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B. The City's obligation to pay the sum stated above for any one fiscal year shall be contingent upon the City Council of the City appropriating the necessary funds for such payment by the City in each fiscal year during the term of this Agreement. For the purposes of this Section, a fiscal year commences on October 1 of the year and continues through September 30 of the following year. In the event that the City Council of the City fails to appropriate the necessary funds for any fiscal year, then, and in that event, the Agreement will terminate at no additional cost or obligation to the City.

C. Consultant may select the time and place of performance for these services; provided, however, that access to City documents, records and the like, if needed by Consultant, shall be available only during City's normal business hours and provided that milestones for performance, if any, are met.

D. Consultant has requested to receive regular payments. City shall pay Consultant in due course of payments following receipt from Consultant and approval by City of invoices showing the services or task performed, the time expended (if billing is hourly), and the name of the Project. Consultant shall certify on the invoices that Consultant has performed the services in full conformance with this Agreement and is entitled to receive payment. Each invoice shall be accompanied by a progress report indicating the progress to date of services performed and covered by the invoice, including a brief statement of any Project problems and potential causes of delay in performance, and listing those services that are projected for performance by Consultant during the next invoice cycle. Where billing is done and payment is made on an hourly basis, the parties acknowledge that this arrangement is either customary practice for Consultant's profession, industry or business, or is necessary to satisfy audit and legal requirements which may arise due to the fact that City is a municipality.

E. Consultant represents that Consultant has obtained all necessary information on conditions and circumstances that may affect its

1 performance and has conducted site visits, if necessary.

2 F. CAUTION: Consultant shall not begin work until this
3 Agreement has been signed by both parties and until Consultant's evidence of
4 insurance has been delivered to and approved by City.

5 2. TERM. The term of this Agreement shall commence at midnight on
6 March 6, 2019, and shall terminate at 11:59 p.m. on March 5, 2021, unless sooner
7 terminated as provided in this Agreement, or unless the services or the Project is
8 completed sooner. The term may be extended for three (3) additional one-year periods, at
9 the discretion of the City Manager.

10 3. COORDINATION AND ORGANIZATION.

11 A. Consultant shall coordinate its performance with City's
12 representative, if any, named in Exhibit "C", attached to this Agreement and
13 incorporated by this reference. Consultant shall advise and inform City's
14 representative of the work in progress on the Project in sufficient detail so as to
15 assist City's representative in making presentations and in holding meetings on the
16 Project. City shall furnish to Consultant information or materials, if any, described
17 in Exhibit "D", attached to this Agreement and incorporated by this reference, and
18 shall perform any other tasks described in the Exhibit.

19 B. The parties acknowledge that a substantial inducement to City
20 for entering this Agreement was and is the reputation and skill of Consultant's key
21 employee, named in Exhibit "E" attached to this Agreement and incorporated by this
22 reference. City shall have the right to approve any person proposed by Consultant
23 to replace that key employee.

24 4. INDEPENDENT CONTRACTOR. In performing its services,
25 Consultant is and shall act as an independent contractor and not an employee,
26 representative or agent of City. Consultant shall have control of Consultant's work and the
27 manner in which it is performed. Consultant shall be free to contract for similar services to
28 be performed for others during this Agreement; provided, however, that Consultant acts in

1 accordance with Section 9 and Section 11 of this Agreement. Consultant acknowledges
2 and agrees that (a) City will not withhold taxes of any kind from Consultant's compensation;
3 (b) City will not secure workers' compensation or pay unemployment insurance to, for or
4 on Consultant's behalf; and (c) City will not provide and Consultant is not entitled to any of
5 the usual and customary rights, benefits or privileges of City employees. Consultant
6 expressly warrants that neither Consultant nor any of Consultant's employees or agents
7 shall represent themselves to be employees or agents of City.

8 5. INSURANCE.

9 A. As a condition precedent to the effectiveness of this
10 Agreement, Consultant shall procure and maintain, at Consultant's expense for the
11 duration of this Agreement, from insurance companies that are admitted to write
12 insurance in California and have ratings of or equivalent to A:V by A.M. Best
13 Company or from authorized non-admitted insurance companies subject to Section
14 1763 of the California Insurance Code and that have ratings of or equivalent to A:VIII
15 by A.M. Best Company, the following insurance:

16 i. Commercial general liability insurance (equivalent in
17 scope to ISO form CG 00 01 11 85 or CG 00 01 10 93) in an amount not less
18 than \$1,000,000 per each occurrence and \$2,000,000 general aggregate.
19 This coverage shall include but not be limited to broad form contractual
20 liability, cross liability, independent contractors liability, and products and
21 completed operations liability. City, its boards and commissions, and their
22 officials, employees and agents shall be named as additional insureds by
23 endorsement (on City's endorsement form or on an endorsement equivalent
24 in scope to ISO form CG 20 10 11 85 or CG 20 26 11 85 or both CG 20 10
25 07 04 and CG 20 37 07 04 or both CG 20 33 07 04 and CG 20 37 07 04),
26 and this insurance shall contain no special limitations on the scope of
27 protection given to City, its boards and commissions, and their officials,
28 employees and agents. This policy shall be endorsed to state that the insurer

1 waives its right of subrogation against City, its boards and commissions, and
2 their officials, employees and agents.

3 ii. Workers' Compensation insurance as required by the
4 California Labor Code and employer's liability insurance in an amount not
5 less than \$1,000,000. This policy shall be endorsed to state that the insurer
6 waives its right of subrogation against City, its boards and commissions, and
7 their officials, employees and agents.

8 iii. Professional liability or errors and omissions insurance
9 in an amount not less than \$1,000,000 per claim.

10 iv. Commercial automobile liability insurance (equivalent in
11 scope to ISO form CA 00 01 06 92), covering Auto Symbol 1 (Any Auto) in
12 an amount not less than \$500,000 combined single limit per accident.

13 B. Any self-insurance program, self-insured retention, or
14 deductible must be separately approved in writing by City's Risk Manager or
15 designee and shall protect City, its officials, employees and agents in the same
16 manner and to the same extent as they would have been protected had the policy
17 or policies not contained retention or deductible provisions.

18 C. Each insurance policy shall be endorsed to state that coverage
19 shall not be reduced, non-renewed or canceled except after thirty (30) days prior
20 written notice to City, shall be primary and not contributing to any other insurance
21 or self-insurance maintained by City, and shall be endorsed to state that coverage
22 maintained by City shall be excess to and shall not contribute to insurance or self-
23 insurance maintained by Consultant. Consultant shall notify City in writing within
24 five (5) days after any insurance has been voided by the insurer or cancelled by the
25 insured.

26 D. If this coverage is written on a "claims made" basis, it must
27 provide for an extended reporting period of not less than one hundred eighty (180)
28 days, commencing on the date this Agreement expires or is terminated, unless

1 Consultant guarantees that Consultant will provide to City evidence of uninterrupted,
2 continuing coverage for a period of not less than three (3) years, commencing on
3 the date this Agreement expires or is terminated.

4 E. Consultant shall require that all subconsultants or contractors
5 that Consultant uses in the performance of these services maintain insurance in
6 compliance with this Section unless otherwise agreed in writing by City's Risk
7 Manager or designee.

8 F. Prior to the start of performance, Consultant shall deliver to City
9 certificates of insurance and the endorsements for approval as to sufficiency and
10 form. In addition, Consultant shall, within thirty (30) days prior to expiration of the
11 insurance, furnish to City certificates of insurance and endorsements evidencing
12 renewal of the insurance. City reserves the right to require complete certified copies
13 of all policies of Consultant and Consultant's subconsultants and contractors, at any
14 time. Consultant shall make available to City's Risk Manager or designee all books,
15 records and other information relating to this insurance, during normal business
16 hours.

