for publishing on the City website, hard copies, flash drives, and CDs. ESA will file a Notice of Completion (NOC) with OPR to be distributed to a list of agencies and organizations including the State Clearinghouse, the County Clerk, Responsible Agencies, local libraries and other parties. Copies of the Notice of Availability (NOA) will also be sent to all individuals who commented on the NOP or attended the scoping meeting, as well as other individuals and agencies. This notice will start the 45-day public review and comment period for the EIR.

**Task 8.7: Final EIR**

At the close of the public review period for the Draft EIR, ESA will coordinate with the City to obtain all public comments. ESA will review the comments and meet with the City and Consultant Team to discuss issues raised and establish an approach for responding to comments. We expect this effort will include an assessment of whether further refinements to the General Plan are warranted considering the public comments received on the Draft EIR. After consultation with the City and the Consultant Team, an Administrative Draft of the Final EIR will be prepared. The Final EIR will include: an introduction; responses to comments received on the Draft EIR; corrections and additions to the Draft EIR; a Mitigation Monitoring and Reporting Program (MMRP), and Appendices to the Final EIR. ESA anticipates two rounds of consolidated City comments will be addressed prior to publication of the Final EIR.

Once the City approves the Final EIR, it will be distributed to appropriate agencies and organizations, including those agencies that commented on the Draft EIR and local libraries. ESA will also prepare a NOC to be sent along with copies of the Final EIR to the State Clearinghouse and County Clerk. Ten days after the Final EIR is sent to commenting agencies, public hearings regarding the Project can commence. Upon Project approval, ESA will file the Notice of Determination (NOD) with the County Clerk. This notice will start a 30-day statute of limitations about approval of the project and certification of the Final EIR.

**Task 8 Deliverables**

- 8.1 Project Description
  - Initial Study
  - NOP
- 8.2 Scoping meeting materials
  - Summary of scoping comments
- 8.3 Administrative Draft EIR
- 8.4 Second Administrative Draft EIR
- 8.5 Proofcheck Draft EIR
- 8.6 Draft EIR
  - NOA/NOC
  - Response to Comments
- 8.7 Final EIR, including Response to Comments and MMRP
  - Screencheck and Public drafts
  - Findings, Resolutions, and Statement of Overriding Considerations
  - NOD

**Task 9: Public Review + Adoption****Task 9.1: Online Comment Form**

R+A will prepare an online comment form that allows the public to provide comments on the Public Draft General Plan. This form will allow staff to easily review and sort public comments.

**Task 9.2: City Council, Planning Commission, + Other Updates and Study Sessions**

Throughout the process, Consultant Team members will meet with the City Council, the Planning Commission and other boards and commissions to provide updates on the project and receive input on topic-specific policies and ideas. R+A expects to meet with the City Council about ten (10) times, the Planning Commission five (5) times, and other boards and commissions about five (5) times. About three (3) of the City Council/Planning Commission meetings will be joint workshops with presentation and discussion questions. The remaining meetings will be brief

updates seeking input on specific policies issues or topics. These meeting will occur on regularly scheduled trips to Culver City and/or correspond to other public events to conserve travel time. Below is a breakdown of the about twenty (20) meetings with further detail:

- City Council (±10)/Planning Commission (5)
  - City Council (±7) - brief updates on the process
  - Planning Commission (2) – brief updates on the process
  - Joint Study Sessions (3)
    - On “visioning” and “goal setting” to set expectations for the GPU, including the GPAC
    - On the Housing Element before developing the HCD review draft (VTA lead)
    - On General Plan alternatives before choosing the preferred alternative
- Other Boards and Commissions (±5) – brief updates on the process
  - Cultural Affairs Commission (2) (CPG lead)
  - Others as needed (±3) – brief updates on the process

**Task 9.3: Comments Matrix + Track-Changed Public Draft General Plan**

R+A, working closely with City staff, will create a comments matrix to track all the comments received on the General Plan with a brief statement of how each will be addressed in the final General Plan.

