Beverly Hills City Council Liaison/Recreation and Parks Commission Committee will conduct a Special Meeting, at the following time and place, and will address the agenda listed below:

City Hall
455 North Rexford Drive
4th Floor Conference Room A
Beverly Hills, CA 90210

Wednesday, May 9, 2018
8:30 AM

AGENDA

1) Public Comment
   a. Members of the public will be given the opportunity to directly address the Committee on any item listed on the agenda.

2) Resident request to redesign Doheny Block in Beverly Gardens Park

3) Continuations of review of proposals from public engagement firms to assist with gathering public input from the community related to La Cienega Park and facilities

4) Adjournment

Byron Pope, City Clerk

Posted: May 8, 2018

A DETAILED LIAISON AGENDA PACKET IS AVAILABLE FOR REVIEW IN THE LIBRARY AND CITY CLERK'S OFFICE.

In accordance with the Americans with Disabilities Act, Conference Room A is wheelchair accessible. If you need special assistance to attend this meeting, please call the City Manager's Office at (310) 285-1014 or TTY (310) 285-6881. Please notify the City Manager's Office at least twenty-four (24) hours prior to the meeting if you require captioning service so that reasonable arrangements can be made.
In mid April staff met with Ms. Marcy Kelly who lives at 607 N. Sierra Dr. She is interested in the Doheny Fountain block of Beverly Gardens Park. She feels that substantial trees and plants should be planted on the north west side of the Doheny block because she does not like seeing the commercial development in West Hollywood. She cannot see the commercial development from her property, since she lives some distance from it, but she doesn’t like seeing it as she drives toward West Hollywood. She feels that some dense planting/trees will block the view of the streets into the residential neighborhood (e.g. Oakhurst and Carmelita) from nonresidents, and therefore would discourage them from using these streets. She indicated that she raised her concerns some years back with staff and Mr. Steve Gordon; however, current staff had not heard these concerns previously.

Staff explained that the plans for this block have been in development for 10 months, vetted through the Recreation and Parks, Cultural Heritage and Public Works Commissions and liaisons, through the Council liaisons and with the City Council. The contract has already been awarded, the block is under construction for water well renovation, and the fountain is fenced off and work is commencing on remediation of the fountain mechanical elements. Staff explained that the park is on the local historic register which not only includes structures or features (such as the fountain), but also includes character defining features such as paths, planting beds, etc. As a result, staff does not have the liberty to substantially change the character defining features of the block at this time.

Ms. Kelly attended the April Recreation and Parks Commission meeting to share her concerns. It was the desire of the commission to further explore these concerns. Since the issue is time sensitive, it was decided to bring the item directly to the Recreation and Parks liaisons for vetting. Ms. Kelly will be in attendance at the liaison meeting.
RECREATION & PARKS COMMISSION

APRIL 24, 2018

Remarks by

Marcy Kelly Brubaker

Thank you for this opportunity to speak to you about the Doheny Fountain Park and its revitalization. I live on Sierra Drive, two blocks from Doheny, and drive by the fountain almost every day. Over many years, I have been frustrated by the state of the park. It was badly landscaped and in a forlorn state. But most importantly, unlike the park areas along Santa Monica and Wilshire Boulevards, it did not provide a barrier between our residential neighborhood and the traffic and commercial buildings in West Hollywood.

In the past, when I approached the city about this, I was told there was no budget for improving it. I understand that new landscaping plans were completed over a year ago for this park. Unfortunately, none of the neighbors near the park was included in this process. Had we been part of the conversation, we would have asked that the new design shield us from commercial buildings and traffic.

The old red brick building on the corner of Doheny and Santa Monica in West Hollywood, empty for many years, is going to become a hotel;
the new condo development just north of it, is nearing completion; a block of commercial buildings on the south side of Santa Monica just east of Doheny, will soon be torn down and construction will begin for a large mixed use building. All of this will add more traffic, noise, pollution, employees, tourists — and less privacy for us. There is also the issue of drivers who cut through the flats. With low plantings in the park, commuters can clearly see alternative routes and are enticed to cut through our residential streets.

I recognize that the landscaping design was approved by various city departments and the Council. And, from what I’ve seen, it’s lovely – from Santa Monica Boulevard. But sadly, the designers did not take into account the people who live on the blocks behind the park.

From Carmelita Drive, starting at about Arden, traffic on Doheny is visible. As one approaches the park, close to Oakhurst, commercial shops and the Petco sign come into view. I speak for many of my neighbors when I ask that, to protect our privacy and real estate values, the Commission approve the planting of greenery on the backside of the park that will provide a separation between residential and commercial sectors.

Thank you.

Marcy Kelly Brubaker
607 N Sierra Drive, BH
310-786-7866, cell 310-926-5020
ATTACHMENT 2
Block 1: Carmelita Ave. – Oakhurst Dr.
Yesterday

History:

- Opened in 1931, designed by W. Asa Hudson as the Eastern Gateway to Beverly Hills
- Features the Beverly Hills Shield Sign serving as a photo opportunity

1937
Recommendations:

- Replace fountain equipment and vault to current standards
- Repair leaking fountain basin with new waterproofing material
- Repair damaged cast stone element and basin coping
- Restore historic decorative tiles at waterline and risers
- Replace in-kind terra cotta paving tiles
STAFF REPORT

Meeting Date: May 9, 2018
To: City Council Liaisons
From: Nancy Hunt-Coffey, Director of Community Services
Subject: Continuation of review of proposals from public engagement firms to assist with gathering public input from the community related to La Cienega Park and facilities

Attachments: Attachment: Materials from the April 18th liaison meeting

Attached is the information that was included for the liaison meeting on April 18, 2018 when the public engagement firm proposals were first discussed. Since the April liaison meeting, staff has had an opportunity to do further research and gather responses to some of the questions raised at the April meeting. The liaisons are asked to make a final recommendation on the firm to be selected for the public engagement process for La Cienega.
STAFF REPORT

Meeting Date: April 18, 2018
To: City Council Liaisons
From: Nancy Hunt-Coffey, Director of Community Services
Mandana Motahari, City Architect
Subject: Review proposals from public engagement firms to assist with gathering feedback from the community related to La Cienega park and facilities
Attachments: Attachment #1 Request for Proposal
Attachment #2 Proposal from The Roberts Group
Attachment #3 Proposal from Consensus and Collaboration Program
Attachment #4 Summary of feedback from 12/10/2014 Community Meeting
Attachment #5 Summary of result from 2015 Southeast-In-Motion Community Meeting

In fiscal year 2017-18, the City Council adopted priority #4 which states: Master Plan City Needs at La Cienega Park and Tennis Center Site. After the adoption of this priority, the City Council Recreation and Parks liaisons (at that time Mayor Bosse and Councilmember Mirisch) directed staff to develop a public engagement plan to gather public feedback on the needs at this site.

After much consideration, staff feels that the best path to gather public input is to engage the services of a firm that specializes in public outreach so that the data that is collected is neutral and is not influenced by any specific architectural "vision" for the site. Staff feels that the primary purpose of this project should be to focus primarily on what the Beverly Hills community wants to see at La Cienega. Toward this end, on March 19, 2018, staff issued a Request for Qualifications (RFQ) for La Cienega Park Public Engagement Services. Four firms responded to this request: Consensus and Collaboration Program (CCP), the Roberts Group, Cabot Consulting, and LINK Strategic Partners.

Staff has reviewed the four responses, and has arranged for the liaisons to interview representatives from the Consensus and Collaboration Program and The Roberts Group at the liaison meeting. Both of these firms are based in California and have Southern California-based representatives who have completed projects locally. They seem to have project teams that are qualified to carry out the desired work, and they both proposed a logical and straightforward approach to the project. A copy of the RFQ and the responses from both companies are included in this packet for review by the liaisons.
PLEASE NOTE: The attached proposal from the Roberts Group included the
architectural firm Gruen and Associates as part of their project team. Staff feels that it is
too preliminary to include an architectural firm, so The Roberts Group has been asked to
pare back their proposal to focus solely on public engagement. They will describe this
pared back approach at the liaison meeting on Wednesday. When, and if, architectural
services are required, a separate RFQ/P will be issued at that time.

Staff felt that for a variety of reasons Cabot Consulting and LINK Strategic Partners were
good firms, but that they were not the best fit for this project. Cabot Consulting did not
include references to projects similar to the one envisioned at La Cienega, and their
approach was less defined than the other responses. Most of the experience listed in
the LINK response was with school districts, and they are a company based out of
Washington D.C.

The liaisons are asked to review the two proposals from The Roberts Group and the
Consensus and Collaboration Program to determine whether one of these firms would
be able to carry out a public engagement process for La Cienega.

BACKGROUND
Staff also thought it would be useful to provide a very brief background on La Cienega and
the public input that was gathered a few years ago.

La Cienega Park first became a park in 1928 and has evolved several times. Once the
home of an Olympic sized swimming pool which served as the training site for the 1932
Olympians, it has changed throughout the years to meet the growing needs of the
community. Now considered the City’s sports park, its large field space provides two (2)
large sports fields in the fall and transitions to three (3) baseball diamonds in the spring.
It is the home field for practices and games of Beverly Hill AYSO (American Youth
Soccer Organization), Beverly Hills Little League, and the Beverly Hills High School
Baseball Team. There are four (4) picnic tables for open use or by reservation. The
playground equipment was replaced 9 years ago with an expected use span of
approximately 12-15 years. The most recent additions to the Park was four years ago
which included an outdoor fitness equipment area and a contracted snack bar.

The Community Center as you see it today was built in 1981 and currently houses an
auditorium, a dance room, a meeting room and a City operated Preschool room. In these
four rooms, a myriad of City sponsored recreation classes and programs are held, as
well as providing space for community meetings and social gatherings. It also serves
as office space for four full-time recreation staff. Some basic improvements were made
to the Community Center over the last two years. For example, the roof was sealed to
prevent water intrusion, and the HVAC system was upgraded so that it works properly.

The 2017-18 City Council priority also included the park/building area on the western
side of La Cienega Blvd. The La Cienega Tennis Center is located directly across from
La Cienega Community Center and Park. The La Cienega Tennis Center encompasses
two meeting rooms, one of which exclusively houses the Beverly Hills Duplicate Bridge
Club, 16 tennis courts, a pro shop, restrooms and locker rooms, administrative offices
and a substantial parking structure, located under the tennis courts.

The City’s former water treatment plan, just south of the tennis center, currently houses
the Library/Archive for the Academy Foundation (associated with the Academy of Motion
Meeting Date: April 18, 2018

Picture Arts and Sciences). The Academy leased this space for fifty-five years from the City in 1988.

At the southernmost corner of Olympic and La Cienega lies Frank Fenton Field which hosts the youngest division of AYSO soccer and Little League for games and practices. There is also a public restroom building at this site which is in fair to poor condition.

City Council priority also indicated that staff should examine a pedestrian bridge that would link both sides of the park, across La Cienega Blvd., with the goal of improving safety and providing a better connection between the City functions on both sides of the street.

At the same time, City Council Priority #3 La Cienega Regional Treatment Facility is underway. Public Works staff have selected a consultant to do a feasibility study of constructing a water retention basin system to help meet the State mandated EWIMP standards. If approved, the water retention basin system would be located under the fields at the site.

Additionally, it should be noted that in 2014, staff was given direction to start an initial public outreach process for the La Cienega Community Center and Park. Staff conducted one public outreach meeting on December 10, 2014 at the La Cienega Community Center. In early 2015, Community Services staff also participated in a meeting conducted at the La Cienega Community Center and hosted by the City's Community Development Department. The meeting focused on the Southeast area of the City, asking for feedback on development interests for this part of town. The La Cienega Community Center and Park was one of the five focus areas. The feedback gathered as part of these two meetings are attached included in this report as well.
Attachment 1
La Cienega Community Center

REQUEST FOR QUALIFICATIONS

LA CIENEGA PARK
PUBLIC ENGAGEMENT SERVICES
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La Cienega Park consists of approximately 17-acres and is divided on the east and west sides by La Cienega Blvd. The Park is located at the furthest southeast boundary of the City with residents of Beverly Hills and non-residents surrounding the Park. The east side of the park houses a multi-purpose Community Center of approximately 9,900 square feet. The La Cienega Community Center houses one of the City-run preschools, staff offices, a small dance studio and community meeting room as well as a larger multipurpose room. Just outside of the Community Center is a playground for children ages 3-12. The playground is reaching the end of its useful life. The Park has three lit ball fields which are used by Little League, the high school baseball team and the City’s adult softball leagues. In the fall, these fields become two soccer fields hosting AYSO and the City’s Adult Flag Football Program. Also on site is a jogging path, an outdoor exercise equipment area, 4 picnic tables, and a small snack bar.

The west side of the park hosts a tennis center of approximately 11,400 sf with 16 lit tennis courts. 14 of the courts are located over a single story parking structure. The La Cienega Tennis Center houses staff offices, a tennis concessionaire, two meeting rooms and athletic support facilities, such as changing rooms and showers. A smaller field utilized for under 8 years old youth athletics is also located on the west side. A 330 space parking structure under the elevated tennis courts provides a majority of the parking accommodations for patrons utilizing either side of the Park.
Project Background

A stated priority of the Beverly Hills City Council is to develop a master plan for La Cienega Park which coordinates an underground regional water retention structure, parking and community center and park needs. The scope of this RFP process is to carry out a public engagement process to determine community center needs for the buildings and site.

Project Description

The City is seeking a firm which will work with a Steering Committee to create community engagement framework (ex. public meetings, focus groups, surveys, interviews, online tools) to help determine the needs of Beverly Hills residents and stakeholders regarding the La Cienega Community Center and Park. The firm selected will reach out to Beverly Hills residents via multiple means, such as public meetings, focus groups, surveys, use of online tools, etc. to gather public feedback on the type of uses and activities that should take place at the Center and Park. Additionally, the firm will engage the various stakeholders, such as staff, preschool parents, regular renters of the rooms, contract instructors and their class participants, youth sports organizations, etc. regarding the opportunities and challenges with the current Center and Park. This data will be compiled and used to make recommendations as to whether the current park and community center facilities and amenities meets the needs of users and the community, or whether renovations need to be made, or whether a new building needs to be constructed. Furthermore the data will be used to determine whether any other design improvements or changes are required. The firm will also gather feedback on the replacement of the playground structure which is reaching the end of its useful life, as well as other desired park amenities.

Comprehensive Goals

- Create community engagement framework, including but not limited to public meetings, surveys, interviews, etc.
- Gather input from Beverly Hills residents and stakeholders regarding desired programs and space needs.
- Perform existing conditions assessments including programs and space analysis as well as analysis of current placement of buildings, community center and tennis center.
• Determine whether two public buildings (Community Center and Tennis Center) are needed or whether a different configuration would better support community, programmatic and space needs.
• Identify key drivers and planning goals and opportunities for remodel, expansion or replacement of building(s).
• Identify key opportunities and strategies to address challenges identified.
• Provide regular updates to staff, Commissioners and City Council on the progress of the public engagement process.
• Based on data collected and performed analysis, develop a comprehensive space program and space needs as well as desired adjacencies.
• Clearly articulate vision for the community center and park consisting of an outline of program and examples of programs and infrastructure to support the vision.
• Provide well conducted and plentiful public outreach and engagement opportunities in an atmosphere of inclusion, where input is welcome and actively sought, while maintaining civility and respect for differences of ideas or opinions. The consultant must possess outstanding skills in meeting facilitation, and be an expert in soliciting public input and securing engagement in a safe, supportive and respectful environment.
Desired Experience and Expertise

- Experience with public engagement with public park community center, and sports facility projects. Able to effectively summarize and synthesize public input and feedback.
- Demonstrated high level expertise in working effectively and collaboratively with neighborhood groups, users, clients, and residents to secure abundant and broad-based community input. Consensus building expertise and strong verbal communication skills are a must.
- Success in the securing quality community feedback and input that effectively assists public agency in future planning to meet community needs.
- Current knowledge of American with Disabilities Act requirements and all appropriate laws, park and playground safety requirements and all applicable codes is highly desirable to assist with evaluating community input.
- Strong meeting facilitation skills with an emphasis on public agency projects.
- Able to successfully work with challenging situations, individuals, and project volunteers.
- Strong public presentation skills; and skilled in engaging the public.
- Strong skills in using a variety of tools to engage the public, i.e social media tools, focus groups, written materials, and website and other technology are required.

Tentative Project Schedule

April 10, 2018  Award of Contract
April 16, 2018  Notice to Proceed
Registration

All interested consultants are encouraged to send an email to City Architect, Mandana Motahari at mmotahari@beverlyhills.org registering their intent to respond to this RFQ.

All firms expressing interest will be added to an email distribution list and will be notified if additional information related to the RFQ becomes available.

Firms failing to register in this manner may not receive all information relevant to the preparation of their proposals.

Question Period

All questions regarding this RFQ must be provided in writing (either by US mail or via e-mail) to:

Mandana Motahari
City Architect
City of Beverly Hills
345 Foothill Road
Beverly Hills, CA 90210

mmotahari@beverlyhills.org

Questions must be submitted by:
March 9, 2018
Submission of Qualifications

The deadline for submission of this RFQ is March 19, 2018. Respondents shall submit:

- Three (3) bound copies of the qualifications
- One (1) unbound copy suitable for reproduction
- Format shall be 8½X11. Fold outs (if any) cannot exceed 11X17

Attention to:

RFQ shall be delivered in a single package and plainly labeled as follows:

ATTN:
City Architect
Mandana Motahari
RFQ for Public Engagement Services
La Cienega Park

Deliver to:

The City of Beverly Hills will accept proposals on or before the date indicated above at the following location and address:

Reception Desk
Department of Public Works
345 Foothill Road
Beverly Hills, CA 90210

Content and Format Requirements

The City asks that interested firms submit their qualifications package, which shall include:

Firm Organization and Background
- firm profile
- proposed project team

Project Approach
- provide a concise summary of the firm’s approach to the project

Experience
- Recent public agency projects of comparable scope
- Identify key staff members proposed for this project

References
- Provide a list of similar projects and project description undertaken by the firm with contact information (preferably the project personnel)
Sample
- Sample(s) reports/documents and public outreach tools related to similar public engagement projects

Fee Schedule
- Separate sealed envelope titled 'Fee Schedule' shall be submitted.
- Fee schedule will be opened after short listing top ranked firms.
Selection Process

A staff selected panel will be evaluating and ranking submitted proposals in the order in which they provide the best value based on the selection criteria. On the basis of the submittals received, the City may then select up to three (3) of the top ranked respondents for an interview.

Based on the qualification, references, interview and using the selection criteria listed here, the selection panel will make a recommendation to City Council identifying the most qualified firm(s). The City reserves the right to investigate and reply upon information from other available sources in addition to any documentation and information submitted by the firm responding to this RFQ.

City staff will meet with the successful firm and negotiate a contract. If good faith negotiations with selected firm are unsuccessful, the City will terminate such negotiation and undertake new negotiation with another finalist, or finalists, if any.

The authorization for contract award to the selected firm for this project will be subject to the approval by Beverly Hills City Council. The City reserves the right to reject any or all proposals, at its sole discretion.

Selection Criteria

Selection of most qualified Firm will be based on submitted proposals, references and if conducted, interviews. Proposals will be evaluated against the criteria listed below:

- Firm background and applicable project experience 30%
- Project team key personnel 20%
- Understanding of the project objectives and proposed approach to this project 30%
- Work plan and list of deliverables 20%
General

Acceptance of Evaluation Methodology
By submitting this proposal in response to this RFQ, respondent accepts the City's Quality Based Selection criteria and evaluation process and acknowledges and accepts that determinations made as part of this process will require subjective judgements by the City.

No Reimbursements for Costs
Respondent acknowledges and accepts that any cost incurred from respondent's participation in this RFQ process shall be at the sole risk and responsibility of the respondent. Respondent agrees that all submissions shall become the property of the City.

Waiver of Claims
Each respondent, in submitting this proposal, is deemed to have waived any claims for damages by reason of the selection of another proposal and/or the rejection of its proposal.
EXHIBITS
Site Photos

Community Center Multipurpose Room

Community Center Dance Studio
Community Center Meeting Room

Playground equipment
Tennis Center meeting room
LA CIENEGA PARK
PUBLIC ENGAGEMENT SERVICES

FRANK FENTON FIELD
LA CIENEGA PARK
CITY OF BEVERLY HILLS

CITY OF BEVERLY HILLS

THE ROBERT GROUP

BEVERLY HILLS
FIRM ORGANIZATION AND BACKGROUND
THE ROBERT GROUP TEAM SUMMARY
The Robert Group (TRG), joined by Fairbank, Maslin, Maullin, Metz & Associates (FM3) and Gruen Associates (Gruen), is pleased to submit our qualifications to the City of Beverly Hills for Public Engagement Services for La Cienega Park. This team comprises individuals and firms with a long-standing history working in the City of Beverly Hills, public engagement processes on sometimes controversial projects, multi-faceted community outreach projects that require in-depth understanding of stakeholders' vision, and needs assessments and master plans for parks and entertainment venues. This team covers all these bases.

TRG will serve as Prime Consultant and Lead on all Public Engagement Activities. The TRG team has a 25-year track record working on public engagement, consensus building and community outreach on numerous signature projects in cities across Los Angeles County and statewide. Most recently, we have worked in Beverly Hills on the Santa Monica Boulevard Reconstruction Project as well as on the Metro Purple Line Extension, including with the project’s Station Area Advisory Group which addressed subway station planning and design. We are leading all public engagements efforts for the LA Stadium and Entertainment District at Hollywood Park (Rams/Chargers stadium) as well as for the proposed new LA Clippers facility in Inglewood. We have also led outreach for numerous parks projects across LA County, including those that required facilities planning, and as part of a larger team on the City of Los Angeles Recreation and Parks Needs Assessment. TRG has served as a prime consultant on numerous projects where we have successfully managed our subconsultants, and have worked with both Gruen and FM3 on many projects both currently and in the past.

FM3 is on board to drive all research-related activities, including focus groups, surveys and creative online engagement. FM3 has specialized in public policy-oriented opinion research since the company was first organized in 1981. With more than 35 years of experience, FM3 offers a full range of opinion research and communications strategy consulting services, with a specific focus on meeting the unique needs of public-sector agencies. FM3 has extensive experience conducting research related to park and recreation facilities. Much of the firm’s work has evaluated opinions about park and recreational offerings to help clients understand resident priorities and needs as part of their individual efforts to pass revenue measures. Other work has taken place within community satisfaction surveys that have explored opinions toward parks, open spaces and recreational offerings, as well as opinions on other city services. And yet other research has looked specifically at how to inspire usage of recreational facilities and assessed perceived needs as part of facilities strategic planning. The firm’s staff has worked on a variety of City ballot initiatives/referendums, as well as conducted research for the City of Beverly Hills, the Beverly Hills Unified School District, private clients and City Councilmembers for more than two decades. In the last 10 years, FM3 has conducted nearly 20 focus groups and approximately one dozen surveys among Beverly Hills residents.

Gruen is spearheading the team’s efforts for the La Cienega Park existing conditions assessments, facilities/buildings needs and placements, and space needs and programming. Gruen’s multi-disciplinary team of architects, planners, landscape architects, interior designers, urban designers and transportation designers and planners is unmatched and provides a wealth of experience in-house for the La Cienega Park project. Not to mention, their office is within walking distance and many of the employees enjoy the park during their lunch or for a brief walk through the park while on their mid-afternoon break.
The Robert Group (TRG) is an award-winning, DBE/SBE certified California corporation. Headquartered in Los Angeles, TRG works with public sector governmental agencies and private sector entities across L.A. County and statewide.

TRG has over 25 years of experience implementing public relations, community outreach, marketing, and strategic communication strategies and plans—developing and implementing public engagement and consensus building efforts on complex projects with stakeholders, often with divergent views. To that point, TRG recognizes that the more complex a project, the more creative and innovative solutions must be to guarantee success. TRG knows the importance of thorough, strategic public engagement activities that motivate participation and generate feasible solutions with broad public support. We help stakeholders meaningfully engage in projects so each project thrives, as a result of informed participation and invested interest. We bring stakeholders and decision-makers together so there’s a shared understanding and benefit. Our experienced approach results in projects that are not only well-planned but meet the community’s needs.

Our team is passionate about improving the communities in which we live and serve; we stir interest, motivate participation, and ensure our projects have the maximum support required for continued funding, construction, and implementation. We develop forward-thinking and comprehensive public engagement programs for planning, public health, transportation, and economic and community development projects, as well as for master plans and projects that require environmental clearance.

In our Public and Community Relations practice, we provide: public engagement plans, mainstream and social media, focus group facilitation, public meeting facilitation and logistics, collateral material design and development, multi-lingual translation services, and innovative, user-friendly, web-enabled public input mechanisms. We have a reputation for crafting creative solutions for often complex public affairs challenges.

TRG has also worked extensively with diverse and multi-lingual neighborhoods. We are especially proud of our track record fostering dialogue and substantive outcomes among a range of stakeholders. Our current and completed projects demonstrate familiarity and engagement with a full scope of communities from all backgrounds. In doing so, we maintain relationships and access to resources that specialize in penetrating multiple ethnic and cultural populations throughout the region.
We have advocated on the federal and state level on behalf of clients such as Metro, the City of Inglewood, the San Francisco Public Utilities Commission, and the City and County of San Francisco, and for private sector clients such as Hollywood Park Land Company, Live Nation and Madison Square Garden. The firm has also worked on numerous statewide political initiatives and public relations campaigns.

TRG has served as a prime consultant on numerous projects where we have not only successfully managed large outreach teams but also seamlessly coordinated our efforts with the jurisdictions for whom we work.

TRG is especially proud that in 2010 the Metro Westside Subway Extension Project (Purple Line Extension) was recognized “as an example of government innovation” and bestowed a “Bright Ideas” award by Harvard University, and more recently Metro’s Regional Connector was honored by the National Association of Environmental Professionals as its 2014 recipient for Public Involvement Excellence.

SUB-CONSULTANT TEAM PROFILES

Fairbank, Maslin, Maulin, Metz & Associates (FM3)

FM3, a California corporation, has specialized in public policy-oriented opinion research since the company was first organized in 1981. With offices in Los Angeles and Oakland, California and one Partner who is permanently based in Madison, Wisconsin, the firm conducts research for public agencies, political campaigns, businesses, and non-profit organizations across all 50 states and in other countries. With more than 35 years of experience, FM3 offers a full range of opinion research and communications strategy consulting services, with a specific focus on meeting the unique needs of public-sector agencies.

FM3 and its antecedent companies have been offering public opinion research services since 1981 and have never failed to complete an engagement.

The firm’s full-service opinion research services include:
- Telephone, web-based, and multi-modal listed sample (including address-based sample and voter sample)
  public opinion surveys in English, Spanish, and other languages
- In-depth executive interviews
- Focus groups and online qualitative research in English, Spanish, and other languages
- Internet surveys, including ad and video testing
- Intercept surveys in English and Spanish
- Public opinion mail surveys in English, Spanish, and other languages
- Consumer market research, branding research, and related consulting
- Consumer experience research and product testing
- Advertising testing using Audience Response System (ARS) “Perception Analyzer” technology
- Data analysis and advanced statistical analysis (including data mining)
- Communications and public opinion strategy consulting

THE ROBERT GROUP

La Cienega Park
Public Engagement Services

TRG’s Response to Request for Qualifications

Firm Organization and Background 5
As a full-service opinion research company, FM3 plans and executes all phases of each research project from kickoff to completion. Our team designs the research instrument, specifies the sampling or recruitment plan, manages the data gathering process, and analyzes and interprets the resulting data.

FM3's principal business is to provide timely public opinion analysis designed to help policymakers make informed decisions. To achieve this, FM3's 25-person, multi-talented staff works in interdisciplinary teams to assure the prompt completion of quality opinion analysis. All key FM3 staff members have advanced degrees in public policy, research methods, and/or extensive experience working in state and local government. FM3 has on-staff Spanish language capability, and regularly conducts bilingual survey research in English and Spanish as well as other languages. In addition, FM3's data collection and other suppliers are closely supervised and pre-qualified by FM3 to render immediate, high-quality service.

On an annual basis, FM3 conducts more than 300 surveys and 160 focus groups, in addition to conducting stakeholder interviews and providing ongoing strategic consulting for key clients. FM3's research and analyses often focus on issues of major economic and social concern, such as customer satisfaction with public services; support for policy proposals; environmental protection; natural resource conservation and development; infrastructure projects; open space and land use policy; city planning, including facilities master planning; organizational branding; transportation; education; budgetary issues and taxation; energy development; health care; growth and property development; and communications technology.

Gruen Associates
Gruen Associates is one of Los Angeles' best known legacy architecture firms that can boast a portfolio of landmark projects spanning more than 70 years. Gruen's significant projects enhance the urban landscape and shape the environment for millions of users. Many historic, urban neighborhoods have been revitalized through their architectural design, planning, landscape, streetscape, urban design and transportation planning solutions that have created multi-purpose, engaging spaces for community interaction, and social and economic growth.

With a staff of 75, Gruen Associates is a Los Angeles-based partnership and has been responsible for some of the most significant, complex and challenging projects worldwide. Named the 2015 Firm Award Winner by the AIA California Council, Gruen was awarded this highest of honors by their peers in recognition of their expertise in collaborative practice, a portfolio of over 10,000 projects, and their contribution to architecture and pivotal role in mentoring future generations of architects, landscape architects, urban designers and planners. Singularly or combined, the impact of their projects on their communities and on their profession is without question.

Gruen maintains close contact with each client from beginning to completion of a project by allocating its direction to one of its partners. They provide personal service, while taking advantage of the wide range of expertise and technical capability of a large organization—Gruen is offering their robust, client-oriented approach to meet your expectations. The firm also works with a diverse group of subconsultants, often managing large groups of engineers and specialty consultants to fulfill the needs of complex projects with their expertise.
PROJECT UNDERSTANDING

The City of Beverly Hills desires Public Engagement services to develop a vision plan for the community center and La Cienega Park. The vision plan is intended to improve recreational opportunities, provide accessibility to surrounding community members and to make recommendations as to whether the current park and community center facilities and amenities meet the needs of users and the community. This will require a robust, creative and transparent Public Engagement process enhanced by marketing research to explore in-depth facility users and the community’s aspirations for the park and an architecture/urban design facet to ensure that a thorough needs assessment is conducted to inform the public engagement effort. Our approach is not only innovative, but also pragmatic in that we start with community concerns and the standards of the City in designing a project, understanding concerns such as maintenance, safety, durability, ADA requirements, site distance concerns, etc. and the needs of the pedestrians and park users.

A Needs Assessment Study will be conducted with the City of Beverly Hills staff, various stakeholders and user groups to identify the programmatic needs of the Community Center and Tennis Facility. Through the various scoping and interview meetings, the space requirements and services will be determined and help assess if the existing facilities meet the current and future needs or if these facilities should be remodeled, consolidated or replaced to best accommodate the group meetings, classes, day care, and other community and tennis related services which will held in these buildings.

La Cienega Park is one of the most heavily used parks in Beverly Hills. From our observations, the children’s playground is always busy and exercise equipment is constantly in use. Walkers and joggers circle the park on its perimeter path daily. Numerous community groups and organizations meet regularly in the community center building and organized, and casual sporting activities are frequent. La Cienega Park is a great gathering place and an attractive amenity for residents of southeast Beverly Hills. There are countless benefits to the park, but as with all public spaces, upkeep is key to maintaining the beauty, functionality and practicality of this open space.

Below are some of the challenges and potential considerations for the goals and intended outcomes. These are challenges and solutions we have identified as part of our up-front due diligence and might constitute some of the starting points of the public engagement process.

<table>
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<tr>
<th>CHALLENGES</th>
<th>SOLUTIONS</th>
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<tr>
<td>The small parking lot next to the community center building is almost always full. This means that many of the Park visitors must park across La Cienega Boulevard under the tennis courts.</td>
<td>The pedestrian crosswalk at Gregory Way is an important &quot;extension&quot; of the Park as it is used by many of the Park patrons and could be a candidate location for safety improvements.</td>
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<td>The number of pedestrian crossings on La Cienega Boulevard led the City to install a median island with a fence to prevent Jaywalking between the two halves of the Park. Unfortunately, the island is narrow, and all the landscaping has disappeared, leaving a fenced island that is not a keeping with the image of Beverly Hills</td>
<td>Should consideration be given to an overhead pedestrian connection if construction of a new building is considered on either side of La Cienega Boulevard? An overhead crossing could be considered, but aesthetics would be important because of proximity to the historic waterworks building now housing the Academy of Motion Picture Arts and Sciences Library.</td>
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**Approach and Understanding**

Request to Response

TRG's vision approach seamlessly into a research engagement, the will weave approach Public the important, options. remodel/expansion and building needs, and space needs, to ensure that incorporates effort the process. The way. The public document will deliverables out often, and early to engage is always approach WG's process. Engagement Public respectfulness and inclusiveness for stakeholders, transparent, for expectations with stakeholders, so the plan should consider this is the best location for such a function.

City of Beverly Hills residents, and users of La Cienega Park, are a highly engaged and connected group of stakeholders, with expectations for a transparent, inclusive and respectful Public Engagement process. TRG's approach is always to engage stakeholders early and often, and our deliverables will clearly document the public input received during the process so that our recommendations thoroughly incorporate what we heard every step of the way.

The Public Engagement effort incorporates a research element to ensure that we hear from project stakeholders in several ways—whether in stakeholder interviews, focus groups, and surveys (telephone and online)—and via community workshops/public meetings. We also include a thorough needs assessment effort that looks at programs and space needs, building use and placement, and remodel/expansion options. Most importantly, the Public Engagement approach will weave the community engagement, research and needs assessment into a seamless approach to a vision for La Cienega Park.

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<td>At the southern end of the park at Olympic Boulevard is an abandoned gas station site, it doesn’t provide a very pleasing aesthetic image as one approaches the Park, but it is in the City of Los Angeles.</td>
<td>If the lot could be purchased for a reasonable price, there could be an opportunity to expand and beautify the Park.</td>
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<td>There are two buildings in the Park, the community center on the east side and the tennis center on the west side, both of which include meeting rooms and require staffing,</td>
<td>Any future site planning would consider whether both are needed or if they could be consolidated into an improved structure.</td>
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<tr>
<td>The Park is in the City of Beverly Hills but is bordered on the east by homes in the City of Los Angeles. Many of the users of the Park and some of those impacted by the Park are Los Angeles residents</td>
<td>We understand that this is primarily a Beverly Hills amenity for its residents and the outreach effort will be focused on the Beverly Hills community. In the previous engagement process, the additions of lighted playing fields with illuminated sound equipment were issues in the adjacent communities and will have to be addressed again in the Public Engagement.</td>
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<td>Will an underground water retention structure be included on this process?</td>
<td>The engagement process will need to identify the best place for such a facility and examine the impacts of its construction on Park activities and surrounding residents.</td>
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<td>As with any park planning process, the question of how many and what types of playing fields should be included in the plan will be an important consideration.</td>
<td>There are three baseball fields on the east side of the Park today, which can also be converted to soccer and/or football fields, as well as a youth field on the west side of La Cienega. The best use of this large portion of Park acreage will be an important consideration in the outreach effort.</td>
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<td>Lastly, the maintenance yard for the Park is at the northeast corner of the Park.</td>
<td>This places it close to adjacent residences, so the plan should consider if this is the best location for such a function.</td>
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## Anticipated Project Schedule

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<tr>
<th>TASK</th>
<th>MONTH 1</th>
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<th>MONTH 3</th>
<th>MONTH 4</th>
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<td>PROJECT KICK-OFF AND PUBLIC ENGAGEMENT PLAN</td>
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<td>STAFF UPDATES</td>
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<td>COMMISSION AND COUNCIL UPDATES</td>
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<td>ONE-ON-ONE INTERVIEWS</td>
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<td>SURVEY</td>
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<td>COMMUNITY WORKSHOPS</td>
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<td>POP-UP AND YOUTH EVENTS</td>
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<td>DRAFT AND FINAL REPORT</td>
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### PROJECT APPROACH

**Community Outreach and Public Engagement Plan**

**Outreach Strategy and Kick-Off**

The success of any project starts with a comprehensive outreach plan that identifies a process for public and community engagement, likely challenges and approaches to address those challenges, utilizes the full range of communication tools and targets key stakeholders.
TRG will prepare an Engagement Plan that provides a blueprint for reaching project stakeholders and interested parties and includes project milestones and a proposed timeline to guide the outreach effort while, at the same time, endeavoring to build in sufficient flexibility to recognize the dynamic nature of the design process. This Engagement Plan encompasses the approaches that will be taken to notify, educate and engage stakeholders as well as the details of how public input will be documented, evaluated and incorporated into the decision-making process as the questions, concerns, creative ideas and needs of community members will inform the design process.