17 G. Any modification or waiver of these insurance requirements
18 shall only be made with the approval of City's Risk Manager or designee. Not more
19 frequently than once a year, City's Risk Manager or designee may require that
20 Consultant, Consultant's subconsultants and contractors change the amount, scope
21 or types of coverages required in this Section if, in his or her sole opinion, the
22 amount, scope or types of coverages are not adequate.

23 H. The procuring or existence of insurance shall not be construed
24 or deemed as a limitation on liability relating to Consultant's performance or as full
25 performance of or compliance with the indemnification provisions of this Agreement.

26 6. ASSIGNMENT AND SUBCONTRACTING. This Agreement
27 contemplates the personal services of Consultant and Consultant's employees, and the
28 parties acknowledge that a substantial inducement to City for entering this Agreement was

1 and is the professional reputation and competence of Consultant and Consultant's
2 employees. Consultant shall not assign its rights or delegate its duties under this
3 Agreement, or any interest in this Agreement, or any portion of it, without the prior approval
4 of City, except that Consultant may with the prior approval of the City Manager of City,
5 assign any moneys due or to become due Consultant under this Agreement. Any
6 attempted assignment or delegation shall be void, and any assignee or delegate shall
7 acquire no right or interest by reason of an attempted assignment or delegation.
8 Furthermore, Consultant shall not subcontract any portion of its performance without the
9 prior approval of the City Manager or designee, or substitute an approved subconsultant
10 or contractor without approval prior to the substitution. Nothing stated in this Section shall
11 prevent Consultant from employing as many employees as Consultant deems necessary
12 for performance of this Agreement.

13 7. CONFLICT OF INTEREST. Consultant, by executing this Agreement,
14 certifies that, at the time Consultant executes this Agreement and for its duration,
15 Consultant does not and will not perform services for any other client which would create
16 a conflict, whether monetary or otherwise, as between the interests of City and the interests
17 of that other client. Consultant further certifies that Consultant does not now have and shall
18 not acquire any interest, direct or indirect, in the area covered by this Agreement or any
19 other source of income, interest in real property or investment which would be affected in
20 any manner or degree by the performance of Consultant's services hereunder. And,
21 Consultant shall obtain similar certifications from Consultant's employees, subconsultants
22 and contractors.

23 8. MATERIALS. Consultant shall furnish all labor and supervision,
24 supplies, materials, tools, machinery, equipment, appliances, transportation and services
25 necessary to or used in the performance of Consultant's obligations under this Agreement,
26 except as stated in Exhibit "D".

27 9. OWNERSHIP OF DATA. All materials, information and data
28 prepared, developed or assembled by Consultant or furnished to Consultant in connection

1 with this Agreement, including but not limited to documents, estimates, calculations,
2 studies, maps, graphs, charts, computer disks, computer source documentation, samples,
3 models, reports, summaries, drawings, designs, notes, plans, information, material and
4 memorandum ("Data") shall be the exclusive property of City. Data shall be given to City,
5 and City shall have the unrestricted right to use and disclose the Data in any manner and
6 for any purpose without payment of further compensation to Consultant. Copies of Data
7 may be retained by Consultant but Consultant warrants that Data shall not be made
8 available to any person or entity for use without the prior approval of City. This warranty
9 shall survive termination of this Agreement for five (5) years.

10 10. TERMINATION. Either party shall have the right to terminate this
11 Agreement for any reason or no reason at any time by giving fifteen (15) calendar days
12 prior written notice to the other party. In the event of termination under this Section, City
13 shall pay Consultant for services satisfactorily performed and costs incurred up to the
14 effective date of termination for which Consultant has not been previously paid. The
15 procedures for payment in Section 1.B. with regard to invoices shall apply. On the effective
16 date of termination, Consultant shall deliver to City all Data developed or accumulated in
17 the performance of this Agreement, whether in draft or final form, or in process. And,
18 Consultant acknowledges and agrees that City's obligation to make final payment is
19 conditioned on Consultant's delivery of the Data to City.

20 11. CONFIDENTIALITY. Consultant shall keep all Data confidential and
21 shall not disclose the Data or use the Data directly or indirectly, other than in the course of
22 performing its services, during the term of this Agreement and for five (5) years following
23 expiration or termination of this Agreement. In addition, Consultant shall keep confidential
24 all information, whether written, oral or visual, obtained by any means whatsoever in the
25 course of performing its services for the same period of time. Consultant shall not disclose
26 any or all of the Data to any third party, or use it for Consultant's own benefit or the benefit
27 of others except for the purpose of this Agreement.

28 12. BREACH OF CONFIDENTIALITY. Consultant shall not be liable for

1 a breach of confidentiality with respect to Data that: (a) Consultant demonstrates
2 Consultant knew prior to the time City disclosed it; or (b) is or becomes publicly available
3 without breach of this Agreement by Consultant; or (c) a third party who has a right to
4 disclose does so to Consultant without restrictions on further disclosure; or (d) must be
5 disclosed pursuant to subpoena or court order.

6 13. ADDITIONAL COSTS AND REDESIGN.

7 A. Any costs incurred by City due to Consultant's failure to meet
8 the standards required by the scope of work or Consultant's failure to perform fully
9 the tasks described in the scope of work which, in either case, causes City to request
10 that Consultant perform again all or part of the Scope of Work shall be at the sole
11 cost of Consultant and City shall not pay any additional compensation to Consultant
12 for its re-performance.

13 B. If the Project involves construction and the scope of work
14 requires Consultant to prepare plans and specifications with an estimate of the cost
15 of construction, then Consultant may be required to modify the plans and
16 specifications, any construction documents relating to the plans and specifications,
17 and Consultant's estimate, at no cost to City, when the lowest bid for construction
18 received by City exceeds by more than ten percent (10%) Consultant's estimate.
19 This modification shall be submitted in a timely fashion to allow City to receive new
20 bids within four (4) months after the date on which the original plans and
21 specifications were submitted by Consultant.

22 14. AMENDMENT. This Agreement, including all Exhibits, shall not be
23 amended, nor any provision or breach waived, except in writing signed by the parties which
24 expressly refers to this Agreement.

25 15. LAW. This Agreement shall be construed in accordance with the laws
26 of the State of California, and the venue for any legal actions brought by any party with
27 respect to this Agreement shall be the County of Los Angeles, State of California for state
28 actions and the Central District of California for any federal actions. Consultant shall cause

1 all work performed in connection with construction of the Project to be performed in
2 compliance with (1) all applicable laws, ordinances, rules and regulations of federal, state,
3 county or municipal governments or agencies (including, without limitation, all applicable
4 federal and state labor standards, including the prevailing wage provisions of sections 1770
5 *et seq.* of the California Labor Code); and (2) all directions, rules and regulations of any fire
6 marshal, health officer, building inspector, or other officer of every governmental agency
7 now having or hereafter acquiring jurisdiction.

8 16. PREVAILING WAGES.

9 A. Consultant agrees that all public work (as defined in California
10 Labor Code section 1720) performed pursuant to this Agreement (the "Public
11 Work"), if any, shall comply with the requirements of California Labor Code sections
12 1770 *et seq.* City makes no representation or statement that the Project, or any
13 portion thereof, is or is not a "public work" as defined in California Labor Code
14 section 1720.