**Task 9.4: City Council + Planning Commission Hearings**

The Consultant Team will attend two (2) hearings with the Planning Commission to review the Draft General Plan and the Final EIR. City staff will prepare the staff report and the presentation materials and make the presentation to the Commission. The Consultant Team will attend two (2) hearings with the City Council to review the Draft General Plan and Final PEIR. At these hearings the City Council will consider the Planning Commission's recommendations and the comments made at the public hearings. At the end of the hearings, the City Council will determine whether to certify the Final EIR and whether to adopt/approve the GPU.

**Task 9.5: Final General Plan**

Based on final direction/comments from the City Council during the hearing process, R+A will prepare a Final General Plan that reflects all the changes approved by the City Council. As part of this task, the Consultant Team will prepare and transfer all relevant materials, maps, and design files to the City so that staff can assume full ownership of the document.

**Task 9 Deliverables**

- 9.1 Online comment form
- 9.2 Study sessions materials
  - City Council about (±7) brief updates with 10 slide PPT for each and with assistance from City staff
  - Planning Commission (2) PPTs based off City Council update materials
  - Joint City Council/Planning Commission (3) draft and final PPTs and study questions
  - Other boards and commissions (±5) PPTs based off City Council update materials with minor modifications for the specific commission or board
- 9.3 Comments matrix
- 9.4 Planning Commission (2) and City Council (2) hearings
- 9.5 Final General Plan
  - Final searchable PDF
  - Final InDesign files

**Task 10: Plan Implementation**

While the General Plan and EIR is moving through the adoption process, the Consultant Team will begin a series of tasks to begin to implement the General Plan. At this stage in the process, we expect that City staff will play a leading role in many of the following activities. Thus, the budget identified with each task only covers a portion of the overall level of effort needed to prepare each of the documents.

**Task 10.1: e-plan**

Using an outside software and vendor, the Consultant Team, working closely with staff, will convert the General Plan into a searchable, online e-plan. This will be like the e-plan R+A is finalizing for the Hermosa Beach General Plan. R+A will work with staff to develop a “code book” of key terms that can be searched in the e-plan. R+A will then work with the vendor to transform the General Plan into a draft and final e-plan.

**Task 10.2: Zoning Code Assessment Memo + Summary Matrix**

R+A will evaluate the extent to which the proposed General Plan (especially the land use designations and other relevant policies) is in conformance with existing zoning codes and regulations. Based on this evaluation, R+A will identify potential regulatory mechanisms to implement the General Plan. This could include revisions to the existing code, developing a new form-based code, creating design guidelines, or some combination of these options. This work will be summarized in a Code Audit Memo which includes a summary matrix and will be presented to City staff.

**Task 10.3: Detailed Implementation Strategy Plan**

While the General Plan itself will contain a comprehensive chapter with all implementation actions/programs, this deliverable would be a living document that is focused on immediate implementation steps (less than five years) and can be routinely compared against capital improvement programs and department work plans. The strategy plan would include details of specific activities, relative costs, funding and financing sources; partners; responsible departments; timeframe for implementation. Having a more flexible, short-term strategy document allows for staff and Council to make minor changes and updates to implementation activities without requiring General Plan amendments. Note that this is a Word-based version of the Implementation actions in the Final General Plan with minor modifications to reflect short-term priorities and other actions identified by City staff in each department.

**Task 10.4: General Plan Evaluation Plan**

During the development of the General Plan, R+A will leverage its transdisciplinary expertise to ensure that the planning process incorporates key elements for monitoring and evaluation of the plan once it is completed. To do this, R+A will craft an evaluation plan that will support its successful implementation. The evaluation plan will: 1) identify a timeframe and methodology to regularly review and update the General Plan; 2) describe how the metrics should be used to track plan progress; 3) identify on-going methods and timing of community engagement to ensure that the public stays involved with the General Plan and has ownership of the document.