TRG anticipates utilizing the full complement of outreach tools from traditional methods such as community workshops, focus groups and stakeholder interviews, collateral material development, and social media, to cutting edge web tools, and tactical urbanism stakeholder engagement strategies. TRG has an established track record embracing and implementing new, innovative ways to engage communities to help build awareness of and consensus on our projects. We are always looking at adopting new strategies to facilitate the outreach process, so we can spread our net further and make sure we include “hard-to-reach” populations. At the same time, we also look at each project for unique opportunities to leverage public input through innovative strategies.

TRG will also look at creative opportunities to seek public input such as pop-up meetings, Storytelling videos, intercept interviews, walking and virtual tours, and other tactical urbanism strategies. In this way, we would reach a broader range of stakeholders that typically would be interested in a project, but would not attend community meetings, by creatively engaging them where they live, eat or recreate.

The Gruen team will assist and work alongside TRG and City staff during public outreach meetings by providing quality visual planning graphics and presentations including precedent images and 3D imagery to communicate ideas and establish community preferences.

**Deliverables**
- Draft and Final Community Engagement Plan
- Project Kick-Off Meeting

**Staff Updates**
The TRG team will meet regularly with City of Beverly Hills staff to provide project updates, review deliverables and ensure the Public Engagement effort remains on-schedule. We anticipate bi-weekly meetings at minimum.

**Deliverables**
- Twelve (12) Staff Update Meetings

**Commission and Council Updates**
The City of Beverly Hills City Council and Recreation and Parks Commission respectively will be updated throughout the project. Three scheduled presentations at City Council meetings and three Commission meetings will feature the results of the outreach process, research and site assessments.

**Deliverables**
- A minimum of three (3) City Council Meetings
- A minimum of three (3) Recreation and Parks Commission Meetings
Focus Groups
The TRG team proposes starting the research process with two pairs of focus groups. The purpose of a focus group is not to develop a consensus if one does not already exist. Rather, it is an opportunity to listen to the kinds of words participants use in discussing a topic and observe group dynamics: how participants respond to various proposals or plans and alternative points of view over the course of a discussion. Further, unlike a quantitative survey, the moderator can probe for qualitative reasons why individuals have certain priorities or opinions related to La Cienega Park and the proposed plans. By their very nature, focus groups add a layer of understanding to any research question.

A skilled researcher can deduce "why," "how," and "what" in a way that other research techniques simply cannot. Focus groups also provide a clearer understanding of the merits of pre-existing client assumptions about a given topic. Further, this research methodology can help identify additional concerns or reasons to support an endeavor which have not yet been considered by the client and/or its consulting team. The result is greater insight into the perceptions of the population of interest on related issues, which in turn helps inform the development of the survey questionnaire and the interpretation of its results. Focus groups also allow you to test images, such as proposed design plans and configurations for La Cienega Park.

The first phase would consist of two nights of focus groups, with two groups held on each night. Each group would have 8 to 10 participants. FM3, leading the focus group effort, recommends the following groups:

- Parents of children five to 17 years of age who report their children have taken part in activities at the park (including passive use). The group would include the parent who primarily plans their child's park use.
- Parents of pre-school age children who report their children having taken part in activities at the park (including passive use). The group would include the parent who primarily plans their child's park use.
- Adults ages 21 or older who have used the park for their own use.
- Adults ages 21 or older who have rarely or never personally utilized the park for themselves or their children but indicate they have a moderately active lifestyle or have used Roxbury Park or other area parks. This group would help identify potential users and what they are looking for at the park.

Each pair of focus groups would be conducted on the same evening and in the same location to maximize economies of scale and therefore minimize costs, and the groups would be moderated by FM3 Partner Dr. Richard Bernard. Following the groups, FM3 will provide professionally-produced video, audio, and transcription of each session.

FM3 recommends conducting the focus groups at a facility in Beverly Hills that FM3 works with on projects in the City. We do not recommend conducting the groups at the La Cienega Park because being on-site would create greater biases in the results, especially because respondents would be reminded of the park's appearance and facilities while taking part in the focus group.

Deliverables
Upon conclusion of Phase 1, the focus group research, the City will have received all the documents listed below. Each document can be provided in hard copy or electronic form (or both), depending on the City's preferences.

- Participant screener questionnaires
- Copies of all materials tested in the groups
- Draft and final moderator guides
La Cienega Park
Public Engagement Services

- DVD or electronic video of focus group discussions
- Focus group transcripts
- Final report inclusive of all focus group sessions, with key findings and actionable recommendations

One-On-One Interviews
Part two of the research plan would include one-on-one interviews with key stakeholders. TRG recommends conducting approximately ten interviews with leaders from the following types of groups:

- Leaders with youth and adult sports organizations such as AYSO, Little League, adult softball or tennis leagues, or high school baseball organizers
- Groups who regularly rent rooms in the community center
- Park staff on site
- Instructors of programs at the park and center (contract instructors)
- Beverly Hills Park commissioners
- Beverly Hills Park and Rec directors

These interviews would be approximately 20 minutes in length. While the interviews can be conducted in person, we recommend telephone-based interviews for cost-saving purposes and convenience of the respondent.

The interviewer would follow general questions but would also allow a free discussion to emerge to gain knowledge beyond the general questions. We find that providing open discussion allows the respondents to freely share their thoughts or ideas provides the most valuable information.

Deliverables
Upon conclusion of Phase 2, the one-on-one interviews, the City will have received all the documents listed below. Each document can be provided in hard copy or electronic form (or both), depending on the City's preferences.

- Copies of all materials tested
- Draft and final interview guides
- Notes or transcripts from any interviews where the respondent has agreed to not remain anonymous
- Final report, summarizing key findings and actionable recommendations

Survey
Survey Research
The final part of the research plan would be a quantitative survey of Beverly Hills residents. For this project, we recommend conducting a multimodal survey among an address-based sample of 500-700 adult City of Beverly Hills residents. The survey would feature an average interview length of 15 or 20 minutes.

A survey of 500 residents would produce a margin of sampling error for the full sample of +/-4.5 percent, while a larger sample of 700 residents would produce a margin of sampling error for the full sample of +/-3.8 percent.
Regardless of the overall sample size and margin of sampling error for the full sample, the margin of sampling error for population subgroups would be greater.

A 15-minute survey would be sufficient to include approximately 45-55 unique questions (including demographic and battery questions), while an otherwise similar 20-minute survey would likely include 60-70 questions.

The last few years have seen significant changes in the ways many Americans use communications technology. The dramatic rise in the use of caller I.D. and similar features has led to an unprecedented increase in individuals screening their calls. At the same time, the use and prevalence of the Internet has exploded as an increasingly greater proportion of the population has access through their smartphone or another mobile device.

These changes have had a significant impact on the discipline of public opinion research. While the traditional methodology of conducting randomized telephone surveys continues to provide highly-accurate data on public sentiments, the rise of call-screening behavior presents growing challenges for survey projects attempting to achieve generalizable results within modestly-sized populations, such as in the City of Beverly Hills.

The contemporary approach for gathering statistically-reliable data on the opinions of adult residents within a given jurisdiction is to draw a stratified random sample of residential households (sourced from lists provided by the U.S. Postal Service), match these residential addresses against publicly-available lists to acquire the names and contact information (phone numbers and email addresses) of the residents, and interview them by telephone and online. In order to ensure that all residents within the sample have equal opportunity to participate in the survey regardless of whether or not their names and other contact information (telephone numbers and/or email addresses) are available, residents for whom telephone numbers(s) and/or email addresses could not be acquired would receive a postcard in the mail with a written invitation to take the survey online, along with a unique URL at which to do so. The resulting data would finally be weighted using figures from the U.S. Census Bureau to ensure that every demographic and geographic community within the surveyed jurisdiction is proportionally represented by the final survey results.

Please note that FM3 does not recommend conducting an intercept survey of park users. In addition to their greater cost, we feel that intercept methodology will not capture the desired range of users in the park, primarily because the intercept will only be taking place in the spring. This could exclude users who utilize the park and community center for activities that only take place in the summer or fall, for example. However, if the City is interested in intercept methodology to reach park users, FM3 will provide a research plan and costs for this survey approach.

Using this modern, address-based multimodal survey methodology, FM3 collects survey data in four phases, each described in turn below.

**Phase I: Online Interviews**: During this phase, FM3 will pull a stratified random sample of residential households in Beverly Hills (sourced from comprehensive lists of all residential addresses in Beverly Hills provided by the U.S. Postal Service) and identify the names, phone numbers, and email addresses for their adult residents.

We will acquire this name and contact information data from two major sources:

1. The voter file maintained by the Los Angeles County Elections Department, and
2. Commercially available consumer records
Once FM3 has identified email addresses for the desired number of respondents, an invitation will be sent to the individuals for whom an email address is available. To encourage the greatest level of participation in the survey, we would recommend the email invitation include the City's actual electronic seal or logo, with a note explaining that the City has hired an independent public opinion research firm to conduct a survey about local issues that are relevant to its residents, electronically "signed" by the City Manager. The email invitation will provide a unique link for the voter to take the survey online (which can only be used to take the survey once). Three to four days after this initial email invitation is sent, a second reminder email will be directed to recipients who have not yet taken the survey, requesting that they do so.

Phase II: Telephone Interviews: Within a week of the initial email's distribution, FM3 will conduct a thorough examination of the demographic characteristics of those who have taken the survey online. By comparing the demographic characteristics of those who have completed the survey online with the attributes of the City's adult resident population, FM3 will note specific subsets that are either overrepresented or underrepresented in the online sample. In many communities, those who opt to take a survey online tend to be younger and/or more affluent than the broader population.

FM3 will then conduct further interviews with additional respondents by telephone. The telephone interviews will be conducted primarily among respondents who were underrepresented in the online sample, thereby producing an overall survey sample using both methodologies (online and telephone) that mirrors the City's adult resident population.

Phase III: Postcard-Prompted Online Interviews: Once the telephone interviewing begins to produce diminishing returns, FM3 will mail a postcard to the remaining residents within the sample who have not yet taken the survey—those who have not yet been contacted because they do not have a telephone number or email address of public record. The postcard, like the email invitation, would be framed as a request from the City to participate, and include a written invitation to take the survey online with a unique URL provided at which to do so.

Questionnaire Design

In designing the research for this project, FM3 will draw from its knowledge of public opinion survey methodology, our comprehensive review of the City of Beverly Hills' past survey research, the City's current and future objectives and needs, and our own vast library of research for other municipalities. The process will begin with an initial kickoff conference call between FM3 and City staff member(s) assigned to this project. The meeting will provide a comprehensive discussion of major issues or challenges that should be explored in the survey. FM3 will then present a first draft of the questionnaire to the City for review and comment. After collecting feedback on the first draft, we will revise and refine the survey.

We foresee proceeding through several drafts, incorporating feedback from City staff before each revision to develop a research instrument that will obtain all the information desired. Before interviewing commences, FM3 will secure approval from the appropriate City representative on the final version of the questionnaire.

Survey Pre-Testing (Telephone Interviewing Only)

Once approved for fielding, the survey questionnaire will be pre-tested with a sufficient number of respondents to assure ease of administration and flow. Such testing will also verify the length of the questionnaire and the clarity and comprehensibility of survey questions. The results of the pre-test will be reviewed with City staff to determine whether any adjustments need to be made before interviewing proceeds.
Interviewing

FM3 will subcontract web hosting, emailing, online interviewing, and telephone interviewing services to GSK Research, with whom we have collaborated on numerous research projects over the years. GSK Research is one of the country's leading firms which handles the collection of web-based and telephonic public opinion research data. FM3/GSK's online interviewing platform is optimized to enable respondents to easily take the survey from either a personal computer or tablet/smartphone device, providing respondents with enormous flexibility regarding when and how they can participate.

In addition, GSK Research's telephone interviewing facilities have well-established procedures to supervise the interviewing process and to verify that interviews are conducted according to specifications. Among these procedures is the monitoring of actual interviews by on-site supervisors, identification of each interview by interviewer, and the use of a regularly-employed staff of professional, full-time interviewers. There is an established protocol for callbacks of busy or "not-at-home" numbers designed specifically to maintain the randomness of interviewee selection.

FM3 proposes to review its procedures with city representatives prior to commencing interviews, to ensure satisfaction with all technical aspects of the interviewing process.

Data Analysis

Response data will be analyzed by FM3's Data Processing and Analysis Department staff using Survey System and SAS software, both well-documented and widely used data analysis software packages. As needed, FM3 may augment Survey System and SAS with its own custom-designed statistical analysis program to report the tabulation and cross-tabulation of data. The Data Processing and Analysis Department staff employs a data checking and editing system to eliminate errors and document the handling of data received from the interviewers.

Within one to two days after interviewing has been completed, FM3 will deliver a hard copy and email of the aggregate "topline" results of the survey to the City for initial internal review. These results will show the overall percentage of respondents that chose each answer for all the survey's questions.

Within two to three days, FM3 will then provide the City with a comprehensive set of cross-tabulated results. The cross-tabulated results will include a table for each question or demographic variable in the survey, with a series of up to 200 columns indicating how various subgroups of Beverly Hills residents responded to that question. The cross-tabulated results will make it possible to detect how responses differ, if at all, among various subsets of the population. For example, it will be possible to compare men and women, residents of various age categories, responses based on ethnicity/race, homeowners and renters, parents and non-parents, residents living in different areas of the City (including based on distance for La Cienega Park), and many more subgroups of the population. Respondents will be asked about their usage of La Cienega Park, other City parks, and recreation activities generally to make comparisons based on frequency of usage and activity level.

It is worth noting that in previous research efforts we have used an array of statistical analysis techniques to help our clients identify populations with distinct opinion characteristics and/or appropriate target audiences for public communications. These include factor analysis, cluster analysis, logistic regression, stepwise regression analysis, and Total Unduplicated Reach and Frequency (or TURF) analysis.
Finally, FM3’s custom-designed data processing software package can convert the raw electronic data to ASCII format or virtually any other format commonly used. This will enable us to electronically transmit the actual results of the survey, including responses to open-ended questions, to the City at the end of the study if requested.

Reports and Presentations
Results of the survey can be presented both in person and in writing, depending on the City’s scheduling needs and preferences. This report will at a minimum take the form of a detailed PowerPoint presentation but can take additional forms depending upon the City’s needs.

After FM3’s report and presentation have been completed, FM3 will remain available to answer follow-up questions from the City and present results to key stakeholders. We view the responses to the survey as an ongoing data resource; if the need arises, FM3 can do further analysis to provide answers to follow-up questions that may be posed by the City or other interested parties.

Deliverables
Upon conclusion of the survey project, FM3 can provide each of the documents listed below at the City’s request. All documents can be provided in hard copy or electronic form (or both), depending on the City’s preference.

- Final survey questionnaire
- Topline survey results (the survey questionnaire filled in with the percentages having chosen each response code)
- Full cross-tabulated results (responses to every question in each survey, broken down by dozens of demographics, geographic, and attitudinal subgroups of the population)
- PowerPoint presentation (graphic presentation of topline results, additional key survey findings, conclusions, and actionable recommendations)
- Reporting of results (written report providing an in-depth review of significant survey results, executive findings, conclusions, and relevant actionable recommendations—if requested)
- In-person presentation of results to City staff and City Council
- Raw data from the survey in electronic form (if requested)

Community Meetings
Community workshops will take place to coincide with key project milestones, bi-monthly for the 6-month project duration. The format for the workshops will be participatory, engaging and meaningful to those attending. Having coordinated numerous public hearings, community meetings and workshops in the past, TRG is sensitive to the detail that must be employed in setting up such events. To aim for maximum participation, for example, dates and times should be carefully chosen taking religious and secular holidays, City meetings and other local events into consideration. All efforts must be made to achieve a level of comfort for participants such as providing informational handouts to name tags and sign-in sheets.

The logistics for the public meetings will typically include:
- Reserving designated locations
Approach and Understanding

Qualifications

Request to Response

TRGs that engage stakeholders range during the outreach phase.

Innovative Approaches

In addition to the engaging, activity-driven workshops, we will present design concepts with easy-to-understand sketches, diagrams, photographs, renderings and plans in PowerPoint format and/or presentation boards. Gruen will be critical in providing visuals for the project that help communicate the design ideas to the public. Our team is especially skilled in the creation of both diagrams that explain the design process and realistic digital renderings that capture the character of the proposed project.

Gruen Associates will provide architectural and landscape architectural services for the project and will utilize urban design techniques throughout the process to convey ideas in a format that is easily understood by all. The team will present examples of precedent case studies of implemented projects with the objective of illustrating current sustainability practices to inspire the neighborhood and stakeholders to pursue the highest possible level of quality for La Cienega Park. Alternative scenarios and concepts will be developed; the team will point out the pros and cons of each proposition, so decisions are made under the light of clarity and cost-effectiveness. Input is welcomed from everyone, through workshops with the team, and ideas will be heard and addressed accordingly. Lastly, we will be firmly anchored in providing planning goals for the present, while looking into the future development of the park.

Deliverables

- Three (3) Community Workshops at months 2, 4 and 6
- Development of engaging, interactive meeting materials

Innovative Approaches

Pop-Up Events/Intercept Conversations

As part of TRG’s tactical urbanism approach, we recommend implementing six (6) pop-up events during the community engagement phase. This method of outreach helps engage a broader range of stakeholders that
Understanding Project for Request Response

TPG's milestones key at project posts

Social Media

Deliverables

• Six (6) Pop-Up Events

• Three (3) Youth-Oriented Engagements

TPG's Response to Request for Qualifications

La Cienega Park
Public Engagement Services

typically would be interested in a project but would not attend community meetings by creatively engaging them where they live, eat and recreate. For hard-to-reach communities, TRG recommends using intercept conversations. These are interviews where we talk to people as they are "in motion." In this way, the team can receive project input in a fast, useful way from hard-to-reach populations to inform project decision-making.

Youth participation will help to fill a critical role. Youth have energy and creativity that can help take the project to another level, as they can bring a refreshing perspective to the table. What's more, they can be very influential and have the ability to educate and recruit peers, parents and community leaders. TRG recommends working with youth at the park to obtain their feedback.

Deliverables

- Six (6) Pop-Up Events
- Three (3) Youth-Oriented Engagements

Social Media

As part of the stakeholder engagement strategy, social media will be used throughout outreach efforts to complement more traditional public engagement approaches. To encourage participation and project buy-in from the surrounding community, Facebook, Instagram and Twitter will be utilized.

• A Facebook page will feature photos of existing and future park renderings and display the latest project news, using video when available, and will be used to create "Events" that will be publicized via geographically targeted Facebook ads to ensure greater participation at community workshops and pop-up events. As mailing lists are compiled throughout the life of the project, Facebook's custom audience feature can also be leveraged to target and engage stakeholders. In addition to ads, Facebook Live will be harnessed to help raise visibility of the project's page given that Facebook's algorithm gives priority to live videos. Live videos will feature snippets of community engagement events like the workshops, intercept interviews and pop-up events.

• Instagram will also feature news using compelling images of La Cienega Park. Images will be used to keep the public abreast of project developments, to publicize events, and to direct people to Facebook for more information to continue engaging stakeholders throughout the life of the project. Additionally, Instagram Stories and Live videos will be used strategically to engage with community members during events like the workshops. Like Facebook, Instagram ads will be used to link to events, other social media platforms, and web tools. The "read more" feature in Stories will be used as another medium to direct viewers to more information.

• Twitter, a primarily news focused platform, will feature up-to-the-minute project information and live tweeting from workshops and other public engagement events. Stakeholders will be encouraged on other platforms to follow the project's Twitter account for information as it is happening at meetings and events, further encouraging feedback and engagement. Twitter will also be used to publicized other social media platforms for unique content.

Deliverables

- Set up social media for La Cienega Park
- Provide regular Facebook, Twitter and Instagram posts at key project milestones
Presentation and Collateral Material Development
Compelling, interesting collateral materials remain a primary means of informing and educating the public. These materials must be able to both translate technical information and motivate further participation. To help engage a larger set of stakeholders, TRG proposes taking a visually-centric approach to creating informational materials including Flyers to advertise meetings, Fact Sheets and Frequently Asked Questions (FAQs) in anticipation of the kick-off meeting. Visually appealing, easy to understand information boards for meetings and presentations should also be produced to help illustrate project milestones. Images and infographics will be used to create engaging materials that can distributed at events and can be shared electronically as well.

Deliverables
- Project Fact Sheets
- Project FAQs
- Meeting Notification Flyers

Existing Conditions and Needs Assessment
The TRG team, led by Gruen, will conduct a Needs Assessment Study with the City of Beverly Hills staff, various stakeholders and user groups to identify the programmatic needs of the Community Center and Tennis Facility. Through the various community and interview meetings, the space requirements and services will be determined and help assess if the existing facilities meet the current and future needs or if these facilities should be remodeled, consolidated or replaced to best accommodate the group meetings, classes, day care, and other community and tennis related services which will held in these buildings.

Working closely with the City of Beverly Hills staff, Gruen Associates will endeavor to gain a keen understanding of the City’s and possible user groups’ design requirements and programmatic needs. A thorough understanding of the project’s context or environs is essential to develop a successful outcome, one that fills its role as an open space and recreational linkage, and whose design fits its environment in a sensitive manner. Gruen Associates strongly believes that innovative park and facilities design, architecture and recreational enhancements are integral to creating a sense-of-place useful for the surrounding community. Our approach is not only innovative, but also pragmatic in that we start with community concerns and the standards of the City in designing a project, understanding concerns such as maintenance, safety, durability, ADA requirements, site distance concerns, etc. and the needs of the pedestrians and park users.

Based on the RFQ and the information given in the general project description and requirements, Gruen Associates envisions a multi-stepped approach as set forth below:

- Project Site Assessment: Research and Analysis: Our team will review any available documents and previous reports such as zoning codes, facility or structural assessments, professional arborist reports and other relevant information to determine priorities and opportunities. Our team will then conduct a field visit of the site to photograph it and identify varying topographic characteristics and key issues "on-site" and produce a mapping/photographic inventory of key findings with list of amenities. The site review will include landscape framework diagrams including pedestrian pathway linkages, amenities, facilities, topography, views and edge conditions of the park.
Programs and Space Analysis: Identify key drivers and planning goals and opportunities for remodel, expansion and replacement of buildings, comprehensive space program, and space needs/desired adjacencies. Determine whether two public buildings (Community Center and Tennis Center) are needed or whether a different configuration would better support community, programmatic and space needs. Remodel, expansion or replacement of buildings. Additionally, existing building drawings will be reviewed, existing conditions of the building evaluated, and a code review performed to identify the accessibility and code requirements which will need to be addressed in these facilities. The existing parking will also be reviewed in both facilities and how it can best support the programmatic needs of the Community Center and Tennis Facility. The connectivity of these building elements and the current crossing at La Cienega will be assessed to determine the best layout for these facilities that meets the programmatic needs of the community and stakeholders as well as travel efficiency of its users.

Additionally, existing building drawings will be reviewed, existing conditions of the building evaluated, and a code review performed to identify the accessibility and code requirements which will need to be addressed in these facilities.

The existing parking will also be reviewed in both facilities and how it can best support the programmatic needs of the Community Center and Tennis Facility. The connectivity of these building elements and the current crossing at La Cienega will be assessed to determine the best layout for these facilities that meets the programmatic needs of the community and stakeholders as well as travel efficiency of its users.

Deliverables
- Project Site Assessment
- Programs and Space Analysis
- Buildings and Parking Assessments

Draft and Final Vision Plan
Based on the information collected during the community outreach and the analysis phase, the TRG team will prepare a preliminary Vision Plan in graphic form with written summary. We will develop program alternatives of desired site elements including the objectives, policies, and standards for potential elements that will achieve the desired level of services from the park and be responsive to the identified needs of the community. During the outreach phase, a facility and amenity priority ranking memo will be compiled and program and facility alternatives can be presented with short-, mid- and long-term goals. Based on input from the public, direction from the City staff and the consultants, the TRG team will refine the draft Vision Plan into a preferred Final Vision Plan for La Cienega Park including an illustrative plan, and sections of the preferred plan to be used in public presentations.

The Vision Plan document will contain the analysis of the information and assessment that has been done during the initial tasks of the project with an emphasis on establishing a framework for the future design of the park and facilities. We will:
- Determine if the Community Center and Tennis Center are wanted or needed by the community and if a different arrangement would better support the users and space needs
- Identify areas where the additions of sustainable design/landscaping, and water conservation is feasible and integrate these solutions into the vision plan.
LACIENEGAPARK

THE ROBERT GROUP
Public Engagement Services

• Prepare drawings showing options for pedestrian pathways, interpretive and naturalized open spaces, restrooms, parking, seating and picnic nodes, and other hardscape elements.
• Describe program or site development alternatives
• Analyze and incorporate access improvements (bicycle and pedestrian). Provide option for softening edges, creating buffers, improving views and strengthening linkages with landscape planting

Deliverables
• Draft and Final Vision Plan

Stakeholder Outreach Report
TRG recognizes the need to ensure that all comments received during the life of the project are documented and catalogued as this will inform the work of the project team as schematics and final designs are developed. For this reason, TRG will document all comments received through our various engagement activities. Comments received at public meetings, through the stakeholder interviews, at pop-up events, or posted on social media from stakeholder groups/individuals will be documented, catalogued by name of stakeholder or group and include pertinent contact information.

Deliverables
• Draft and Final Outreach Report

Additional Optional Tools
In addition to the above-mentioned outreach efforts, TRG suggests that the City of Beverly Hills considers implementing a web tool to further explore creative ways to reach project stakeholders. TRG recommends engaging with the energetic, highly-involved surrounding community using innovative web approaches to trigger discussion. If the City of Beverly Hills is amenable, TRG will partner with Neighborland, a web-based platform designed to engage residents and improve the way agencies and organizations collaborate with their stakeholders. The website will include innovative approaches to leave feedback through questions and comments, opportunities to get involved, updates, newsletters, and events.
1. April is Volunteer Month and proclaimed as such by the City Council at their April 10th Meeting. Last year, over 250 volunteers donated more than 23,000 hours of service to the City, saving the City over $555,000 (based on $24.14/hour). The City will honor those volunteers that donated more than 40 hours last year at the 33rd Annual Volunteer Recognition Event later this month. Many recreation program and other City services would not be possible without the volunteer contributions of these individuals.

2. The Spring Session of recreation classes and programs began the week of April 9th with strong enrollment. Registration for summer camps continues with Beverly Hills Police Academy sold out and many others reaching capacity. Don’t delay in registering for spring classes or summer camps.

3. A Teen Leadership Day was held on April 2nd and attended by 20 teens. Workshops on leadership and collaboration were conducted as well as lunch and private tour inside Greystone Mansion. The Teen Advisory Committee will be recognized by City Council at the April 24 City Council Meeting.

4. The California Parks and Recreation Society District 9 held its annual Awards and Installation Event in Manhattan Beach. At the event, the City of Beverly Hills honored three (3) Part Time Staff for their outstanding work accomplishments. Another Beverly Hills Part Time employee received a $250 scholarship to continue her studies in the field of recreation. Recreation Supervisor Jennifer Leuning will serve as the District’s Secretary.

5. Beverly Hills Little League held a private event at Roxbury Community Center that Los Angeles Dodgers outfielder Yasiel Puig attended. Little League will also host its Annual Celebration on Sunday, May 6th at La Cienega Park.

6. The Greystone Restoration Committee met recently with architect firm, Kaplan Chen Kaplan, to continue the design planning for the restoration of the mansion’s library. Friends of Greystone are working closely with City staff to keep the project moving forward.
EXPERIENCE

{THE ROBERT GROUP}
EXPERIENCE

Background
The Robert Group team brings a wealth of local experience in Beverly Hills, with public agencies, on comparable parks and facilities projects and highly experienced personnel to the Public Engagement effort for Le Cienega Park.

Over the past 10 years, TRG alone has completed community outreach and public engagement efforts on over 20 parks projects on behalf of public agencies across the region from Compton to San Dimas, and from the Los Angeles River to Wilmington. We further led the public engagement effort as part of a team that completed an extensive Needs Assessment for the entire City of Los Angeles Recreation and Parks system. TRG is currently wrapping up a visioning effort for the City of Los Angeles Housing Authority which employed innovative outreach tools, using new technologies to develop a vision that included plans for future facilities. And we have worked on controversial projects, projects with divided constituencies, and projects with vocal and influential stakeholders. On many of these projects we’ve been able to build public acceptance and often consensus.

The team’s representative project experience is reflected in the case studies at the end of this section.

Beverly Hills Experience
This team has extensive experience in the City of Beverly Hills. Recent projects that have been managed by TRG team member Michael Meyer include the Santa Monica Boulevard Reconstruction Project in Beverly Hills, Santa Monica Boulevard Transit Parkway Project and the Westside Subway Extension Consensus Building Effort. He has also served as an advisor working on the Beverly Hills Complete Streets Project and has overseen the analysis of transportation impacts around the Le Cienega Purple Line Station, the Rexford Drive redesign in the Beverly Hills Civic Center and the Doheny Drive Beverly Hills Gateway project. Clarissa Figiuon led outreach for the Metro Purple Line Extension which included significant stakeholder outreach in Beverly Hills and facilitated the project’s Station Area Advisory Group which addressed station design and other station-related topics for the Beverly Hills stations.

Over the last 10 years, FM3 has conducted nearly 20 focus groups and approximately one dozen surveys among Beverly Hills residents. FM3's vast experience conducting surveys and focus groups in this relatively small city, with its variety of idiosyncratic population characteristics, has allowed the firm to devise successful strategies in the development and administration of the research. Further, FM3's past research gives us an extensive library of knowledge of local attitudes and concerns in which to help develop research instruments, analyze data and provide strategic communication advice. For example, our past research has shown that it is important to not consider the City as a homogeneous entity. FM3 has found that, depending on the issue, residents living in different areas of the City (such as north of Sunset, north of Wilshire or south of Wilshire) may vary in their awareness and attitudes. Additionally, since the Persian Community has an important presence in the City, both numerically and culturally, it is also important to ensure their opinions are adequately heard. This particular focus on the Persian community is also consistent with the City's efforts to reach out to and incorporate feedback from diverse ethnic and racial communities throughout the County.

Gruen Associates has a long history with the City of Beverly Hills. Projects include architectural services and permit approvals, etc. for many boutique shops in Beverly Hills (De Beers, Louis Vuitton and Christian Dior), the Jewish Federation/Goldsmith Center on Wilshire (in Los Angeles), the Beverly Hills Triangle Urban Design Program, the Santa Monica Five Parking Structure and street enhancements on Santa Monica Boulevard and the Wilshire Boulevard Median landscape improvements. Recent projects include the Gateways at Whittier Avenue,
San Vicente Boulevard and Olympic Boulevard as well as serving as the Urban Designer and Landscape Architect on the North Santa Monica Boulevard Reconstruction Project. In addition to these recent streetscape projects in Beverly Hills, Gruen is collaborating on a mixed-use project at 8600 Wilshire in the city of Beverly Hills that is currently in construction. Gruen Associates is the Executive Architect and is providing all Landscape Architectural services including an iconic green wall.

Community Outreach Experience
In addition to TRG’s focused experience in community engagement, Gruen Associates understands that projects can be most successful when an integrated and collaborative process is established at the beginning of the engagement. Gruen’s design concepts are clearly communicated at community outreach meetings with easy-to-understand sketches, diagrams, photographs, renderings and plans in PowerPoint format and/or presentation boards.

Working with TRG, Gruen will play an essential role in the community outreach and presentation of the work to the City and to the public. In addition to providing a design narrative for the project, Gruen will be critical in providing visuals for the project that help communicate the design ideas to the public. This team is especially skilled in the creation of both diagrams that explain the design process and realistic digital renderings that capture the character of the proposed project.

Gruen Associates will provide architectural and landscape architectural services for the project, and will utilize urban design techniques throughout the process to convey ideas in a format that is easily understood by all. The team will present examples of precedent case studies of implemented projects with the objective of illustrating current sustainability practices to inspire the neighborhood and stakeholders to pursue the highest possible level of quality for La Cienega Park. Alternative scenarios and concepts will be developed; the team will point out the pros and cons of each proposition, so decisions are made under the light of clarity and cost-effectiveness. Input is welcomed from everyone, through workshops with the team, and ideas will be heard and addressed accordingly. Lastly, we will be firmly anchored in providing planning goals for the present, while looking into the future development of the park.

Municipal Parks and Buildings Experience
Over the past 10 years, TRG alone has completed community outreach and public engagement efforts on over 20 parks projects across the region. Representative projects include: City of Glendale—Glendale Narrows, City of Compton—Compton Creek Regional Garden Park Master Plan, City of Los Angeles Department of Recreation and Parks Citywide Parks Needs Assessment, City of Los Angeles Alhambra Riverside Park, City of Los Angeles Machado Lake Ecosystem Rehabilitation, City of Los Angeles Pecos Park, City of Los Angeles Los Angeles River Revitalization Master Plan, Community Development Commission of the County of Los Angeles Phase 1A Implementation for the Earvin “Magic” Johnson Park Master Plan and Final Environmental Impact Report, Watershed Conservation Authority Duck Farm Conceptual Plan, and the Watershed Conservation Authority Walnut Creek Habitat & Open Space Project.

Gruen has completed representative projects that meet the requirements of the La Cienega Park project:
• Improvements to city/county facilities including the Vasquez Rocks Natural Area Park & Interpretive Center, Cerritos Park Gymnasium Expansion & Renovation, LANI Gladys Jean Wesson Park, Woodland Hills Recreation Center Peer Review, Wattles Garden Park Improvements, East Los Angeles Civic Center and Plaza (Adaptive Re-use, Renovations, Urban Design and Park & Lake Refurbishments), Boyle Heights City Hall, renovations to the City of Glendale Central Library & Brand Library and Art Center, Intergenerational Center, Southwest Museum, LAX Public Safety Building Site Analysis Study, San Fernando Valley Zev...
La Cienega Park
Public Engagement Services

Yaroslavsky Family Center Master Plan, Police Administration Building SWE Study, County Library Comparison Projects, White Point County Beaches & Parks, County Department of Parks and Recreation On-call. LAX Design Guidelines, etc.

- Landscape improvements on city/county property, open spaces and the public right-of-way (e.g. medians and parkways) including the Rosemead Boulevard Safety Enhancements & Beautification Project, Carson Streetscape Master Plan Implementation, Century Corridor Streetscape Plan, Metro Mid-City/Exposition Light Rail Transit Line, the Metro Orange Line (MOL) Canoga Extension and Landscaped Bikeway/Greenway, as well as architectural and landscape design services for the Vasquez Rocks Natural Area Park & Interpretive Center in the Agua Dulce community of the Santa Clarita Valley.

- Low impact development, green building and sustainable designs such as Vasquez Rocks Natural Area Park & Interpretive Center and Visioning for Marina del Rey, etc.

- Walking and fitness loops including Los Angeles River Valley Bikeway and Greenway, Ballona Creek Bike Trail, Whittier Mills Trailhead/Oak Station, LANI Gladys Jean Wesson Park and other projects, etc.

Market Research Experience/Municipal Parks and Buildings
FM3 has extensive experience conducting research related to park and recreation facilities. Much of FM3’s work has evaluated opinions about park and recreational offerings to help our clients understand resident priorities and needs as part of their individual efforts to pass revenue measures. Other work has taken place within community satisfaction surveys that have explored opinions toward parks, open spaces and recreational offerings, as well as opinions on other city services. And yet other research has looked specifically at how to inspire usage of recreational facilities and assessed perceived needs as part of facilities strategic planning.