15 B. In all bid specifications, contracts and subcontracts for any
16 such Public Work, Consultant shall obtain the general prevailing rate of per diem
17 wages and the general prevailing rate for holiday and overtime work in this locality
18 for each craft, classification or type of worker needed to perform the Public Work,
19 and shall include such rates in the bid specifications, contract or subcontract. Such
20 bid specifications, contract or subcontract must contain the following provision: "It
21 shall be mandatory for the contractor to pay not less than the said prevailing rate of
22 wages to all workers employed by the contractor in the execution of this contract.
23 The contractor expressly agrees to comply with the penalty provisions of California
24 Labor Code section 1775 and the payroll record keeping requirements of California
25 Labor Code section 1771."

26 17. ENTIRE AGREEMENT. This Agreement, including all Exhibits,
27 constitutes the entire understanding between the parties and supersedes all other
28 agreements, oral or written, with respect to the subject matter in this Agreement.

1 18. INDEMNITY.

2 A. Consultant shall indemnify, protect and hold harmless City, its
3 Boards, Commissions, and their officials, employees and agents (“Indemnified
4 Parties”), from and against any and all liability, claims, demands, damage, loss,
5 obligations, causes of action, proceedings, awards, fines, judgments, penalties,
6 costs and expenses, arising or alleged to have arisen, in whole or in part, out of or
7 in connection with (1) Consultant’s breach or failure to comply with any of its
8 obligations contained in this Agreement, including any obligations arising from the
9 Project’s compliance with or failure to comply with applicable laws, including all
10 applicable federal and state labor requirements including, without limitation, the
11 requirements of California Labor Code section 1770 *et seq.* or (2) negligent or willful
12 acts, errors, omissions or misrepresentations committed by Consultant, its officers,
13 employees, agents, subcontractors, or anyone under Consultant’s control, in the
14 performance of work or services under this Agreement (collectively “Claims” or
15 individually “Claim”).

16 B. In addition to Consultant’s duty to indemnify, Consultant shall
17 have a separate and wholly independent duty to defend Indemnified Parties at
18 Consultant’s expense by legal counsel approved by City, from and against all
19 Claims, and shall continue this defense until the Claims are resolved, whether by
20 settlement, judgment or otherwise. No finding or judgment of negligence, fault,
21 breach, or the like on the part of Consultant shall be required for the duty to defend
22 to arise. City shall notify Consultant of any Claim, shall tender the defense of the
23 Claim to Consultant, and shall assist Consultant, as may be reasonably requested,
24 in the defense.

25 C. If a court of competent jurisdiction determines that a Claim was
26 caused by the sole negligence or willful misconduct of Indemnified Parties,
27 Consultant’s costs of defense and indemnity shall be (1) reimbursed in full if the
28 court determines sole negligence by the Indemnified Parties, or (2) reduced by the

1 percentage of willful misconduct attributed by the court to the Indemnified Parties.

2 D. The provisions of this Section shall survive the expiration or
3 termination of this Agreement.

4 19. AMBIGUITY. In the event of any conflict or ambiguity between this
5 Agreement and any Exhibit, the provisions of this Agreement shall govern.

6 20. NONDISCRIMINATION.

7 A. In connection with performance of this Agreement and subject
8 to applicable rules and regulations, Consultant shall not discriminate against any
9 employee or applicant for employment because of race, religion, national origin,
10 color, age, sex, sexual orientation, gender identity, AIDS, HIV status, handicap or
11 disability. Consultant shall ensure that applicants are employed, and that
12 employees are treated during their employment, without regard to these bases.
13 These actions shall include, but not be limited to, the following: employment,
14 upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or
15 termination; rates of pay or other forms of compensation; and selection for training,
16 including apprenticeship.

17 B. It is the policy of City to encourage the participation of
18 Disadvantaged, Minority and Women-Owned Business Enterprises in City's
19 procurement process, and Consultant agrees to use its best efforts to carry out this
20 policy in its use of subconsultants and contractors to the fullest extent consistent
21 with the efficient performance of this Agreement. Consultant may rely on written
22 representations by subconsultants and contractors regarding their status.
23 Consultant shall report to City in May and in December or, in the case of short-term
24 agreements, prior to invoicing for final payment, the names of all subconsultants
25 and contractors hired by Consultant for this Project and information on whether or
26 not they are a Disadvantaged, Minority or Women-Owned Business Enterprise, as
27 defined in Section 8 of the Small Business Act (15 U.S.C. Sec. 637).

28 21. EQUAL BENEFITS ORDINANCE. Unless otherwise exempted in

1 accordance with the provisions of the Ordinance, this Agreement is subject to the
2 applicable provisions of the Equal Benefits Ordinance (EBO), section 2.73 et seq. of the
3 Long Beach Municipal Code, as amended from time to time.

4 A. During the performance of this Agreement, the Consultant
5 certifies and represents that the Consultant will comply with the EBO. The
6 Consultant agrees to post the following statement in conspicuous places at its place
7 of business available to employees and applicants for employment:

8 "During the performance of a contract with the City of Long Beach, the
9 Consultant will provide equal benefits to employees with spouses and its
10 employees with domestic partners. Additional information about the City of
11 Long Beach's Equal Benefits Ordinance may be obtained from the City of
12 Long Beach Business Services Division at 562-570-6200."

13 B. The failure of the Consultant to comply with the EBO will be
14 deemed to be a material breach of the Agreement by the City.

15 C. If the Consultant fails to comply with the EBO, the City may
16 cancel, terminate or suspend the Agreement, in whole or in part, and monies due or
17 to become due under the Agreement may be retained by the City. The City may
18 also pursue any and all other remedies at law or in equity for any breach.

19 D. Failure to comply with the EBO may be used as evidence
20 against the Consultant in actions taken pursuant to the provisions of Long Beach
21 Municipal Code 2.93 et seq., Contractor Responsibility.

22 E. If the City determines that the Consultant has set up or used its
23 contracting entity for the purpose of evading the intent of the EBO, the City may
24 terminate the Agreement on behalf of the City. Violation of this provision may be
25 used as evidence against the Consultant in actions taken pursuant to the provisions
26 of Long Beach Municipal Code Section 2.93 et seq., Contractor Responsibility.

27 22. NOTICES. Any notice or approval required by this Agreement shall
28 be in writing and personally delivered or deposited in the U.S. Postal Service, first class,

1 postage prepaid, addressed to Consultant at the address first stated above, and to City at
2 333 West Ocean Boulevard, Long Beach, California 90802, Attn: City Manager, with a copy
3 to the City Engineer at the same address. Notice of change of address shall be given in
4 the same manner as stated for other notices. Notice shall be deemed given on the date
5 deposited in the mail or on the date personal delivery is made, whichever occurs first.

6 23. COPYRIGHTS AND PATENT RIGHTS.

7 A. Consultant shall place the following copyright protection on all
8 Data: © City of Long Beach, California ____, inserting the appropriate year.

9 B. City reserves the exclusive right to seek and obtain a patent or
10 copyright registration on any Data or other result arising from Consultant's
11 performance of this Agreement. By executing this Agreement, Consultant assigns
12 any ownership interest Consultant may have in the Data to City.

13 C. Consultant warrants that the Data does not violate or infringe
14 any patent, copyright, trade secret or other proprietary right of any other party.
15 Consultant agrees to and shall protect, defend, indemnify and hold City, its officials
16 and employees harmless from any and all claims, demands, damages, loss, liability,
17 causes of action, costs or expenses (including reasonable attorney's fees) whether
18 or not reduced to judgment, arising from any breach or alleged breach of this
19 warranty.