**Task 10 Deliverables**

- 10.1 E-plan (including code book and draft and final e-plans)
- 10.2 Zoning Code Assessment Memo + Summary Matrix draft and final
- 10.3 Implementation Strategy Plan draft and final
- 10.4 General Plan Evaluation Plan draft and final

**Task 11: Project Management + Team Meetings****Task 11.1: Team Working Meetings**

At up to four (4) points in the process, key members of the Consultant Team will prepare for and attend half-day or full-day working meetings to brainstorm and work collaboratively with City staff on cross cutting issues and concerns and to develop plan content. The timing of these meetings is as follows:

- Kick-off meeting at the beginning of the project (Task 1)
- After drafts of the existing conditions reports are prepared (Task 3)
- During selection of the preferred land use and transportation direction for change areas (Task 5)
- While developing goals, policies, and actions for the General Plan (Task 6)

**Task 11.2: Bi-Monthly/Monthly Status/Management Meetings**

On a regular basis (bi-monthly or monthly as needed), R+A will work with City staff to schedule in-person meetings with staff to discuss the status of the project and coordinate on project activities. This will include status reports on the project. These meetings will be coordinated with other trips to Culver City to ensure efficiency of travel and budget.

**Task 11.3: Bi-Weekly Check-in Calls**

R+A and other Consultant Team members will hold bi-weekly phone calls to coordinate with the City about the project. This task also covers “informal” communication via email and phone up to the maximum budget. City staff will be responsible for coordinating calls and summary notes including identifying to-do items.

**Task 11 Deliverables**

- 11.1 Team working meetings (4) agenda, materials (if any), and meeting notes
- 11.2 Monthly status reports as part of the invoicing process
- 11.3 Bi-Weekly check-in call

**Task 12: Economic Recovery Strategy and Resiliency****Task 12.1: Assess Key Needs for Recovery**

HR&A will facilitate a series of remote discussions with the City’s Economic Recovery Task Force and other City representatives as needed to gain insights on the known impacts of COVID-19 on the City’s economy, in regards to the creative economy and housing. Key activities will include the following:

- Convene members of the Economic Recovery Task Force, key City economic development leadership, and business and community leaders to discuss how COVID-19 has impacted the above focus areas.
- Refine key aspects of focus areas as needed in coordination with above group.
- Consolidate and review existing diagnostic data from the City.

**Task 12.2: Identify Best Practices for Recovery**

HR&A will analyze readily available economic and demographic diagnostic data to assess real-time trends for the focus areas in Task 12.1. This includes:

- Identifying available stimulus funding relevant to the above focus areas.



- Identifying best practices past and present, including how similar cities have responded in past economic downturns and disasters, as well as innovative approaches being recommended, planned, or implemented across the country today (recognizing that the crisis remains relatively new and responses are changing daily). These may include but are not limited to the following: highlighting tactical local land use interventions, identifying key relationships and partnerships for recovery, and preventative tactics for future planning.

**Task 12.3: Recovery Strategy and Economic Resiliency Recommendations**

HR&A will outline key short-term (1-5 years) actions towards recovery, for the focus areas articulated in Task 1.

**Task 12 Deliverables**

13.2 Best Practices Summary Memo

13.3 Summary of recommended policies and actions, to be integrated into the GPU directly, or provided as a memo

**Task 13: Support the Chief's Advisory Panel****Task 13.1: Develop Public Safety and Policing Survey**

R+A will work with the City Manager's Office (CMO) and Saul Sarabia to develop a public safety and policing survey. This includes:

- Conducting one review and refinement of survey questions developed by the Police Chiefs Advisory Panel (CAP).
- Participating in conference call to finalize questions.
- Posting final survey questions to SurveyMonkey or similar online tool.
- Creating paper copy of survey.

**Task 13.2: Distribute Survey**

R+A will work with the City to distribute the survey, including:

- Participating in a conference call with CMO, Saul Sarabia, and other City departments to develop a survey distribution strategy.
- Developing social media posts, email blast language, or similar based on existing communications framework.
- Working with Advance Planning staff to send targeted email communications to interested General Plan stakeholders.