Community Satisfaction Research
FM3 is a leader in conducting constituent satisfaction research for local governments which, as mentioned, usually includes assessments of parks, open spaces, and recreational offerings. For more than three decades, FM3 has conducted hundreds of community satisfaction and strategic planning surveys for local governments throughout our home state of California, in large cities such as Los Angeles and San José, and in smaller communities such as Rancho Palos Verdes. Past clients for this specific service include the California municipalities of Anaheim, Bellflower*, Capitol*, Carson*, Citrus Heights, Concord, Coronado*, Chico, Dana Point, Del Mar, Dublin, El Monte, Fairfield, Folsom, Fremont, Grass Valley, Hawaiian Gardens*, Hemet, Hercules, Irvine, La Habra, Lakewood*, Larkspur, Livermore (Police Department), Los Angeles, Long Beach (Police Department), Manhattan Beach, Millbrae, Milpitas, Modesto*, Moreno Valley, Oakland*, Palo Alto, Palos Verdes Estates, Pasadena*, Pleasanton*, Rancho Cordova, Rancho Palos Verdes (Parks and Recreation Department), Rancho Santa Margarita*, Redondo Beach, San Francisco*, San José, San Juan Capistrano, San Luis Obispo, San Ramon*, Santa Barbara*, Santa Monica*, Saratoga, Signal Hill, South Gate, Stanton*, Sunnyvale, Torrance* and Ventura; as well as other public agencies including the Irvine Ranch Water District, Kern Community College District, the Marin-Sonoma Mosquito & Vector Control District, the Monterey Peninsula Regional Park District, the Southern California Regional Rail Authority (Metrolink), Sierra Joint Community College District, the Santa Clara Valley Water District, the Sonoma County Agricultural Preservation and Open Space District, the West Basin Municipal Water District, the counties of Alameda, Santa Clara, Sonoma, and Tuolumne, and the Ports of Long Beach, Los Angeles, San Diego, and Oakland, among many others.

* Denotes cities where FM3 has conducted two or more citizen satisfaction surveys.
Outside of California, FM3's constituent satisfaction research has been utilized to help inform the public policy choices in a number of major U.S. cities such as Houston, Texas and Philadelphia, Pennsylvania, as well as by regional agencies including Oregon Metro, the Port of Portland, the Northeast Ohio Public Energy Council, the Las Vegas Valley Water District and the Southern Nevada Regional Planning Coalition, among many others.

In some communities, residents surveys have been complimented by surveys of local business owners and managers to provide multiple perspectives on local issues and policies. This vast library of research allows FM3 to examine satisfaction ratings and other resident opinions and compare them with similar communities.

**Park and Recreation Funding Measure Research**

FM3 research on behalf of municipalities seeking to pass revenue measures to support park and recreation programs and facilities also requires an understanding of residents' usage of local parks, participation in park or outdoor recreation, priorities for services and facilities, and satisfaction with current services and facilities. In order to persuade residents to vote in favor of ballot measures to fund parks and recreation facilities, we must first understand what residents' priorities are for the services and facilities, their level of satisfaction with the services they currently receive, and what services and facilities they feel are lacking and need improvement, among other issues.

Evidence that we are successful in getting a true read on the opinions of community members regarding their park, recreational, and open space needs is our proven success in passing park, recreation and open space measures—often requiring a two-thirds super majority for approval. This requires that we have the ability to answer the question that is on the minds of residents: what is in it for me?

In just the past few years, FM3 has worked with numerous cities, counties and park and recreation districts assessing bond and financing measures to fund park and recreation, open space, and conservation projects, including: City of Newark (NJ), City of Houston (TX), City of Austin (TX), City of San Antonio (TX), City of San Francisco (CA), City of Salt Lake City (UT), City of Martinez (CA), Metro Regional Government (OR), the Tualatin Hills Park and Recreation District (OR), the Beaumont Cherry Hill Valley Park and Recreation District (CA), Sonoma County (CA), Marin County (CA), Miami-Dade County (FL), the City of Gresham (OR), Pima County (AZ), the City of Scottsdale (AZ), Sacramento County (CA), Monroe County (PA), Salt Lake County (UT), the City of Tigard (OR), Pierce County (WA), Bainbridge Island (WA), the Wilmelane Park and Recreation District (OR), the City of Everett (WA), Thurston County (WA), Benton County (WA), the City of Medford (OR), Lackawanna County (PA), the City of Canson Beach (OR), Deschutes County (OR), Maui and Hawaii Counties (HI) and the Town of Whitefish (MT).

**Park and Recreation Assessments**

In addition to assessing opinions on parks and recreation areas as part of community satisfaction research and revenue measure research, FM3 has been retained to specifically conduct needs assessments research on park and recreation areas. FM3 has worked on the Los Angeles Countywide Comprehensive Parks and Recreation Residents' Needs Assessment for the Los Angeles County Regional Park and Open Space District, EXPO Center Comprehensive Usage and Needs Assessment and the City of Manhattan Beach Facilities Strategic Plan Research.

**ADA Experience**

The TRG team will utilize Gruen's extraordinary experience with ADA issues to serve as our in-house expertise for ADA related issues. Gruen Associates strongly believes that innovative landscape architectural design, urban design and way-finding enhancements are integral to creating a sense of place. Our approach is not only innovative, but also pragmatic in that we start with the Owner's concerns, City standards and the community in reviewing...
and analyzing a project, working to understand concerns such as maintenance, ADA requirements, site distance concerns, water shed issues, sustainability opportunities, etc., and the needs of the pedestrian. As limited budgets and funding are often concerns for public projects, we utilize a strategic approach to our design efforts. We concentrate our design efforts on those elements that will make a noticeable difference in an area and prioritize potential design components with the Owners.

As Architects, Landscape Architects, Urban Designers, Planners, and Interior Designers, all of our projects must meet ADA requirements. Especially, our projects must improve ADA connections within and around public facilities including all of our streetscape projects in Beverly Hills, the Long Beach Downtown & TOD Pedestrian Master Plan, the Los Angeles River Valley Bikeway and Greenway, Ballona Creek Bike Trail, and the City of Glendale’s Brand Library and Art Center Renovation project, to name a few. Unique design solutions for Brand Library included relocating the entry for the creation of a new Entry Pavilion, which improved ADA accessibility and wayfinding, and architecturally and functionally connected the early 20th century library building (formerly a 1904 mansion home within Brand Park) to the 1950’s art center building addition.

PROPOSED KEY STAFF

The Robert Group has assembled an experienced and capable team of professionals. We understand to succeed in a project of such relevance and impact to the community requires a team whose members have existing relationships with key stakeholders, and where all team members possess a proven track record of project fulfillment. TRG has worked with FM3 and Gruen on many complex projects across Los Angeles County. Individually, and collectively, our team consists of a group of highly respected professionals with well-earned reputations for managing effective and elegant visioning and public land use projects.

The Robert Group
Clarissa Filgion is co-founder and Senior Vice President of TRG and has 25+ years’ experience conducting outreach programs. Clarissa, who will serve as Project Manager for La Cienega Park, has recently concluded the public engagement effort on numerous high-profile projects including the Metro Purple Line Extension and Metro Regional Connector, managing significant budgets and several subcontractors. She is currently working with Gruen on the Union Station Forecourt design effort as well as on the Los Angeles River Bikeway project. She also led outreach on the City of Los Angeles Recreation Parks Department’s Needs Assessment. Clarissa has conducted public engagement on over 20 parks projects across Los Angeles County during her career.

Isaiah Ford is the project’s Deputy Project Manager and will support Clarissa on this project. Isaiah has an extensive background in project management and public policy, including working with government agencies and organizations across broad sectors, such as transportation, land use planning, community development, public housing, sustainability, and human services. He is currently concluding the public engagement effort for the Housing Authority as part of the HACLA Vision Plan strategy, which include a series of thorough and creative community workshops to ensure the plan reflects the interests and aspirations of residents and stakeholders. The Vision Plan community workshops consist of group activities designed to increase participation through hands-on exercises addressing housing site specific themes, charts, maps, and video format storytelling. In addition to the engaging, activity-driven workshops, TRG developed a web-based platform designed to engage residents and improve the way agencies and organizations collaborate with their stakeholders.
Sam Gennawey will lead the Meeting Facilitation element of the Public Engagement effort. Sam is a project consultant to TRG, and is an urban planner with experience in over 180 projects and more than 1,000 community workshops. Over the course of his career, Sam has used the transformative power of Collaborative Planning. Collaborative Planning assumes that those who live, work, and play in that community are the true experts. Our job is to be curious, seek clarity, foster creativity, and gain confidence. His projects range from General Plans for Rancho Cucamonge, Claremont, Riverside, the County of San Bernardino, and many more to smaller projects such as specific plans. He is experienced in Conflict Resolution and Community Visioning. Many of his projects have been recognized by the American Planning Association with awards. Sam is a frequent speaker at professional conferences and on college campuses.

Michael Meyer will serve as Project Advisor as part of the TRG team. Recent projects that have been managed by Michael Meyer include the Santa Monica Boulevard Reconstruction Project in Beverly Hills, Santa Monica Boulevard Transit Parkway Project and Downtown Los Angeles Transportation Access Plan and New Street Design Standards in Los Angeles and the Westside Subway Extension Consensus Building Effort. He has also served as Advisor working on the Beverly Hills Complete Streets Project and has overseen the analysis of transportation impacts around the La Cienega Purple Line Station, the Rexford Drive redesign in the Beverly Hills Civic Center and the Doheny Drive Beverly Hills Gateway project.

FM3’s proposed project team consists of firm Partner Dr. Richard Bernard in the role of Project Manager, Vice President Adam Sonenshein as Assistant Project Manager, Research Associate Laura Covarrubias as a project team member, and Chief Technology Officer Renato Villacorte as Lead Statistician. FM3’s proposed team routinely works together to produce highly-accurate public opinion research for our municipal clients throughout Southern California and beyond. Furthermore, Dr. Bernard has been the Project Manager for every project FM3 has conducted in Beverly Hills, including personally conducting nearly 20 focus groups and leading the nearly one dozen surveys we have conducted in the City in the last 10 years.

FM3 takes great pride in the superior service they provide to their clients, including the time and attentiveness provided by firm partners and other senior personnel. Consistent with this policy, Richard, Adam, Laura, and Renato will remain attached and committed to the project throughout its duration and will remain available to the City to conduct additional analysis of survey results, provide advice, or address other needs upon request long after the research itself has been completed.

Gruen

Dean Howell, Lead Architect for Gruen will steer this project as PM, with assistance from Teresa Sanchez from the Construction Administration team. Working closely on the Design deliverables will be Tim Devlin, Landscape Designer who will be assisted by Orlando Gonzalez.

All Gruen associates provide expertise and experience in their designated scopes, while working collaboratively to uphold the Gruen reputation of excellence in delivering urban planning and design.

Detailed resumes for the entire team follow at the end of this section.
CASE STUDIES

The Robert Group
Metro: Purple Line Extension Planning—Los Angeles, CA

Between 2007 and 2012, TRG led the community outreach and public engagement effort of the Metro Purple Line Extension from the Alternatives Analysis through the Draft EIS/EIR, Final EIS/EIR and Preliminary Engineering phases.

Spanning nearly 38 square miles across four municipalities, the project required coordination with multiple jurisdictions and numerous stakeholders. TRG worked alongside Metro to manage the day-to-day outreach effort, which included facilitation of public scoping meetings and hearings, one-on-one stakeholder briefings, special events, website development and maintenance, social media, press coverage in blogs and traditional print publications, production of collateral materials, issues management, graphics and video including a film short "A Subway Story." Throughout the environmental clearance, TRG was also responsible for documenting and reporting on the outreach effort, coordinating with local, state and federal government agencies and community-based organizations, and recording nearly 3,000 public comments.

TRG also implemented a dynamic social marketing element into the project engagement from a Facebook Fan page to "live Tweeting" and live web broadcast of public meetings. Additionally, as part of the Draft EIS/EIR, TRG coordinated several months of seismic drilling work in both Sections 1 and 2. TRG worked closely with Metro contractors to ensure proactive measures were taken early on to protect sensitive stakeholders such as LACMA, The Peninsula, Montage Hotel, Saban Theatre and Los Angeles Country Club. TRG informed residents, businesses, elected officials and other appropriate stakeholders about the work being conducted in the area, as well as providing emergency and general contact information.

In 2010, the project received Harvard University's "bright ideas" award for public outreach.

Key Personnel
Christine Robert
Clarissa Filgioun
Randal Curtis

TRG's Role
Prime

Client Reference
Jody Litvak
Senior Vice President
Metro
One Gateway Plaza
Los Angeles, CA 90012
Phone: 213.922.1240
Email: litvakj@metro.net

Budget
$4,000,000

Project Duration
2007 to 2012
Housing Authority of the City of Los Angeles:
Vision Plan—Los Angeles, CA

In late 2016, the Housing Authority of the City of Los Angeles (HACLA) began developing a Vision Plan to guide its efforts to produce and preserve quality affordable housing and foster healthy communities. The Vision Plan is aimed at developing a long-term, 25-year plan to preserve and expand its role in producing affordable housing and supporting healthy communities.

As part of the HACLA Vision Plan strategy, TRG is leading the public engagement efforts for a series of thorough and creative community workshops to ensure the plan reflects the interests and aspirations of residents and stakeholders. Public involvement includes motivating grassroots participation of nontraditional participants and a wide-range of community organizations and stakeholders.

The Vision Plan community workshops consist of group activities designed to increase participation through hands-on exercises addressing housing site specific themes, charts, maps, and video format storytelling. In addition to the engaging, activity-driven workshops, TRG partnered with Neighborland.com, a web-based platform designed to engage residents and improve the way agencies and organizations collaborate with their stakeholders. The website has been viewed as the public portal to all Vision Plan information and participation, including innovative approaches to leave feedback through questions and comments, opportunities to get involved, updates, newsletters, and events.

TRG's Response to Request for Qualifications

In January 2016, the St. Louis Rams announced they would relocate to the heart of Inglewood, adding a world-class, energy efficient, 70,000 seat, National Football League (NFL) stadium and a 6,000-seat performing arts venue alongside the long-planned residential, commercial, and entertainment district at the site of the former Hollywood Park thoroughbred race track.

While the site was approved in 2009 as a 238-acre, mixed-use project, the 2014 purchase of an adjacent 60-acre parcel by a private developer, who also happened to be the majority owner of the NFL's St. Louis Rams franchise, allowed the Hollywood Park Land Company to re-envision how this now 298-acre parcel might better serve both the City of Inglewood and the Southern California region as a whole.

The Robert Group (TRG) led outreach efforts featuring presentations to block clubs, civic and business organizations, religious congregations, and tenant groups. TRG worked non-stop over a 45-day period in engaging local residents, community and business leaders, and interested stakeholders in an open and engaged process to generate feedback, motivate participation, and explore all potential land uses for the Hollywood Park site. Recognizing that both the NFL and competing communities had a renewed interest in bringing a professional football franchise to Southern California, TRG led efforts that culminated in a February 2015 unanimous decision by the Inglewood City Council to approve the 298-acre site to include a stadium and performing arts facility.
Metro: Union Station Master Plan—Los Angeles, CA

The Robert Group (TRG), a member of the Grimshaw/Gruen team, helped develop a master plan to serve as a blueprint for future growth of Union Station. The communities adjacent to Union Station include Olvera Street, Little Tokyo, Chinatown, and the Civic Center, though a wider net was cast to include adjacent communities such as the Arts District, Historic Core, Boyle Heights, and Elysian Park.

Given the diverse group of stakeholders, a Public Participation Plan was developed to ensure key multi-cultural communities, demographics, and organizations were engaged. Stakeholders encompassed residents, business owners, interest groups, property owners, as well as the prospective developers. All outreach efforts were developed and conducted with the culturally diverse communities in mind.

To increase awareness of and engagement in the master plan effort, TRG was responsible for coordinating community workshops, conducting key stakeholder interviews, and building relationships with diverse stakeholder groups. We also created and distributed collateral materials, built and maintained a comprehensive stakeholder database, supported and maintained the project website, executed a comprehensive social media relations effort, and monitored the project information phone line. All outreach efforts were developed and conducted with the culturally diverse communities in mind, such as translating collateral materials to Spanish, Mandarin, Korean, and Japanese and facilitating interpretation services at meetings.

Over 100 media outlets were contacted regarding the project to ensure comprehensive community coverage. Throughout the project, TRG continued to build this database of contacts, organizations, and media outlets. The result was a high level of stakeholder engagement and participation.

La Cienega Park
Public Engagement Services

Key Personnel
Christine Robert
Clarissa Filgioun
Randal Curtis

TRG's Role
Sub

Partner (Prime)
Gruen Associates and Grimshaw

Client Reference
Debra Gerod
Gruen Associates
6330 San Vicente Blvd.
Suite 200
Los Angeles, CA 90012
Phone: 323.937.4270
Email: gerod@gruenassociates.com

Budget
$145,000

Project Duration
2012 to 2014

TRG's Response to Request for Qualifications

Experience 34
In 2007 and early 2008, The Robert Group, as a member of the Mia Lehrer + Associates team, took part in organizing and implementing the public participation program for the City of Los Angeles Department of Recreation and Parks (RAP) Citywide Parks Needs Assessment that examined then-current and future recreational needs in the City of Los Angeles. This Community Needs Assessment was the first step in developing a citywide park master plan and a five-year capital improvement plan. The foundation of the Assessment was to engage community leaders, stakeholders, users and the general public to gain detailed insight into needs for the recreation and parks system. The overall objectives included: addressing needs for additional recreation facilities and park land; identifying improvements to facilities to meet long term demands; preventing future maintenance issues; and offering positive alternatives to an increasingly dense and urbanized population. In addition to guidance from an advisory group, an interdepartmental group and a department working group, the outreach team conducted focus groups, one-on-one key stakeholder interviews and 23 community workshops throughout the City to help gain consensus and gather qualitative and quantitative information for the purpose of developing key strategies and recommendations.

Key Personnel
Christine Robert
Clarissa Filigouan

TRG's Role
Sub

Partner (Prime)
Mia Lehrer + Associates

Client Reference
Mia Lehrer
Mia Lehrer + Associates
3780 Wilshire Blvd, Ste 250
Los Angeles, CA 90010
Phone: 213.384.3844
Email: mia@mlagreen.com

Budget
$138,450

Project Duration
2006 to 2009: Completed
City of Los Angeles River Revitalization Master Plan—Los Angeles, CA

The Robert Group led a high-intensity 18-month community outreach and public involvement effort for the LA River Revitalization Master Plan, stretching 32-miles from the San Fernando Valley through Downtown Los Angeles. The firm conducted a series of hands-on focus groups with key stakeholders including civic groups, environmentalists, recreation advocates, community activists and schools. We hosted 18 public open house meetings, and coordinated several media events. All outreach activities were performed bilingually in English/Spanish to accommodate stakeholder communities. The Robert Group also provided strategic communication services to the team and coordinated ongoing media workshops for the project.

Key Personnel
Christine Robert
Clarisse Filgioun

TRG’s Role
Sub

Partner (Prime)
Tetra Tech

Client Reference
Ira Artz
Project Manager and Divisional V.P.
Tetra Tech, Inc.
17885 Von Karman Ave., #500
Irvine, CA 92614
Phone: 949.809.5000
Email: Ira.Artz@tetratech.com

Budget
$180,000

Project Duration
January 2006 to December 2007: Completed

TRG's Response to Request for Qualifications

Experience: 36
Watershed Conservation Authority: Duck Farm Conceptual Plan—Los Angeles County, CA

The Robert Group led the outreach effort for the Duck Farm Park Concept Plan. The Duck Farm is located in the San Gabriel Valley area of unincorporated Los Angeles County. The project was to create a 57.5-acre park along the San Gabriel River, and included ADA accessible trails, a community garden, visitor center and classroom space. The Robert Group organized and facilitated public meetings, stakeholder briefings and informal design meetings. Efforts included reaching out to key project stakeholders including the leadership of homeowner associations, citizens’ advisory groups and nearby schools, and canvassed the community immediately adjacent to the project area to enhance attendance at project meetings. Government agencies impacted by the project were also encouraged to network with their community stakeholders to build involvement in the project. Regional environmental groups and local recreation interests in the area were included in the outreach effort. The FIS/MND for the project was released July 2007.
City of Glendale: Glendale Narrows Riverwalk—
Glendale, CA

Glendale Narrows Riverwalk is on its way to a realized project. It encompasses just under a mile of river frontage within two municipalities—the City of Glendale and the City of Los Angeles. The enlivening of the Riverwalk is being conducted in three distinct phases. Phase I includes riverside landscaping with California native plants, interpretive signage, and amenities such as drinking fountains, seating, fencing, and habitat improvement of the vegetated area in the Los Angeles River. The Phase II & III plans are more ambitious, and include location of a bridge connection across Verdugo Wash to North Atwater Village, study of possible bridge connections across the Los Angeles River to Griffith Park, and linkages to residential neighborhoods. Outreach completed for Phase II, led by The Robert Group, included coordination with the Dreamworks and Disney/ABC studios, and other key stakeholders. In addition, public meetings paved the way for specific community focus groups that were convened in order to solicit feedback from the stakeholders. Other communication with the public included outreach to digital media outlets, coordination with local elected officials and government agencies, targeted drops to area businesses and face-to-face intercepts with stakeholders and schools.

Key Personnel
Clarissa Filgioun
Sam Gennaway

TRG’s Role
Sub

Partner (Prime)
AECOM

Client Reference
Gaurav Srivastava
AECOM
515 S. Flower Street, 9th Floor
Los Angeles, CA 90071
Phone: 213.593.7700
Email: gaurav.srivastava@aecom.com

Budget
$35,000

Project Duration
2010: Completed
Michael Meyer has served as Project Manager since 2013, responsible for transportation planning, in the planning, design and construction phases of the project to rebuild Santa Monica Boulevard from Doheny Drive to the western city limits of Beverly Hills. This effort included working with a Blue Ribbon citizens committee to evaluate alternatives and select the preferred project design. Mr. Meyer led the effort to work with the Traffic and Parking Commission (TPC) to prepare a traffic mitigation toolbox to be used during construction to prevent traffic intrusion into neighborhoods. During construction, he has been part of the construction management team assessing conditions during each phase of the three-segment construction project, identifying strategies to keep traffic moving on North and South Santa Monica Boulevards and keep it out of residential neighborhoods. In that regard, Mr. Meyer worked with the TPC, City Council and Chamber of Commerce to prepare plans for the reconfiguration of Little Santa Monica Boulevard during the construction project. He has also worked with the City Council and bicycle advocates to develop plans for the addition of bicycle lanes to North Santa Monica Boulevard. He is currently working with the TPC and City Council on plans to restore parking and calm traffic on Little Santa Monica Boulevard when construction is complete in summer, 2018. Mr. Meyer has also developed and delivered presentations on the project for numerous community workshops held during the planning and construction phases of the project.
La Cienega Park
Public Engagement Services

City of Compton: Compton Creek Regional Garden Master Plan—Compton, CA

Located alongside Compton Creek Bike Path in the City of Compton, the more than three acre park was built on an unused portion of adjacent George Washington Elementary. Designed through a collaborative process with multiple stakeholders, the park features some of the natural habitat and plant communities found in the Compton Creek watershed, shade trees, walking paths, grassy areas, fitness equipment, picnic and seating areas, a multi-use amphitheater, parking, a community plaza, and interpretive signage. The sustainably designed park also includes environmentally friendly features such as natural retention basins and bioswales for stormwater treatment, and a 127,000 gallon underground cistern which will store rainwater to irrigate the park. The creekside park provides habitat for local and migratory birds, and an environmental learning area for the adjacent school.

The Robert Group led the community outreach and public engagement effort a master plan for its regional park. Through community outreach and stakeholder driven processes, the master plan’s central goal was the transformation of an urban flood control channel into a vital open space network, and improving its connection and perception within the community. With a limited budget, The Robert Group utilized a grassroots approach to attract key project stakeholders, including the leadership of homeowner associations, citizens advisory groups, local churches and nearby schools, and canvassed the community immediately adjacent to the project area to enhance attendance at two public workshops. Government agencies impacted by the project were also encouraged to network with their community stakeholders to build involvement in the project. Regional environmental groups and local recreation interests in the area were included in the outreach effort. A media outreach effort targeted newspapers such as The Compton Bulletin, Wave and La Opinion and popular radio stations (KJLH and The Beat) which received press releases, on-air scripts for a PSA and follow-up media calls.

Key Personnel
Chris Robert

TRG’s Role
Sub

Prime Consultant
Mia Lehrer & Associates

Client Reference
Mia Lehrer
Mia Lehrer & Associates
185 S Myers St, Los Angeles, CA 90033
Phone: 213.384.3844

Budget
$35,000

Project Duration
May 21, 2014 to December 31, 2014
Watershed Conservation Authority: Walnut Creek Habitat and Open Space Project—San Dimas, CA

The Robert Group was responsible for the lead community outreach and public engagement element for a larger consultant team selected by the Watershed Conservation Authority to develop a site programming and concept design for the Walnut Creek Habitat and Open Space property. Through community outreach and stakeholder driven processes, the planning effort's central goal was to create a project that would be a model for future sustainable, multi-benefit watershed projects that address the open space recreation and watershed needs of the region. Furthermore, the project sought to connect with the multitude of other projects within the Walnut Creek Community Regional Park along the Walnut Creek, San Gabriel, the Rio Hondo and the Los Angeles Rivers to the ocean. Project consultants developed a plan that met the needs of the agency, the City, the community and local stakeholders. TRG tasks included conducting stakeholder interviews, facilitating steering committee meetings, coordinating three Visioning Workshops, developing collateral materials, and advertising the project and Visioning Workshops with local media.

Key Personnel
Clarissa Filgioun

TRG's Role
Sub

Prime Consultant
AHBE Landscape Architects

Client Reference
Evan Mather
Project Manager, AHBE
8729 Washington Blvd.
Culver City, CA 90232
Phone: 310.838-0448, ext. 21
Email: amather@ahbe.com

Budget
$31,48

Project Duration
April 2011 to April 2012
CASE STUDIES

Fairbank, Maslin, Maullin, Metz & Associates (FM3)
FM3

La Cienega Park
Public Engagement Services

Los Angeles Countywide Comprehensive Parks and Recreation Residents’ Needs Assessment for the Los Angeles County Regional Park and Open Space District—Los Angeles, CA

FM3 has served as the primary public opinion research firm for the Los Angeles County Regional Park & Open Space District since 2013. Following the defeat of a countywide ballot measure for parks and open space funding in the November 2014 election, the Los Angeles County Board of Supervisors directed the Los Angeles County Park & Open Space District to conduct a comprehensive assessment of the County’s parks and recreation needs.

Over the course of 14 months, this first-ever countywide assessment documented the parks and recreation needs—both met and unmet—of every city and unincorporated community throughout the County. FM3 supported this process by conducting five focus groups and two countywide surveys that qualitatively and quantitatively identified County residents’ top priorities for parks and recreation improvements (both within their local community and at the regional level), as well as identified potential funding opportunities that County voters would be willing to support.

After the completed assessment was delivered to the Board of Supervisors in May of 2016, the Board decided to fund the substantial unmet needs identified by the assessment by placing a new parcel tax, Measure A, on the November 2016 ballot, which was approved by Los Angeles County voters with 75 percent support. The County resolution for Measure A as well as the ballot label language and summary were all drafted using data from FM3’s survey research.

EXPO Center Comprehensive Usage and Needs Assessment—Los Angeles, CA

In 2007, FM3 conducted a research program for the Exposition Park Intergenerational Community Center (currently referred to as the EXPO Center). The EXPO Center is one of many recreation centers provided by the City of Los Angeles Department of Parks and Recreation. It provides recreational services to an under-served, ethnically diverse, and socio-economically disenfranchised community in South Los Angeles. The EXPO Center hosts a range of facilities for residents to participate in athletic and fitness related activities, arts and creative programs, after-school programs, as well as a number of other community engagement focused endeavors.

The goal of the project was to research local residents’ awareness of the facility and further explore their usage habits and priorities for additional activities and programs. At the time this research was performed, the EXPO Center was suffering from low facility usage and lacked a strategy for engaging community members in order to increase program participation.

The project’s intention was part of a broader effort to transform the EXPO Center from a lightly used recreation facility into an extension of the community and offer a place where the public can be immersed in productive, educational and healthy activities.

The EXPO Center needed to collect information in order to:
• Determine the overall awareness/visibility of the Center in the local neighborhoods.
• Identify the residents most likely to utilize the Center’s facilities as well as residents to target with strategic messaging.

TRG’s Response to Request for Qualifications
FM3 conducted the following research program in less than a two-month period: (1) a Random Digit Dial (RDD) survey of 1,000 residents in the Exposition Park area, including robust samples of African American and Latino (including Spanish-speaking) residents; (2) six focus groups among Spanish-speaking Latino parents of school-age children, English-speaking parents of school-age children, African-American residents ages 20 to 50, seniors, and teenage girls and boys; and (3) one on-one interviews (in person and by phone) with 20 local community leaders, with each interview averaging one hour in length. The interviews, similar to the phone surveys and focus groups, questioned community leaders on their awareness of the Center as well as the areas they thought needed improvement in the Center’s programs, services, and outreach efforts. The interviews highlighted the lack of community outreach performed by the EXPO Center, but also that the Center had an excellent opportunity to partner with local organizations. Their comments confirmed that there was a void the EXPO Center could fill.

The combination of focus groups, telephone surveys, and executive interviews enabled FM3 to provide strategic advice to the EXPO Center on ways to conduct outreach and promote programs and services in order to increase usage by residents of South LA. Our research findings led to a name change for the Center (to the EXPO Center), a change in the external appearance of the Center to make it more welcoming to the community, changes in program offerings, and the development of a state-of-the art soccer field to draw the community to the Center grounds, among other changes. FM3 was able to meet all of the research objectives in a very short time period and within its pre-determined budget.

City of Manhattan Beach Facilities Strategic Plan Research—Los Angeles, CA

Also, in 2007, FM3 conducted two surveys exploring opinions toward a Facilities Strategic Plan for the City of Manhattan Beach. This research assessed how serious of a problem some residents considered the condition of park and recreation buildings to be as well as the condition of the local pool. It also evaluated the importance of and priority placed on various recreation services and facilities that could be included in a facilities plan for the City, including a skate park, multi-purpose recreation center, a multi-purpose community center (with rooms for art, music, drama, and other recreation classes and a senior center), a new library, a community theater, a teen center, an indoor gymnasium with joint use with the local school district, additional parking, aquatic facilities, and a fitness center, among other proposals. The survey tested specific plans proposed at two different park locations and assessed support for those plans (including support for funding measure to finance the facilities plan). The survey also tested communications that explained the needs and benefits of the proposed facilities plan and evaluated the persuasiveness of these communications.

In 2015, FM3 was retained by the City of Manhattan Beach to conduct a resident satisfaction survey (and employee satisfaction survey). The resident survey had a focus on recreational facilities, including plans for a skate park and opinions about youth programs, recreation programs generally, public pool renovations or expansion, and athletic field maintenance, among other park and recreation issues. Based in part of the survey findings, the City built a skate park in 2016.
CASE STUDIES

Gruen Associates
Vasquez Rocks Natural Area Park Interpretive Center—
Agua Dulce, California

Gruen Associates was the Design-Architect and Landscape Architect for the $4.6 million, 4,000-SF Design-Build project. The interpretive center’s program was consolidated into a single structure and includes 2,970 square feet of exhibit space/museum, a multi-purpose classroom, staff office, storage and support spaces. The project functions as an informative visitor experience venue focusing on the geographic surroundings and wildlife within the park. The landscape design takes into consideration the native landscape in an ecologically-sensitive environment. The architectural solution integrates with the existing landscape features and structures through the use of a unifying outdoor entry plaza.

The interpretive center blends into the naturalistic setting of the park by minimizing the impact to its surroundings to create a highly sustainable and efficient LEED Platinum building. The interpretive center showcases the unique cultural, archaeological, geological and natural resources found at the natural area park. The venue provides an educational space for all to gather and observe transformation of the natural and living history of the site, Tataviam Indians and present desert community in a comfortable setting.
LANI Gladys Jean Wesson Pocket Park—Los Angeles, CA

Gruen Associates worked with the Los Angeles Neighborhood Initiative (LANI), the Los Angeles Department of Recreation and Parks, and community groups to rehabilitate an underutilized parcel of land in the West Adams District to create a small quarter-acre pocket park to serve the surrounding neighborhood. Working closely with the Project Steering Committee (PSC) in the design and development process to engender a sense of ownership was a critical strategy for the long-term success of this public space. Programming includes a tot-lot for the immediate neighborhood, a small shaded public plaza with seating, and a small fitness zone with outdoor exercise equipment planned with seniors in mind. Part of a public art component was derived from a workshop held at the nearby elementary school and the “collaborative poem” that was created by the students. The children’s poem was etched into the shade panels to create a distinct and changing pattern of shadows for the plaza while emphasizing the direct link to the neighborhood. The award-winning new pocket park was a unique opportunity to transform a vacant, weedy lot into a drop of green and much needed open space for the neighborhood.
John Thomas Dye School Academic Building—Los Angeles, CA

Located in the hillside Bel-Air neighborhood of Los Angeles, the John Thomas Dye School had a need to expand facilities, while occupying a large parcel of land, but little of it was suitable for building due to topography, geology and community concerns. Gruen Associates developed a Master Plan, which inserted appropriately-scaled campus additions through a series of smaller buildings that were able to take advantage of challenging building sites while maintaining the much-loved “Country Day School” character of the campus. Gruen Associates was the Architect and Landscape Architect for the new structures, which included two small “Pavilion Buildings” of approximately 1,000 square feet each, a below-grade parking structure for 104 cars sensitively inserted into the hillside environment, a new artificial turf soccer field, and a new 15,000-SF academic building containing specialty classrooms and featuring a green roof for environmental reasons to preserve the quality of the spectacular views from the campus. The architecture fits with the existing campus’ country character, but in a contemporary execution. Gruen Associates expanded the library in 2014.
Gruen Associates beautifully restored the 1904 Brand Mansion, originally the home of Glendale benefactor Leslie C. Brand, along with its 1969 addition. Brand's will provided that the property be used exclusively for a public park and library. The mansion sits on a terraced slope at the base of the Verdugo Mountains in a park setting and is located at the southernmost point of Brand Park.

The restoration included uncovering and rehabilitating the original hand-painted ceilings, recreating original door and window openings and bringing back into prominence the Mansion's original character. The Library's existing entry was relocated to be adjacent to the entry for the Art Center and Recital Hall; a new Entry Pavilion was added for the Library to architecturally and functionally connect the two buildings. The large landscaped plaza and co-located entries greatly enhance intuitive wayfinding, as does the improved functional layout of the Library. The facility was seismically upgraded in a manner that allowed the improvements to be invisible in the finished work. Listed on the Glendale Register of Historic Resources in 1977, the Mansion is considered eligible for the National Register of Historic Places. Tactical changes to Brand Library and the Art Center allow the buildings to work in a cohesive manner, while maintaining historic integrity.

Client
City of Glendale

Current Status
Completed 2013

Contact
Cindy Cleary, MLIS
Director of Library, Arts & Culture
222 East Harvard Street
Glendale, CA 91205
818.548.2030
ccleary@glendaleca.gov
East Los Angeles Civic Center Urban Design and Existing Facility Renovation—Los Angeles, CA

Gruen Associates transformed the 29-acre site into a beautifully-landscaped and unified park setting that is now a gathering place for the entire community. The defining element of the refurbished park-like compound is the new Civic Center Plaza, which is now centrally located and from which a new pedestrian promenade continues towards the east, connecting the existing park and lake. New and upgraded landscaping and hardscape along the promenade, plaza, park, buildings and surrounding streets visually unify and enhance the new civic center through improvements to the existing park and lake. The enhancements include new landscaping, specialty lighting, landmark monuments, walkways, children's playgrounds, picnic areas, amphitheater and on-site and off-site street improvements. In addition, the existing library was remodeled into a County Hall office building containing one-stop access to municipal services including the existing Municipal Courts Building, Probation Department Facility Sheriff’s Station, Comprehensive Health Center, and a new library and childcare center. The firm participated in community outreach with the surrounding neighborhoods, stakeholders and other interest groups. Gruen Associates conducted parking studies, multiple artists' coordination, CUP approvals, feasibility studies, cost estimates, and tot-lot and farmers' market space accommodations studies. The project was phased during construction.

Client
County of Los Angeles
Department of Public Works

Current Status
Completed 2009

Contact
No Longer Available
RÉSUMÉS
Clarissa Filgioun
Project Manager
TRG Team Member Since: 1993
Years of Experience: 25+

Education
• BA, Economics—The American University of Greece
• MBA—University of California at Berkeley, Walter A. Haas School of Business

Specialized Professional Competence
With an extensive background in communications and strategic planning, Clarissa brings over 25 years of diverse experience to the firm and excels at developing and implementing successful public education and outreach projects, from strategic plan development to day-to-day management to project oversight. She is also a skilled communications expert, supervising development of our client’s collateral materials, fact sheets and newsletters where she translates often-technical concepts into understandable and practical applications for the public.

Prior to co-founding the firm, Clarissa was Special Assistant to the President of a boutique brokerage and investment banking firm specializing in Latin America. She was responsible for developing the firm’s investment banking and corporate finance area of business. She also wrote a strategic plan for the firm, and conducted all marketing such as public relations, client relations, seminar and conference planning, press relations, new business development and research writing.