20 24. COVENANT AGAINST CONTINGENT FEES. Consultant warrants
21 that Consultant has not employed or retained any entity or person to solicit or obtain this
22 Agreement and that Consultant has not paid or agreed to pay any entity or person any fee,
23 commission or other monies based on or from the award of this Agreement. If Consultant
24 breaches this warranty, City shall have the right to terminate this Agreement immediately
25 notwithstanding the provisions of Section 10 or, in its discretion, to deduct from payments
26 due under this Agreement or otherwise recover the full amount of the fee, commission or
27 other monies.

28 25. WAIVER. The acceptance of any services or the payment of any

1 money by City shall not operate as a waiver of any provision of this Agreement or of any
2 right to damages or indemnity stated in this Agreement. The waiver of any breach of this
3 Agreement shall not constitute a waiver of any other or subsequent breach of this
4 Agreement.

5 26. CONTINUATION. Termination or expiration of this Agreement shall
6 not affect rights or liabilities of the parties which accrued pursuant to Sections 7, 10, 11,
7 17, 19, 22 and 28 prior to termination or expiration of this Agreement.

8 27. TAX REPORTING. As required by federal and state law, City is
9 obligated to and will report the payment of compensation to Consultant on Form 1099-
10 Misc. Consultant shall be solely responsible for payment of all federal and state taxes
11 resulting from payments under this Agreement. Consultant shall submit Consultant's
12 Employer Identification Number (EIN), or Consultant's Social Security Number if
13 Consultant does not have an EIN, in writing to City's Accounts Payable, Department of
14 Financial Management. Consultant acknowledges and agrees that City has no obligation
15 to pay Consultant until Consultant provides one of these numbers.

16 28. ADVERTISING. Consultant shall not use the name of City, its officials
17 or employees in any advertising or solicitation for business or as a reference, without the
18 prior approval of the City Manager or designee.

19 29. AUDIT. City shall have the right at all reasonable times during the
20 term of this Agreement and for a period of five (5) years after termination or expiration of
21 this Agreement to examine, audit, inspect, review, extract information from and copy all
22 books, records, accounts and other documents of Consultant relating to this Agreement.

23 30. THIRD PARTY BENEFICIARY. This Agreement is not intended or
24 designed to or entered for the purpose of creating any benefit or right for any person or
25 entity of any kind that is not a party to this Agreement.

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IN WITNESS WHEREOF, the parties have caused this document to be duly executed with all formalities required by law as of the date first stated above.

AECOM TECHNICAL SERVICES, INC., a California corporation

April 5, 2019

By [Signature]
Name William R. Anderson
Title Principal/Vice-President

April 5, 2019

By [Signature]
Name ELIZABETH A. DRAKE
Title PRINCIPAL

Tom Modica
Assistant City Manager "Consultant"

**EXECUTED PURSUANT
TO SECTION 301 OF
THE CITY CHARTER**

CITY OF LONG BEACH, a municipal corporation

April 16, 2019

By [Signature]
City Manager

"City"

This Agreement is approved as to form on April 11, 2019.

CHARLES PARKIN, City Attorney

By [Signature]
Deputy

OFFICE OF THE CITY ATTORNEY
CHARLES PARKIN, City Attorney
333 West Ocean Boulevard, 11th Floor
Long Beach, CA 90802-4664

EXHIBIT “A”

Scope of Work

Uptown Long Beach Neighborhood Mobility Enhancement Plan, Phase II

Project Specifications & Overview

Caltrans awarded the City of Long Beach (City) a Sustainable Communities Planning Grant to study land use and mobility regulations for North Long Beach in the context of the City's proposed updated General Plan.

As part of the terms of the grant, Caltrans required a formal procurement to select a consultant for this work. A Request for Proposals (RFP) was released on October 10, 2018, to seek proposals from qualified firms to carry out tasks (Attachment A – Scope of Work for Uptown Long Beach Neighborhood Mobility Enhancement Plan) related to Phase II of the Caltrans Sustainable Communities Planning Grant for the Uptown Long Beach Neighborhood Mobility Enhancement Plan (UPLAN).

Cost

The cost proposal and scope of work shall include and specify the firm's labor, indirect costs, and any subconsultant costs.

The fee to be paid to the Consultant will be made at the Consultant's established billable rates for staff hours and expenses actually accrued in producing the required services, up to a maximum fee to be established through negotiations.

The Consultant's billable rates shall not include mark-ups on reimbursable items or markups for overhead and profit; no additional payment will be made for those items. The City will neither reimburse the Consultant for mileage, office supplies, overhead expenses, nor for the use of computer equipment.

All subconsultant fees and costs shall not include mark-ups and will be reimbursed on an actual-cost basis. The City will not reimburse for a subconsultant's mileage, office supplies, overhead expenses, or for the use of computer equipment.

The Consultant shall not allow any subcontractor to markup expenses, nor shall the Consultant markup subcontractor fees or out of pocket expenses. The City shall only pay for subcontractor's reimbursable expenses on an actual-cost basis.

Consultants located outside the Los Angeles/Orange County area shall not assume that the City will reimburse for travel to the City without prior approval. The City will reimburse pre-approved travel related expenses at cost.

The City does not warrant or guarantee that the total contract amount will be reached or that any specific amount of work will be authorized during the term of the contract.



City of Long Beach
Purchasing Division
333 West Ocean Boulevard, 7th Floor
Long Beach, CA 90802

Attachment A

SCOPE OF WORK FOR UPTOWN LONG BEACH NEIGHBORHOOD MOBILITY ENHANCEMENT PLAN

SCOPE OF WORK: Uptown Long Beach Neighborhood Mobility Enhancement Plan

INTRODUCTION:

Surrounded by multiple freeways and goods movement corridors, industrial stationary polluters, and with direct environmental impacts from the largest stationary source of air pollution in Southern California (the Port of LA/Long Beach), Uptown Long Beach has long suffered localized negative environmental and economic externalities associated with an economic engine critical to our regional and national economy. Uptown Long Beach is an approximately 4,000-acre area with nearly 100,000 people in northern Long Beach comprised of several urban neighborhoods facing challenges related to poverty, overcrowding, unemployment, safety, mobility, and access to transit. Though crime has decreased significantly in North Long Beach over the past 25 years, perceptions of safety are still low and specific issues, such as human trafficking concentrated around north Long Beach motels on major corridors, make all residents, but particularly kids and teens, feel unsafe walking or biking in the area. Despite those concerns, data actually show that mobility safety takes more lives than violent crime. In 2017 more Long Beach residents died in a traffic collision than the number of residents who were murdered. Specific issues include underutilized and incongruent land uses along corridors (e.g. high levels of human trafficking along the region's motel corridors), disconnecting freeway underpasses, high traffic speeds, vacant lots and other elements of the built environment. Furthermore, street scenes and land use patterns in Uptown are in many areas not conducive to active transportation. Revitalization of Uptown Long Beach has been a high priority for the City Council due to its demonstrated status as a disadvantaged community (see demographic data attached to this scope and summarized in the Project Justification section of this application). In recent years, the City of Long Beach has devoted considerable effort to revitalizing Uptown Long Beach, as demonstrated by the following completed or in-progress planning activities:

- Uptown Planning Land Use and Neighborhoods Strategy (UPLAN) Phase 1
- North Long Beach Strategic Guide for Development
- North Long Beach Street Enhancement Master Plan
- North Long Beach Open Space Vision Plan
- HEAL Zone (Healthy Eating Active Living) initiative funded by Kaiser Permanente run by the Health Department
- The Gateway Cities Artesia Boulevard Master Plan and Complete Streets Evaluation—a complete streets and active transportation plan for Artesia Blvd.
- The North Long Beach Framework Plan and Disposition of Successor Agency Parcels Plan that makes recommendations for safety improvements to Atlantic Avenue, revitalization of the local economy, park use, and linkages to Jordan High School.
- The City's updated General Plan Land Use Element and new Urban Design Element (expected adoption mid-2018)
- The City of Long Beach General Plan Mobility Element (adopted 2013)
- Long Beach Bicycle Master Plan (adopted 2017)
- Long Beach Climate Action & Adaptation Plan (planning process began April 2017)

These activities have involved a broad range of City departments, stakeholder groups, and partner agencies. A notable point of pride is the investment associated with the new Michelle Obama Library (located in the plan area), which opened in 2016 and now serves as a significant cultural and community destination in Uptown and a catalyst for change in the community. The new library is seeing record usage by residents and has been the meeting location for preliminary visioning by residents and stakeholders for UPLAN.

The City sees increasing connectivity between homes, jobs, community amenities, and businesses as a way to create a more resilient community, reduce vehicle trips, and support state strategies for reducing greenhouse gas emissions. Connectivity efforts in Uptown, which will focus in High Quality Transit Areas as designated in SCAG's 2016 RTP, will primarily be centered on four corridors: Artesia Boulevard and Atlantic Avenue are envisioned as corridors with a mixed use and business revitalization focus, while Paramount Boulevard is seen as a primary connection linking residents to Uptown's industrial business district. Lastly, Long Beach Boulevard is home to the Metro Blue Line and has a high concentration of hotel and motel uses that have been linked to human trafficking activity. Though this has been an issue for decades, since the high profile murder of a human trafficking victim at an area motel in 2017, residents have become very vocal about the need for change. If it is found that there is not a strong demand for hotel and motel uses in the area, some of these uses could transition to other viable uses that activate the corridor, which makes it safer for adjacent residents to access transit in this area of town. The City considers this a matter of environmental justice.

In March 2018, the City will begin a planning and economic development effort called the Uptown North Long Beach Uptown Planning Land Use and Neighborhood Strategy (UPLAN), funded by a grant from the Southern California Association of Governments (SCAG). UPLAN will create a new vision, economic strategies, and mixed-use zoning to guide future development along Uptown's primary mixed-use corridors (Artesia Boulevard and Atlantic Avenue). The process is being informed by a UPLAN Advisory Group, which was formed in fall 2016 and has focused on establishing four guiding principles for development in Uptown: (1) For our Community, by our Community; (2) Celebrate and Showcase Uptown (3) Address Identified barriers to Investment and (4) Development that Works for our Health. The UPLAN advisory group has demonstrated an active, ongoing interest and investment in the forward progress and revitalization of Uptown and, based on prior experience, the City believes the ongoing partnership with UPLAN (with its established presence in the community) will be the ideal for further advancing collaborative partnerships that have been cultivated with the group (and consequently, the community) in prior efforts.

In 2016, the City of Long Beach established the first municipal Office of Equity in Southern California to help build a just and inclusive community by analyzing City policies and practices through an equity lens. Staff from planning, public works, health, parks and more have been going through equity training and are approaching their work differently in an effort to reduce disparities and improve quality of life in the highest need parts of the City. An example of how this is impacting transportation infrastructure spending is through the recent development of the City's Place-Based Neighborhood Improvement Strategy (PBNIS) for spending Community Development Block Grant funds (CDBG). In

2017, to comply with the U.S Department of Housing and Urban Development (HUD) requirement for grantees to target CDBG and other federal local resources on a Place-Based approach to address Fair Housing goals (such as segregation and disparities in access to opportunity), Long Beach, through its Assessment of Fair Housing (AFH) and Five-year Consolidated Plan (CP) and resource allocation process, decided to target considerable amount of its CDBG funds and other potential leveraged resources to neighborhoods demonstrating the greatest need.

Through its commitment of \$500,000 in CDBG funds for a Place Based Neighborhood Improvement Strategy (PBNIS) in a small subarea of North Long Beach along Long Beach Boulevard North of Artesia, the city is initiating a strategy of concentrating substantial resources in these highest-need neighborhoods until they reach the quantity of public investment needed to stimulate self-sustaining, private-market economic activity in these areas. This effort is designed as a comprehensive place-based approach that will incorporate multi-departmental resources and City initiatives and collaborate with area residents, active neighborhood organizations and stakeholders, to maximize impact and increase chances of sustained livability in a short period of time. The approach empowers active Neighborhood Associations in PBNIS areas, makes equitable investments that improve conditions and eliminates disparities in access to opportunity between residents of these neighborhoods and the rest of the Long Beach jurisdiction. The process will lead to identification of an infrastructure improvement project and a related beautification project selected through a deep community engagement process. Allocation of funds was codified through adoption of the City's most recent 5-year consolidated plan and will be specifically allocated in a future year budget process (probably FY20 to align with proposed work). The deep community engagement and participatory budgeting process to identify how the PBNIS funds will be allocated will provide a pilot for broader infrastructure investment and community partnership processes in the Uptown area. The process for allocating \$500,000 in PBNIS funds to a small subarea of Uptown Long Beach is creating a best practice model for participatory budgeting and equitable community engagement in Uptown.

PURPOSE:

Although various planning, health, economic development, and public infrastructure efforts have been undertaken in recent years to address these issues, they have not been aligned or comprehensive. The Uptown Long Beach Neighborhood Mobility Enhancement Plan is the final phase of several City initiatives to revitalize North Long Beach. The purpose of the plan is to holistically address barriers to mobility including physical infrastructure, safety and perceptions of safety through a community centered planning process that builds capacity and strengthens physical, social and community infrastructure and resources in a sustainable manner via a neighborhood empowerment framework that develops skills through a shared learning process for developing a community based, community led and government supported Neighborhood Mobility Enhancement Plan that aligns and builds off various existing initiatives for greatest potential impact. To fully implement the strategies started under the UPLAN effort and others listed above, the City is seeking funding to proceed with the last phase of the project, which will identify discernable actions to connect land use changes with mobility improvements as described in this scope.

The proposed Neighborhood Mobility Enhancement Plan aims to capitalize on land use changes and other investments to make the area more livable, resilient, and healthy by eliminating barriers and enhancing connectivity to nearby mixed-use multimodal transportation corridors and job-generating land uses. The plan will assess access/connectivity, housing, parking and infrastructure needs of the community and establish a strategy to connect neighborhoods to transit. The plan will address sustainability in a broad sense- both by reducing vehicle miles traveled and by building community capacity for participating in and leading this and future planning processes. Therefore, the Community Engagement and Partnership Plan (CEPP) will be designed from an equity framework with a focus on developing community planning skills through training, data collection in partnership with the community, and tactical demonstration projects that empower young people, people of color, those who are transit dependent and others who have been historically marginalized and left out of planning processes.

Inherently, strategies and implementation actions addressing one of these topics may also contribute to another. For example, actions to eliminate connectivity barriers and enhance pedestrian activity in residential districts, job centers, and mixed-use centers to increase walking and enhance economic vitality will also contribute to reduction in vehicle trips and GHG emissions and support healthy communities objectives. Additionally, capacity-building strategies will foster community ownership of the plan and build local expertise to maximize implementation and advocacy efforts that emerge from the plan.