**Task 13.3: Analyze Survey Results and Present Findings.**

R+A will analyze and summarize findings from the survey. This includes:

- Analyzing data from public safety and policing survey.
- Creating PowerPoint summary of preliminary survey results, including participant demographics, for September CAP meeting for discussion.
- After September CAP, preparing summary report, including Administrative Draft and Final Drafts.

**Task 13 Deliverables**

13.1 Online and paper survey

13.2 Social media posts, email blast language, or similar

13.3 Preliminary results PPT; Admin and Final Survey

**Meeting Matrix**

The following is a summary for the firms that will be attending each meeting by type. The scope and budget assume that more than one meeting will occur during single trips to Culver City. For example, in-house staff meetings will likely occur on days when there are workshops or GPAC/TAC meetings already scheduled.

<b>Task #: Meeting Type</b>	<b>R+A</b>	<b>P+W</b>	<b>ESA</b>	<b>HR&amp;A</b>	<b>NN</b>	<b>VTA</b>	<b>CPG</b>	<b>SDE</b>	<b>US</b>
1.1: Project kick-off meeting (1)	1	1	1	1	1	1	1	1	1
2.6: Stakeholder interviews (up to 30)	20	10					15		
2.7: GPAC meetings (15)	15	3	2	2	2	1	1		
2.8: TAC meetings (up to 20)	8			3	3	3	3	1	
2.9: Pop-up workshops + community events (3)	3								
2.12: Community workshops + festivals (7)	7	2	1		1	2			
2.14: In-house staff meetings (2)	2	2	1	1	1				
5.3: Team working meeting (1) *1 day **2 days	1	1	1*	1*	1**			1*	
8.2: Public scoping meeting (1)			1						
9.2: City Council, Planning Commission, + other study sessions (±20)	10	1	1	2	1	1	2		
9.5: Hearings (4)	4	2	4			2			
11.1: Team working meetings (4)	4	2	2	2	2			1	

## Assumptions

The following is a list of assumptions for the GPU.

### Global Assumptions

- The level of effort for each task is limited to the general number of hours for each task listed in the budget spreadsheet. Consultant Team members may reallocate hours between tasks if individual tasks are completed in less time than anticipated.
- The number of rounds of each deliverable (i.e., draft, final, etc.) for each product is identified in the scope. If the scope does not specify the number of deliverables for each product, the only one deliverable will be provided.
- All data and information provided by the City will be assumed to be correct and up-to-date. The Consultant Team is not responsible for out-of-date or inaccurate information.
- All studies that the Consultant Team will prepare are identified in the scope of work. Any studies, tasks, deliverables or reports not specifically identified are assumed to be not included.
- City staff will serve as partners to the Consultant Team in the update process and will be responsible for, at minimum, the following activities:
  - Writing all staff reports
  - Logistics of all meetings
  - Costs of meeting facilities and supplemental costs of meetings and workshops, including but not limited to, food, childcare, high-cost supplies, printing workshop materials, festival event activities, giveaways, etc.
  - Printing copies of documents (the Consultant Team will provide electronic versions and City staff will be responsible for printing)
  - Assisting with outreach to inform the community about General Plan events, including preparing, mailing, and posting public notifications required for hearings and complimentary notifications typically issued by the City. Exceptions include noticing required by the California Environmental Quality Act; the preparation, mailing, and posting of which shall be the responsibility of the Consultant Team.
  - Collecting background data and information
  - Reviewing the existing General Plan to determine the applicability of each policy
  - Timely response to Consultant Team questions and review of documents and materials prepared by the Consultant Team
    - City review time for workshop materials and meeting materials will be about one week.
    - City review of major products will be between two and four weeks, depending on the product and other responsible of City staff. All comments will be provided as a single set of non-conflicting and actionable comments.
  - Participating in the tasks identified in Task 10, Plan Implementation
  - Leading the effort to track and respond to public comments on the Public Draft General Plan
  - Other tasks as identified during the process.