While in South Africa, before moving to the United States to attend graduate school, Clarissa worked for four years at a large multinational firm with core interests in natural resources and mining. She left the company as an Assistant Vice President where her responsibilities encompassed strategic planning, international client relations, internal special projects, press relations, and Board relations. While in that country, she volunteered at the regional office for Operation Hunger and taught adult literacy classes.

Project Experience
• Los Angeles County Metropolitan Transportation Authority (Metro): Purple Line Extension
• Los Angeles County Metropolitan Transportation Authority (Metro): Union Station Master Plan
• City of Los Angeles Department of Recreation and Parks: Citywide Parks Needs Assessment
• City of Los Angeles Department of Public Works, Bureau of Engineering: Machado Lake Ecosystem Rehabilitation Project and Wilmington Drain Multi-Use Project
• City of Los Angeles Department of Public Works, Bureau of Engineering: Los Angeles River Revitalization Master Plan
• Southern California Association of Government: Park 101
• City of Compton: Compton Creek Regional Garden Park Master Plan
• City of Los Angeles Department of Public Works, Bureau of Engineering: Peck Park Canyon Enhancement

La Cienega Park
Public Engagement Services
La Cienega Park
Public Engagement Services

- Caltrans, County of Los Angeles, Cities of Los Angeles, Culver City and Santa Monica: Lincoln Boulevard Mobility Improvement Study (Phase I)—Conceptual Corridor Alternative Study
- Los Angeles County Metropolitan Transportation Authority (Metro); Exposition Light Rail Transit Study (Phases 1 and 2)
- Los Angeles County Metropolitan Transportation Authority (Metro); Airport Metro Connector Transit Station
- City of Los Angeles Department of City Planning: re:code LA
- City of Los Angeles Department of Public Works, Bureau of Sanitation: Solid Waste Integrated Resource Plan
- City of LA Department of Public Works, Bureau of Sanitation: Central Outfall Sewer (COS) Rehabilitation from Market St to Slauson Ave, and COS at 59th St and 4th Ave Project
- City of LA Department of Public Works, Bureau of Sanitation: Solid Waste Integrated Resource Plan
- City of LA Department of Public Works, Bureau of Sanitation: Outreach fort Northeast Zone, LA Franchise System
- City of Los Angeles Department of Public Works, Bureau of Engineering; Valley-Alhambra Connector Road
- City of Los Angeles Department of Transportation: Southside Smart Shuttle Demonstration Project
- City of Los Angeles, Port of Los Angeles "Bridge to Breakwater" Waterfront and Promenade Project
- Los Angeles World Airports (LAWA): Landside Access Modernization Program
- Los Angeles County Metropolitan Transportation Authority (Metro); Purple Line Extension (Formerly Westside Subway Extension)
- Los Angeles County Metropolitan Transportation Authority (Metro); Wilshire Boulevard Bus Rapid Transit Project
- Los Angeles County Metropolitan Transportation Authority (Metro); South Bay Green Line Extension
- Los Angeles County Metropolitan Transportation Authority (Metro); Regional Connector Transit Corridor Study
- Los Angeles County Metropolitan Transportation Authority (Metro); North County Combined Highway Corridor Study
- Los Angeles County Metropolitan Transportation Authority (Metro); San Fernando Valley North/South Transit Corridor Study
- Los Angeles County Metropolitan Transportation Authority (Metro); High Desert Corridor
- Santa Monica Big Blue Bus
- City of West Hollywood; West Hollywood Advocates for Metro Rail
- City of Glendale; Glendale Narrows Riverwalk
- City of La Canada Flintridge; I-210 Soundwall Study
- City of Long Beach, Port of Long Beach; Gerald Desmond Bridge Replacement Project
- City of San Bernardino Downtown Revitalization Plan
- City of Santa Monica; 20th Street & Cloverfield Boulevard Improvement Project
- Community Redevelopment Agency of the City of Los Angeles (Former CRA/LA): Hollywood Mobility Plan
Isaiah Ford
Deputy Project Manager
TRG Team Member Since: 2016
Years of Experience: 6

Education
• MPA, Urban Studies and Planning—California State University, Northridge
• BS, Political Science—Boise State University

Specialized Professional Competence
Isaiah Ford has an extensive background in project management and public policy, including working with government agencies and organizations across broad sectors, such as transportation, land use planning, community development, public housing, sustainability, and human services. He brings 6 years of experience in project management, non-profit and public-sector development, public policy, and community relations. As a Project Manager for The Robert Group, he focuses on many of its community outreach and public infrastructure projects.

Isaiah has worked with government agencies throughout the City and County of Los Angeles, California, and the City of New York, concentrating on intergovernmental and stakeholder relations. As a Project Manager, he analyzes a wide range of operations issues, including policy and goal development, performance and budgetary management, and regulatory procedures within a wide range of agencies and organizations. Isaiah works closely with communities and stakeholders to ensure public engagement and project goals are exceeded at all levels.

Prior to joining The Robert Group, Isaiah served as the Senior Manager of Event Operations for MZA Events. As their operations leader, he oversaw all event operations for events including AIDS Walk New York, AIDS Walk Los Angeles, AIDS Walk San Francisco and Tour de Summer Camps, while assisting with the TCS New York City Marathon. In addition, he also spent time in the non-profit and public sector working for the Conrad N. Hilton Foundation and Boise State University, prior to his previous roles.

Project Experience
• City of Los Angeles Bureau of Engineering: Los Angeles River Valley Bikeways and Greenways Project
• Housing Authority of the City of Los Angeles: Vision Plan
• Los Angeles World Airports (LAWA): Metroplex Noise Management Program
• Los Angeles County Metropolitan Transportation Authority (Metro): South Bay LRT Extension
• Los Angeles County Metropolitan Transportation Authority (Metro): Airport Metro Connector Transit Station
• Los Angeles County Metropolitan Transportation Authority (Metro): Open Streets Grant Program Evaluation
• Los Angeles County Metropolitan Transportation Authority (Metro): Purple Line Extension
Michael P. Meyer, T.E.
Senior Transportation Planner
Years of Experience: 40

Education
- MA, Transportation Planning & Public Policy—University of California, Berkley
- BS, Civil Engineering—University of California, Berkley

Specialized Professional Competence
Mr. Meyer has managed transportation planning and traffic engineering projects of increasing importance during his 40 years as a transportation consultant. His wide-ranging client base includes both the public and private sector and he is frequently a member of multi-disciplinary teams developing integrated land use and transportation plans. Recent projects that have been managed by Mr. Meyer include the Santa Monica Boulevard Reconstruction Project in Beverly Hills, Metro Orange Line Busway Extension, Santa Monica Boulevard Transit Parkway Project and Downtown Los Angeles Transportation Access Plan and New Street Design Standards in Los Angeles, Westside Subway Extension Consensus Building Effort, and Neighborhood Traffic Management projects in Long Beach, Pasadena, Beverly Hills, San Marino and around Dodger Stadium. Mr. Meyer has developed transportation plans for transit-oriented developments and he is well-versed in complete streets and context sensitive design principles. He is Senior Advisor working on the Beverly Hills Complete Streets Project and has overseen the analysis of transportation impacts around the La Cienega Purple Line Station, the Roxford Drive redesign in the Beverly Hills Civic Center and the Doheny Drive Beverly Hills Gateway project. He has been involved in park master plans for West Hollywood Park and Griffith Park as well as freeway cap parks in Hollywood, Downtown Los Angeles and Santa Monica. Mr. Meyer is a previous homeowner in Carthay Circle and has frequently used facilities in La Cienega Park.

Project Experience
- City of Beverly Hills: Santa Monica Boulevard Reconstruction Project
- Los Angeles County Metropolitan Transportation Authority (Metro): Orange Line Northern Extension
- Los Angeles County: Freeway Cap Park Projects
- Southern California Association of Governments: Park 101
- Mid-City Westside Transit Corridor, Los Angeles, Beverly Hills, Culver City, Santa Monica
- Downtown Los Angeles Access & Circulation Study
- Access Minneapolis
- Circulation Element Updates: Cities of Long Beach, Solvang, Santa Monica, Harmosa Beach, Claremont, San Bernardino, Santa Barbara and San Marino
- Wilshire Community Plan Update
- Hollywood Community Plan Area Update
- Silverlake Community Plan Area Update
- Central City (Downtown Los Angeles) Area Update

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La Cienega Park
Public Engagement Services

• Main Street Pedestrian Improvements, Santa Monica
• Santa Monica Boulevard Transit Parkway, West Los Angeles
• Exposition LRT Phase 2, Los Angeles/Santa Monica
• Multi-modal Planning Studies: San Fernando Valley East-West Transit Corridor Major Investment Study (MIS)
• San Fernando Valley North-South Transit Corridor MIS

Sam Gennawey
Urban Planner
Years of Experience: 18

Education
• BA, Liberal Arts with a concentration in Urban Planning—DePaul University

Specialized Professional Competence
Sam Gennawey is an urban planner with experience in over 180 projects. He has facilitated more than 1,000 community workshops. His projects range from General Plans for Rancho Cucamonga, Claremont, Riverside, the County of San Bernardino, and many more to smaller projects such as specific plans. He is experienced in Transportation planning, Redevelopment Projects, Zoning, Housing, Organizational Development, Conflict Resolution, Environmental, Education, and Community Visioning efforts. Many of his projects have been recognized by the American Planning Association with awards. He has also authored four books on theme park history, design, and creative process. Mr. Gennawey is a frequent speaker at professional conferences and college campuses.

Prior to joining RGS, Mr. Gennawey served as a project manager at the following firms: Regional Government Services Authority, MIG, AECOM/EDAW, Hogle-Ireland and KP&A.

Project Experience
• City of Glendale: Glendale Narrows Riverwalk
• Los Angeles County Department of Public Works: Devil’s Gate Dam Sediment Removal and Management Project
• Los Angeles County Metropolitan Transportation Authority (Metro): Van Nuys Rapidway
• Los Angeles County Metropolitan Transportation Authority (Metro): I-710 Realignment Project
• Los Angeles County Metropolitan Transportation Authority (Metro): Long Range Transportation Plan Update
• Los Angeles County • University of Southern California Medical Center Master Plan
• Arts Center of Design Master Plan
• San Bernardino Associated Governments (SANBAG): Omnitrans San Bernardino E Street Bus Rapid Transit Corridor
SUB-CONSULTANT TEAMS

FAIRBANK, MASLIN, MAULLIN, METZ & ASSOCIATES (FM3)

FM3's proposed project team consists of firm Partner Dr. Richard Bernard in the role of Project Manager, Vice President Adam Sonenshein as Assistant Project Manager, Research Associate Laura Covarrubias as a project team member, and Chief Technology Officer Renato Villacorte as Lead Statistician. FM3's proposed team routinely works together to produce highly-accurate public opinion research for our municipal clients throughout Southern California and beyond. Furthermore, Dr. Bernard has been the Project Manager for every project FM3 has conducted in Beverly Hills, including personally conducting nearly 20 focus groups and leading the nearly one dozen surveys we have conducted in the City in the last 10 years.

FM3 takes great pride in the superior service we provide to our clients, including the time and attentiveness provided by firm partners and other senior personnel. Consistent with this policy, Dr. Bernard, Mr. Sonenshein, Ms. Covarrubias, and Mr. Villacorte will remain attached and committed to the project throughout its duration and will remain available to the City to conduct additional analysis of survey results, provide advice, or address other needs upon request long after the research itself has been completed.

Brief narrative résumés of the key FM3 staff members assigned to this project follow.

Richard Bernard, Partner
Partner & Senior Vice President
Years of Experience: 32

Education
• PhD, Sociology, University of California, Los Angeles
• MA, Sociology, McGill University
• BA, Sociology, York University

Specialized Professional Competence
Dr. Richard Bernard is a Partner and Senior Vice President at Fairbank, Maslin, Metz, and Associates (FM3). Dr. Bernard routinely conducts research and provides strategic advice for a diverse set of clients including cities and towns, counties, special districts, K-12 and community college districts, non-profits, businesses, and labor unions. His work provides a road map to help his clients communicate effectively with their populations of interest.

Dr. Bernard was the project manager for every research project conducted on behalf of and/or in the City of Beverly Hills in the last 10 years, including personally conducting nearly 20 focus groups in the City as well as designing a quantitative research program and providing strategic guidance and actionable recommendations based on the research.

Dr. Bernard was also the Project Manager for the L.A. County Parks and Open Space District research between 2013 and 2016, including conducting all the focus groups, designing the survey research, and presenting findings to the Los Angeles County Board of Supervisors and other stakeholders.
Prior to joining FM3, Dr. Bernard was a professor at the University of Toronto in the Sociology Department. While at the University of Toronto, he taught research methods and statistics, and within his research dealt frequently with issues related to cities, employment, ethnicity, and families. He has published in such journals as East Asian Pacific Migration Journal, International Migration Review, and the Canadian Journal of Sociology. Prior to joining the faculty at University of Toronto, Dr. Bernard was a Sloan Foundation post-doctoral fellow at the National Opinion Research Center (NORC) based at The University of Chicago, where he both designed and tested quantitative and qualitative research related to family, work, and educational issues.

Project Experience

- Los Angeles, County Department of Parks and Recreation: Los Angeles Countywide Comprehensive Parks and Recreation Residents’ Needs Assessment for the Los Angeles County Regional Park and Open Space District
- City of Los Angeles Department of Parks and Recreation: EXPO Center Comprehensive Usage and Needs Assessment
- City of Manhattan Beach Facilities Strategic Plan Research

Adam Sonenshein, Vice President
Assistant Project Manager
Years of Experience: 20

Education

- MPP, University of California, Los Angeles
- BA, Political Science, Tufts University

Specialized Professional Competence

Adam Sonenshein is an Assistant Project Manager and Senior Researcher at Fairbank, Maullin, Maasin, Metz, and Associates (FM3). He has designed and implemented all elements of public opinion research projects, including telephone, online and mail surveys, as well as online and in-person focus groups, crafting and delivering reports and presentations. Mr. Sonenshein has served as the Assistant Project Manager on all FM3 projects in Beverly Hills in the last five years, working with proposed Project Manager Dr. Richard Bernard.

Mr. Sonenshein’s extensive research on the attitudes of residents of Los Angeles County includes research that led to the passage of Metro’s Measure M, the Los Angeles County transportation sales tax increase in 2016; L.A. Care Health Plan, the Los Angeles County Homelessness Plan, the Los Angeles County Department of Public Works, the Los Angeles County Flood Control District, and the annual UCLA Luskin Los Angeles County Quality of Life Index.

More broadly, his research has explored attitudes on a range of issues including parks and open space, K-12 and early childhood education, strategies to address poverty, public safety, reducing homelessness, making the political system more transparent and fair, water conservation, and public transportation.

Prior to joining FM3, Adam was the Director of Public Affairs at Los Angeles Universal Preschool where he led a
team responsible for securing policy support and funding from federal, state and local elected officials, as well as cultivating relationships with opinion leaders, community stakeholders, local coalitions and parents. He also worked with the Los Angeles Unified School District and the Neighborhood Council Review Commission in the City of Los Angeles.

Project Experience
- Los Angeles Countywide Comprehensive Parks and Recreation Residents' Needs Assessment for the Los Angeles County Regional Park and Open Space District
- City of Manhattan Beach Facilities Strategic Plan Research

Laura Covarrubias, Research Associate

Years of Experience: 7

Education
- MPP, University of Southern California, Sol Price School of Public Policy
- BA, Political Science, University of Southern California

Specialized Professional Competence
Laura Covarrubias joined FM3 in 2017 as a Research Associate. Her prior experience includes providing research and analysis on local economic issues for the City of Glendale's Economic Development Division; and conducting an impact and needs assessment on Mayor Garcetti's 10,000 Strong Veterans Hiring Initiative for the Los Angeles Veteran Coalition.

At FM3, Ms. Covarrubias' clients have included cities such as Bakersfield, Burbank, Carpinteria, Pasadena, Garden Grove, and Moreno Valley; school districts such as Hemet USD, Bassett USD, Tahoe-Truckee USD, Amador County USD, Pasadena USD, and Yucalpa-Calimesa USD; community college districts including West Kern CCD, and a variety of counties, special districts (including the Los Angeles County Waterworks Districts), and other public agencies, as well as nonprofit and advocacy organizations.

Project Experience
- City of Manhattan Beach Facilities Strategic Plan Research
- City of Glendale: Economic Development Division
- Office of the Mayor of the City of Los Angeles: 10,000 Strong Veterans Hiring Initiative
Renato Villacorte, Chief Technology Officer
Chief Technology Officer & Lead Statistician
Years of Experience: 22

Education
- MA, Psychophysics, University of California, Berkeley
- MA, Psychology, California State University, Los Angeles
- BA, Psychology, California State University, Los Angeles

Specialized Professional Competence
Renato G. Villacorte, FM3 Chief Technology Officer, leads the team of professionals that provide expert research design and analysis support to the firm’s researchers. In his role as Senior Statistician, he is responsible for conducting, interpreting, and presenting the results of multivariate statistical analyses, predictive modeling, and advanced data mining. These tools extract the maximum amount of information from opinion research data and offer the greatest insight into the population of interest.

Mr. Villacorte analyzes data from research conducted on behalf of myriad public and private sector clients, as well as national and statewide political campaigns. Mr. Villacorte’s public policy research experience was preceded by two years of primary market research experience in the financial securities industry. Prior to that, Mr. Villacorte spent six years conducting research in experimental psychology as an undergraduate and graduate student. His career in academia includes teaching undergraduate statistics and psychology courses as a Sally Cassanova Fellow at California State University, Los Angeles and pursuing psychophysical research as an Eugene Cota-Robles Fellow at the University of California, Berkeley. He is a member of the American Statistical Association, the Council for Teachers of Undergraduate Psychology, and the Sigma Phi Epsilon Fraternity; additionally, he is a U.S. Marine Corps veteran.

Project Experience
- Los Angeles, County Department of Parks and Recreation: Los Angeles Countywide Comprehensive Parks and Recreation Residents’ Needs Assessment for the Los Angeles County Regional Park and Open Space District
- City of Los Angeles Department of Parks and Recreation: EXPO Center Comprehensive Usage and Needs Assessment
- City of Manhattan Beach Facilities Strategic Plan Research
Dean Howell, RLA, ASLA
Director of Landscape Architecture

Professional Experience
Dean joined Gruen Associates in 2007 as an Urban Planner/Landscape Architect and was appointed to Director of Landscape Architecture in 2014 and Principal Associate in 2016. He develops conceptual designs that stress a balanced relationship between natural and social environments. He performs in-depth site analysis studies based on environmental, physical, social and economic considerations in addition to developing overall plans and project designs for integrated land use and multi-modal facilities. He has extensive experience interfacing with clients and governmental agencies, as well as collaborating with architectural design professionals. He performs a full range of tasks from design development, and presentation illustrations as part of community outreach to construction documents for public parks, streetscapes, transit corridors, mixed-use TODs, commercial and institutional projects in accordance with the accepted public standards for health safety and welfare.

Relevant Projects
Beverly Hills Gateways and Streetscape, Beverly Hills, CA. Dean coordinated the multi-disciplinary team, supervised and prepared construction documents for the City of Beverly Hills as part of an overall Gateway Concept Plan for the Implementation of the Wilshire-Whittier Gateway. Working with engineers, traffic and safety issues for the new center medians, left-turn lanes and reconfiguration of parkways and lighting have resulted in a program encompassing four sites. The program includes streetscape enhancements such as drought-tolerant planting, widened parkways, lighting and gateway signage as an attractive and inviting gateway entrance into Beverly Hills. Dean is currently working on the San Vicente-Olympic Boulevard Gateway.

North Santa Monica Reconstruction Project, Beverly Hills, CA. Dean is the Landscape Architect as part of a team of consultants that has been working on the re-imagining of Santa Monica Boulevard as it passes through Beverly Hills. The North Santa Monica Boulevard Reconstruction Project is the City of Beverly Hills’ roadway improvement and beautification plan for the three-mile stretch of Santa Monica Boulevard between Doheny Drive and La Cienega Boulevard, a part of historic Route 66 and one of the country’s most recognizable thoroughfares. It is the City’s largest

La Cienega Park
Public Engagement Services

Education
Graduate Degree, Landscape Architecture, University of California, Los Angeles
Bachelor of Arts, University of South Florida

Professional Registration/ Affiliation
Registered Landscape Architect in California, #5765
Member, American Society of Landscape Architects (ASLA)

Project Awards
LANI Gladys Jean Wesson Park
- 2015 Significant Project Achievement Award, Western Council of Construction Consumers
- 2015 Innovative Solutions Distinction Award, Western Council of Construction Consumers

Vasquez Rocks Natural Area Park Interpretive Center
- 2015 Civic Award, 45th Annual Los Angeles Awards, Los Angeles Business Council
- 2014 Silver Commercial Real Estate Award, San Fernando Valley Business Journal
- 2013 Citation Award for Design Excellence, AIA San Fernando Valley

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and most important public works project in years. The project proposes a comprehensive urban design and reconstruction plan for North Santa Monica Boulevard that calls for a complete reconstruction of the pavement, curbs and gutters. Storm drain replacement in select areas will address current drainage problems and new historic street lighting will help create a sense of place for this world-class streetscape.

8600 Wilshire, Beverly Hills, CA. Dean is the Landscape Architect for landscape design concepts on the project, which we are completing with design firm MAD Architects and interior design firm Rottet Studio. The Beverly Hills mixed-use private development project is located at 8600 Wilshire Boulevard, is 51,000 SF, and includes residential and retail components, and is a model of the type of urban density necessary for a thriving community. A distinctive green wall covers the façade above the ground level retail. The iconic design will act as an extension of the neighborhood's character from its heart at the “Golden Triangle” all the way to its borders.

Gladys Jean Wesson Park, Los Angeles, CA. Working with the Los Angeles Neighborhood Initiative and Department of Recreation and Parks, Dean developed an innovative and environmentally-sensitive design for a new pocket park in the historic West Adams District. The award-winning project completed in 2015.

Vasquez Rocks Natural Area Park Interpretive Center, Agua Dulce, CA. Dean prepared construction documents and provided consultant coordination regarding the native landscape and natural resources in this sensitive park environment. The $4.6 million, 3,985-SF, LEED Platinum certified, Design-Build project has a large multi-purpose exhibit space/classroom, staff office and support areas. Site work consists of a new entry plaza, new parking lot, landscaping and existing utilities upgrades.

John Thomas Dye School, Los Angeles, CA. As Landscape Architect, Dean worked with the Gruen's design team and the school to explore ways to add facilities on its current hill-top campus. An award-winning green roof garden design served as a sustainability teaching tool and solution as part of many strategies explored to better use existing, limited spaces.

Camp Shiwaoka Master Plan Campfire USA, Long Beach, CA. Dean was the Project Manager for the five-acre campfire facility and nature park located in Long Beach. Working with Campfire USA and Architect Totum Consulting, Gruen Associates was the Landscape Architect and Designer for the design. The objective was to create a wilderness experience for the children served by Camp Shiwaoka. The grounds provide view sheds into

La Cienega Park
Public Engagement Services

- 2013 SEAOSC Merit Award, Sustainable Design, Structural Engineers Association of SoCal

8600 Wilshire Boulevard
- 2015 Design Award—Unbuilt Concept/In Construction/On the Boards, Southern California Development Forum
- 2015 AIA/LA NEXT LA Merit Award, AIA Los Angeles Chapter

John Thomas Dye Academic Building
- 2014 Quality of Life Merit Award, American Society of Landscape Architects (ASLA), Southern California Chapter

Metro Mid-City/Expo Corridor Light Rail Transit Project
- 2012 Transportation Facilities Design Award from the ASLA, Southern California Chapter

Metro Orange Line Canoga Extension PE Transportation Corridor
various natural and built environments, gathering and social spaces, open fields for sports and physical challenges, and campground areas.

Rosemead Boulevard Safety Enhancements and Beautification Project, Temple City, CA. Dean prepared streetscape conceptual designs for the project, which included maximizing sidewalk widths and parkway dimensions, street trees in bio-swale planters, a separated bike lane, seating nodes, wayfinding signage, new bus shelters and creation of visually artistic gateways at points of entry.

Los Angeles River Valley Bikeways and Greenways Design Completion Project, Los Angeles, CA. Dean is the Landscape Architect and Project Manager responsible for a project to complete a bikeway and greenway concept along the Los Angeles River in the San Fernando Valley. This will include a bike path, a pedestrian path, landscaping, bioswales, signage, interpretive elements, furnishings, fencing and additional improvements for 12 miles of the 51-mile-long river.

Metro Airport Metro Connector (AMC), 96th Street Transit Station, Los Angeles, CA. Dean is the Landscape Architect for the landscape and transit plaza as part of the design for the multi-modal AMC transportation facility that will provide connections between the future LAWA APM at LAX and light rail, shuttles, regional bus service, and a Metro bike hub. With over 70 million annual passengers and several million more anticipated within the next 20 years, LAX will rely on this critical hub within the regional transportation system to alleviate congestion.
Tim Devlin, ASLA, LEED Green Associate
Landscape Designer

Professional Experience
Tim joined Gruen Associates in 2016 as a Landscape Designer and brings a wealth of experience encompassing landscape architecture, urban design, sustainable design, comprehensive planning, conceptual planning, site analysis, planting plans, stakeholder and community engagements, transit-oriented developments, green walls, public amenity spaces, highway landscaping, green roofs, trails and streetscapes for public and private projects. He also gives new meaning to commonplace objects changes, exploring different interpretations of the “ordinary” through media that influences his role as a Landscape Designer. His landscape designs are ecologically responsible.

Tim works on primarily landscape design projects as well as collaborates with team members for various architectural-, planning- and urban design-led projects of recreational, commercial, civic, cultural, mixed-use, higher education, US embassy and residential scales. His responsibilities include preparation of planting plans, hardscape plans, details, construction documents, cost estimates, construction phase services, community outreach and the preparation of presentation graphics for projects.

Relevant Projects
Foothill Boulevard Streetscape Project, Claremont, CA. Tim is part of the Landscape Architecture team for the City of Claremont’s roadway improvement and green street plan for the two-mile stretch of Foothill Boulevard between Claremont Boulevard and North Towne Avenue; a part of historic Route 66 and one of the country’s most recognizable thoroughfares. The project involves all urban design elements including the monument signage, hardscape, landscape and seating nodes.

Los Angeles River Valley Bikeways and Greenways Design Completion Project, Los Angeles, CA. Tim is part of the project team, in the role of Landscape Designer, to complete a bikeway and greenway concept along the Los Angeles River in the San Fernando Valley. This will include a bike path, a pedestrian path, landscaping, bioswales, signage, interpretive elements, furnishings, fencing and additional improvements for 12 miles of the 51-mile-long river.
Metro Airport Metro Connector (AMC)/66th Street Transit Station, Los Angeles, CA. Tim is a Landscape Designer for the landscape and transit plaza as part of the design for the multi-modal AMC transportation facility that will provide connections between the future LAWA APM at LAX and light rail, shuttles, regional bus service, and a Metro bike hub. With over 70 million annual passengers and several million more anticipated within the next 20 years, LAX will rely on this critical hub within the regional transportation system to alleviate congestion.

Budokan of Los Angeles Sports Complex, Los Angeles, CA. Tim is a Landscape Designer for the new state-of-the-art sports complex, designed to accommodate basketball, volleyball, social service programs and special events including serving as the premiere venue for martial arts tournaments in the United States.

SBCTA West Valley Connector Corridor, San Bernardino County, CA. Tim is working with the team responsible for providing an enhanced, state-of-the-art BRT system to improve mobility in the San Bernardino Valley. The project is in response to the projected traffic congestion and an additional one-million people anticipated in the cities of Fontana, Rancho Cucamonga, Ontario, Montclair and Pomona by 2030. Gruen Associates is responsible for the urban design and design of station/stops on this 20-mile corridor.

LAX Automated People Mover Design Pursuit, Los Angeles, CA. Tim was the Landscape Designer on the design pursuit for the LAX Automated People Mover (APM) project. The APM guideway will be about 2.5 miles long with a Consolidated Rent-A-Car (CONRAC) facility serving as the anchor station. LAWA has proposed six stations; three off-site and three in the airport's Central Terminal Area (CTA). Metro's AMC project will also connect to LAX's APM. Marcy worked with both the AMC and APM teams to create a landscape palette, landscaped plaza, amenities, open space as well as an inviting streetscape.

Projects Prior To Joining Gruen Associates
Worked on the following projects as a Landscape Designer:
- Hanlon Park—Baltimore, MD
- Roland Avenue Complete Streetscape—Baltimore, MD
- Charles Street Reconstruction and Streetscape—Baltimore, MD
- Woodlawn Visitors Center—Baltimore County, MD
- Morgan State University Gateway signage renovation—Baltimore, MD
- Baltimore Red Line Metro—Light Rail, Baltimore, MD
- Corridor Cities Transitway—BRT, Montgomery and Frederick County MD
- Throgs Neck Bridge—Infrastructure rehabilitation, New York, NY
- Purple Line Metro—Light Rail, Montgomery County and Prince George's County, MD
- Coppin State University Science and Technology Center—Baltimore, MD
- U.S. Embassy Manila, Philippines
- U.S. Embassy Surabaya, Indonesia
- Morgan State University Gateway signage renovation—Baltimore, MD
Teresa Sanchez, AIA
Construction Administration Manager

Professional Experience
Teresa has been with Gruen Associates for over 30 years and has worked on many of the firm’s major projects. As Project Manager and Construction Manager, she has worked on large- and small-scale projects in both the public and private sector. Her responsibilities have included coordination of client requirements, management of project consultants and construction document preparation. Her additional responsibilities have involved establishing and implementing the systems for communicating, expediting and recording the workload and demands of the Construction Phase.

Relevant Projects
8600 Wilshire, Beverly Hills, CA. Teresa is the Construction Administration Manager for landscape design concepts on the project, which we are completing with design firm MAD Architects and interior design firm Rottet Studio. The Beverly Hills mixed-use private development project is located at 8600 Wilshire Boulevard, is 51,000 SF, and includes residential and retail components, and is a model of the type of urban density necessary for a thriving community. A distinctive green wall covers the façade above the ground level retail. The iconic design will act as an extension of the neighborhood’s character from its heart at the “Golden Triangle” all the way to its borders.

East Los Angeles Civic Center Urban Design and Existing Facility Renovation, Los Angeles, CA. Teresa was the Project Manager for the $90 million, 20-acre project to unify the existing civic facilities on the west with the existing park and lake. Architectural and landscape solutions blend function and efficiency with distinctive architectural forms, spaces and amenities to develop and create a cohesive civic center, and a memorable sense-of-place as a focus for the East Los Angeles community, while equally enhancing the existing uses. The project includes the existing structures of a Municipal Courts Building, Probation Department Facility, Sheriff’s Station, Comprehensive Health Center, and a new library and childcare center. The site improvements include existing park and lake enhancements, new landscaping, specialty lighting and landmark monuments, as well as off-site and on-site street improvements. In addition, the former library was renovated and remodeled for conversion into a County office.

Education
Bachelor of Arts, Architecture
University of California at Berkeley

Professional Registration/ Affiliation
Registered Architect in California #P7333
Member, the American Institute of Architects

Project Awards
8600 Wilshire Boulevard
• 2015 Design Award -Unbuilt Concept/ In Construction/On the Boards, Southern California Development Forum
• 2015 AIA/LA NEXT LA Merit Award, AIA Los Angeles Chapter
• 2015 Design Concept Award, 45th Annual Los Angeles Awards, LA Business Council

Gleedsdale Central Library Renovation
• 2018 LA Conservancy Preservation Awards

Brand Library and Art Center Renovation
• 2016 LA Conservancy Preservation Awards
• 2014 Citation Award for Design Excellence, AIA San Fernando Valley Chapter

La Clenega Park
Public Engagement Services
building. The project required public outreach to the community, stakeholders and other interested groups. The project was phased during construction. The civic center is one of the stations of the Metro Gold Line Eastside Extension LRT Line.

Bol-Air Country Club, Los Angeles, CA. This project encompassed master planning, and remodeling and renovation of the facility, which included reinstating the Mediterranean architectural style and heritage of the clubhouse, development of an overall planning strategy for clubhouse facilities, and implementation of the first phase of architectural rehabilitation.

Woodland Hills Recreation Center, Los Angeles, CA. Teresa was the Project Manager providing peer review services for proposed improvements to the Woodland Hills Recreation Center. The project consisted of the demolition of two existing structures—a 2,400-SF administrative building and a 4,700-SF gymnasium building. The construction consisted of a new approximately 12,000-SF recreation center building that includes a gymnasium, multi-purpose rooms, indoor swimming pool, office, kitchen, restrooms and support facilities. The project scope also includes outdoor lighting, an amphitheater, children’s playground areas, seating, landscaping and irrigation. The construction cost was estimated at approximately $5.5 million.

Glendale Central Library Renovation, Glendale, CA. Teresa was the Construction Administrator for the renovation of the iconic, 90,000-SF existing Brutalist concrete building designed by Welton Beckett Associates and opened in 1973. The renovation was carefully designed to improve function and flexibility of the space while revising how one enters the building including moving the entrance from the east to a set of dual entries on the north and south. Gruen Associates’ design works to acknowledge these changes while preserving the library’s eligibility for historic designation on local and state lists.

Brand Library and Art Center Renovation, Glendale, CA. Teresa was the Construction Administrator for the historic Brand Library and Art Center project requiring seismic renovation. The “jewel” of Glendale, California includes the Leslie C. Brand mansion, El Miradero—constructed in 1904 and converted into a library in the 1950’s—which is currently listed on the Glendale Register of Historic Resources. Gruen Associates provided expertise in library design, historic preservation, renovation and enhanced the performance of the existing facilities—which include multiple uses and functions as an art library, music library, art gallery and a 150-seat recital hall—while also maintaining the project’s historic integrity. The project scope totals approximately 24,900 SF and was completed in 2014 under budget—from $7 million to $5.2 million.
Plaza Las Fuentes, Pasadena, CA. The mixed-use development project consists of a 362-room Doubletree Hotel with comprehensive conference facilities and a wide array of shopping and dining. Upcoming phases of the project called for three office buildings with 650,000 SF of space, and more than 80,000 SF of multi-tenant retail space, including freestanding garden restaurants. The entire project is set amid three acres of public gardens, fountains and courtyards.

California African-American Museum, Los Angeles, CA. Gruen Associates was responsible for the remodel of the existing California African American Museum, located in Exposition Park, Los Angeles. The project includes over 24,000 SF of improved exhibit, office and storage spaces. Heat resistant glazing systems, accessibility and mechanical system upgrades are incorporated to compliment and enliven the changing exhibits. Teresa was the Project Manager.
Orlando González
Urban Planner/Designer

Professional Experience
Orlando joined Gruen Associates in 2012 as an Urban Planner and became an Associate in 2016. He has over 14 years of experience working on a variety of urban design and architecture projects, as well as taking a leadership role in many on-site charrettes. His experience includes engaging in many aspects of planning work, from feasibility studies and specific plans to pedestrian linkage plans and campus master planning. His work also includes a number of international projects, from Panamá to the island of Mauritius. He has a conscientious understanding of the interdependent relationship between architecture, the public realm and urban design as one in which history and building traditions, a consideration of existing urban settings and a consciousness for natural ecosystems are all intertwined to give meaning to city- and place-making.

His projects include LANI’s Gladys Jean Wesson Park, Los Angeles Transit Neighborhood Plans Project, The ARRIVE Corridor, SCAG City of Cerritos Transit-Oriented Development (TOD) Demonstration Project and Visioning for Marina del Rey. Orlando volunteers regularly to introduce and teach Indigenous Architecture and Urbanism subjects to local Los Angeles communities at a multi-cultural community school, as well as assists professors in courses for Urban Design-related graphic and drawing tools, and teaches alongside Architecture/Construction/Engineering colleagues as part of the ACE Mentor Program of America for high school students.

Relevant Projects
Gladys Jean Wesson Park, Los Angeles, CA. Orlando was the Urban Planner and Designer for the development of construction drawings and in the construction administration phase for an innovative and environmentally-sensitive new pocket park in the historic West Adams District for the Los Angeles Neighborhood Initiative and Department of Recreation and Parks.

Visioning for Marina del Rey, Marina del Rey, CA. Orlando, as Urban Planner, prepared a visioning study that incorporated land-use and urban design alternatives for the County of Los Angeles.