RESPONSIBLE PARTIES:

The City of Long Beach is the party responsible for executing the scope outlined below. As part of Task 1, the City will select a consultant team through a competitive RFP meeting the requirements of Caltrans. The City of Long Beach will take the lead in completing all tasks with assistance from the Consultant and Caltrans as an active team partner, unless specified in each task. It is anticipated that the tasks outlined below will be completed within 29 months of the initiation of the project (from the time authorization is received from Caltrans and the RFP consultant selection process has been completed).

OVERALL PROJECT OBJECTIVES:

- Co-design a community engagement and capacity building process that seeks to engage the most vulnerable and impacted communities in North Long Beach including youth, low-income communities of color, carless households and non-native English-speaking communities.
- Address both safety and perceptions of safety by strengthening physical, social and community infrastructure via a Neighborhood Empowerment Framework that develops skills through a shared learning process between the community and the city
- Integrate land use and mobility to encourage active transportation and increase transit use, mobility and access for all members of the community, including carless households

- Update zoning code to increase equitable development opportunities around key transportation corridors while addressing the need for more housing in neighborhoods
- Revitalize neighborhoods in Uptown Long Beach to be more vibrant, walkable, and connected to the area's multimodal transportation corridors and job-generating uses (promote greater access between affordable housing and job centers)
- Facilitate the transition of industrial uses in Uptown into new sustainable employment opportunities and connect local Long Beach residents to those opportunities
- Address environmental justice issues in a transportation and land use planning context while empowering the community to identify and address these issues
- Build upon the City's current planning, health, and sustainability efforts in Uptown
- Reduce vehicle trips and trip lengths in Uptown Long Beach (actions to reduce commute trips)
- Reduce GHG emissions generated in Uptown Long Beach
- Advance the City's efforts to address the impacts of climate change
- Connect housing with parks, schools, and shopping
- Reduce physical and psychological barriers to movement in the community, including streetscape design, safety and perceptions of safety, and underutilized land uses
- Create context-sensitive solutions for each corridor
- Conduct interactive, educational, and empowering outreach to promote mode shifts to non-motorized or other forms of transportation
- Identify actions to improve access to social services and community amenities or destinations in a low-income, disadvantaged community

SCOPE:

This scope of work is grounded in community engagement and capacity building through development of a Community Engagement and Partnership Plan (CEPP) and a Neighborhood Empowerment Framework that is embedded into all project activities. For ease of understanding project deliverables, description of the Community Engagement & Capacity Building tasks is provided at the end of the scope to show how everything ties together, but the activities are referenced throughout the scope.

1. Project Initiation

This task will set the stage for preparation of the background studies (Tasks 3.1 through 3.3), Neighborhood Mobility Enhancement Plan (Task 5) and community engagement and community capacity building activities (Task 2). The City will coordinate with Caltrans to develop the scope of work and content to be included in the issuance of the Request for Proposals (RFP). After completing the consultant selection process, the City will conduct a kick-off meeting with Caltrans and the selected Consultant Team. The purpose of the meeting will be to confirm the work program and schedule, establish project coordination procedures, and learn about key planning objectives and issues through an engaged conversation with City staff. This task will also allow the consultant to collect and review relevant City documents to ensure that the proposed Neighborhood Mobility

Enhancement Plan is crafted in a way that aligns and builds upon various completed and ongoing planning, health, economic development, and public infrastructure efforts.

- **Responsible Party:** City of Long Beach, Caltrans, and Consultant

Task	Deliverable
1.0	<i>Project Initiation</i>
	<i>Request for Proposals (conduct consultant interviews and selection)</i>
	<i>Kickoff Meeting with Caltrans and Consultant (agendas and summaries)</i>
	<i>Review of background documents</i>

2. Community Engagement and Capacity Building

The City is committed to holistically addressing barriers to mobility including physical infrastructure, safety and perceptions of safety through a community centered planning process that builds capacity. The plan will strengthen physical, social and community infrastructure and resources in a sustainable manner via a neighborhood empowerment framework that develops skills through a shared learning process for developing a community based, community led and city supported Neighborhood Mobility Enhancement Plan. Building upon community engagement strategies identified in the CEPP (see Task 2.1), this task reinforces the City’s commitment to create a community-driven plan by tapping into local knowledge about opportunities and constraints in Uptown related to access, mobility, safety, and community design. This set of activities would build capacity and empower members of the community to get involved in the data gathering process to help build a community needs assessment that would inform the Neighborhood Mobility Enhancement Plan.

The planning process will center those most impacted by mobility barriers, including young people, those who are transit dependent, individuals and households with limited incomes, and those with Limited English Proficiency (LEP). To assure the broadest reach of public involvement, engagement events and materials will be developed through a lens for cultural competence and will be provided in multiple languages as necessary, including in English, Spanish, Tagalog, and Khmer. In addition to informing this planning process, by building community capacity for participating in and leading this and future planning processes, this task will address sustainability in a broad sense by empowering historically marginalized who have been left out of the planning process.

Task 2.1: Community Engagement and Partnership Plan (CEPP)

The Consultant shall draft a Community Engagement & Partnership Plan (CEPP) outlining proposed engagement and communication strategies that provide a multitude of ways for community participation, partnership and capacity building. The CEPP will be grounded in a robust stakeholder analysis developed through key informant interviews and a landscape analysis that builds upon community organizational strengths and identifies opportunities for community capacity building. The CEPP will include a draft

outreach schedule and proposed means and methods of facilitating a meaningful community engagement process. The CEPP should create opportunities for building collaboration with and between active community participants (churches, community organizations, schools, Health Department, Uptown BID, etc.) to help deepen community partnerships and build community planning expertise such as through co-design of data gathering and analysis including surveying, cognitive mapping, walk audits and demonstration projects.

The CEPP will provide methods to ensure the meaningful use of community feedback, such as through a formal advisory group or written collaboration agreement. The CEPP will consider community demographics and will therefore include a multitude of methods for accessible engagement of Uptown Long Beach residents and stakeholders, particularly communities traditionally left out of the planning process, including through culturally competent, linguistically accessible methods of engagement including but not limited to: a variety of meeting types, locations and times; meetings with accommodations for translation, transportation and child care in a variety of community venues residents will feel comfortable in; online engagement; and community demonstration projects co-designed and co-led with the community.

The CEPP will include ongoing engagement with the existing UPLAN Stakeholder Advisory Group (Task 2.3) and development and facilitation of an Emerging Community Leaders Advisory Group (Task 2.4).

- **Responsible Party:** Consultant, City of Long Beach, and Caltrans

Task 2.2: Resident Livability Summit

A Resident Livability Summit will take place towards the beginning of the planning process to engage a broad range of people who live, work and play in Uptown. As part of this task, the City's Livability Team (representatives from Health, City Manager's Office, Budget, Public Works, Planning, Parks & Rec) will be put through equity based community engagement training provided in-kind by the Office of Equity, to create a Resident Livability Summit for Uptown. Modeled after the first two Long Beach Livability Summits conducted in 2016 and 2017 which the Livability Team organized for City staff, the Resident Livability Summit will engage Uptown residents in a variety of activities including multiple small group site visits to Uptown neighborhoods and destinations (such as parks and business corridors) via walking, biking or transit; identification and analysis of opportunities and constraints for livability at and getting to/from the site visit locations; large group report-backs and discussion of findings; identification of common concerns and potential solutions; and voting on key areas of focus or solutions to move forward with. The summit will be an open-house style event held in the plan area at the onset of the project that provides the project team with early opportunities to engage with interested members of the public and local business community, facilitate a meet-and-great amongst community stakeholders, gather information about local needs, and provide an overview of the process and ways the community can get involved. Early

feedback from the summit will inform subsequent public engagement activities, including Walkability Audits (Task 2.6) and Community Demonstration Projects (Task 2.7).