**Task-Specific Assumptions**

- **Task 1.2:** The City shall provide data in GIS format, including but not limited to: existing land use, existing general plan land use designation, and existing zoning districts. Additional data layers will be identified during this task.
- **Task 3:** City staff will be responsible for collecting and confirming the validity of most of background information, especially information for the environmental background report.
- **Tasks 3.3 and 6.3:** The Consultant Team will not be responsible for traffic analysis or running the traffic model. This will be the responsibility of F&P, the City's traffic consultant, under separate contract.
- **Task 3.9:** For the Historic and Cultural component, ESA will rely on already-completed survey work around Ivy Station as part of other project work.
- **Task 3.15:** ESA assumes that F&P will provide VMT estimates for the City for the GHG inventory year using the origin-destination trip method and the TDFM). For municipal operations data collection, ESA assumes the following support from the City:
  - City staff will lead data collection for all sectors of the municipal inventory, and ESA will provide templates to identify the data needed (e.g., fleet fuel use) and guide the data collection effort.
  - The City will provide all requested data for the inventory year in an agreed-upon format in Excel. Data collection will be discussed at the kickoff meeting. When needed, ESA can assist the City in obtaining and processing datasets.
  - For some community sectors (e.g., solid waste, off-road transportation), ESA will be able to collect the data directly from publicly-available sources. For other community sectors, ESA will need to coordinate with City staff to get the data directly from City departments, or to request the data from the appropriate agency (e.g., LA Metro).
- **Task 6.8:** The scope of work does not include a Water Supply Assessment pursuant to SB 610.
- **Tasks 7.3, 8.3, and 8.4:** City comments on the Administrative Draft General Plan and EIR are provided in one consolidated set of comments and will not require new analysis or technical studies.
- **Task 5.5:** Only analyses readily available in UrbanFootprint will be used to analyze the alternatives land use impacts.
- **Tasks 7.5 and 8.5:** City comments on the Screencheck Draft General Plan and EIR will be focused on typographical errors, formatting, and other minor edits only. These changes are expected to confirm and build on previous changes and shall not require a wholesale revision to the plan or entire sections.
- **Task 8.1:**
  - No more than two (2) rounds of comments on the project description will be addressed prior to completion. It is assumed that after the project description has been completed, no further modifications to the proposed program would occur.
  - No more than two (2) rounds of comments on the Initial Study will be addressed prior to completion. Comments on the Initial Study are assumed to be minor.
  - ESA will assist staff with SB 18 and AB 52 compliance. This involves assisting the City in drafting project notification letters and responding to Native American responses or inquires assuming an allowance of eight (8) hours for conference

calls, emails, and/or drafting of letter responses, and one (1) in-person meeting. City staff will be responsible for mailing the letters.

- **Task 8.2:** ESA will coordinate meeting logistics, prepare up to two (2) presentation boards, prepare comment forms and sign-in sheets, provide computers for comments and way finding signage, assist with set up, and attend the meeting. The City will assist in scheduling/securing the meeting room. Meeting format set in coordination with the City. Up to two (2) members of ESA's team will be in attendance assumes meeting no more than two (2) hours in length.
- **Task 8.3:**
  - The analyses in the EIR will be programmatic and will rely heavily on existing conditions information prepared for the General Plan. It is assumed implementation of General Plan policies will, with a few exceptions, be sufficient to reduce impacts to a less than significant level.
  - Changes to technical reports prepared by other team members will not occur once Task 8.3 commences.
  - Preparation of the geology section of the Draft EIR will not include primary data collection, such as subsurface exploration or laboratory testing, since available information should be sufficient to complete the CEQA analysis.
  - ESA will identify potential impacts associated with utilities and service systems (water, sewer, electricity, natural gas, solid waste collection) based on the analysis completed by SDE.
  - Up to three (3) alternatives and a No Project Alternative will be evaluated in the Draft EIR. No quantitative or "refined" analyses will be prepared as part of alternatives analysis for Air Quality, GHG/Energy, Noise, or any other environmental topics evaluated in the Draft EIR. Quantitative analysis of traffic impacts will be prepared by F&P under separate contract.
- **Tasks 8.4 and 8.5:** City review of the Second Administrative Draft EIR and Proofcheck Draft EIR will be limited and focus on minor revisions, errors, etc., and not result in substantive new comments on scope, contents, or format.
- **Task 8.6:** At this point in the process, the number of comment letters on the EIR and the level of effort to respond to all comments is unknowable. Any effort beyond the hours identified in the scope and budget will be considered extra work.
- **Task 8.7:** City review of the Second Administrative Final EIR and Proofcheck Final EIR will be limited and focus on minor revisions, errors, etc., and not result in substantive new comments on scope, contents, or format.
- **Task 9.3:** City staff will have a leading role on this task to ensure that City staff understands all the content in the final General Plan. Most of the matrix will be completed by City staff.
- **Task 9.5:** Only minor, editorial changes will be needed to finalize the document.
- **Task 13:**
  - Survey will not be a random sample of Culver City residents. Survey results will not be weighted to reflect the demographic profile of Culver City residents.
  - CMO and Saul Sarabia will complete initial cleaning and organization of survey questions before providing questions to R+A.