Education
Bachelor of Architecture
University of Notre Dame, Indiana

Courses completed:
• Environmental Design
• Advanced Studies in Computers
• Architectural Sketching and Watercolor Rendering
• Classical & Traditional Studies in Architecture & Urbanism
• Participated in the Rome Studies Program in Rome, Italy

Professional Registration/Affiliation
Guest Teacher; ACE Mentor Program of America

Project Awards
LANI Gladys Jean Wesson Park
• 2015 Significant Project Achievement Award, Western Council of Construction Consumers
• 2013 Innovative Solutions Distinction Award, Western Council of Construction Consumers

Omnitrans Transit Design Guidelines
• 2013 Focused Issue Planning Award, APA Inland Empire Section
Los Angeles Transit Neighborhood Plans Project, Los Angeles, CA. Orlando assisted the City with urban design standards, guidelines including illustrations and renderings, and with preparing cross sections and 3D concepts for community meetings for transit neighborhood plans. Four Exposition Light Rail stations were opportunity sites for the plans around areas where people can live, work and shop, all within a walkable pedestrian-friendly environment to transit stations. As part of this two-year planning effort, the focus of the plans are to establish new development regulations that better support transit ridership, and improving the configuration and condition of streets to better promote pedestrian, bicycle, and vehicular circulation.

West Hollywood Design Village, West Hollywood, CA. Orlando is currently the designer and urban planner for the 10.5-acre mixed-use development, which has a pedestrian-friendly environment characterized by inviting connectivity and accessibility. The project will accommodate the replacement of Metro’s bus maintenance and operations facility; a new city hall; a Sheriff’s station; commercial uses including retail, dining and entertainment; office space; a hotel; a movie theater; an amphitheater and residential housing. Development standards and guidelines will be established to ensure the mix of uses as unifying elements designed to be sensitive to the physical contextual relationships, such as the adjacent residential neighborhood.

West Los Angeles Civic Center, Los Angeles, CA. Orlando served as Urban Planner for the conceptual vision plans that studied the redevelopment and repurposing of the West Los Angeles Civic Center. This study spanned six months and continues to be an evolving process. Situated just west of the 405 Freeway along Santa Monica Boulevard, the visioning proposal studies the potential of the civic center as a future mixed-use development that serves as a celebratory gateway to West Los Angeles and provides the surrounding community with a vibrant pedestrian-friendly environment.

Los Angeles International Airport (LAX) Sustainable Design Guidelines Revisions, Los Angeles, CA. As part of Gruen Associates’ team on the on-call contract with LAWA, Orlando analyzed LAX’s current Sustainable Design Guidelines, which included updating the existing policies and initiatives, and making recommendations for new policies to improve the new guidelines.

Omnitrans Transit Design Guidelines, San Bernardino County, CA. Orlando prepared an assessment of transit centers for TOD potential and multi-modal connections around Omnitrans Transportation Centers, as
well as design guidelines to assist cities and potential developers in planning and designing local and BRT stations, streetscapes and alignments along the proposed 110-mile+ BRT system.

The ARRIVE Corridor, San Bernardino County, CA. Orlando is the Urban Planner/Designer for this project in creating an integrated regional rail/land use vision and implementation strategy for the San Bernardino (SB) Metrolink Line and the areas around the Montclair, Upland, Rancho Cucamonga, Fontana, Rialto and San Bernardino stations. The project will engage a broad cross-section of transportation, urban planning, economic, environmental and other stakeholders to map out a vision of Transit-Oriented Development (TOD) for the corridor, identify barriers and to define the steps for implementation. The project will also help define the types of investments that will be required and the financial/policy mechanisms that may need to be put in place to transition station areas, over time, to more mixed-use, pedestrian-friendly activity centers.
La Cienega Park
Public Engagement Services

PROJECT ORGANIZATIONAL CHART

City of Beverly Hills

The Robert Group
Clarissa Figlioun
Project Manager
Isaiah Ford
Deputy Project Manager

Michael Meyer
Consultant

The Robert Group
Sam Gennawey
Meeting Facilitation
Isaiah Ford
Team Lead
Outreach Program
Initiation and Management
1-on-1 Interviews
Social Media
Stakeholder Identification
Pop-Up Events

FM3
Richard Bernard
Team Lead
Adam Sonenshein
Laura Covarrubias
Renato Villacorte
1-on-1 Interviews
Attitude Survey
Focus Groups

Gruen Associates
Dean Howell
Team Lead
Tim Devlin
Teresa Sanchez
Orlando González
Existing Conditions Assessments
Facilities Assessment
Landscape

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# REFERENCES

In addition to the case studies provided in the Experience section above which provide details of each project, the TRG team is pleased to provide the following list of project references for relevant or similar projects.

<table>
<thead>
<tr>
<th>TRG PROJECT</th>
<th>KEY PERSONNEL</th>
<th>TRG'S ROLE</th>
<th>CLIENT REFERENCE</th>
<th>BUDGET</th>
<th>PROJECT DURATION</th>
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<tr>
<td>Metro Purple Line Extension</td>
<td>Clarissa Figueira</td>
<td>Prime</td>
<td>Judy Litvak LA Metro Omni Gateway Plaza Los Angeles, CA 90012 Phone: 213.922.2240 Email: <a href="mailto:jlitvak@metrolink.net">jlitvak@metrolink.net</a></td>
<td>$2,300,000</td>
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<td>Turner AECOM-Hunt JV. Los Angeles Stadium &amp; Entertainment District at Hollywood Park</td>
<td>Clarissa Figueira</td>
<td>Sub</td>
<td>Gerard McCullum Wilbur/Meany Phone: 310.505.0575 Email: <a href="mailto:gmcclure@wilburmeany.com">gmcclure@wilburmeany.com</a></td>
<td>$470,210</td>
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<td>Housing Authority of the City of Los Angeles: Vision Plan</td>
<td>Clarissa Figueira</td>
<td>Sub</td>
<td>Jenny Scardina Director, Development Services Housing Authority of the City of Los Angeles 2600 Wilshire Boulevard Los Angeles, CA 90057 Phone: 213.297.3670 Email: <a href="mailto:jenny.scardina@aha.org">jenny.scardina@aha.org</a></td>
<td>$172,896</td>
<td>2016 to 2017</td>
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<tr>
<td>Santa Monica Boulevard Reconstruction Project</td>
<td>Michael Meyer</td>
<td>Prime</td>
<td>Aaron Karo, AICP Deputy Director of Transportation 455 North Richey Drive Beverly Hills, CA 90210 Phone: 310.285.3540 Email: <a href="mailto:akaro@beverlyhills.org">akaro@beverlyhills.org</a></td>
<td></td>
<td>2013 to Present: In Progress</td>
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<tr>
<td>Metro: Union Station Master Plan</td>
<td>Clarissa Figueira</td>
<td>Debra Gerard Green Associates 6330 San Vicente Boulevard Suite 200 Los Angeles, CA 90029 Phone: 323.937.3270 Email: <a href="mailto:debra.green@greenassociates.com">debra.green@greenassociates.com</a></td>
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<tr>
<td>L.A. County Regional Park and Open Space District Research Project</td>
<td>Jane Breenley</td>
<td>District Administrator</td>
<td>Los Angeles County Regional Park and Open Space District</td>
<td>510 South Vermont Avenue Los Angeles, CA 90020</td>
<td>Phone: 213.730.2981</td>
</tr>
<tr>
<td>SPICE/EXPO Center Project</td>
<td>Steve Salwert</td>
<td>President</td>
<td>Los Angeles Police Commission Los Angeles</td>
<td>Board of Police Commissioners 800 West First Street Suite 104 Los Angeles, CA 90012</td>
<td>Office Phone: 213.236.1400</td>
</tr>
<tr>
<td>City of West Hollywood</td>
<td>Kristi Cook</td>
<td>Public Safety Director</td>
<td>City of West Hollywood 8200 Santa Monica Boulevard West Hollywood, CA 90069</td>
<td>Phone: 323.848.6492</td>
<td>Email: <a href="mailto:kristi@wheap.org">kristi@wheap.org</a></td>
</tr>
<tr>
<td>Beverly Hills Gateways and Streetscape-Beverly Hills, CA</td>
<td>Steven Zenk</td>
<td>Director of Community Services</td>
<td>455 North Rosedale Drive, #200 Beverly Hills, CA 90210</td>
<td>Phone: 310.285.2556</td>
<td>Email: <a href="mailto:zenk@beverlyhills.org">zenk@beverlyhills.org</a></td>
</tr>
<tr>
<td>North Santa Monica Recreation Project-Beverly Hills, CA</td>
<td>Mark Caneo</td>
<td>City Engineer</td>
<td>455 North Rosedale Drive Beverly Hills, CA 90210</td>
<td>Phone: 310.285.2557</td>
<td>Email: <a href="mailto:mark.caneo@engen.net">mark.caneo@engen.net</a></td>
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<td>East Los Angeles Civic Center Urban Design and Existing Facility Renovation-Los Angeles, CA</td>
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<tr>
<td>Vasquez Rocks Natural Area Park</td>
<td>Gil Garcia, P.E., LEED AP</td>
<td>Project Management Division 1</td>
<td>900 South Freemon Avenue</td>
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<td>Interpretive Center—Agua Dulce, CA</td>
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<td>5th Floor</td>
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<td>Agoura, CA 91303</td>
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<td></td>
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<td>Phone: 626.300.2310</td>
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<td>Email: <a href="mailto:agarcia@pw.lacity.gov">agarcia@pw.lacity.gov</a></td>
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<td>LANK Gladys Jean Wesson Pocket</td>
<td>Rebecca Draper</td>
<td>Director of Improvement Projects</td>
<td>800 South Figueroa Street</td>
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<td>2015: Completed</td>
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<tr>
<td>Park—Los Angeles, CA</td>
<td></td>
<td></td>
<td>Suite 970</td>
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<td>Los Angeles, CA 90017</td>
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<td></td>
<td></td>
<td>Phone: 213.627.8222</td>
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<td>Email: <a href="mailto:rebecca@laki.org">rebecca@laki.org</a></td>
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Attachment 3
City of Beverly Hills: La Cienega Park - Public Engagement Services

LA CIENEGA PARK - PUBLIC ENGAGEMENT SERVICES
SCOPE OF WORK

1. Introduction

The following statement of qualifications (SOQ) is for Public Engagement Services that will assess stakeholder interests and inform Master Plan development of La Cienega Park (Park). Services will be provided by the Consensus and Collaboration Program (CCP) of California State University Sacramento, College of Continuing Education (University) (formerly known as the Center for Collaborative Policy).

2. Project Understanding

CCP understands the City will develop the aforementioned Master Plan. The City seeks a robust, neutral, respectful approach to engage a very diverse set of City residents and Park stakeholders in this process. The City recognizes that with this diverse suite of residents/stakeholders will come an equally diverse range of ideas. Past discussions about the Park have been less than optimal. CCP’s review of the request for qualifications (RFQ 18-22) and research about past related efforts underscores fundamental needs/desires of the City regarding the past and new engagement. These needs include (but are not limited to):

- Create an atmosphere of open dialogue that respects and honors diverse opinions.
- Provide skilled, strong, emotionally present facilitation services that enhances participant civility and builds trust and consensus,
- Deliver exceptional content fluency about planning, park design, and associated program elements and requirements,
- Employ a diverse range and mastery of methods to inform and engage citizens in this process.

3. Firm Organization and Background

Organization Profile: Simply put, this project reflects the reason CCP exists. This is what we do.

We are a not-for-profit unit of California State University system. Formed in 1992, CCP is a neutral organization with a mission to “Build the capacity of public agencies, stakeholder groups, and the public to use collaborative strategies to improve policy outcomes”. Consistent with the City’s needs, CCP specializes in projects that involve a high degree of social and technical complexity. Our approach requires stakeholder engagement that supports constructive and open dialogue, mediating disagreements, and encouraging stakeholders to craft durable solutions through a variety of collaborative methods. CCP practitioners facilitate stakeholders to make timely, rigorous, thoughtful decisions, even in the face of incomplete information and diverse perspectives. The collaborative processes we design and implement result in improved working relationships among diverse stakeholders and create interpersonal dynamics that support effective future problem solving.

More specifically, CCP has two primary emphases:

- Service by assisting government agencies, stakeholders and communities to address complex public policy challenges through:
City of Beverly Hills: La Cienega Park - Public Engagement Services

- Community and public agency long-range strategic planning and visioning;
- Multi-party consensus-building, negotiation, and dispute resolution;
- Inclusive and participatory public participation processes on emerging and controversial policy issues.

- **Teaching and Research:** CCP teaches in the University's Master's in Public Policy and Administration, offering students a three-course series in collaborative policy development leading to a Certificate in Collaborative Governance. CCP's research program focuses on theory building in the fields of collaborative governance and deliberative democracy and on outcome research to evaluate collaborative process effectiveness.

**Project Team:** Our team will consist of the following staff from CCP (base staff location in parentheses).

- Dave Ceppos – Principal-in-Charge / Managing Senior Mediator (Sacramento)
- Meagan Wyile – Project Manager / Lead Facilitator and Public Engagement Specialist (San Diego)
- Mindy Meyer – Senior Facilitator and Public Engagement Specialist (Santa Monica)

More specific descriptions of our team members are presented in Section 5 and the Resume Appendix.

**4 Project Approach**

The following is a preliminary proposal for a project approach. A more detailed process design will be prepared after the project is awarded and CCP has the opportunity to deeply engage City staff, leadership and stakeholders in initial discussions to refine the approach.

Fundamentally (and as reflected in the RFQ and synthesized above), the City seeks exceptional methods to create an authentic and transparent process that engage stakeholders, collects input and informs Master Plan development. CCP's approach is founded in the following guiding principles:

- All stakeholder interests are valid and must be honored.
- The engagement process must seek to inform and educate stakeholders about park design and complexity as it also seeks to identify interests.
- Park design must be bounded in economic, spatial and chronological feasibility that reflects past use and future expectations.
- Public engagement must be additive to, not duplicative of past engagement efforts.
- Public engagement methods must sincerely avoid being pre-decisional and must provide an authentic space for stakeholders to provide feedback, be heard, and hear others.

**Task 1 – Conduct initial background review**

CCP staff will meet with City staff (and any appropriate City consultants and leadership), to review past activities and related information. This will include CCP review of background materials, historic documents and engagement methods, etc. as well as analytical steps described in the RFPs “Comprehensive Goals” section including but not limited to:
City of Beverly Hills: La Cienega Park - Public Engagement Services

- Review of preliminary / historic data about desired programs and space needs.
- Assessment of existing conditions including programs and space analysis and analysis of current placement of buildings, community center and tennis center.

CCP seeks to specifically identify what has worked / not worked in past discussions about the Park (and potentially other successful public engagement examples by the City that can provide "lessons learned" for the unique nature of City residents).

Deliverables:
- Revised Project Approach/ Framework and Budget
- Project Critical Path / Work Plan defining interim and final milestones, meeting dates, etc. aligned with necessary decision schedules of City staff and the City Council.
- Meeting agendas (as warranted)
- Meeting Summaries (as warranted) with an emphasis on decisions made and action items

Task 2 – Conduct Initial Stakeholder Survey and Assessment

Using information from Task 1, CCP will implement the following steps:

- Identify and engage past / current opinion leaders about the park as an initial inquiry process to refine the outreach framework. Using a standard set of questions, conduct direct, confidential meetings (in person or by phone) to discuss the currently understood needs of affected Park users, and identify optimal outreach and engagement techniques. Examples of information to be sought include but are not limited to:
  - Existing groups that can be accessed through their own meetings as a means to:
    - Engage stakeholders on their terms / locations/ timeframes.
    - Minimize stakeholder fatigue by using existing meeting events rather than creating new events.
    - Refine the outreach framework to reflect the specific and best ways in which Park stakeholders gather and use information about the Park, Park design process, etc. (e.g. social media, websites, flyers, direct mail, local news, online surveys, in person surveys, general discussions, etc.)

- Identify key constraints / pressures that may be raised in subsequent stakeholder meetings.

Deliverables:
- Draft and final survey and assessment questions
- Initial Stakeholder Survey and Assessment Outcomes
  - Note: All outcomes will be presented as aggregate information. To protect confidentiality, specific comments from initial participants will not be attributed but rather, will be combined to identify key themes and trends from these initial discussions
- Meeting agendas (as warranted)
- Meeting Summaries (as warranted) with an emphasis on decisions made and action items
City of Beverly Hills: La Cienega Park - Public Engagement Services

Task 3 – Implement Information and Inquiry Tools

Note – This section is based on the City's preliminary expectations/desires defined in the RFQ. It is necessarily subject to change based on outcomes from Tasks 1 and 2.

CCP will work with the City to develop one or more of the following:

- Park Master Plan Website/Webpage (on existing City platform) or separate platform (e.g. Beverly Hills Dog Park website example)
- Park Survey Tool
- Expanded student/child engagement though Beverly Hills Unified School District
- Expanded outreach via the City's Community Services Quarterly Brochure and similar
- Expanded interactive social media presence which might include but not be limited to:
  - Facebook
  - Instagram
  - Pinterest
  - Social media presence could include but not be limited to the following tools/methods to engage stakeholders such as:
    - Daily online surveys
    - Photos
    - Student art projects or similar
    - Video clips from meetings
    - Video clips of stakeholder interviews
    - Video clips of City staff/leaders discussing the Park and Master Plan process

A foundational challenge that CCP and the City must discuss as part of Task 3 is the role and differentiation of residents and non-residents. As stated in Addendum No. 1 to RFQ 18-22, the City prefers to not include Los Angeles residents in the outreach efforts. While this is a reasonable concern and desire when any local government seeks to uniquely serve its citizens, the expansive power of social media and web-based interactive tools are also a limitation. There is virtually no way to differentiate and/or prohibit non-resident online engagement (except through extreme and likely inappropriate screening methods). Therefore as the project launches, CCP and City staff will discuss the cost/benefit nature of expanded social media presence as a means to inform the Master Plan process and how said methods will be combined with more traditional engagement methods such as in-person stakeholder meetings.

Deliverables (potential and subject to revision):

- Online survey tool
- La Cienega Park pages on various social media outlets
- Online content about Park engagement process
- Meeting agendas (as warranted)
- Meeting Summaries (as warranted) with an emphasis on decisions made and action items
Task 4 – Conduct Public Meetings

While subject to revision, CCP recommends that prior to initial and continued public meetings (described further below), we prepare a Public Process Charter or Engagement Plan (or similar but by different name). The purpose of a Charter is to define the "rules of engagement" of a stakeholder process and to define guidelines, sideboards, roles and responsibilities of staff, consultants and participants, etc. By example, Charter’s for a multi-stakeholder effort commonly describe:

- The different stakeholder groups to be employed and why (e.g. focus groups, full public meetings, steering committees, etc.)
- Discussion and decision-making methods, consensus rules, and similar.
- Roles, responsibilities, and contact information of staff and consultants
- Process guidelines regarding meeting management, respectful engagement and similar.

The foundational purpose of a Charter is to define the information listed above and ensure shared understanding / expectations by all participants about the breadth and limits of their involvement. It is critically important to ensure that participants clearly understand how they can inform / influence a process and where (if any) there may be limitations to what they can expect. Developing such a broad scale tool is commonly essential in a stakeholder process.

Once a Charter is prepared, the public meeting process can commence which might include but not be limited to the following:

- Topic specific focus groups
- User-type focus groups
- Large-scale public meetings

While preliminary and for the purpose of cost estimating, given the anticipated time frame of the project (3-6 months), CCP presumes the following number of stakeholder meetings.

- Topic specific focus groups (up to 4 meetings)
- User-type focus groups (up to 4 meetings)
- Large-scale public meetings (up to 3 meetings)

Our cost estimate will assume the following averages:

- Meeting preparation / agenda development / project team discussion with City is 4 hours / meeting
- Meeting time of 3 hours / meeting
- Travel time for meetings is 4 hours round trip / meeting
- Time to prepare meeting summaries is 3 hours / meeting

Deliverables (potential and subject to revision):
- Draft and Final Charter
- Meeting agendas
City of Beverly Hills: La Cienega Park - Public Engagement Services

- Meeting Summaries (with an emphasis on stakeholder discussions and outcomes, consensus points, opportunities for additional collaboration, decisions made and action items)

Task 5 - Prepare a Recommendations Report

Relying heavily on prior meeting summaries, CCP will prepare a Final Report that memorializes final outcomes and recommendations. The Final Report will describe in detail, the engagement process to ensure shared understanding by the public and engaged participants, and to provide appropriate documentation of the City’s due diligence and investments to the public process.

While not exclusive to the following, the Final Report will also include at a minimum the outcomes as directed in the RFQ including:

- Determine whether two public buildings (Community Center and Tennis Center) are needed or whether a different configuration would better support community, programmatic and space needs.
- Identify key drivers and planning goals and opportunities for remodel, expansion or replacement of building(s).
- Identify key opportunities and strategies to address challenges identified.
- A comprehensive space program and space needs description for the Park and desired adjacencies.
- Vision for the community center and park consisting of an outline of program and examples of programs and infrastructure to support the vision.

Deliverables
- Draft and Final Recommendations Report

Task 6 – Project Management

CCP will prepare and submit monthly progress reports and invoices to the City by the 15th day of the calendar month following project activity. CCP will notify the City project manager of any issues to be addressed and/or confirmation of project schedule as required.

Deliverables
- Monthly invoices and progress reports

Experience

Recent public agency projects of comparable scope include the following:

- Los Angeles County Stormwater Funding Measure Stakeholder Advisory Committee

After experiencing the driest five years on record, Los Angeles had record-breaking rains in 2017. However, the current stormwater infrastructure was designed to reduce the risk of flooding by flushing water to the Pacific Ocean. Therefore, even though the County received significant rainfall, instead of substantially mitigating the effects of the past drought, the vast
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The majority of the rainwater ended up in the ocean, collecting and transporting harmful pollutants along the way. Currently, the County of Los Angeles captures enough rainwater and stormwater runoff to supply 1.5 million residents with their annual water needs. To enhance this, in May of 2017, the Los Angeles County Board of Supervisors passed a motion directing the County Department of Public Works to: a) design and develop a Drought Resiliency Plan; and b) in coordination with other County departments, cities, local water agencies, business stakeholders, non-profit organizations, school districts, and other regional stakeholders, identify a funding mechanism to implement it. In response, the LA County Flood Control District has taken the lead on developing a stormwater funding measure and expenditure plan. (The Flood Control District works closely with the Department of Public Works under a 1984 operational agreement.) The District anticipates that this measure, if passed, will establish a parcel tax to fund the work envisioned by the Board of Supervisors – i.e., multi-benefit stormwater projects, as well as programs to enhance water quality, increase water supply, and develop a range of community enhancements. The Board of Supervisors expects to consider whether to put the Stormwater Funding Measure on the November 2018 ballot in the summer of 2018.

To assist with development of these work products, the County Board of Supervisor has established a Stakeholder Advisory Committee. The Advisory Committee consists of approximately 30 representatives of a range of sectors, such as business, labor, academia, environmental interests, and environmental justice communities, as well as Councils of Government and water agencies. While this body is advisory in nature, the Committee’s deliberations will be critical in informing the development of the expenditure plan, which in turn is expected to guide administration and allocation of funds raised through the stormwater funding measure (if passed). Committee members will be asked to provide insights related to measure-related topics such as project selection criteria, governance, possible credits or rebates for existing efforts, and workforce development.

Working with the County and the Conservation and Natural Resources Group, LLC (CNRG) CCP provides process design and facilitation support for the Stakeholder Advisory Committee. CCP staff supporting this effort are: Mindy Meyer and Dave Ceppos.

California Landscape Stakeholder Advisory Group

Working for the California Department of Water Resources (DWR) and with stakeholders throughout the State. CCP has provided process design and facilitation for this DWR-initiated process in the form of the Landscape Stakeholder Advisory Group (LSAG). for interested stakeholders in the landscape industry and public agency sector to provide input on landscape water use efficiency topics. A primary function of the LSAG is to provide input to the DWR on updates to the Model Water Efficient Landscape Ordinance (MWELO). CCP staff supporting this effort are: Meagan Wylie and Dave Ceppos.

Meagan facilitates the quarterly workshops of the LSAG, some 300+ stakeholders, as well as the meetings/efforts of eight subcommittee work groups. She also provides overall project management and document development support to DWR project staff. Recommendations from the LSAG on MWELO updates for the current update cycle will be submitted to DWR in spring 2018.
City of Beverly Hills: La Cienega Park - Public Engagement Services

- **Sustainable Groundwater Management Program, Borrego Valley Groundwater Basin**

Working under DWR funding and with the Borrego Water District and the County of San Diego, CCP has provided comprehensive governance design, process design and facilitation to help develop the new Borrego Valley Groundwater Sustainability Agency (GSA) as per requirements in the recent Sustainable Groundwater Management Act. The GSA is responsible for developing and implementing a Groundwater Sustainably Plan (GSP) for the Borrego Basin, with input provided by a formally established Advisory Committee (AC) to aid in the development of the planning and policy recommendations contained in the GSP. CCP staff supporting this effort are: Meagan Wylie and Dave Ceppos.

Meagan facilitates meetings of the AC, the GSA “Core Team” that includes representatives from the GSA agencies and GSP technical consultants, and completes related project management activities.

- **Independent Technical Panel (ITP) for Demand Management Measures**

Working under requirements from the State legislature and with funding from DWR, CCP implemented this massive, statewide effort.

In 2007, the California Legislature passed AB 1420 which provisioned urban water supplier grant eligibility on the implementation of demand management measures. The bill also directed the DWR to convene an independent Technical Panel (ITP) to provide information and recommendations to DWR and the Legislature on new demand management measures (DMM), technologies, and approaches in an effort to memorialize and codify profound new opportunities to achieve water use efficiency and drought impact reductions.

Using CCP design and guidance, DWR convened the ITP in 2013, and they submitted their first legislative report on DMM in December 2014. Shortly thereafter in early 2015, the ITP engaged in efforts to address urban landscape water use efficiency throughout the state. After 30 two-day intensive meetings, the ITP finalized its second legislative report in May 2016. This report is comprised of 18 different recommendations, and can be accessed via the DWR website here: [http://www.water.ca.gov/wateruseefficiency/sb7/committees/urban/u2/](http://www.water.ca.gov/wateruseefficiency/sb7/committees/urban/u2/). CCP staff supporting this effort were: Dave Ceppos and Meagan Wylie.

Dave was the senior manager and mediator of the ITP and strategic advisor to DWR leadership. Meagan assisted this high-profile group in facilitating weekly internal project team calls, supporting the two-day public workshops, document preparation, organization of meeting/workshop logistics, and preparation of meeting documentation, including summary reports and the ITP’s final report to the legislature.

- **City of Santa Rosa – Phosphorus Load Reduction Blue Ribbon Panel**

While in its early stages, the Blue Ribbon Panel (BRP) is an example of a similar, proactive problem solving exercise by a California City to employ collaborative methods and reconcile a complex policy challenge. The proposed purpose of the BRP is to identify a set of principles and/or framework that supports watershed-oriented mitigation measures that:
City of Beverly Hills: La Cienega Park - Public Engagement Services

- Provide reliable, ongoing water quality benefits to the Laguna de Santa Rosa watershed ecosystem and,
- Provide dischargers a consistent compliance mechanism that achieves total phosphorus (TP) load reductions for the watershed.

The City’s existing risk-based, calculated offset requirement for TP discharges has proven uncertain, unreliable and has only provided intermittent benefits to the watershed. The BRP’s recommendations can ideally inform the current regulatory process with a more holistic and mutually beneficial regulatory approach, consistent with recent United States Environmental Protection Agency support of more alternative regulatory methods to achieve water quality improvements.

The purpose of the BRP to formulate through collaborative, mutually respectful and beneficial methods, strategic, alternative regulatory recommendations that promote ongoing investments in programs to reduce nutrient impairments, achieve beneficial uses, and provide greater
- environmental, financial and regulatory certainty for the Laguna watershed and its stakeholders.
CCP staff supporting this effort is Dave Ceppos.

Key staff members

As stated above, our team will consist of the following staff exclusively from CCP (base staff location in parentheses).

- Dave Ceppos – Principal-in-Charge / Managing Senior Mediator (Sacramento)
- Meagan Wylie – Project Manager / Lead Facilitator and Public Engagement Specialist (San Diego)
- Mindy Meyer – Lead Facilitator and Public Engagement Specialist (Santa Monica)

Full resumes are provided in an appendix. Brief summaries and expected project roles are as follows.

**David Ceppos will be project Principal-in-Charge.** He will provide strategic support and guidance and will be the ultimate point of contact on project challenges. He will be available to travel to the project area if need be but we expect such engagement would be limited to ensure minimal travel expenses.

Dave has a Bachelor of Landscape Architecture from the University of Florida (1985). He has had a diverse 33 year career, working as a design landscape architect, environmental planner, natural resource policy specialist, and conflict resolution specialist. Has a comprehensive background developing consensus based, stakeholder-driven, resource management processes. He additionally has considerable management and field experience in design, watershed planning, ecological assessment, hydrology, hazardous waste management, and habitat restoration

**Meagan Wylie will be the Project Manager, Lead Facilitator and Public Engagement Specialist.** She will be the day-to-day manager of the project, working most closely with the stakeholders and City staff on facilitation and engagement steps.

Working from our San Diego office, Meagan provides facilitation, project management, stakeholder outreach and coordination, public engagement, collaborative strategic planning services, and stakeholder assessments to local, state and federal agencies and non-governmental organizations.
City of Beverly Hills: La Cienega Park - Public Engagement Services

(NGO). She has focused educational and professional experience on marine and coastal issues, water supply and management, natural resource management, ecosystem dynamics, and climate adaptation planning.

Mindy Meyer will be a support facilitator and a Public Engagement Specialist. She will provide support to Meagan as needed to ensure we have full engagement and support options depending on the breadth and frequency of project events and tasks.

Mindy is highly experienced mediator and facilitator whose practice in private, public, and non-profit sectors centers on using collaborative strategies to build sustainable outcomes. Working from Santa Monica, she uses innovative methods and designs to support diverse groups in reaching agreement. She has worked with local, state, and federal government entities in groups as large as 250. Mindy has extensive experience in the areas of: consensus building and dispute resolution, strategic planning and implementation, public outreach design, organization development, leadership and team development, and training. She is an effective project manager who achieves desired results and submits agreed-upon deliverables on time and within budget. She quickly learns the needs, complexities, and challenges for a given project and its stakeholders and is adept in building trusting relationships.

6 References

Mr. Peter Brostrom
Department of Water Resources
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brostrom@water.ca.gov
(916) 651-7034
  • Working with Meagan Wylie and Dave Ceppos

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Ms. Leslie Friedman Johnson
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Appendix A
Staff Resumes
California State University, Sacramento
Center for Collaborative Policy
Meagan Wylie, Lead Facilitator

Summary of Experience
Meagan Wylie is a Lead Mediator and Facilitator with the Center for Collaborative Policy (CCP). Working out of CCP’s Southern California office, Ms. Wylie provides facilitation, project management, stakeholder outreach and coordination, public engagement, collaborative strategic planning services, and stakeholder assessments to local, state and federal agencies and non-governmental organizations (NGO). She has focused educational and professional experience on marine and coastal issues, water supply and management, natural resource management, ecosystem dynamics, and climate adaptation planning.

Project Experience
Central Valley Landscape Conservation Project
Client: U.S. Fish and Wildlife Service, California Landscape Conservation Cooperative. Location: Sacramento, CA. Years: 2014 - Present. Roles: Facilitation, Project Management, Meeting Documentation. Summary: Cooperative Landscape Conservation (CLC) is a process that achieves common goals and priorities across a network of partners to ensure sustainable ecosystems throughout a broad landscape. This project links CLC with climate adaptation planning for avian, fish, and terrestrial species of significance in California’s Central Valley. Ms. Wylie facilitates the planning and preparation of a series of multi-day workshops that will ultimately enhance collaboration and communication among a group of over 90 stakeholders representing an array of agencies, organization, businesses, landowners and Tribes. Over a five-year period, the project will produce climate-smart conservation goals and objectives for priority resources; vulnerability assessments for priority resources; adaptation strategies and actions, and spatially explicit design options to support prioritization of priority resources; and an online toolbox and outreach plan to help partners implement the adaptation strategies. This project’s website with outputs and products developed to-date can be accessed at: http://climate.calcommons.org/cvlcp.

Landscape Stakeholder Advisory Group
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**Sustainable Groundwater Management Program, Local Assistance Facilitation Support Services: Borrego Valley Groundwater Basin**

Client: Department of Water Resources. Location: San Luis Rey Valley Groundwater Basin. Years: 2016-Present. Role: Facilitation, Project Management. Summary: In October 2016, the Borrego Water District and the County of San Diego approved a Memorandum of Understanding (MOU) to establish the Borrego Valley Groundwater Sustainability Agency (GSA). The GSA is responsible for developing and implementing a Groundwater Sustainability Plan (GSP) for the Borrego Basin, with input provided by a formally established Advisory Committee (AC) to aid in the development of the planning and policy recommendations contained in the GSP. Ms. Wylie facilitates meetings of the AC, the GSA “Core Team” that includes representatives from the GSA agencies and GSP technical consultants, and completes related project management activities.

**Sustainable Groundwater Management Program, Local Assistance Facilitation Support Services: Turlock Groundwater Subbasin**

Client: State Water Resources Control Board. Location: Turlock Groundwater Subbasin. Years: 2017-Present. Role: Facilitation, Project Management, Documentation Preparation. Summary: The Groundwater Sustainability Agencies (GSAs) in the Turlock Subbasin of the San Joaquin Valley recognize a need for engaging the community early in the development process of Groundwater Sustainability Plan (GSP) planning. CCP is supporting the successful creation of a basin-wide communications committee (committee) that will effectuate productive stakeholder workshops and stakeholder engagement ultimately leading to the development of a robust GSP Communication Plan to be implemented through the adoption of a basin-wide GSP. Ms. Wylie has supported the convening of the committee, developed a committee charter, annual work plan, updates to the 2017 Draft Basin-Wide Communication Plan, and is helping prepare for a series of Public Workshops to be hosted in 2018.

**Updated Central Valley Regional Water Quality Control Board Strategic Plan Support**

Client: State Water Resources Control Board. Location: Central Valley, Region 5. Years: 2017 - Present. Role: Facilitation and Project Management. The Central Valley Regional Water Quality Control Board (Board) serves the largest area of all Water Board regions in California, spanning about 40 percent of the State. The Board faces many complex challenges in achieving its mission to protect water quality. The Board seeks to improve how it engages with its diverse constituencies and underserved communities. Ms. Wylie and colleagues are working to complete an assessment to identify recommendations to improve stakeholder engagement systems and procedures. This includes conducting individual interviews with Board members, executive leadership, staff, and key constituencies/constituency groups. In addition, Focus Groups are being organized for region. Ms. Wylie and colleagues will prepare an assessments findings report and develop recommendations on meeting protocols and procedures that can improve efficiency and effectiveness.

**Sustainable Groundwater Management Program, Local Assistance Facilitation Support Services.**

Years: 2016-2017. Role: Facilitation: The Sustainable Groundwater Management Act (SGMA) was signed into law in January 2015. It represents the most sweeping shift in groundwater management and policy in California’s history. SGMA requires high and medium priority groundwater basins and subbasins to create Groundwater Sustainability Agencies (GSA). Ms. Wylie facilitated these formation efforts. The process included facilitating meetings and consultations with key stakeholder groups including Tribes and GSA-eligible entities, facilitating GSA formation workgroups, development of governance agreements, and public meetings for outreach and education about SGMA.

**Sediment Management and Technical Advisory Group**
Client: University of California, Irvine (UCI). Locations: Tijuana River Valley and Newport Beach. Years: 2017. Role: Facilitation, Project Management, Meeting Documentation. As a component of their FloodRISE project, University of California, Irvine (UCI) is conducting a National Oceanic and Atmospheric Administration (NOAA) funded research project to analyze the potential implications of various sediment management options on the resiliency and vulnerability of coastal communities and coastal wetlands under climate change scenarios in two areas: the Tijuana River Valley and Newport Beach, California, and to develop modeling tools. A component of the research project involves convening a Management and Technical Advisory Group (MTAG). Ms. Wylie provided collaborative services to UCI to coordinate and facilitate the inaugural meeting of the MTAG. Efforts included project coordination, meeting preparation, meeting facilitation, and development of a comprehensive meeting summary report.