- **Responsible Party:** City of Long Beach, Caltrans, and Consultant

Task 2.3: UPLAN Advisory Group

The project team will facilitate up to four meetings of the ongoing UPLAN advisory group (see Background section of this scope), a group of community members and leaders which include business representatives, Neighborhood Association leaders, the local Federally Qualified Health Center (FQHC), faith based leaders and community organizations. The UPLAN group will advise the project team on opportunities and constraints to access, mobility, and livability in the plan area.

- **Responsible Party:** City of Long Beach, Caltrans, and Consultant

Task 2.4: Emerging Community Leaders Advisory Group

Under this task, the project team would recruit and establish an Emerging Leaders Advisory Group consisting of young student leaders at area schools and other interested youth. Based on the initial success for a summer youth leaders series in 2017, in summer 2018 the Health Department's HEAL (Healthy Eating Active Living) Zone will be hosting a Youth Participatory Action Research (YPAR) cohort to develop built environment and communications solutions to improve opportunities for healthy eating and active living in the two Uptown census tracts that comprise the HEAL zone. Participants in that cohort will be invited to the Emerging Leaders group as a next step in their leadership development training, and best practices for youth-led community data collection and analysis from the YPAR will be integrated into the Emerging Community Leaders activities through training and technical assistance from Health Department staff.

These young people are the future of Uptown Long Beach, and are therefore a key source of local knowledge and leadership. They will be trained in "Planning 101", basic skills including GIS and communications, and will be utilized to help design and conduct data collection and community research tasks including the Walkability Audits (Task 2.6), Community Demonstration Projects (Task 2.7), and project branding (Task 2.11). Training will be provided so that members can learn about the planning process, and develop research and communications skills for assessing community assets and needs and doing outreach with their peers. Students will be provided supervised opportunities to collect information in the field and the project team will aid the advisory group in developing memoranda summarizing their findings and recommendations for both demonstration projects and for the Mobility Enhancement Plan.

- **Responsible Party:** City of Long Beach, Caltrans, and Consultant

Task 2.5: Neighborhood Empowerment Framework

Incorporating best practices from equitable community engagement including the PBNIS initiative (see project background), a menu of Neighborhood Empowerment tools and opportunities will be provided to UPLAN, the Emerging Community Leaders Advisory Group, and other interested community groups identified under the CEPP (Task 2.1). Neighborhood Empowerment toolkits will consist of materials outlining interactive community assessment exercises, sidewalk surveys, prioritization exercises and other activities that will empower the aforementioned groups to directly facilitate engagement in the community. The project team (City staff and Consultant) will meet with each group to train them on how to implement the toolkits and will provide targeted oversight during their implementation.

Neighborhood Empowerment activities will include a menu of topic specific “train the trainer” opportunities that community members or groups could be trained in to then lead in their own community settings. For example, the Public Works department will be expanding the city’s Bike Share program to Uptown, so they will be developing a “Street Ambassadors” program to partner with residents to engage and introduce bike share as a mobility option in North Long Beach, and possibly a low-income rate program. A second neighborhood empowerment tool will be “train the trainer” training provided to Uptown community members by the Health Department through SCAG and OTS funding, to train community leaders and community partners on how to do bike/pedestrian safety workshops and education with their community groups or at events such as Activate Uptown. As part of the Neighborhood Empowerment Framework, these trainees could provide educational bike/ped safety workshops such as at the local YMCA, after school programs, and other key locations to help encourage safe mode shift. Human trafficking awareness training will also be provided through the LBHTTF and the Health Department’s Human Dignity program.

Another available training will be on activating vacant lots. There are over 130 vacant lots in the project area, and in November 2017, the City adopted new legislation that changed the zoning code to allow urban agriculture and provide opportunity for tax breaks through AB551 for lot owners who allow people to grow food on their lots. The city also adopted a “Vacant Lot Registry” that requires vacant lot owners to pay a fee and maintain higher upkeep standards. Lot owners can be exempted from the fee if they allow their lot to be temporarily used for “community supporting uses”. These three pieces of legislation are designed to provide a “carrot and stick” approach to activating vacant lots. Through the empowerment framework, community groups and residents will be connected to city staff and the local food systems advocacy groups, including the Long Beach Fresh, who are working to support development of urban agriculture in North Long Beach. The new Uptown Long Beach Crop Swap and the Houghton Park Farmers Market (opening in March 2018) can serve as places for that food to be exchanged or sold in the community.

Participants will help identify additional tools they need and will be provided with information about City resources and services so that they can effectively serve as community ambassadors. Participation in these and other training and empowerment activities will develop community members’ capacity to support ongoing planning efforts, contribute to the success of strategies identified to improve these disadvantaged neighborhoods, and keep the momentum going.

- **Responsible Party:** City of Long Beach, Caltrans, and Consultant

Task 2.6: Community-Informed Walkability Audits

The City of Long Beach, along with the UPLAN and Emerging Community Leaders advisory groups, will host up to four Walkability Audits with the community in designated areas of Uptown. These will be led by City staff and Consultant but will be designed to involve community residents in assessing opportunities and constraints. The audits could include an assessment of land use compatibility, perceived safety issues, and active transportation audits (using SCAG's Go Human walking and biking guide and the Health Department's CX3 pedestrian tool), or neighborhood design improvements. Participants will be encouraged to point out barriers to access and mobility, including connectivity to jobs, parks, schools, and businesses. Insights and observations from the walking tours will be used to help inform the Community Demonstration Projects (see Task 2.7) and eventually the overall Neighborhood Mobility Enhancement Plan document (see Task 5). In particular, the project team will be looking for ways in which Uptown's residents could be better connected to the area's transportation corridors (e.g., Atlantic Avenue and Artesia Boulevard) and sources of employment (i.e., industrial uses in the eastern plan area). Walkability Audits would also contemplate how and where the City's bike share program could be expanded to Uptown—including identification of new bike share locations—and identification of potential new bus shelters.

- **Responsible Party:** City of Long Beach, Caltrans, and Consultant

Task 2.7: Community Demonstration Projects

Building on the community energy and excitement of the 2016 Activate Uptown Go Human event the City, Consultant, and project outreach partners will host two demonstration projects in Uptown to further engage the community in the process. These will serve as a continuation of the series of demonstration projects implemented as part of the UZIP process. Best practices from the participatory PBNIS infrastructure improvements being developed in a small subsection of the project area with CDBG funds (see Background section) could be used to facilitate a participatory budgeting process for selecting the demonstration projects.

Demonstration projects will directly relate to mobility and access and would test recommendations for transportation infrastructure improvements identified in the project's Emerging Community Leaders Advisory Group activities (Task 2.4) and Walkability Audits (Task 2.6). Projects could include creative mock-ups of future locations for bus shelters, bike lanes, or bike share facilities. The intention of the projects is to create a grassroots participatory process for prioritizing future neighborhood improvements. They would emphasize local knowledge and issues related to mobility and access.