- CMO will provide final approval of the survey questions before posting online, developing paper copies, and distributing the survey.
- City will print, distribute, and enter paper copies of the survey into the online survey tool.
- City will translate materials and provide interpretation services as needed.

## **Optional Tasks**

### **Statistically-Significant Survey**

To provide multiple avenues of engagement and gather input for a diverse range of participants, the Consultant Team could work with the City to prepare a statistically-valid survey to obtain community values and ideas and specific feedback on potential policy direction. This information could help inform the overall direction of the update process. To achieve this, R+A would engage with a survey research firm specializing in community surveys for long range planning projects.

### **Focus Groups**

Consultant Team can host focus groups targeting the youth, the Spanish-speaking community, and other segments of the community that are typically under-represented in the planning process and may need a special focus during the engagement process. The focus groups could be held at the beginning of the process to better understand issues and opportunities or during the policy development phase to test plan concepts.

### **Neighborhood and Stakeholder Meetings to Build Capacity**

Throughout the project, the Consultant Team can attend meetings with neighborhood associations, community organizations, business leaders, and the development community. This will help inform the community and allow residents to communicate their priorities. The meetings also provide the opportunity to team with community leaders to identify best practices to engage residents and stakeholders that typically are not heard from. While R+A can attend these meetings, it may be best if City staff leads this task to establish long-term relationships.

### **Existing Conditions Summary Report**

After the various topical background reports are finalized, R+A can prepare a 20-30-page public-facing report summarizing the findings of the technical background reports using spatial mapping and story mapping to clearly communicate the key takeaways from the preceding Task 3 work. The summary report would distill the findings into an issues and opportunities table that lists the issues that need to be addressed during the GPU. This will be a detailed list that will help the Consultant Team and the City organize discussions and identify needed changes for the General Plan. Separately, R+A can develop a report examining future trends that will impact the planning in Culver City in the future. Potential topics include: aging population, housing affordability, majority/minority community, autonomous vehicles (AVs), emerging technologies, regional growth, or other topics identified by staff.

### **Fiscal Analysis of Preferred Alternative**

HR&A can provide a discussion of the fiscal impacts and the most appropriate funding strategies for the construction and maintenance of public infrastructure improvements designed to create the desired high-quality public realm, as discussed in Task 5.7.

**Data Dashboard for Long-Term Tracking**

Using the metrics and targets identified during the planning process, R+A will prepare an MS Excel-based data dashboard to track the progress of the plan over time. The data dashboard will use info-graphics to communicate the effectiveness of the plan and how well the plan is meeting the identified targets. We expect that about 20-30 metrics will be used covering a variety of topics including land use, housing, health, sustainability and economic development.

**Development Review Checklist**

To establish clear expectations for developers in Culver City, the Consultant Team will develop a development review checklist, categorized by development type and sub-area that can be used by staff while reviewing new development applications. The checklist will have an urban design component, a bicycle/pedestrian component, a healthy development component, sustainability/GHG reductions component, and others as desired by staff.