**California Urban Water Conservation Council Workshop on Landscape Conversion Calculators**
Client: California Urban Water Conservation Council (Council). Location: Sacramento. Years: 2017. Role: Facilitation, Project Management. The Council believes that Landscape Conversion Calculators are tools that can help facilitate a market transition to sustainable landscaping. In recent years, these calculators have been utilized to promote water use efficiency in outdoor landscapes. Up until now, however, they have not been assessed to determine end-user receptivity, and whether their outputs generate tangible landscape upgrades. Thus, the Council hopes to alleviate these data gaps by hosting a one-day Landscape Conversion Calculator Workshop in Sacramento, CA. Ms. Wylie organized and facilitated two pre-workshop webinars, facilitated the day-long workshop, supported organization of meeting/workshop logistics, and prepared meeting documentation.

**Environmental Health Leadership Summit**
Client: Air Resources Board (ARB). Location: Imperial Valley, CA. Years: 2017. Role: Facilitation, Project Management, Meeting Documentation. Summary: The focus of the 8th annual Environmental Health Leadership Summit was the degradation of the Salton Sea, resulting impacts to air quality and public health, associated air quality monitoring programs, and allied environmental justice efforts. The Summit structure combined distinguished speakers with numerous panel sessions, addressing topics of air quality, asthma and health issues, climate equity for disadvantaged communities, statewide environmental justice efforts, air monitoring, and pollution reduction efforts. Ms. Wylie assisted with Summit preparation and organization efforts, Summit facilitation, and developed the comprehensive meeting report.

**California Biodiversity Council Fall 2017 Meeting**
Client: California Biodiversity Council. Location: Central Valley, CA. Years: 2017. Role: Facilitation, Project Management. Summary: The California Biodiversity Council (CBC) was formed in 1991 to improve coordination and cooperation between the various resource management and environmental protection organizations at federal, state, and local levels. The CBC adopted a resolution on October 29, 2014 to engage and align its membership with the Integrated Regional Conservation and Development (IRCAD) program that is coordinated through the Strategic Growth Council (SGC). In Fall 2017, the CBC hosted a two-day workshop with field tours, with the theme Mainstreaming the Integrated Regional
Conservation and Development (IRCAD) Program. Ms. Wylie supported the planning and project management efforts for this meeting, including organizing field tours, guest speakers, agenda development, and facilitating planning meetings of the CBC planning team.

Independent Technical Panel (ITP) for Demand Management Measures
Client: Department of Water Resources. Location: Irvine, Sacramento, CA. Years: 2014 – 2016. Roles: Associate Facilitator, Project Management, Meeting Documentation. Summary: In 2007, the California Legislature passed AB 1420 which provisioned urban water supplier grant eligibility on the implementation of demand management measures. The bill also directed the California Department of Water Resources (DWR) to convene an Independent Technical Panel (ITP) to provide information and recommendations to DWR and the Legislature on new demand management measures (DMM), technologies, and approaches. DWR convened the ITP in 2013, and they submitted their first legislative report on DMM in December 2014. Shortly thereafter in early 2015, the ITP engaged in efforts to address urban landscape water use efficiency throughout the state. After 30 two-day intensive meetings, the ITP finalized its second legislative report in May 2016. This report is comprised of 18 different recommendations, and can be accessed via the DWR website here: http://www.water.ca.gov/wateruseefficiency/sb7/committees/urbanlu2/. Ms. Wylie assisted this high-profile group in facilitating weekly internal project team calls, supporting the two-day public workshops, document preparation, organization of meeting/workshop logistics, and preparation of meeting documentation, including summary reports and the ITP’s final report to the legislature.

California Executive Order B-37-16 Implementation
Client: California Department of Water Resources (DWR). Location: Statewide. Years: 2016 – 2018. Role: Facilitator, Project Management. Summary: Working with DWR, State Water Resources Control Board (SWRCB), California Department of Food and Agriculture (CDFA), California Public Utilities Commission (CPUC), and California Energy Commission (CEC) (Collectively “Executive Order (EO) State Agencies”), assists CCP colleagues in convening weekly meetings among staff and executive level positions among diverse EO State Agencies, and in program management among project teams and EO State Agencies’ staff and executives. Ms. Wylie will also facilitate select meetings between EO State Agencies and public stakeholders. Activities include mediating diverse project goals and objectives to meet EO directives on the management of California’s water resources. The CCP project team works directly with EO State Agencies to reach agreement on frameworks for new statewide Water Use Targets, Water Loss Regulations, Water Shortage Contingency Plans, and Drought Planning.

Medical Cannabis Regulation and Safety Act Pre-Regulation Stakeholder Meetings
Client: The Bureau of Medical Cannabis Regulation with the California Department of Consumer Affairs; The Office of Medical Cannabis Safety with the California Department of Public Health. Location: California. Year: 2016. Role: Lead Facilitator. Summary: The Bureau of Medical Cannabis Regulation (BMCR) and Office of Medical Cannabis Safety (OMCS) held pre-regulatory stakeholder meetings across California in the fall of 2016 to educate, discuss, and collect public input on issues related to general licensing requirements, as well as specific licensing requirements for the regulation of medical cannabis dispensaries, distributors, manufacturers, testing labs, and transporters.

AB 32 Environmental Justice Advisory Committee
Client: Air Resources Control Board (ARB), subcontracted by Center for Continuing Education (CCE). Location: Sacramento. Years: 2016. Role: Associate Facilitator. Summary: Support facilitated discussions among ARB and Environmental Justice Advisory Committee (EJAC). The first EJAC was convened in 2007 to advise the ARB in developing a Scoping Plan, and any other pertinent materials for implementing AB 32. The EJAC is comprised of representatives from communities in the State with the most significant exposure to air pollution, including, but not limited to, communities with minority populations or low-income populations, or both. The EJAC was reconvened in 2013 to advise the Board on the 2013 Scoping Plan Update. The ARB must update the current Scoping Plan by March 2017. Project roles include
meeting facilitation, coordination among the EJAC members and ARB, and assisting with preparation of community workshop agendas and materials.

**Owens Lakebed Master Project Development Process**

Client: Los Angeles Department of Water & Power. Years: 2016. Location: California. Role: Associate Facilitator. Summary: The Los Angeles Department of Water and Power, responsible for dust mitigation on the dry Owens Lake bed, has convened a diverse advisory committee to help refine a proposed “master project” for the lakebed that would include dust control, habitat enhancement, surface water conservation by accessing groundwater for a portion of the dust control, and public access and recreation elements. The California State Lands Commission owns most of the land under the lakebed while the Great Basin Air Pollution Control District regulates air quality. The advisory committee includes these entities, as well as representatives of agriculture, local business, recreation, local, state, federal and tribal governments. In December, 2014, the advisory committee reached consensus on refinements to the description of the proposed Master Project, including calling for the development of resource protection protocols which would enable all concerned to assess whether the use of groundwater for these dust control efforts would or would not be viable. The advisory committee will remain intact for the foreseeable future to provide input as needed during development of the resource protection protocols. Ms. Wylie began supporting this group in 2016.

**San Diego IRWM Regional Water Data Management Program**

Client: San Diego County. Location: San Diego, CA. Years: 2013 – 2015. Roles: Co-facilitation, Assistant Facilitation, Meeting Documentation, Stakeholder Outreach and Coordination. Summary: In 2011, the San Diego Integrated Regional Water Management (IRWM) Program was recommended by the Department of Water Resources to receive full funding for the development of a water data management program, including the establishment of a regional, web-based data management system (DMS). This project involves a collaborative, stakeholder-driven process that summarizes current data gathering efforts, assesses and prioritizes data management needs, and recommends basic design parameters for the DMS. Key audiences include water purveyors, water supply and wastewater districts, municipal stormwater divisions, and watershed and environmental organizations. Ms. Wylie assisted in the design and facilitation of Advisory Workgroup meetings, Stakeholder Workshops and Public Meetings, stakeholder outreach and coordination, organization of meeting/workshop logistics, and preparation of meeting documentation, including agendas, worksheets, and summary reports.

**Tribal Engagement in the Sustainable Groundwater Management Act and Proposition 1**

Client: California Department of Water Resources (DWR). Location: San Pasqual, Sacramento. Years: 2015. Role: Associate Facilitator. Summary: The Sustainable Groundwater Management Act of 2014 (SGMA) provides a framework for sustainable management of groundwater supplies by local authorities, with a limited role for state intervention only if necessary to protect the resource. The act requires the formation of local groundwater sustainability agencies (GSAs) that must assess conditions in their local water basins and adopt locally-based management plans. Proposition 1 (2014 Water Bond) will provide funding for various water projects and programs that will: (1) increase the state’s supply of clean, safe, and reliable drinking water, (2) protect and restore rivers, lakes, streams, coastal waters, and watersheds, (3) improve water quality, security, and adaptation to climate change, and (4) improve statewide water system operations to increase drought preparedness and flood protection. DWR held workshops in Redding and San Pasqual for California Native American Tribes designed to provide an overview of and answer questions about the legislation; provide a tutorial on related websites and web-based tools; identify tribal needs for information, data, and technical assistance; and strategize for future tribal engagement. Along with the State Water Resources Control Board, Department of Fish and Wildlife, State Coastal Conservancy, Ocean Protection Council, other state agencies, DWR also held a two-day consultation meeting in Sacramento to review Water Bond funding opportunities and procedures with California Native American Tribes.
Tijuana River Estuary Temporal Investigations of Marsh Ecosystems (TIME) Assessment and Technical Workshops

Client: National Estuarine Research Reserve System Science Collaborative. Location: Santa Barbara, Ventura, Los Angeles, Orange, and San Diego Counties, CA. Years: 2013 – 2015. Roles: Facilitation, Assistant Facilitation, Meeting Documentation. Summary: The TIME project's purpose is to document the historical ecology of wetlands in the Southern California Bight, assess trends and drivers of change, develop visualization tools that link historical estuary studies with current conditions, future conditions and tradeoff analysis, and develop a decision-support framework for resource managers that includes diverse stakeholder interests in the coastal zone. Following a comprehensive needs assessment and a workshop devoted to scenario planning for climate change, the project then focused on identifying ecosystem services and analyzing tradeoffs between major management strategies in the Tijuana River Valley. Ms. Wylie assisted in the design and facilitation of Advisory Group meetings, and preparation of meeting documentation, including agendas, worksheets, and summary reports. Key partners include the Southern California Wetland Recovery Project's Wetland Managers Group and Tijuana River Valley Recovery Team, including the California Coastal Commission, U.S. Army Corps of Engineers, U.S. Fish and Wildlife Service, National Marine Fisheries Service, State Water Resources Control Board, California Department of Fish and Wildlife, and California Wildlife Conservation Board.

Urban Stakeholder Committee (USC) for Water Use Efficiency

Client: Department of Water Resources (DWR). Location: Irvine, Sacramento, San Diego, CA. Years: 2014 – 2016. Roles: Assistant Facilitation, Meeting Documentation. Summary: DWR formed the Urban Stakeholder Committee for Water Use Efficiency to meet some of the public process requirements of SB X7-7 (the Water Conservation Act of 2009). The USC is chartered to review technical material and documents, and to provide comments, data, and supporting information to DWR for implementing provisions of SB X7-7. Most recently, the USC provided feedback to DWR and the Independent Technical Panel (ITP) on Demand Management Measures regarding the draft expedited revisions to DWR's Model Water Efficient Landscape Ordinance (MWELO). Both the ITP and USC are facilitated and coordinated by the Center for Collaborative Policy.

San Diego Region Stormwater Water Quality Improvement Plan Workshops

Client: County of San Diego, Rick Engineering. Location: San Diego, Oceanside. Years: 2014-2015. Role: Associate Facilitator, Meeting Documentation. Summary: The California Regional Water Quality Control Board, San Diego Region (RWQCB) adopted a Municipal Storm Sewer System (MS4) Permit (Order R9-2013-0001, NPDES No. CAS0109266) for the San Diego Region on May 8, 2013. Provision B of the Permit requires the phased development and implementation of a watershed-based Water Quality Improvement Plan (WQIP) for the Watershed Management Areas (WMA). Critical components of this effort include the regional development of a Watershed Management Area Analysis (WMAA) and guidelines for water quality equivalencies (WQE) for use in alternative compliance projects. Rick Engineering Company requested facilitation support with technical and stakeholder advisory group meetings, as well as public workshops, to receive comments and recommendations on the draft WQE guidance documents and draft WMMA.

Healthy Waters Strategy for San Diego Bay

Client: San Diego Regional Water Quality Control Board. Location: San Diego. Year: 2015. Role: Associate Facilitator, Meeting Documentation. Summary: In November 2013, the San Diego Water Board adopted a Practical Vision, which is intended to ensure that the staff, funding, authority, tools, and influence of the San Diego Water Board are put to the best possible use to achieve healthy waters throughout the Region. The first five chapters of the Practical Vision are focused on water quality aspects that will be pursued through San Diego Water Board actions and collaborative efforts with the communities it serves. Each chapter emphasizes establishing meaningful outcomes for achieving healthy waters. Chapter 1 of the Practical Vision (PV1) outlines an approach for developing clear overarching goals, for establishing region-wide priorities, and for remaining committed to these goals over an
extended period of time. PV1 describes a seven-step process for the San Diego Water Board to effectively align its work with the most important goals and highest priorities for healthy waters. The Healthy Waters Strategy pilots the implementation of PV1 by applying it to San Diego Bay. The San Diego Water Board seeks to engage agency and public stakeholders through two interagency meetings and a public workshop. The aim of these meetings includes educating parties about the current draft of the strategy and explaining what has changed compared with earlier versions of the strategy; answering questions and identifying concerns regarding the strategy; and informing parties about how they can contribute to and stay involved in its implementation.

Concept Workshops for Potential Restrictions on Pesticide Use Near Schools
Client: California Department of Pesticide Regulation. Years: 2015. Location: Statewide. Role: Assistant Facilitation, Meeting Documentation. Summary: California Department of Pesticide Regulation (DPR) hosted a series of workshops statewide for the purpose of receiving input from school administrators, the agricultural industry, and the public on the development of new rules for the use of pesticides near schools. DPR presented two central concepts for workshop participants to consider for the development of new regulations. The concepts focused on notification of pesticide application, and consideration of restrictions, such as timing of applications, distance of application from schools, types of pesticides used near schools and methods of application. The Center advised DPR staff in designing their presentation and workshop materials, and in conducting outreach to ensure that all affected parties were invited to participate in the workshops. The Center then facilitated the 15 workshops in six locations throughout the state.

California Transportation Plan 2040
Client: CalTrans. Location: Statewide. Year: 2014. Role: Associate Facilitator, Meeting Documentation. Summary: The State Office of Planning (SOP) is developing the State Transportation Plan (CTP 2040), which will inform stakeholders from grass root advocates to metropolitan planning organizations of future transportation assets, programs, projects, and financial resources to help meet the State’s greenhouse gas emissions and other benefits. Ms. Wylie assisted with coordination and facilitation for interactive public workshops held statewide to receive public feedback on the Draft CTP 2040, including those in San Diego, Riverside and Los Angeles.

Statewide Forest Health Summit
Client: California Sierra Nevada Conservancy. Location: Sacramento. Year: 2015. Role: Associate Facilitator. Summary: In partnership with the US Forest Service Region 5, the Conservancy hosted a statewide summit to build support and participation in its Sierra Nevada Watershed Improvement Plan (WIP), a cohesive strategy for addressing watershed health in the region. Responding to the urgent need to increase the pace and scale of restoration and reduce the risk of catastrophic fire, the WIP sought to foster partnering, collaboration, and resource sharing. The summit included a technical session on fire trends, climate change, emissions, and air quality impacts, and then an interagency roundtable dialogue. Panelists included the California Air Resources Board, Environmental Protection Agency, Natural Resources Agency, Department of Fish and Wildlife, Department of Water Resources, and Department of Forestry and Fire Protection, as well as the Association of California Water Agencies, California Forestry Association, The Nature Conservancy, National Forest Foundation, Rural County Representatives of California, Sierra Business Council, Sierra Institute for Community and Environment, and Central Sierra Environmental Resource Center.

Tijuana River Valley Recovery Team (TRVRT) Work Groups
facilitated and supported the work groups in developing an initial series of actions and projects for inclusion in the Five Year Plan.

**Sandy Hook Climate Adaptation Planning Workshop**
Client: National Parks Conservation Association (NPCA) for the National Park Service (NPS). Location: Sandy Hook, New Jersey. Year: 2014. Roles: Co-facilitation, Assistant Facilitation, Meeting Documentation including agenda development and summary report. Summary: Ms. Wylie assisted in the planning, design and facilitation of a one-day participatory workshop on climate adaptation planning hosted by NPCA in the Sandy Hook Unit of Gateway National Recreation Area in New Jersey. Supported by a grant from the National Science Foundation, the workshop, which included participation of 75 stakeholders and Park Service leaders, achieved the following goals: (1) educate and engage community members in exploring climate change impacts, (2) identify and discuss associated community needs, (3) consider ideas for small-scale, locally-based climate adaptation projects, and (4) formulate working groups to advance project implementation and funding.

**Borrego Water Coalition**
Client: California Department of Water Resources. Location: Borrego Springs, CA. Years: 2013 – 2014. Roles: assistant facilitation, meeting documentation. Summary: Per an amended groundwater ordinance, in 2013 the San Diego County Board of Supervisors directed staff to work with the Borrego Water District to develop a groundwater sustainability plan that addresses basin overdraft. Convened by the Department of Water Resources, the Coalition includes the District, agriculture, golf and tourism, lodging, schools, and the Anza-Borrego State Park. Ms. Wylie assisted in helping the group develop a work plan, identify objectives and management strategies, assess and rank strategies, develop a series of negotiated policy recommendations to the Borrego Water District that provide for bringing the basin into balance, and prepare for public meetings.

**Other Select Experience**

**Marine Conservation Initiative Consultant**
Organization: Natural Resources Defense Council (NRDC). Location: Southern California. Years: 2013-2015. Summary: As a collaborative effort to improve public education, outreach and compliance regarding the California’s marine protected areas (MPAs), the California Ocean Protection Council (OPC) awarded the California Marine Sanctuary Foundation $350,000 for the design, fabrication and statewide installation of MPA educational signage. More than 200 signs were be installed near MPAs statewide as December of 2015. Acting as a consultant to Natural Resources Defense Council, Ms. Wylie:
- Provided principal coordination support for this signage effort for California’s south coast region, from Santa Barbara County to the US/Mexico border.
- Ensured effective coordination and collaborative development of signage content among more than 40 partnering organizations and agencies, including the California Department of Fish and Wildlife (CDFW) and OPC, to: prioritize local needs; conduct site-by-site visits; collect relevant, area-specific content; facilitate single-text negotiation for content when required; meet design parameters; review and address sign installation permitting and challenges.
- Assisted OPC in securing local coastal permit approval from south coast landowners for the required California Coastal Commission consolidated permit for sign installation.
- Worked with Agency partners to develop strategies for facilitating “lessons learned” from this initiative to other statewide MPA collaborative projects.

**Marine Conservation Program Manager**

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Conservation Director, who was appointed a seat on the Regional Stakeholder Group for the southern California sub-region of the Marine Life Protection Act (MLPA) public policy process. Responsibilities and activities included:

- Coordinated a Coalition of 15 prominent conservation NGOs for strategic planning, information exchange and collaboration to ensure conservation successes in the marine protected area (MPA) design public process.
- Built relationships and engaged marine scientists, city officials and ocean resource stakeholders in the MLPA public policy process of identifying, designing and promoting local MPAs.
- Synthesized literature (scientific, technical, government, and grey) on southern California marine ecology to develop recommendations for MPAs.
- Translated science and policy concerning MPAs into public educational materials for targeted outreach to affected communities (including brochures, web content, presentations, etc.).
- Coordinated Coalition involvement in third party MPA support efforts, including: production of Wonders of the Sea, an underwater photography book highlighting regional MPAs; Stewards of the Wild Sea short documentary film; and the LightHawk organization's aerial tours of MPAs for influential stakeholders such as elected officials, reporters and task force members.
- Attended all meetings of the California Fish & Game Commission, the MLPA’s Blue Ribbon Task Force, and the MLPA’s Science Advisory Team on behalf of Coastkeeper, provided public testimony as necessary, and prepared meeting notes and summaries on behalf of the Coalition.
- Managed education, community outreach and water quality projects pertaining to local Areas of Special Biological Significance (ASBS), including inter-organizational collaboration and project planning with Coastkeeper’s Marine Debris program manager.
- Collaborated with Scripps Institute of Oceanography and the City of San Diego to design and implement Best Management Practices to reduce waste discharge into ASBS.
- Point-of-contact for fisheries management and local aquaculture issues.
- Assisted organizing community outreach events, and major fundraising and donor events.
- Secured approximately $400,000 per year of annual programmatic funds, including grant writing, budgeting, data management, reporting, and donor relations.

**Sustainable Fisheries Analyst**

Client: Seafood Watch. Years: 2011. Summary: Pilot-tested Seafood Watch’s 2012 sustainability criteria for wild fisheries by running existing fisheries reports through updated and new assessment methods according to the guiding principles and conservation ethic of the Monterey Bay Aquarium. Updated factual information on fisheries-specific reports including: population and health status of different species in a group made up of several species managed as one complex, capture gear types, regional management bodies and policies. Numerically scored each assessment per 2012 Seafood Watch guidelines, subsequently comparing and summarizing results for use in public outreach materials, such as Seafood Watch Cards.
Summary of Experience

Dave Ceppos has a comprehensive background developing consensus based, stakeholder-driven, resource management processes. He specializes in water policy and natural resources facilitation, mediation, and strategic planning. He additionally has considerable management of public outreach and engagement processes, and field experience in watershed planning, ecological assessment, hydrology, hazardous waste management, and habitat restoration.

Example Project Experience

DWR - Sustainable Groundwater Management Act (SGMA)
Client: California Department of Water Resources (DWR). Location: Statewide. Years: 2014 – Present. Role: Program Manager / Managing Senior Mediator. Summary: Working as a senior advisor and member of the DWR SGMA Program Team. Coordinating and designing DWR’s Local Assistance Program to provide in-kind facilitation support to emergent Groundwater Sustainability Agencies (GSA) throughout California (launched May 2015). Also a member of the strategy team for DWR’s development of Boundary Designation Regulations. Facilitator and advisor for the Boundary Regulation Practitioner Advisory Panel. Program Manager and designer of the Boundary Regulations statewide public listening sessions in April, 2015. Presenter on behalf of DWR regarding their SGMA program for various meetings / conference throughout California. Advisor on outreach sections on DWR SGMA Strategic Plan.

Program Manager and Principal-in-Charge for the following GSA support efforts

- Borrego Water District GSA
- Colusa County GSA
- Glenn County GSA
- Inyo Basin GSA
- Kern County GSA
- Mendocino County / Ukiah GSA
- San Luis Rey / San Diego County – City of San Diego GSA
- Santa Clara River Valley East GSA
- Shasta County - Enterprise / Anderson GSA
- Yolo County GSA
- Upper Ventura River GSA
SWRCB - Sustainable Groundwater Management Act
Client: State Water Resources Control Board (SWRCB). Location: Statewide. Years: 2015 – Present. Role: Program Manager / Managing Senior Mediator. Summary: Working as a senior advisor to SWRCB SGMA Program. Coordinating and designing SWRCB Local Assistance Program to provide in-kind facilitation support to emergent GSAs throughout California. Program Manager and Principal-in-Charge for the following GSA support efforts:
- Tulare County / Kaweah Delta Subbasin GSA
- Paso Robles Subbasin GSA
- Stanislaus Regional Groundwater Coordinating Committee
- Soquel-Aptos Groundwater Management Committee and GSA
- San Diego River Valley Basin GSA
- Santa Maria Basin GSA

California Water Commission – Water Storage Investment Program (WSIP) – Stakeholder Advisory Committee (SAC)
Client: California Water Commission and DWR. Location: Statewide. Years: 2014 – Present. Role: Program Manager / Managing Senior Mediator. Summary: Working with Commission and DWR to create and facilitate the SAC. The purpose of the SAC is to advise the Commission on key factors of the $2.7 billion WSIP including development of storage program benefits evaluation criteria, development of evaluation methodologies, and similar.

California Water Use Efficiency Program - SBx7-7 Water Conservation Act of 2009
Client: California Department of Water Resources (DWR). Location: Statewide. Years: 2010 – Present. Role: Program Manager / Managing Senior Mediator. Summary: Working with DWR Water Use Efficiency Branch, Bureau of Reclamation, California Urban Water Conservation Council, and Agricultural Water Management Council to develop and implement a comprehensive multi stakeholder process to address multiple, legislative mandates and projects. Manage an Urban Stakeholder Committee (USC), and Agricultural Stakeholder Committee (ASC) and six additional technical subcommittees. Work and coordinate directly with a range of technical specialists on water use engineering, economics, biological impacts, financing practices, regulatory constraints and development of draft and final State regulations. Strategic planning activities have resulted in the completion of urban and agricultural water methods and regulations, acted on by the USC, ASC, and California Water Commission. These include the adoption of the following (as mandated in SBx7-7) for the USC:
- Urban Target Methodologies
- Fourth Target Method
- Process Water Regulations

And the adoption of the following (as mandated in SBx7-7) for the ASC:
- Quantification of Agricultural Water Use
- Agricultural Water Use Regulations
- Agricultural Water Efficiency Practices

California Commercial, Industrial and Institutional (CII) Water Use Task Force
Client: DWR. Location: Statewide. Years: 2011 – 2013. Role: Project Manager / Managing Senior Mediator. Summary: SBx7-7 mandated the creation of the CII Task Force to identify and recommend best management practices and associated metrics and water use savings for California’s CII sectors. In the context of strategic planning, and report to the State Legislature with their recommendations. Mr. Ceppos was the process designer, facilitator, and mediator of this 35 member group of interest specialists from a variety of water use sectors and academia. Activities included the development and incorporation of data from the following Subcommittees and Workgroups:
• Commercial Landscape Subcommittee
• Refining and Petrochemical Subcommittee
• Metrics Subcommittee
• High-Tech Workgroup
• Food and Beverage Manufacturing Workgroup

Demand Management Measures – Independent Technical Panel (ITP)
Client: DWR. Location: Statewide. Years: 2013 – 2016. Role: Project Manager and Managing Senior Mediator for this Bagley Keene Act group, founded by legislative mandate. Summary: The ITP is mandated to remain convened and to deliver a report to the legislature every 5 years with recommendations on new demand management measures, technologies and approaches to water use efficiency. Mr. Ceppos has been the process designer and facilitator of the ITP since its inception, designing meeting approaches and the group’s governance Charter, and negotiating a set of recommendations and a Phase I report to the legislature about proposed changes to the Urban Water Management Planning Act. The Phase II ITP focus has been on landscape water use and associated recommendations to the Legislature and several State agencies on short and long-term water use modifications. The ITP finalized this report in April 2016.

California Water Plan
Client: DWR. Location: Statewide. Years: 2005 – Present. Role: Project Manager and Managing Senior Mediator. Senior leader and advisor on multiple groups and strategic initiatives of the California Bulletin 160 Water Plan Update process. Focused efforts have included scenarios development, climate change workshops, Advisory Committee facilitation and process design, and similar.

Santa Margarita River (SMR) Nutrient Initiative Group
Client: County of San Diego. Location: Santa Margarita River Basin, San Diego and Riverside Counties. Years: February 2012 – Present. Role: Mediator and Facilitator. Summary: The group has been developing a proposed nutrient numeric endpoint (NNE) approach to establish site specific nutrient objectives for the SMR and tributaries and potentially the development of a Total Maximum Daily Load (TMDL) for the SMR and its estuary. Authored and assisted in the development of governance structure to define group membership, decision-making, leadership, communication and similar items. Mr. Ceppos facilitated the successful development of monitoring and management questions that have been in discussion for over two years. He has also helped establish specific rules and roles for action accountability, and the timely completion of tasks. Working closely with the Technical Advisory Committee of the Initiative Group (including numerous technical specialists and consultants) and affected stakeholders such as San Diego and Riverside Counties, Rancho Cordova Water District, Sierra Club, Trout Unlimited, National Marine Fisheries Service, US Geological Survey, and the US Marine Corps.

Delta Methylmercury TMDL Collaborative Stakeholder Process
Client: Central Valley Regional Water Quality Control Board (Board). Location: Central Valley of California. Years: 2010-2011. Role: Project Manager/Senior Mediator. The methylmercury (MeHg) TMDL was a controversial effort to establish the TMDL for MeHg. This effort has been characterized by polarized relationships between Board staff and affected stakeholders throughout the Delta / North Central Valley region for over a decade. The TMDL has significant implications to subsistence anglers regarding intended improvements to fish tissue bioaccumulation of MeHg, and to managers of agricultural lands and wetlands which are believed to be responsible for MeHg production and transport. The TMDL was approved by the Board in April 2010, and approved by USEPA in October 2011.

Upper Truckee River TMDL Collaborative Stakeholder Process
Client: Lahontan RWQCB (Lahontan). Location: Upper Truckee River, Lake Tahoe and Northern California. Years: 2007-2008. Role: Project Manager/Senior Mediator. Summary: Mr. Ceppos facilitated this community-based process with Lahontan and stakeholders of the Upper Truckee River, the goal of which was to agree upon standards for sediment TMDLs in the watershed and implement strategies to
improve water quality in the watershed. A Planning Committee of the USFS, Desert Research Institute, Truckee River Watershed Council, and others was convened to direct stakeholder engagement.

**North San Francisco Bay Selenium TMDL Collaborative Stakeholder Process**
Client: San Francisco Bay RWQCB. Location: San Francisco Bay, CA. Years: 2007-2008. Role: Project Manager/Senior Mediator. Summary: The selenium TMDL was co-funded by the Western States Petroleum Association (WSPA) to expedite and address selenium loading decisions in the northern reach of San Francisco Bay and to avoid complications between regulatory enforcement discrepancies between this TMDL and existing National Pollutant Discharge Elimination System permits. The project was a quasi-third party TMDL approach. Process included a comprehensive stakeholder assessment and the convening of a stakeholder advisory committee and technical support committee in the context of CEQA requirements.

**San Francisco Bay Nutrient Management Strategy**
Client: San Francisco Bay RWQCB. Location: San Francisco Bay, CA. Years: 2013-Present. Role: Senior Advisor/Managing Senior Mediator. Summary: Senior advisor to the Regional Board, the Bay Area Clean Water Agencies association, State and federal agencies, local jurisdictions, and similar in the development and governance of the comprehensive technical analysis and ecological impacts assessment process for nutrient loading in the Bay.

**Third Party TMDL National Task Force**
Mr. Ceppos was invited by Water Environment Federation and US EPA to be the public process specialist on a national task force developing recommendations for optimal development and implementation of Third Party TMDLs. Mr. Ceppos was the co-author of the WEF / USEPA published document Third Party TMDL Tool Kit.

**Central Valley Irrigated Lands Regulatory Program (ILRP)**
Client: Central Valley Regional Water Quality Control Board (RWQCB). Location: Central Valley California. Years: 2007-2010. Role: Project Manager/Managing Senior Mediator for multi-party, stakeholder process to design the compliance stage of the Central Valley ILRP. Summary: Mr. Ceppos facilitated and mediated the main stakeholder advisory group and several commodities-based and watershed-based caucuses on technical water quality, focusing on the monitoring, analysis, and reporting of water quality conditions for agricultural lands throughout the Central Valley. Regarding strategic planning expertise, the project resulted in broad stakeholder engagement and agreement on the approach of the ILRP, and in RWQCB adoption and current implementation of the ILRP. He also designed and managed public outreach activities including direct interaction with watershed-based water quality coalitions and environmental advocates throughout the Central Valley. He prepared media information, web-based content, and public notices of project events. Mr. Ceppos oversaw the design and delivery of several public meetings about the ILRP.

**American River Flow Management Standard (FMS)**
Client: Sacramento Water Forum. Years: 2010 – 2012. Role: Project Manager, Principal Investigator and Managing Senior Mediator. Summary: The case regarded negotiating the last unresolved agreement associated with the historic Water Forum Agreement. The FMS has been a long standing unresolved situation from the original Water Forum effort. Environmental advocates had expected this standard to be resolved over a decade ago and since then water purveyors have acted on several system improvements allowed through the agreement while the FMS remained unresolved. Mr. Ceppos conducted an assessment of Water Forum signatories about the feasibility of a negotiation to resolve outstanding issues of a FMS. Recommended and convened several groups including a technical advisory team, steering committee, and focused work groups to address specific water management issues on the American and Sacramento rivers associated with creating a functional FMS. The project has focused since mid-2012 on a range of technical modeling issues that must be resolved before final negotiation can be completed.
Project Manager/Senior Mediator. The LCC is part of a national initiative of 21 regional groups that focus and coordinate climate science research with resource managers. The project area extends from the northern Central Valley south to and including the San Diego region and Baja Mexico and from the California coast, east to the Sierra crest. The LCC alliance is over 400 stakeholders engaged in research and communication. Mr. Ceppos provides consultation on LCC governance and stakeholder engagement, strategic planning, and outreach. He manages a team of facilitators, graphics artists, website managers, and planners.

Suisun Marsh Charter Group
Client: CALFED. Location: Suisun Marsh, CA. Years: 2005 - 2008. Role: Project Manager/Senior Mediator. Summary: The Charter Group was a CALFED directed effort to resolve longstanding regulatory and land/water management issues in the Suisun Marsh. Mr. Ceppos developed a mutually beneficial implementation plan that meets regulatory compliance requirements, increases opportunities for tidal wetland creation, and enhances opportunities for long-term management and viability of existing freshwater wetland habitats. Stakeholders included USFWS, DFG, Bureau of Reclamation, NOAA Fisheries, and DWR.

Dungeness Crab Task Force
Client: California Ocean Protection Council. Location: Northern Coastal California. Year: 2009. Role: Project Manager, Managing Senior Mediator and Facilitator for the legislatively mandated Task Force. Summary: Formed through requirements in SB 1690, the twenty seven member Task Force was formed to resolve over a decade of competing legislation and increased inter- and intrastate conflict regarding the Dungeness crab fishery. All negotiations were conducted in public based on requirements of Bagley-Keene Act. Process resulted in 22 negotiated agreements that are the basis for SB 1093 in 2010 California Legislature session.

Lake Davis Northern Pike Eradication Project
Client: DFG. 2005 – 2008. Role: Senior Manager. Member of the DFG Project Leadership Team. Process advisor to DFG Manager and legal counsel, and US Forest Service Regional Forester on advanced stakeholder involvement and collaborative problem solving Manager of Center staff. Designed and managed DFG staff training about how to address and manage stakeholder conflict.

Lake Tahoe Pathway 2007
Clients: Multiple Organizations. Location: Lake Tahoe Region. Year: 2007. Role: Senior Mediator and Program Manager. Summary: Mr. Ceppos designed and lead the collaborative process to merge the Tahoe Regional Planning Agency’s Regional Plan Update, the USFS Forest Plan for the Lake Tahoe Basin, and the Lahontan RWQCB Board and Nevada Division of Environmental Protection Nutrient TMDL process.

Upper Klamath Basin Working Group Restoration Planning Process

Upper Putah Creek/Middletown Watershed Management Plan
Client: U.S. Army Corps of Engineers and East Lake Resource Conservation District. Project Manager and lead facilitator for the development of a watershed management plan for the upper Putah Creek in Lake County, California. Activities have included planning and facilitation for town meetings, workshops, and subsequent key stakeholder meetings including over 60 general public and 10 key organization stakeholders. Also oversaw the development of a watershed management plan proposal,
and analysis of issues such as flood-damage reduction, water-supply, stream bank protection, conveyance capacity, environmental restoration, recreation, Native American and other cultural resources.

**Headwaters Forest Reserve Management Plan**
Summary: Mr. Ceppos developed the public outreach and facilitation strategies for meetings in Eureka, San Francisco, and Sacramento, California. The project included the assessment of multiple recreational and other land uses and the development of the long-range management plan for the 7,400-acre Headwaters Reserve near Eureka, CA.

**White House Conference on Cooperative Conservation**
One of 24 senior practitioners from throughout the US asked to mediate / facilitate deliberations of 1,200 invited delegates at this conference held in St. Louis MO in September 2005. This was only the fourth Presidential conference on conservation and natural resources in U.S. history.

**Employment Experience**

**Center for Collaborative Policy** – 2002 to Present
Associate Director / Managing Senior Mediator / Senior Policy Advisor

**Jones & Stokes** – 1997 to 2002
Senior Mediator / Facilitator. Senior Natural Resources Planner. Senior project Manager. Team Leader for public involvement, facilitation, mediation services.

**Tetra Tech EMI** – 1992 to 1997
Facilitator/Mediator, Natural Resources Planner, Project Manager. Wetlands Program Coordinator.

**U.S. EPA, Region IV** – 1988 to 1992
State Section Leader (Florida), Superfund Division. Facilitator/ADR Specialist. Environmental Scientist.

**EDAW, Inc.** – 1985 to 1988
Facilitation support staff. Landscape Architect. Environmental Planner.
Summary of Experience

Mindy Meyer is an experienced mediator and facilitator whose practice in private, public, and non-profit sectors centers on using collaborative strategies to build sustainable outcomes. She uses innovative methods and designs to support diverse groups in reaching agreement. She has worked with local, state, and federal government entities in groups as large as 250. Ms. Meyer has extensive experience in the areas of: consensus building and dispute resolution, strategic planning and implementation, public outreach design, organization development, leadership and team development, and training. Ms. Meyer is an effective project manager who achieves desired results and submits agreed-upon deliverables on time and within budget. She quickly learns the needs, complexities, and challenges for a given project and its stakeholders and is adept in building trusting relationships.

Project Experience

Sustainable Groundwater Management Act Local Assistance: Upper Ventura River Basin
Client: Department of Water Resources. Location: Ventura Valley, San Luis Obispo, and Santa Clarita Valley, Basin. Years: 2015 to 2017. Role: Lead Facilitator. Summary: California’s Sustainable Groundwater Management Act (SGMA) of 2014 requires broad stakeholder involvement in the development and implementation of Groundwater Sustainability Agencies (GSAs) and Groundwater Sustainability Plans (GSPs) for 127 groundwater basins around the state. Five agencies joined together to create a GSA for the Upper Ventura River: Ventura Water, Casitas Municipal Water District, Ventura River Water District, Meiners Oaks Water District, and Ventura County Watershed Protection District. Ms. Meyer coordinated basin stakeholder outreach and education and worked with the eligible agencies and stakeholders to develop governance models and agreements in compliance with SGMA.

Owens Lakebed Master Plan & Project
Client: Los Angeles Department of Water and Power (LADWP). Location: Eastern Sierras. Years: 2010-2011 & 2013-2015. Roles: Work Group Facilitator, Project Management, Public Outreach Design and Execution. Summary: LADWP, responsible for dust mitigation on the dry lakebed, convened a diverse collaborative to develop a master plan to achieve dust control while enhancing habitat and conserving...
water. Ms. Meyer co-facilitated the Ground Water Work Group and facilitated the Public Access and Recreation Work Group (PAR WG) for the Master Plan. The recommendations from these work groups will guide LADWP’s implementation strategies for ground water use for dust control and public access and recreation use of Owens Lake.

Hinkley Groundwater Community Advisory Committee
Client: Pacific Gas & Electric (PG&E). Location: Hinkley, CA. Years: April 2013-April 2014. Role: Lead Mediator/Facilitator. Summary: Historical discharges of chromium in the 1950s led to groundwater contamination in Hinkley, CA. To support a large-scale remediation effort, PG&E hired CCP to: ensure stakeholder issues and concerns were addressed and resolved, manage conflict, find common ground, and identify and work towards achievable goals. Ms. Meyer facilitated Community Meetings and provided meeting facilitation and support for the Hinkley Community Advisory Committee.

Spiny Lobster Fishery Management Plan (FMP)
Client: California Department of Fish and Wildlife (DFW). Location: Southern California. Years: 2012-2014. Role: Facilitator. Summary: CCP supported DFW’s efforts to develop a Spiny Lobster Fishery Management Plan to ensure effective management, sustainability, and long-term economic viability of the resource. As a member of the facilitation team, Ms. Meyer designed the public participation and advisory committee processes to create broad based support for the plan.

Access Code Update Stakeholder Workshops
Client: Division of the State Architect (DSA). Location: Sacramento, Oakland, Los Angeles, and San Diego, CA. Year: 2012 & 2014. Role: Facilitator. Summary: The Division of State Architect conducted interactive stakeholder workshops to receive public input as it updated the California Building Code to comply with recent updates to the Federal Americans with Disability Act. Ms. Meyer consulted on the meeting design and stakeholder engagement plan. She facilitated meetings and supported project management, while ensuring stakeholder engagement was designed to support the full participation of people with access and functional needs.

Mental Health Workforce Education and Training Five Year Plan Community Forums
Client: Office of Statewide Health Planning and Development (OSHPD). Location: Southern California. Year: 2013. Role: Facilitator and Meeting Design. Summary: OSHPD was engaged in the development of the Mental Health Workforce Education and Training Five-Year Plan. CCP designed and facilitated a robust stakeholder engagement process throughout California to provide feedback for the development of the five-year plan.
San Elijo Lagoon Conservancy (SELC) Restoration Project Assessment and Communication Plan
Client: State Coastal Conservancy. Location: Cardiff-by-the-Sea, CA Years: 2011-2012. Role: Public Engagement Consultant. Summary: CCP supported community engagement and public participation for the planning phase of a large scale restoration plan for the San Elijo Lagoon. Ms. Meyer conducted an issues assessment and designed a public outreach and engagement plan to respond to the concerns, interests, and questions of the San Elijo Lagoon Conservancy’s constituents. The plan outlined key communication goals, principles, and strategies; key audiences, partners, and messages; and specific communication tools and methods.

Census 2010 Public Engagement
Client: Governor’s Office of Planning and Research (OPR). Location: Central-Southern, CA. Years: 2009-2012. Roles: Southern California Lead Facilitator, Project Manager, Public Outreach Design and Execution, Research, and Public Relations. Summary: Ms. Meyer facilitated and planned community meetings throughout the Southern California area. She developed targeted sector outreach strategies including creating communication plans, key messaging, and hard copy and web-based materials. She ensured materials and messaging were culturally appropriate. She built, managed, and facilitated extensive collaborative relationships with diverse stakeholders including local government, education, foundations, non-profits, faith based organizations, and businesses.
Appendix B
Sample Project Work
NOTE: In order to ensure an adaptive, responsive approach to stakeholder outreach and engagement, it is intended that the components of this plan be developed in collaboration with the Vina Subbasin stakeholders. This process has already begun, and this version incorporates the results of that collaboration to date. The plan will be updated as the collaborative process continues.

Goal and Desired Outcomes of the Plan

The central objective of this Plan is to provide a framework and identify tools to engage stakeholders in current and future SGMA activities in the Vina Subbasin. The engagement and communication process is intended to be concurrent with the activities to refine basin governance, which are presently underway. Stakeholder communication and engagement will continue throughout the Groundwater Sustainability Plan (GSP) planning process.

Figure 1 below illustrates the timeline for the concurrent processes of stakeholder engagement and other SGMA activities in the Subbasin:

Figure 1. Subbasin Governance/GSP Planning Timeline and Stakeholder Communication at a Glance

(See Attachment I for a more detailed project schedule for the Vina Subbasin GSP.)
This Plan articulates a differentiated approach and explicit activities to engage three broad stakeholder categories:

- Managers and governing bodies of participating GSAs;
- Managers and governing bodies of non-participating, eligible GSAs; and
- Other affected parties.

The Plan also identifies a variety of communication tools that will be employed to address the distinct interests of each group and provides a schedule of activities that clearly outlines the timeline for Plan implementation.

**SGMA Requirements for Stakeholder Outreach and Engagement**

SGMA requires GSAs to consider the interests of all beneficial uses and users of groundwater as a part of GSA formation and GSP development and implementation.

Further, as is stated in Water Code Section 10727.8, “The GSA shall encourage the active involvement of diverse social, cultural, and economic elements of the population within the groundwater basin prior to and during the development and implementation of the GSP.”

In addition, the GSP Regulations require that GSAs document in a communications section of the GSP the opportunities for public engagement and active involvement of diverse social, cultural and economic elements of the population within the basin.

**Relevant Participants/Potential Audiences in the Vina Subbasin**

**Participating GSAs**

There are four GSAs within the Vina Subbasin that are actively participating in GSP development:

- Rock Creek Reclamation District;
- City of Chico;
- County of Butte; and
- Tehama County Flood Control and Conversation District

At present, there is agreement among the participating GSAs that they will collaborate in the development of one GSP for the subbasin.

**Non-Participating Eligible GSAs**

Currently, there are two non-participating eligible GSAs in the Vina Subbasin:

- Vina Irrigation District; and
- Stanford Vina Ranch Irrigation

**Private Water Companies**

California Water Service Chico, as the primary water supplier for the City of Chico, has an interest in either having a decision making or other significant role in SGMA implementation in the Vina Subbasin.
Agricultural Stakeholders
Groundwater dependent agricultural stakeholders have a strong interest in pursuing an influential role in Vina Subbasin governance. The newly-formed association called the Agricultural Groundwater Users of Butte County offers one vehicle for communication and engagement with agricultural stakeholders that rely on groundwater.

Domestic Well Users
A significant number of Butte County residents are served by domestic wells. There are over 12,000 domestic wells in Butte County. The distribution by subbasin is:

- Vina 2,297
- East Butte 1,799
- West Butte 1,471
- Wyandotte 587
- Foothill 3,437
- Mountain 2,885

Most private wells serve a household with approximately 2.5 residents which means over 30,000 people in Butte County (>15%) rely on a domestic well for their water supply.

People who rely on domestic well face challenges. There are three areas that domestic well users could benefit from information:

1. Drought
   - Impact Assessments – Domestic well users can face loss of water supply during droughts. Butte County has sought to identify drought impacts to domestic well users. The purpose of identifying drought impacts is to assess the extent of drought impacts and to develop data to secure disaster assistance.
   - Resource Assistance – Having the means to contact domestic well users can assist in providing information on drought assistance programs.

2. Education
   - Well maintenance – Many problems experienced by domestic well users are the result of inadequate well maintenance. The department has distributed well maintenance information primarily through the monthly newsletter and through the media.
   - Water Conservation – Reducing the water demand can strengthen the water supply reliability of domestic wells. Education programs on water conservation directed at domestic well users have primarily gone out through the monthly newsletter and through the media.

3. Sustainable Groundwater Management Act
   Domestic well users are a major component of the Sustainable Groundwater Management Act (SGMA). SGMA is not applicable in the Foothill or Mountain areas. In SGMA, most domestic well users are defined as de minimis extractors, a person who extracts, for domestic purposes, 2 AF/yr or less of groundwater. As a de minimis extractor, domestic well users are exempt from metering or reporting. But domestic well users are one of the defined “Beneficial User of Groundwater”.


In developing the groundwater sustainability plan (GSP), groundwater sustainability agencies (GSA) must consider interests of domestic well users and maintain a list of interested parties and provide notices on activities.

Currently domestic well users are contacted through the department mailing list, webpage and media. At various public events, domestic well users are encouraged to sign up to receive notices from the department. During drought periods, the department has more opportunities to communicate with domestic well users. Media coverage provides contact information for domestic well users to report well problems and receive drought information via the department website. Although this method is not very efficient, Butte County leads the state in receiving reports from domestic well users.

**Proposed Domestic Well Outreach Program**

The current methods of contacting domestic well users is inefficient and can be improved. The program to broaden the outreach to domestic well users involves developing a method to identify domestic well users and establishing a protocol for messaging.

- **Identification**
  Butte County GIS data layers provide the means of identifying residentially zoned parcels not served by domestic water purveyors. Employing the GIS data layers, the owners of the parcels has been generated.

  **Follow up issues:**
  - Not all parcels are serving a residence. It may be difficult to remove these from the list
  - The listed owner may not be the resident of the parcel. Additional data layers that identify the resident of the parcels should be sought.
  - The list of parcels should be sorted by subbasin.
  - Ability to remove existing contacts

- **Key Messages**
  The identification of parcels not served by a water purveyor identified over 10,000 owner addresses. The first/introductory mailing would include the following:
  - Brief introduction
  - Describe the interest of domestic in drought, sustainability and resources
  - Suggest that the well users/owner subscribe to one or more the contact lists at the department. The department is in the process of implementing Constant Contact to manage its email lists. Constant Contact can allow people to subscribe to specific topics (e.g., drought, SGMA).

  The introductory mailing could be done on an annual basis.

  The subsequent mailings could be direct mailing on specific topics (e.g., Subbasin stakeholder meeting).

**SGMA**

Under SGMA, GSAs are obligated to maintain a list of interested parties and to consider the interest of beneficial users of groundwater. The Groundwater Sustainability Plan (GSP) will include a notice
and communication plan. The domestic well users outreach program can be incorporated into the GSP notice and communication plan.

**Groundwater Pumpers Advisory Committee (GPAC)**

The County initially formed the GPAC to advise the Board of Supervisors on SGMA implementation. It is another venue to keep the group informed, educate the community about SGMA, and to share/exchange information. The GPAC includes two private pumpers from each of the four groundwater basins in Butte County plus one environmental representative for the entire County. The future of the GPAC is unclear since it is a countywide advisory group and governance and GSP discussions transitioned to a basin-specific approach in late 2017.

**Environmental Uses**

There are not any wildlife refuges or reserves in the Vina subbasin. However, the environmental uses constitute a critical component of the subbasin. There are a number of interest groups focused on preserving the environmental uses including:

- Sierra Club
- Trout Unlimited
- Butte Environmental Council
- AquAlliance
- Sacramento River Preservation Trust

**Tribes in Butte County**

There are four* federally-recognized Native American tribes in Butte County:

- Berry Creek Rancheria of Maidu Indians
- Enterprise Rancheria of Maidu Indians of California
- Mechoopda Indian Tribe of Chico Rancheria
- Mooretown Rancheria of Maidu Indians of California

The KonKow Valley Band of Maidu Indians is also recognized by the County and the State and has applied for federal recognition. Two of the four Native American tribes are located in subbasins subject to SGMA. The Mooretown Rancheria of Maidu Indians is located in the Wyandotte Creek subbasin. The Mechoopda Indian Tribe of Chico does not have designated lands but is considered to be in one or more subbasins subject to SGMA. The Berry Creek Rancheria of Maidu Indians and the Enterprise Rancheria of Maidu Indians are not located in a subbasin subject to SGMA.

Meaningful Tribal outreach, dialogue and consultation is a shared obligation of all the GSAs in the applicable subbasin where Tribal lands exist. However, since Tribal lands are predominately in unincorporated portions of Butte County, Butte County will lead SGMA related outreach and consultation efforts with the Mechoopda Indian Tribe and the Mooretown Rancheria.

*SOURCE: [http://www.dot.ca.gov/hq/orp/offices/orp/list/agencies_files/California_Federally-recognized_Tribes_District_MPOs_RTPAs.pdf](http://www.dot.ca.gov/hq/orp/offices/orp/list/agencies_files/California_Federally-recognized_Tribes_District_MPOs_RTPAs.pdf)

**Outreach Steps – Phase I**

1. Confirm that the two Native American tribes identified above are correctly proposed for SGMA outreach.

2. Butte County will prepare background materials related to Native American tribal outreach and engagement. The material will include a compilation of past Native American tribal outreach
methods, goals, and results (including primary points of contact). The materials will include SGMA-related obligations for GSAs pursuant to SGMA, and interests and goals as they relate to tribal outreach and potential participation in sustainable groundwater management planning (see Relevant DWR Information below).

3. Butte County will conduct an initial, informal communication with tribal primary points of contact to clarify interest in communicating formally regarding SGMA and tribal interests; request advice about appropriate avenues for outreach; and identify next steps. In the event a tribal representative cannot be contacted within 45 days, the County will consult with DWR’s Office of Tribal Policy Advisor for guidance (Anecita Agustinez, DWR Tribal Policy Advisor - Anecita.Agustinez@water.ca.gov).

4. Following successful initial communication with the Native American tribes, Butte County will facilitate the implementation of the next steps identified in #3. Actions may include preparation of a formal letter from the Board to each of the tribes, involvement of other GSAs with the tribes, and/or establishing a consultation framework.

Outreach Steps – Phase II 
Contingent on Phase I outcomes.

Relevant DWR Information

SGMA Section 10720.3. …any federally recognized Indian Tribe, appreciating the shared interest in assuring the sustainability of groundwater resources, may voluntarily agree to participate in the preparation or administration of a groundwater sustainability plan or groundwater management plan under this part through a joint powers authority or other agreement with local agencies in the basin. A participating Tribe shall be eligible to participate fully in planning, financing, and management under this part, including eligibility for grants and technical assistance, if any exercise of regulatory authority, enforcement, or imposition and collection of fees is pursuant to the Tribe’s independent authority and not pursuant to authority granted to a groundwater sustainability agency under this part.

Draft Discussion Paper Tribal Participation with Groundwater Sustainability Agencies

http://www.water.ca.gov/groundwater/sgm/pdfs/SGMA_Tribal_GSAs.pdf

Must a local agency exclude federal and tribal lands from its service area when forming a GSA?

No, federal lands and tribal lands need not be excluded from a local agency’s GSA area if a local agency has jurisdiction in those areas; however, those areas are not subject to SGMA. But, a local agency in its GSA formation notice shall explain how it will consider the interests of the federal government and California Native American tribes when forming a GSA and developing a GSP. DWR strongly recommends that local agencies communicate with federal and tribal representatives prior to deciding to become a GSA. As stated in Water Code §10720.3, the federal government or any federally recognized Indian tribe, appreciating the shared interest in assuring the sustainability of groundwater resources, may voluntarily agree to participate in the preparation or administration of a GSP or groundwater management plan through a JPA or other agreement with local agencies in the basin. Water Code References: §10720.3, §10723.2, §10723.8
Tribal Outreach Resources
The following are links to agency tribal outreach resources and considerations, each of which captures important principles and resources for tribal outreach. A short summary of key outreach principles can be found below.

- **Draft Discussion Paper Tribal Participation with Groundwater Sustainability Agencies**
- **CalEPA Tribal Consultation Policy Memo (August 2015)**
- **DWR Tribal Engagement Policy (May 2016)**
- **CA Natural Resources Agency Tribal Consultation Policy (November 2012)**
- **SWRCB Proposed Tribal Beneficial Uses**
- **Butte County Associate of Governments: Policy For Government-To-Government Consultation With Federally Recognized Native American Tribal Governments (a model from the transportation sector)**
- **CA Court Tribal Outreach and Engagement Strategies**
- **Traditional Ecological Knowledge resources**
- **Water Education Foundation Tribal Water Issues**

Key Outreach Principles

- Engage early and often
- Consider tribal beneficial uses in decision-making (identified by region here); identify and seek to protect tribal cultural resources
- Share relevant documentation with tribal officials
- Conduct meetings at times convenient for tribal participation with ample notifications
- Request relevant process input/data/information from tribes
- Empower tribes to act as tribal cultural resources caretakers
- Designate a tribal liaison(s) when appropriate
- Share resources for tribal involvement as is feasible
- Develop MOUs where relevant
- Be mindful of the traditions and cultural norms of tribes in your area

Key Outreach Partners/Liaisons

The following are potential partners for Butte County tribal SGMA outreach:

- **SGM Tribal Advisory Group (TAG)**: “The Tribal Advisory Group (TAG) includes tribal leadership, subject matter experts, and technical and non-technical members of local, academic, and tribal governments that are actively engaged in local groundwater management and will be key in local implementation of SGMA. TAG members will be responsible for distribution of information and resources to their respective tribes and organizations.”
- **California Indian Water Commission, Inc.**
- **DWR Office of Tribal Advisor**
- **DWR Regional Office**

Other Issues

*Basin Boundary Modification:*
The City of Chico (City) may consider pursuing a basin boundary modification that would allow the entire city limits to be within the Vina Subbasin. Currently the City overlies two subbasins (Vina and
West Butte). In addition, Tehama County has had active discussions about possibly pursuing basin boundary modifications to the county line in the Vina and Corning Subbasins.

Other Affected Parties
As noted above, SGMA requires GSAs to consider the interests of all beneficial uses and users of groundwater. The GSA must establish and maintain a list of interested parties and provide an explanation of how those interests will be considered. The County has compiled an initial list of interested parties including but not limited to the following, as required by Water Code Section 10723.2

- Holders of overlying groundwater rights, including:
  1. Agricultural users
  2. Domestic Well owners
- Municipal well operators.
- Public water systems.
- Local land use planning agencies.
- Environmental users of groundwater.
- Surface water users, if there is a hydrologic connection between surface and groundwater bodies.
- The federal government, including, but not limited to, the military and managers of federal lands.
- California Native American Tribes.
- Disadvantaged communities, including, but not limited to, those served by private domestic wells or small community water systems.
- Entities listed in Section 10927 that are monitoring and reporting groundwater elevations in all or part of a groundwater basin managed by the GSA.

The Center will coordinate with the Governance Working Group to further develop and maintain the County's Interested Parties List. Possible activities include surveying stakeholder organizations and conducting personal interviews.

FOR FURTHER DISCUSSION: Expanding the interested party list and attempting to be inclusive of all interested parties. What are the next steps in engaging each of the identified stakeholder groups? Are any groups missing from the current list?

Messages and Talking Points
Currently, as the governance structure for the basin is still being developed, there is not yet clarity about who will be responsible for messaging or implementation of the Plan. Currently, communications are being managed by the Center. The Center recommends that the GSA Managers work collaboratively to develop relevant messages. At a minimum, the messages should include information on the following topics:

- What is SGMA?
- What is a GSA?
- What is the governance structure in the Vina Subbasin and how will GSAs work together?
What is a GSP, what is the schedule for GSP development, and what opportunities exist for interested parties to participate in GSP planning?

In addition, the GSAs could develop guiding principles defining their collaboration that they could communicate to other stakeholders.

FOR FURTHER DISCUSSION: Development of key messages and/or guiding principles to communicate to various audiences.

Tools for Engagement

Public Workshop
One important engagement tool that is being considered is a public workshop in April of 2018. The date should be set for that at the earliest opportunity and the agenda developed.

FOR FURTHER DISCUSSION: Date and agenda for Spring 2018 public workshop.

Media Outreach
Besides sending announcements via the Interested Parties List, Traditional and web-based communication tools can also be used to keep stakeholders informed and engaged during the governance formation process. They include:

- Print media/newspaper articles (the County currently issues press releases to the Chico Enterprise Record)
- Organizational and agency newsletters
- Organizational and agency websites
- Facebook

Outreach Partners
The County of Butte currently has resources in place (including the Interested Parties List, a website, and a monthly newsletter) to use for outreach. In addition, other organizations can also partner, including:

- Butte County Farm Bureau;
- North Sacramento Valley (NSV) Integrated Regional Water Management (IRWM) group (The NSV Technical Advisory Committee meets the third Wednesday of each month and the Board meets quarterly); and
- Butte County Resource Conservation District.
- Butte Environmental Council
- In addition, the communications strategy should include internal government briefings and updates to educate and inform the Board of Supervisors, City Council members, Butte County Water Commission and their constituents.
Targeted Engagement
At a minimum, the communications strategy should also include ongoing engagement with the targeted communities below:

Agricultural Users:
As mentioned above, the Agricultural Groundwater User of Butte County association provides an opportunity for engaging and communicating with agricultural stakeholders.

Domestic Groundwater Users:
Butte County will conduct direct outreach to all the landowners not served by water purveyors.

Disadvantaged Communities (DACs):
Butte County has maps that illustrate DAC areas within the Vina Subbasin. They could be helpful for targeted mailings.

Tribes:
Butte County has developed a Tribal Engagement Strategy that will facilitate outreach to and engagement of tribal communities in the Vina Subbasin.

Groundwater Pumpers Advisory Committee (GPAC):
As of this writing, the future of the GPAC is unclear, but if it continues it could serve as another vehicle for outreach and engagement.

Interested Party List Updates
The Center and the Governance Working Group will collect the names and contact information of interested parties at the public meeting, at a minimum. Through targeted outreach, the Center, in coordination with participating agencies, will build and refine the Interested Parties List.

Educational Materials
DWR has developed various educational materials about SGMA and GSA/GSP development. In addition to DWR materials, academic institutions and foundations have published useful reports about SGMA implementation. While not comprehensive, Table 2 lists some essential SGMA educational and reference materials.

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<thead>
<tr>
<th>Table 2. Educational and Reference Documents for SGMA Implementation</th>
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<tbody>
<tr>
<td>Groundwater Sustainability Plan (GSP) Emergency Regulations Guide</td>
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Implementation Task and Timeline

As the governance structure for the Subbasin is still being worked out, it is unclear at the moment how the communication and engagement tasks will be allocated. That task plan also needs to include a timeline.

FOR FURTHER DISCUSSION: Task allocation and timeline.

Evaluation and Assessment

Any communication strategy should include opportunities to check in at various points during implementation to ensure that it is meeting the communication and engagement goals and complying with SGMA law. These check-ins can include:

- What worked well?
- What didn’t work as planned
- Meeting recaps with next steps
- Listing lessons learned … and developing mid-course corrections
- (As relevant) communications budget analysis

FOR FURTHER DISCUSSION: Identification of opportunities for evaluation and assessment.
Central Valley Water Quality Control Board

Outreach/Engagement Stakeholder Assessment Summary

Preliminary Report

California State University, Sacramento - College of Continuing Education
Consensus and Collaboration Program
Project Purpose

- Improve participation by under-represented groups in Regional Board activities
- Expand capacity of Board Members, staff and leadership to enhance collaborative opportunities for under-represented groups
- Improve Board meeting structure and management to better engage under-represented groups
Assessment Process

- Interviewees (21 participants) Included:
  - Board members, Executive Leadership, Program Staff (Representative of Program and Geographic Office)
  - Water Users, Dischargers and Underrepresented Groups
Assessment Process

Identify:

- Perspectives on stakeholder communication, outreach and engagement
- How to better engage and communicate with underserved communities to encourage more active participation in Board activities
- Ways to expand capacity of Board members and staff in public meeting management and collaborative governance
- Ideas to improve Board meeting design and processes to better share information and be more time and informationally effective for interested parties
Findings

Common Appreciation:

- Large service area
- Variety of programs and projects
- Finite resources
- Dedication of Staff / willingness to engage
- Interest and care of Board Members
- Efforts at regional scales for regulatory purposes
Findings

- Opportunities / Challenges
- Region-wide versus Site Specific Outreach
- Board Meeting format
- Inequitable representation / understanding
- Engagement timeframes are sometimes too brief
- Engagement opportunities not accommodating
Findings

Opportunities / Challenges

- Limited resources to implement best practices
- Limited understanding of staff role / responsibilities
- Limited staff skills / sensitivities for outreach
- Discussions that are not regulatory-related
- Relationships with locals
- Accessibility of informational materials
Recommendations - Sideboards

This can't be only about:

- More money
- More staff
- More time
Recommendations - Sideboards

- What we're analyzing / What we will recommend
- What has been tried before and worked? Why?
- What has been tried and didn't work and why?
- What gets "traction" at Region 5, NOT related to outreach?
- What are the seemingly "little" things that could make a difference?
- What has some R5 Sections doing things different than others?
- Is that acceptable?
- What seems crazy but is worth a shot (at least to suggest)?
Establish Point of Contact for Region and respective offices for engagement.

Clarify protocols and procedures among R5 staff.

Expand integration between R5 and State Board Office of Public Participation.
Recommendations - Examples

- Modify hiring criteria to include communication skills / experience for new staff.
- Convene regular roundtables/summits/focus groups with underrepresented communities (EJ, DAC, etc.) Do it when you don't have to.
Recommendations - Examples

- Convene regular internal lunch brown bag sessions for staff for "speed training" about outreach.
- Set a minimum annual participation criteria for each staff.
- Identify the staff that show aptitude and leverage those employees to expand R5 capacity.
- Create financial partnerships with funders (e.g., third party TMDL / Contributing regulated community concept).
Recommendations

- Develop clear guidelines handout/resources of Board meeting processes or components
- Prioritize staff time at key engagement meetings (e.g., Community Environmental Enforcement Networks (KEEN), IRWM Planning meetings with DACs, etc.)
- Staff to share overview of regional board activities
- Identify point of contact for community members
- Identify resources and partners
Next Steps

- Finalize review and recommendations
- Develop Outreach and Engagement Templates
- Conduct initial set of regional focus groups
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Cover Photos:
American River courtesy of the Water Forum
Folsom Dam courtesy of U.S. Bureau of Reclamation
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1. Introduction

This document presents the findings, analysis, conclusions and recommendations from the Water Forum – American River Flow Management Standard (FMS), Stakeholder Assessment (Assessment) conducted by the Center for Collaborative Policy (CCP), a neutral program of California State University, Sacramento.

2. Historical Setting

The Water Forum is a diverse group of business and agricultural leaders, citizens groups, environmentalists, water managers, and local governments in Sacramento, Placer, and El Dorado Counties. In the mid 1990s, these parties concluded that unless they engaged in a collaborative process to address peaking and long-standing conditions, the region could likely face water shortages, environmental degradation, groundwater contamination, threats to groundwater reliability, and limits to economic prosperity. After several years of negotiation, these parties completed the Water Forum Agreement (Agreement). The Agreement memorialized a range of common and “purveyor specific” agreements focused on two coequal objectives:

- Provide a reliable and safe water supply for the region’s economic health and planned development to the year 2030; and
- Preserve the fishery, wildlife, recreational, and aesthetic values of the Lower American River.

The Agreement identified and memorialized seven elements deemed necessary for a comprehensive regional water management solution to work. These elements are:

1. Increased Surface Water Diversions
2. Actions to Meet Customers’ Needs While Reducing Diversion Impacts in Drier Years
3. An Improved Pattern of Fishery Flow Releases from Folsom Reservoir
4. Lower American River Habitat Management Element, which also addresses Recreation in the Lower American River
5. Water Conservation Element
6. Groundwater Management Element
7. Water Forum Successor Effort

At the time of the Agreement, flow objectives from the Anadromous Fish Restoration Program (AFRP) of the Central Valley Project Improvement Act (CVPIA) were essentially being used as the targets to achieve Element 3. However, the AFRP flows were not finalized either by the Water Forum process, nor CVPIA (pending the completion of the CVPIA programmatic Environmental Impact Statement). The Agreement implies a deficiency in the AFRP flows in that they did not address how much water would be diverted from the American River under various hydrologic conditions. The Agreement states that corrections to AFRP flow objectives would be necessary including establishing target carryover storage amounts for Folsom Reservoir.
Similarly, the Agreement (Section 4 pages 134 - 139) describes shared assurances that an updated Lower American River flow standard would be recommended to the State Water Resources Control Board (Board) including an updated Declaration of Full Appropriation. This recommended standard would have incorporated the Agreement provisions on water diversions under varying hydrologic conditions, optimized the release of available water for the fisheries and included other provisions as described in the section. Since August 2000, when the Agreement was finalized, Water Forum stakeholders, staff, and consultants have invested significant resources towards finalizing an American River FMS as per the assurances and objectives of the Agreement. Appendix A presents a brief timeline of these actions.

In summer 2010, the Executive Director of the Water Forum (Mr. Tom Gohring) approached CCP to assess if conditions were feasible and appropriate to address and potentially resolve / finalize the FMS through a focused dialogue within the Water Forum and amongst the Water Forum members. This document reports the results of stakeholder interviews conducted by CCP as an initial step in this process.

3. Assessment Process

In September 2010, administrative staff of the Water Forum contacted twenty nine individuals that are currently, or previously were involved in the Water Forum (Appendix B). A range of individuals were identified through discussions between the Mr. Gohring and the CCP project manager (Dave Ceppos – CCP Managing Senior Mediator). The final decision on who to contact for the interviews was made by Mr. Ceppos, consistent with CCP’s role as a neutral and independent assessor of stakeholder conditions. Potential and final participants included representatives from the various member organizations of the Water Forum caucuses, counsel to several water purveyors, staff of the Water Forum, and individuals historically involved with the Water Forum.

Between September and November 2010, Mr. Ceppos conducted interviews with twenty five of the contacted individuals. Four individuals did not participate in the interviews for various conditions including schedule conflicts and in one case, concern that their input would not be relevant. At the beginning of each interview, Mr. Ceppos explained the purpose of the assessment process. He described that each interview was confidential and that notes from each interview are proprietary to CCP. He further explained that there is no attribution of comments to a person or individual and that all information would be aggregated to identify themes and trends among Water Forum members and associated parties. He lastly explained that the expected outcome of the process would be a final Assessment Report that would present the “findings” (e.g. verbatim aggregated data from the interview), “analysis of findings” (e.g. CCP’s professional assessment of the conditions described by the interview participants), and “recommendations” (e.g. CCP’s proposal on next steps). He described that each assessment process is different and that in some cases CCP recommends that stakeholders proceed with a collaborative process and that in other cases, CCP determines the conditions are not appropriate to start such an effort.
All interviews were conducted using a standard set of thirteen questions for each interview (Appendix C). Most participants covered each question however there were several instances where a participant had no insight or opinion about a question. In some situations, a participant that was not aware of historic or current conditions asked Mr. Ceppos to describe such background. Mr. Ceppos at times provided background information as long as the information was not offered at a point during the interview where it might influence the participant’s later responses to remaining questions.

4. Assessment Findings

Introduction
This chapter presents comprehensive findings and responses from the Assessment interviews. Common themes and differences among interview participants and organizations are reported in summary form. Participants did not necessarily respond to each question and the findings are not quantified statistically. Rather, responses are aggregated and emphasis is given to topics reflecting common interests and perspectives of the interviewees or conversely, a lack of any common perspectives. The following summary describes these common (or uncommon) perspectives in “qualitative” terms (e.g. “a majority of participants said “X”, “a small minority of participants believe “Y””). To enhance reader understanding, the following illustrates the general meaning of some of the qualitative terms used:

- **All** = 100% of responses
- **Almost All** = One person short of unanimous
- **Significant Majority** = Close to unanimous; almost all participants share the perspective
- **Large Majority** = Not unanimous but at or over 75% of participants share the perspective
- **Majority** = Larger that 51% but smaller that 75% of participants share the perspective
- **Small Majority / Large Minority** = At or close to a 51% / 49% split on perspectives
- **Large Minority** = Less that 49% of participants
- **Small Minority** = Less than 25%

Unless otherwise noted, summary statements reflect that at least one person from each caucus expressed a similar opinion. In cases where there is a unique perspective held by a specific caucus or caucuses, that perspective is described and italicized (e.g. “The X caucus believe that.....”). Lastly, summary statements are numbered for organizational purposes only. The following numbering system does not reflect prioritization of the perspectives.
Findings

1. A significant majority of the Business, Water, and Public caucus participants express an unsolicited (i.e., the interviewer did not ask a specific question about this) obligation to fulfill the existing commitment to complete and memorialize a durable and enforceable FMS. Very common statements from a significant number of participants were phrases like “we owe them...”, “we got our wins and they are still waiting to get theirs”, and similar comments.

2. A large majority of the Business, Water, and Public caucus participants describe finalizing the FMS as being in their best interest. They state that the uncertainty of flow conditions on the American River poses long range threat and instability to their operations.

3. All Environmental caucus interview participants state that it is essential that the FMS be finalized (or brought to a point of imminent completion) in the next year or so and that they and the Water Forum have waited long enough for this to be resolved.

4. Almost all participants have no interest in abandoning the flow standard and temperature regime (as per 2004 Water Forum Technical Report) currently being used by the US Bureau of Reclamation (USBR) as per the Operating Criteria and Procedures (OCAP).

5. In the context of item 4, a significant majority of participants have different perspectives on how the FMS process has evolved, what the original agreements were, and how / if an FMS is feasible to be finalized in current political and statutory conditions regarding California water in general, and the future of the OCAP / management of the Delta in particular.

6. A majority of participants express awareness that conditions have changed since the Agreement and these changed conditions may affect the appropriateness / applicability of some aspects of the Agreement.

7. A large majority of participants believe that recent and anticipated conditions about the Delta create uncertainty and threat to the work and advocacy of the Water Forum and its members. These participants believe that such uncertainty and threat includes the status and durability of the OCAP and Biological Opinion, the pending results of the Delta Stewardship Council’s Delta Plan, the outcomes of the Bay Delta Conservation Plan process, the potential of an isolated south-of-Delta water delivery facility, and the potential for the Board to mandate minimum Delta flows and in-stream flows for State streams.
8. The same large majority of participants believe that conditions described in item 7 reflect a potential that the Board may act in an uncertain manner regarding a Water Forum petition for an FMS on the American River. Different participants express different potential scenarios which include but are not limited to:
   a. Revision of American River water rights up and downstream of Folsom Dam
   b. Prioritization of American River flows for Delta protection / rehabilitation, at the expense of American River ecological conditions

9. A significant majority of participants believe that despite these potential conditions and uncertainty, the interests of the Water Forum’s members are best served by acting on an FMS in advance of one or more of the conditions described in item 8 becoming a final outcome.

10. A significant majority of participants believe that there is no alternative to achieve an enforceable and durable FMS other than to file a petition with the Board. These same parties believe that current USBR operations (via OCAP) are not durable as they are subject to future legal challenge and political influence. Related to item 2 above, this uncertainty is described as a threat to regional economic and ecological conditions.

11. Almost all members of the Public, Water, and Business caucuses believe that the Environmental Caucus either does not understand or does not care about the potential uncertainty and associated risk of Board behavior on the FMS and potentially related topics.

12. Almost all members of the Environmental caucus believe that several members of the other caucuses are stalling the finalization of the FMS and are not sincere in a desire to complete it.

13. A small majority of participants are not clear about the specific action that would be taken and by whom it would be taken regarding presenting a final FMS to the Board.

14. Despite the uncertainty described in item 13, a significant majority of participants believe that an action regarding the FMS to the Board will require a level of political strategy and unanimity by the Water Forum parties rarely seen. Most of these participants believe this will be a big challenge because of the increasing lack of awareness and appreciation current elected officials and the general public have for the historical and current status of the Water Forum.

15. Almost all participants understand that the Agreement does not stipulate that the City of Sacramento’s diversion restrictions at Fairbairn Water Treatment Plant would be automatically dismissed when a FMS is completed and memorialized. These diversion restrictions are also referred to as the “Hodge restrictions” and are discussed in greater detail in Appendix C of the Agreement.
16. There is a significant range of opinions about whether the Hodge restrictions are appropriate, whether they are protective of fisheries and the aquatic ecosystem, and whether they can be improved to reflect current understanding of the American River.

17. There is a significant lack of awareness and confusion about what happened in the discussions about the City’s study to “monitor and evaluate the impacts of using additional diversion capacity” (diversion study) (as allowed for in the Agreement).

18. Of the participants in the discussion about the City’s diversion study, there is a significant difference of opinion about the process that was used to discuss the diversion study and the outcomes of those discussions. There are a variety of perspectives on how that took place and whether the process and outcomes were beneficial.

19. There is a significant lack of awareness about the status of the FMS Environmental Impact Report (EIR), particularly the technical analysis. Specifically there is little shared meaning about the level of completion of the EIR, what it is concluding or is likely to conclude, what the EIR technical analysis is based on, and similar topics.

20. Regardless of a person’s awareness about the actual status of the EIR, a small majority of participants believe that the EIR will be sufficient and defensible should the Water Forum use it as the technical basis to petition the Board. Several participants said that while potentially flawed in some cases, the technical work done by the Water Forum exceeds anything else that any other parties have done or are likely to do.

21. A large minority of participants believe the EIR model / analysis is not defensible or sustainable because it is “fragile” and reflects a snapshot in time of current system operations. They believe that due to the evolving nature of flow management within the Central Valley Project, the Delta, and the American River, the model cannot reflect changing conditions nor adequately reflect the impacts of fixed flow standards on these changing conditions.

22. Of people that actually know the status of the EIR, there is a large disparity of understanding about what the EIR technical studies are actually covering (e.g. integration of Hodge restrictions as part of the analysis because it is existing condition). Of the people that understand the analysis, several desire to see a “No-Hodge” alternative analyzed.

23. There is a wide range of opinions about who might challenge a Water Forum petition to the Board regarding the FMS. Some parties believe it would proceed relatively unchallenged. Other parties believe south of Delta (SOD) exporters and the USBR will strongly challenge it. Others believe SOD exporters will only challenge it if it results in diminished deliveries through the Delta during extreme dry conditions.
24. **Almost all** participants express concern and reticence to have any focused discussion about the FMS and potential other topics last any longer than one year. A similar set of participants express significant concern about expending the resources to conduct such an effort.

25. **A small minority** of participants had input on how a focused discussion about the FMS and potential other topics would be organized. Most participants had no insights on this topic and in particular, whether the full Water Forum would be involved throughout or whether a subset of Caucus members could conduct such an effort. Of the parties that did have insight, their responses were varied and ranged from confidence to concern that such an effort could be done with the entire Water Forum.

26. **A small minority** of participants had ideas about how and whether Folsom releases are related to Delta flows. Some participants are concerned about the impacts of Folsom as a “first responder” and said the FMS may act to shield local water users from Delta demands. Beyond the linkage of the FMS, participants did not provide any descriptions of how local water management issues can influence Delta requirements.

27. There is a wide range of opinions about whether the Water Forum is relevant. These include the following:
   a. The Water Forum has served a purpose by bringing many parties together and remains relevant now.
   b. The Water Forum has served a purpose by bringing many parties together and its relevance is questionable given current political circumstances and other stakeholder venues that have been created since the Agreement was finalized.
   c. The test of Water Forum relevance will come from how the members address changing conditions in California water statute / regulation, and pending Delta decisions.
   d. Water Forum relevance will be defined by whether the members can complete a durable and enforceable FMS.
   e. Among the Business, Public and Water Caucuses there is an additional belief by a large minority that their relationships and interests will remain intact, even if the Water Forum no longer exists.

28. There is a wide range of opinions regarding whether the proposed negotiation should include non-FMS regional water management issues such as reallocation, regional conjunctive use, dry year cutbacks, temperature control devices at Folsom Dam, groundwater subbasin allocation, and the City’s diversion study. Caucuses weighed in on inclusion of additional issues as follows:
   - **A large majority** of the Public and Water caucus expressed a desire to discuss at least one of these issues.
   - **A small minority** of the Environmental caucus expressed a desire to discuss at least one of these issues.
5. Analysis of Findings

The following presents CCP’s analysis of the findings. These summaries reflect best professional judgment of the CCP project manager. As with the previous chapter, summary analysis statements are numbered for organizational purposes only. The following numbering system does not reflect prioritization of the perspectives:

Analysis

1. There is a sincere commitment by all parties to fulfill the promise and obligations of the original Agreement regarding the FMS.

2. There is a dichotomy in belief systems of the participants such that several Caucuses firmly believe that the other Caucuses “don’t get us” and “they don’t understand the challenges we face” when in fact, each Caucus seems to have a very good idea of, and empathy for the challenges the other faces. This situation seems to simultaneously reflect an affirmation of Water Forum collaborative principles (e.g. co-equal objectives, “walking a mile in other’s shoes”, etc.) and a diminishment of Water Forum principles (e.g. focused discussion between members about challenges they face as individual organizations and as a regional partnership).

3. Related to item 2, many Water Forum members have come to see the Water Forum as a symbol for what was; an achievement of the past that can be referenced; rather than an ongoing venue of collaborative discussions. Discussions about challenging conditions and evolving perspectives have largely stopped taking place amid an emerging culture of polite silence and aversion to open conflict. This silence has allowed misconceptions to grow between members about each other, their interests, and the substantive content/appropriateness of a range of topics related to the FMS. This is particularly true regarding whether a FMS is/can be “durable”, “enforceable”, and “protective” of fisheries. In short, there is little shared meaning on what these terms mean and whether they can be/are being achieved. The Water Forum has parted from “The Water Forum Way” that is still referred to by its seasoned members.

4. In the context of the above statements, there is an increasing sense that some Caucuses are “wronging” each other although no clear instances of wrongdoing are evident. People are starting to take personally and emotionally what they believe other members are saying/doing. Members routinely act in the interest of their organizations/constituents (as should be expected and as is a foundation of the ‘Water Forum Way’) however there is little discussion about these actions such that deeper understanding or reconciliation takes place.

5. In the context of items 2, 3, and 4 and despite current Water Forum cultural conditions, there is an awareness and desire to reinvigorate the relevance and value of the Water Forum. The “Water Forum Way” can be resurrected and put to effective use in this region.
6. There is subjectivity among almost all participants as to when the Agreement is sacrosanct, and when it is appropriate to modify it. Despite historic examples of how the Agreement has been modified, many participants claim the Agreement is not to be adjusted. However, many of these same participants champion some form of modification when such modification suits their interests.

7. Related to item 6, there is a compelling lack of shared understanding on a wide range of issues related to the FMS. In an absence of common understanding created from common discussions, rumor, personal interpretations, and perceptions are becoming assumed truths with limited efforts to confirm or test accuracy.

8. There is an urgency (borne from differing goals) to resolve the FMS and other issues in an expedited manner. However, almost all parties lack the resources, interest, and tactical benefit for a potential Water Forum discussion on these items to last more than 1 year and preferably between 6-10 months. The Water Forum was originally a success because of its inclusionary and comprehensive nature. This translated to a long period of time to reach agreement. That cannot be sustained now and many members don’t think it should be because of compelling, external factors that may impact the region in a short time frame.

9. Related to items 3 and 8, there is an existing and pending challenge facing the Water Forum due the current lack of full member participation. During the successor effort, there has been a natural attrition of participation as the culture of the process has changed and the topics addressed have become more discrete to specific organizations. If the Water Forum commits to a focused discussion about the FMS and other potential topics, that will require a process similar to what was conducted to achieve the original agreement. Participation must be robust and documented. Members cannot "stay on the sidelines" if the stakes of such a discussion are high (as they appear to be). Conversely however, such a new process cannot afford to have the entire membership be involved at all times if they hope to also complete such discussions within a year.

10. Many participants believe that Water Forum remains a viable and very important venue and tool to address existing and future challenges. The framework of the Water Forum may need to shift however from a venue that historically addresses inter-region challenges, to a venue where the members band together to address external challenges from outside interests. That said, in the context of the above statements, there are tenuous elements holding the Water Forum together. There are some parties in the Water and Environmental caucuses that are earnestly considering leaving the Water Forum if pushed into or away from conditions they do not support. These parties are not planning their exit strategies yet, but could conclude in the near future that they can live without their diverse Water Forum partners.
Analysis of Conditions

CCP commonly uses a range of conditions to assess the feasibility of starting and conducting successful “multi-party” processes. These conditions are termed “conditions of feasibility.

1. Appropriate stakeholders are identifiable
2. There is no assurance of a better outcome
3. Appropriate stakeholders will participate
4. There is external pressure to reach a conclusion
5. Stakeholders have shared meaning about the issues at hand
6. Stakeholders have adequate resources to conduct a process
7. Stakeholders have legitimate spokespersons
8. There is a realistic timeline
9. Stakeholders will have future interactions

Evaluation of these factors is based on professional judgment and familiarity of the given situation and for every case, the factors may weigh differently compared to each other. In this case, the history and existing culture of the Water Forum were important factors of this evaluation.

Regarding the conditions for feasibility, the following presents CCP’s analysis and conclusions. Descriptions are also provided about the relative importance of a specific condition in the context of the Water Forum being an existing process. Figure 1 represents this analysis in a graphic format. The location of an “X” in the figure represents the degree to which the condition seems achieved or feasible. The more to the right an X is, the higher the feasibility / achievement for that specific condition.

1. Appropriate Stakeholders are Identifiable: Yes. All appropriate stakeholders are identified and many are largely present. Given the history of the Water Forum, this status is considered to have limited importance and it is perhaps more important that several members are identified but largely do not participate in Water Forum efforts. This is discussed in Condition 3 below.

2. Stakeholders have Shared Meaning: Very Low. This is perhaps the most challenging condition to be addressed. There is a wide range of perspectives about what there is to discuss between Water Forum members. Some believe there is nothing to discuss because the FMS is already a defacto condition due to current operations by the USBR. Some believe that the current conditions are not durable and enforceable. Some believe the current operation is not protective, durable, or enforceable. That said, most of these perspectives ultimately come down to an either / or scenario. Either:

   A pending discussion is about resolving the FMS
   OR
   A pending discussion is about resolving a range of topics related to the Water Forum including the FMS.

Similarly and related to this situation are the aforementioned perspectives about whether the Agreement can and should be modified. Given that the Water Forum represents over
16 years of negotiation and successor effort and is memorialized in a comprehensive document, this lack of shared meaning is considered very important.

3. **Appropriate Stakeholders Will Participate:** Maybe. There are potentially restrictive “lines being drawn” by a small number of members in the Water and Environmental Caucuses. These parties are hinting that they will leave the Water Forum, rather than address / resolve some of the scenarios described immediately above. Whether these perspectives are strategic statements being used for tactical purposes, or legitimate conditions that will play out is difficult to conclude. In the context of the Water Forum being an established entity with long-standing protocols and cultural norms, the fact that some participants are considering leaving the process makes this condition very important.

4. **Stakeholders Have a Legitimate Spokesperson(s):** Maybe. The undeniable strength of the Water Forum has been its inclusive membership. That strength may also become a hindrance to a future focused discussion. To the extent that the Water Forum is a collection of organizations and that each organization has an identified representative, this condition is largely achieved. However, to the extent that the Water Forum relies on members being spokespersons rather than simply attendees, this condition poses some concerns. Some members of the Water Forum are highly effective participants; some are not. Given conditions described below, a focused discussion on the FMS and potential other topics will require efficiency and effectiveness by the people involved. This will mean that each caucus will have to decide the most effective role for each member. This may include each caucus designating spokespersons such that discussions are taking place among a smaller number of parties and such discussions are legitimately representative of all Caucus member perspectives. This will be very difficult to achieve because it will require a sustainable level of trust in each caucus’ representatives and potentially require temporary suspension of “jurisdictional sovereignty”.

Conversely, there are organizations identified as historic members of the Water Forum that have little to no involvement in current plenaries and key topic discussions. In the context of the stakes associated with the FMS and potential other topics, this lack of equivalent participation creates the risk of, if not an actual disparity of influence by some parties. A potential focused discussion by the Water Forum on these topics will not be effective or legitimate if all members are provided equivalent status but only some of them actively engage. Such a scenario creates the groundwork for “11th hour” involvement by distant members ill prepared to engage in discussions and make decisions. As stated above, given the influential history of the Water Forum, and the stakes involved in a proposed discussion about the FMS and other topics, questions about the appropriateness and effectiveness of spokespersons is very important and needs to be addressed / resolved.

5. **Stakeholders Will have Future Interactions with Each Other:** Yes. All parties will continue to interact with each other whether in the context of, or outside of the Water Forum. Given the inherent nature of regional discussions and the history of the Water
Forum, this condition has **limited importance** on the decision to start a focused dialogue about the FMS and other potential topics.

**6. No Stakeholder has an Assurance of a Much Better Outcome in a Different Venue:** **Maybe.** For various (and in some cases conflicting) reasons, a small minority of members have concluded that they may be better off not being members of the Water Forum, and opposing certain decisions by the Water Forum if such decisions are inconsistent with their desired outcomes. This condition is considered **important** as it is assumed that one or more parties leaving the Water Forum will have an effect on the process.

**7. Stakeholders Identify External Pressures to Reach Agreement:** **Somewhat.** Almost all participants agree that there is a wide range of external pressures that are and will affect them and other Water Forum members. There is significant disagreement as to whether these external conditions are uniquely relevant to the FMS and other topics such that they are catalysts to enter into focused discussions. Some participants think these external pressures are the very essence of what the Water Forum must address and that will affect the members. Others consider these external pressures as “white noise”; real and undeniable but not influential to the Water Forum’s current priorities. In the context of this region, this condition is tied closely to Condition 2 above and as such is considered to be **very important.** External pressures are often considered “forcing functions” that incentivize stakeholder participation in a collaborative process. To the extent there is inequity of how Water Forum members assess current conditions, these external pressures create different consequences and influence member behavior differently.

**8. Stakeholders Have Adequate Resources to Conduct a Process:** **Maybe.** The Water Forum is supported in various ways by all members. Whether member contributions are in the form of long-range funding, in-kind support, or the very act of participating in a voluntary manner, these contributions are not limitless. Under current economic and political times organizational budgets are minimizing, staff reductions are common, and complex issues related to water keep emerging. It is not certain that Water Forum members have the ability / interest to support the level of effort needed to conduct this potential focused dialogue. This is considered a **very important** condition since without **appropriate** resources and commitment, a focused process either can’t start at all, or lacks sustainability to be successful.

**9. Realistic Timeline for Completion:** **Maybe.** The largest constraint for a pending effort may not be the timeline but the resources available to support the effort. There is likely a reasonable window of time wherein the Water Forum can address the FMS and other topics in a timeframe wherein outcomes can be relevant and influential to external conditions and pressures. However, this will require many meetings, significant analysis of technical and policy information, and inter / intra Caucus discussions. This is considered an **important** condition because the intended results need to be appropriately timed with other external conditions or the Water Forum’s influence may be lessened.
6. Conclusions and Recommendations

Summary: Although Water Forum members wish to memorialize a durable, enforceable, protective FMS, they face significant challenges on a path to collaboratively finalizing it. However, members can determine in a relatively short, albeit intensive initial step whether final resolution is possible.

In light of the above conclusion, the following is a proposed set of process recommendations:

1. **Conduct Mini Education & Negotiation Scoping:** Convene the entire Water Forum for a limited, prescribed time period during which the following items are covered.

   - Comprehensive review and consideration of the EIR and related technical analysis regarding the current and potential proposed FMS (including the range of EIR alternatives)
   - Focused, candid discussion about perceived risks and threats of current and potential conditions in the Delta and about general water policy / regulation that might affect the Water Forum members.
   - Focused discussion about topics embedded in the Agreement that Water Forum members want to be considered for evaluation and potential revision (above and beyond the FMS).
   - Focused discussion on the history and outcomes of the effort to develop the City’s diversion study and whether it is viable / beneficial to reconvene that discussion.

2. **Decide to Go or Not:** Based on the outcomes of Step 1, conduct a Go / No-Go assessment as to whether there are shared conditions that can be pursued by members.

3. **Establish Negotiators:** If the outcome of Step 2 is a “Go”, the Water Forum Caucuses must identify representatives that will be responsible to “sit at the table” on behalf of their Caucus members. This group will be referred to as the Negotiation Group or some similar title.

4. **Define Critical Path:** The Negotiation Group will work with a neutral facilitator and establish a focused, critical path that describes the sequence and duration of discussion for key topics such that there is buyoff on the order of discussion, the resources anticipated for such discussions, and the intended duration to carry out such discussions.

5. **Define Charter:** Concurrent with Step 4, the Negotiation Group will revisit the discussion / decision protocols for the Water Forum and decide if any methods must be revised to address current conditions and proposed participants of this discussion process.
6. **Define Report-Backs & Participation Protocols:** In support of Steps 3 and 4, all Caucuses and members of the Negotiation Group will also establish the following:

   a. Specific dates and frequency within which Negotiation Group members will conduct report-backs and discussion with their Caucuses. These discussions will be mandatory and subject to attendance by and assessment of the neutral facilitator and/or Water Forum Executive Director in order to ensure that all key topics are being discussed in a timely manner and that outstanding issues do not get overlooked at the Caucus level.

   b. Negotiation Group members will establish specific protocols on how they will participate in Group discussions and how absences will be addressed, etc. as a means to ensure continuity of participation and expediency of the process.

7. **Implement Critical Path:** Using the methods defined above, conduct multi-party negotiation following the critical path outlined in Step 4.

8. **Convene Plenary Meetings:** As an outcome of Step 6, the Negotiation Group will call for regular convening of the full Water Forum plenary to report on the status of discussions. These plenaries will include decision milestones and all members must be provided materials in advance to facilitate their consideration of topics, and they must attend fully prepared to address / complete decisions when agendaized.

9. **Establish Draft and Final Recommendations:** Using the approach described in Steps 4, 5, 6, and 8, the Negotiation Group will prepare draft and final recommendations for Water Plenary review and final ratification.
APPENDIX A
Water Forum
American River Flow Management Standards (FMS)
Timeline of FMS Progress*

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
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<tbody>
<tr>
<td>August 2000</td>
<td>Water Forum Agreement finalized: FMS is one of 7 key elements</td>
</tr>
<tr>
<td></td>
<td>Service (FWS), National Marine Fisheries Service (NMFS), and California</td>
</tr>
<tr>
<td></td>
<td>Department of Fish and Game (DFG) conduct technical work to develop</td>
</tr>
<tr>
<td>January 2004</td>
<td>FMS Policy Document: Framework for FMS; Water Forum and USBR hold</td>
</tr>
<tr>
<td></td>
<td>public workshop to describe FMS</td>
</tr>
<tr>
<td>October 2004</td>
<td>Memorandum of Understanding between USBR and Water Forum: Work in</td>
</tr>
<tr>
<td></td>
<td>good faith to submit FMS to State Water Resource Control Board (Board)</td>
</tr>
<tr>
<td>September 2005</td>
<td>USBR Press Release: USBR and Water Forum reach agreement on FMS</td>
</tr>
<tr>
<td></td>
<td>flow regime</td>
</tr>
<tr>
<td>July 2006</td>
<td>FMS Draft: Technical Report issued by USBR, FWS, NMFS, DFG and</td>
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<tr>
<td></td>
<td>Water Forum: Detailed technical description of FMS, including minimum</td>
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<tr>
<td></td>
<td>flows, temperature objectives, Operations Group, and monitoring</td>
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<tr>
<td>July 20, 2007</td>
<td>Water Forum completes Draft Petition and attachments reflecting the 2006</td>
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<tr>
<td></td>
<td>FMS Draft Technical Report; Petition materials submitter to USBR</td>
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<tr>
<td>August 2007 thru</td>
<td>Water Forum repeatedly requests review comments on Draft</td>
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<tr>
<td>April 2008</td>
<td>Petition. USBR repeatedly assures stakeholders that they are committed to</td>
</tr>
<tr>
<td></td>
<td>the FMS process</td>
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<tr>
<td>December 4, 2007</td>
<td>USBR provides comments to Board at meeting on Delta Standards: FMS</td>
</tr>
<tr>
<td></td>
<td>will be in Operating Criteria and Procedures (OCAP)</td>
</tr>
<tr>
<td>April 2, 2008</td>
<td>Congresswoman Matsui writes USBR Commissioner Johnson: “Finish</td>
</tr>
<tr>
<td></td>
<td>FMS”</td>
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<tr>
<td>April 28, 2008</td>
<td>In lieu of comments on Draft Petition materials as requested, USBR delivers</td>
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<tr>
<td></td>
<td>redrafted FMS Petition: several key components of FMS have been omitted</td>
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<tr>
<td>May 2008</td>
<td>USBR releases OCAP Biological Assessment: Project description and</td>
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<tr>
<td></td>
<td>Modeling contains representation of FMS flows; Lower American River (LAR)</td>
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<tr>
<td></td>
<td>temperature objectives/targets were not included</td>
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<tr>
<td>July 2008</td>
<td>Water Forum, Sacramento County, and USBR begin FMS contract</td>
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<tr>
<td></td>
<td>negotiation; Public negotiation sessions and join technical meetings</td>
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<tr>
<td></td>
<td>convened</td>
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<tr>
<td>October, 2008</td>
<td>USBR letter to Water Forum: “Until we have a new OCAP, substantive</td>
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<td></td>
<td>work on a flow standard for the Lower American River is not practical.”</td>
</tr>
<tr>
<td>December, 2008</td>
<td>Water Forum authorizes staff to move forward with Flow Standard</td>
</tr>
<tr>
<td></td>
<td>Environmental Impact Report (EIR) and notifies USBR.</td>
</tr>
<tr>
<td>January, 2008</td>
<td>Water Forum staff and consultants begin preparing Flow Standard EIR;</td>
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<tr>
<td></td>
<td>keep lines of communication open with USBR</td>
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<tr>
<td>June 2009</td>
<td>NMFS releases OCAP Biological Opinion: calls for Water Forum FMS with</td>
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<tr>
<td></td>
<td>some key differences, notably an iterative temperature management</td>
</tr>
<tr>
<td></td>
<td>approach</td>
</tr>
</tbody>
</table>

* Stages in exhibit were described by authors.
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>August 2009</td>
<td>Water Forum, NMFS, USBR agree to work cooperatively to define iterative temperature management approach and develop associated modeling tool.</td>
</tr>
<tr>
<td>January 2010</td>
<td>Water Forum releases beta version of Iterative Coldwater Pool Management Model (iCPMM) for review by NMFS and USBR</td>
</tr>
<tr>
<td>May 2010</td>
<td>USBR releases annual LAR temperature management plan using iCPMM in side-by-side comparison with old approach</td>
</tr>
<tr>
<td>June 2010</td>
<td>Water Forum restarts work on FMS EIR, starting with water supply impact analysis using CALSIM and results from iCPMM</td>
</tr>
</tbody>
</table>

* Timeline prepared by Water Forum Staff*
APPENDIX B
Water Forum
American River Flow Management Standards
Stakeholder Assessment Participants

Between September and November 2010, the following individuals related to the Water Forum were interviewed by the Center for Collaborative Policy to support the American River Flow Management Standards, Stakeholder Assessment

Paul Bartkiewicz  Bartkiewicz, Kronick & Shanahan, APC
Rick Bettis  League of Women Voters – Sacramento County
Keith DeVore  County of Sacramento
Sandi Dunn  Somaech, Simmons, & Dunn
Marty Hanneman  City of Sacramento
Jan Heple  Environmental Council of Sacramento
Tom Gohring  Executive Director – Water Forum
Shauna Lorance  San Juan Water District
Martha Lennihan  Lennihan Law, APC
Clyde Macdonald  Save the American River Association
Einar Maisch  Placer County Water Agency
Herb Neiderberger  County of Sacramento
Paul Olmstead  Sacramento Municipal Utility District
Jim Peifer  City of Sacramento
Jim Ray  North State Building Industry Association
Rob Roscoe  Sacramento Suburban Water District
Chuck Rose  Citrus Heights Water District / Sacramento County Taxpayers League
Kerry Schmitz  County of Sacramento
Dan Sherry  City of Sacramento
Felix Smith  Save the American River Association
Andy Soule  California American Water Company
Ron Stork  Friends of the River
Derrick Whitehead  City of Roseville
Leo Winternitz  Former Water Forum Executive Director
John Woodling  Regional Water Authority

The following individuals were contacted but unable to participate in a stakeholder interview:

Jim Jones  Save the American River Association
Tracey Eden-Bishop  El Dorado County Water Agency
Jan Goldsmith  Kronick, Moskovitz Tiedemann & Girard
Jim Sequeira  City of Sacramento - Former Utilities Director
APPENDIX C

Water Forum

American River Flow Management Standards

Stakeholder Assessment Interview Questions

1. What is your role in current and past Water Forum activities? What will likely be your role in any future Flow Management Standard (FMS) dialogue?

2. Do you think that all Water Forum caucus members have a common understanding of the assurances, caveats, commitments, and implications associated with flow releases and standards?

3. Have you been involved in discussions with other Water Forum caucus members about the potential for a dialogue of the FMS? If so, what are some key outcomes / conclusions of those discussions? What are you hearing as the benefits and drawbacks of such a focused Water Forum dialogue?

4. Some Water Forum members feel the FMS has expanded in scope between the date of Water Forum Agreement (Agreement) and current conditions. Do you agree with this perspective? If so, what is your perspective on how / why the FMS expanded since the Agreement?
   a. What if any role did you and your Caucus play in this?

5. Are there any implications to your organization / clients / constituents from SBX7 mandates related to Delta instream flow standards, and Priority Rivers instream flow standards? If so, what are these implications?
   a. Do any of these include water rights issues?

6. Related to the above question, is there a possibility that the SWRCB could expand their findings / interpretation of their jurisdiction and also address allocation on the American River (up and downstream of Folsom Dam)?

7. An expressed desire of some Water Forum members is to have a FMS that is protective, enforceable, and durable. What are the effective methods and venues for the Water Forum organizations to achieve this outcome?
   a. Is the SWRCB the only method and venue?

8. If there is support and feasibility for a dialogue, how might that be structured? Who would participate from each Caucus? Would there be fixed "seats at the table" for each Caucus or a revolving set of representatives? Can a subset from a specific Caucus effectively be spokespersons for their other Caucus members? If so, how might that work? If not, why not?
9. What do you know about the scientific and technical tools and information that will be used to support a FMS dialogue? What has been developed so far? Does anything need to be developed further?

10. Related to Number 10, what is your level of confidence about the science and technical accuracy that may be used to support a FMS proposal? Will the science and technical accuracy be sufficient to garner SWRCB support and approval? Given your understanding of the scientific and technical tools, and confidence that will be used, do you think that a future FMS can be defensible to legal challenge?

11. What is the relationship between the current FMS and Hodge? What is your understanding of Hodge? Does Hodge pose any implications to your organizations'/clients'/constituents' interests? How do others feel about Hodge?

12. What role does Folsom Lake play in Delta flows? Is that an appropriate role? Should it play a different role in Delta flows?
   a. If it should play a different role, what would that look like, how would it be implemented and would this be related to the FMS?

13. Is the Water Forum relevant? If so, how does it maintain its relevance? If not, why not and are there any implications to your organization from the Water Forum having diminished relevance?
La Cienega Park and Community Center
Community Meeting December 10, 2014

BACKGROUND

The La Cienega Park, Community Center and Tennis Center complex is the most highly utilized of the City's public parks. The park is home to sports fields which provide for baseball, softball, soccer and other organized sports needs within our community. It serves multiple sports leagues, provides a perimeter jogging track, contains outdoor exercise equipment, a snack bar and picnic tables that are open use or are available for reservation.

The Community Center houses an auditorium, dance room, meeting room and a City operated Preschool room. Community meetings, social gatherings, rentals and a variety of City sponsored recreation classes and programs are also held in these rooms. Additionally, the Center serves as office space for City staff.

COMMUNITY MEETING (12/10/2014)

Earlier this year, the Beverly Hills City Council expressed interest in making improvements to La Cienega Park and the Community Center. For the next five months, the Department hopes to gather feedback in a variety of inclusive ways to determine the community's vision and wishes for the park, community center, tennis center and related structures.

On December 10, 2014, the Community Services Department hosted the first public meeting to help shape the future of these public assets. Below is a copy of the topics and ideas shared at this meeting.

NOTE: The numbers listed below in parentheses are the number of times topics were mentioned by meeting participants.

PUBLIC COMMENT - OUTDOOR

Playground (29)

1. More shade (7)
2. Different surface (4)
   a. Foam (1)
   b. Softer surface (1)
   c. Less sand (2)
3. Dedicated sand area separate from playground (2)
4. Water play (2)
5. Enlarge (2)
6. Equipment enhancements (5)
   a. More Challenging Equipment (2)
   b. Modernized (1)
   c. Bigger equipment (1)
   d. Swings (1)
7. Other
   a. More seating close by (1)
   b. Less cushioning (1)
   c. Mentioned Use - unspecified (5)

**Fields (28)**
1. Increased seating in Park (3)
2. Field Drainage Improvement (3)
3. Increased accessibility for casual park users (non-members of team sports) (3)
4. Artificial Turf (2)
5. Field maintenance (4)
6. Increase maintenance of fields (2)
   a. Level fields (1)
   b. Fill Holes (1)
7. Improved shade for seating areas (2)
8. Improve watering schedule for fields (1)
9. Improve Lighting (9)
   a. Improved Outdoor Lighting (4)
   b. Fenton Field Specifically (1)
   c. Walking Path (2)
   d. Improved Indoor Lighting (2)
10. Batting Cage Update (1)

**Walking Path / Track / Equipment (17)**
1. Improve Lighting on walking path (2)
2. Expand path for bikes and kids (1)
3. Exercise Equipment – Mentioned Use (5)
4. Other (8)
   a. Decrease mud (1)
   b. Mentioned Use (7)
Landscaping (9)
1. Water-wise/ Drought Tolerant (3)
2. Improved Landscaping general (2)
   a. Along Gregory Way by LCTC (1)
3. Add vegetation, trees, flowers (4)
   a. Less grass (1)
   b. Flower Garden (like CCP) (1)
   c. Zen Garden (1)
   d. More trees (1)

Picnic Area/ Snack Bar (15)
1. Improve Food Vending Options (4)
   a. Snack bar open more (1)
   b. Snack Bar update needed (1)
   c. Coffee Shop / Café (1)
   d. Higher quality food options (1)
2. Picnic Tables (7)
   a. Increased # tables (3)
   b. Shaded (2)
   c. More BBQ Pits (1)
   d. Closer to playground (1)

Outdoor Planning / Design Suggestions (12)
1. Enlarge Park Space (5)
   i. Not enough green space, overcrowded (1)
   ii. More Space in Park (remove fields) (1)
   iii. Relocate Park Maintenance to use space for park (1)
   iv. Acquire corner lot (2)
2. Safe Crossing across La Cienega (2)
3. Connection to Metro (2)
4. Other (3)
   i. Make a center of civic life (1)
   ii. Planning that encourages use of bikes and connectivity to transportation systems (1)
   iii. Integration with South BH (1)

Other Amenities (47)
1. Increased Parking (9)
   i. Increase Parking - Unspecific (7)
   ii. Enlarge LCTC structure (free up street parking for residents) (1)
2.

3.

4.

5.

6.

7.

8.

9.

10.

11.

12.

13.

i. Subterranean Parking (1)

ii. Drinking fountains for dogs (2)

a. Improve drinking fountains (4)

iii. Outdoor Event Space – (2)

i. Semi Private (1)

4. Add security personnel/cameras (2)

5. Archery / Shooting Range (1)

6. Skateboarding area (1)

7. Mini Golf (1)

8. Racquetball Courts (1)

9. Bridge/overpass from Tennis center (3)

10. Dog Park (1)

11. Pool (3)

12. Basketball Courts (8)

13. Bicycles / Bikes (6)

i. Bike Racks (1)

ii. Bike routes to and from park (2)

iii. Bike paths in park (2)

iv. Shady Bike Path (1)

14. Other

i. Extended Park hours (1)

ii. Allow use of personals shading devices (1)

iii. Business Improvement (2)

PUBLIC COMMENT- INDOOR

Renovations/Alterations Needed (40)

1. Design (20)

2. Building enhancements (11)

a. Too institutional (1)

b. Bright colors (1)

c. Improve Lobby (1)

d. Make building nicer/ larger (2)

e. Open Windows for Air Circulation (1)

f. Light and Airy reception area (1)

g. Two story structure (1)

h. Sound barrier between rooms (1)

i. Integrate with BH Healthy initiatives (1)

j. Modular construction so can be altered (1)

3. Roof Replaced (leaking) (3)

4. Complete replacement - unequivocal (3)

5. Short term refurbishment (1)

Amenities- Improvement Needed (19)

1. Enhance rooms (7)
   a. More rooms (3)
   b. Increase rooms avail for b-day events (2)
   c. Fix / Improve Rooms General (2)
2. New projector screen (3)
3. More comfortable chairs (2)
4. Larger Dance Room (1)
5. Teen Room Needed (1)
6. Classroom with sinks for Art Class (1)
7. Improved building maintenance (1)
8. Business center with computers (2)
   a. Tech Room (movies and computer) (1)
   b. Business Center (computer /fax) (1)
9. Library (2)
   a. Drop off / pick up (1)
   b. Library space (1)

Improve bathrooms (15)

1. Safety (2)
   a. Safer (1)
   b. Tennis Center bathrooms specifically (1)
2. Lighting (2)
   a. Fenton Bathrooms specifically need light (2)
3. Remodel bathrooms (2)
   a. Scrap and start over (2)
4. Family Bathroom (1)
5. Increase accessibility for disabled (1)
6. Water conserving (2)
7. Preschool Bathroom Separate from Public (2)
8. Other Renovations (3)

Preschool (9)

1. Increased Size of Room (2)
2. Separate Patio / Outdoor Play Area (1)
3. More windows (1)
4. Kid-accessible sinks (1)
5. Other (4)
Improved Programming (11)
1. More senior Programs (2)
2. More sports for kids (2)
3. More adult classes (4)
   a. More adult classes (1)
   b. Evening Walks (1)
   c. Rock climbing (1)
   d. Climbing nets (1)
4. Coordination with schools (1)
5. Increased Outdoor Events (1)
6. Activities for diversity of age (1)

Tennis Center (7)
1. New elevator (1)
2. Upgrade lobby (1)
3. Install windows for more light (1)
4. Expand rooms (1)
5. Better ventilation (1)
6. New bathrooms (1)
7. Tennis Wall (1)

For more information about the La Cienega Park and Community Center, visit www.BeverlyHills.org/laCienega or call 310.285.2537.
Attachment 5
Participants were asked which amenities they would like to see at La Cienega Park:

- Increased parking
- Pedestrian bridge over La Cienega
- Improved walking/jogging path
- Bike path
- More picnic tables/greenspace
- Swimming pool/aquatic facility
- New playground area with shade
- Renovated or additional athletic fields
- Gymnasium
- New community center

Comments:

- Fencing or natural solution to protect children from traffic
- Educational and interactive historical displays for children
- Dog park
- Park ranger or BHPD presence
- Improvement in restrooms

La Cienega park had a pool, and was removed. It was used mostly by the LA community - water is an issue - no pool (+4 votes)