While these activities will link directly to UPLAN and the Neighborhood Mobility Enhancement Plan, the City will also be pursuing future grant funding to develop its "backbone bikeway network" per the City's 2017 Bicycle Master Plan and these

demonstration projects could inform future permanent improvements funded by such grants.

- **Responsible Party:** City of Long Beach, Caltrans, and Consultant

Task 2.8: Open House

Toward the latter portion of the project, with assistance from the UPLAN and Emerging Community Leaders advisory groups, the City and Consultant will facilitate an open house to present findings of the background studies (Tasks 3.1, 3.2, and 3.3) and public engagement activities (Tasks 2.2 through 2.7) and gain additional insights before bringing the Neighborhood Mobility Enhancement Plan and other recommendations to decision makers. Results of the community's efforts in the project will be highlighted. Members of the UPLAN, Emerging Leaders, and other active participants will co-design the open house and have opportunities to present their findings and engage other community members who attend in interactive activities. Collateral from the open house will be posted to the project web page so that additional feedback can be gathered from those who are unable to attend the workshop in person. Outreach efforts will engage the community groups that are well connected in the community (such as local churches, the Library Foundation, BID, and the Jordan High School PTA) to help network the event and encourage residents to participate and provide input. Translation services will be provided.

- **Responsible Party:** City of Long Beach, Caltrans, and Consultant

Task 2.9: Technical Advisory Committee (TAC)

City staff and the Consultant will coordinate and facilitate meetings with a newly-formed Uptown Technical Advisory Committee (TAC) comprised of a core group of agency representatives from City of Long Beach (e.g., Health and Human Services, Public Works, Development Services, Parks and Economic Development), Caltrans, Long Beach Transit, and Metro (particularly for insights related to the implementation of the First Mile/Last Mile Plan for the BlueLine Del Amo Station).

The TAC will be updated on findings collected by City staff and the consultant team and provided input on the content of work products outlined in Tasks 3, 4 and 5. The TAC will also be tasked with developing approaches to resolving issues illuminated during the planning process.

Representatives from the Southern California Association of Governments (SCAG), the Gateway Cities Council of Governments (COG), and neighboring cities (e.g., the City of Compton) will be invited to attend TAC meetings as topics arise that their organizations could provide input on or assist with. SCAG will be consulted specifically regarding the project's compliance with SCAG's Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS).

- **Responsible Party:** City of Long Beach, Caltrans, and Consultant

Task 2.10: Planning Commission and City Council Study Sessions

While approval of the project will occur after the proper environmental analyses and public hearings are held (and will be completed subsequent to the work program identified in this scope), City staff will need to hold study sessions with the Planning Commission or City Council to keep decision makers informed, get informal approval at key points, and provide an additional opportunity for community participation. This task involves consultant time for preparation and attendance at study sessions with Planning Commission or City Council as directed by City staff.

Four total meetings are proposed; two each with Planning Commission and City Council. Study sessions are expected to be required at two key project phases:

- Midway through the project to report findings of the background studies (Tasks 3.1, 3.2, and 3.3) and early community engagement activities (Tasks 2.2 through 2.7), and provide an overview of common themes and next steps
- At completion of the Neighborhood Mobility Enhancement Plan and Zoning Code Update recommendations to share the approaches for neighborhood revitalization outlined in those work products
- **Responsible Party:** City of Long Beach and Consultant

Task 2.11: Project Branding, Webpage, City E-blasts, and Social Media

The Consultant will develop a logo, fonts, color themes, document templates, etc. to be used for all project materials. Using the style guide and with input from the UPLAN and Emerging Leaders groups, a series of project fact sheets will also be developed. Fact sheets will be used to educate the public on key components of the project and process. The Emerging Community Leaders Advisory Group in particular will be involved in branding and messaging to create an identifiable brand that resonates with the community to make the effort resonate with young people and be recognizable and marketable to the entire community.

This task will provide support to develop text and content related to the effort that shall be integrated into the dedicated page for Uptown Long Beach on the City's Development Services website. Draft text will be crafted and provided to the City for posting on the site as well as draft text that can be used to email out to the City's distribution list for Uptown residents and interested parties on the LinkLB communications platform. The City will be responsible for maintaining and posting on the website; however, the Consultant will provide the draft content for the City's review and posting over the duration of the project. Draft text for the LinkLB distribution list can also be used for press releases as the City sees fit. It is intended that the website will become the home for all documents related to the project (e.g., information about community engagement opportunities (Task 2), links to the Neighborhood Mobility Enhancement Plan (Task 5) and related background studies (Task 3). Upon completion of the project, the site will transition from information related to

the Neighborhood Mobility Enhancement Plan to implementation of the plan for residents and businesses.

With assistance from the Consultant, the City will also use periodic e-blasts to keep interested parties apprised of activities and findings related to the project. In tandem with email communication and updates to the project website, the project team will provide content that will be used to update the City’s social media accounts (including Facebook, Twitter, and Instagram) throughout the project process.

- **Responsible Party:** City of Long Beach and Consultant

Task 2.12: Online Engagement Tools

In addition to the electronic communication strategies outlined above under Task 2.11, the project team will explore the use of online engagement tools that provide residents, business owners, and other stakeholders with interactive ways to keep involved. For example, email correspondence will include links to online surveys (hosted on the project website) that will provide community members additional ways to provide input, especially when in-person participation is not possible. Other tools could include interactive mapping exercises and mobile web applications that will help facilitate Emerging Community Leaders Advisory Group activities (Task 2.4) and Walkability Audits (Task 2.6).

- **Responsible Party:** City of Long Beach and Consultant

Task	Deliverable
2.1	<i>Community Engagement and Partnership Plan (hardcopy and digital versions)</i>
2.2	<i>Resident Livability Summit (including City equity training, noticing, presentation materials, and meeting materials)</i>
2.3	<i>UPLAN Advisory Board (up to four meetings)</i>
2.4	<i>Emerging Community Leaders Advisory Group (up to eight meetings/trainings and meeting materials)</i>
2.5	<i>Neighborhood Empowerment Framework and training sessions (up to eight sessions with handout materials)</i>
2.6	<i>Walkability Audits (up to four; including memoranda summarizing audit observations; online version of audits for additional feedback)</i>
2.7	<i>Demonstration projects (two; including facilitation in the field)</i>
2.8	<i>Open House (including noticing; presentation and workshop materials)</i>
2.9	<i>Technical Advisory Committee meetings (up to four; including agendas, presentations, and summaries)</i>
2.10	<i>PowerPoint presentation and attendance at up to four study sessions</i>

2.11	<i>Project brand, logo and templates, content for website, eblasts (Link LB), press releases and social media</i>
2.12	<i>Creation of online surveys and other web-based mapping and community engagement tools</i>

3. Background Studies and Needs Assessments

This task will generate data and analysis needed to shape strategies for improving mobility, access, and vitality within and between Uptown Long Beach’s neighborhoods. Work will be informed by public engagement activities outlined under Task 2.

Task 3.1: Community Access and Connectivity Study (Opportunities, Barriers, and Gaps)

This task will evaluate community access and connectivity within Uptown’s neighborhoods and between those neighborhoods and transportation corridors. The study will evaluate transitions of uses and physical barriers that help or impede movement in Uptown. As discussed in the Background section above, the plan area contains various such barriers, including freeway underpasses, the Union Pacific Railroad, the Los Angeles River, disjointed circulation patterns, vacant lots, and abrupt transitions in land use (e.g., industrial uses in the eastern portion of the plan area). This report will identify existing barriers, gaps, and neighborhood connectivity issues generated by land use patterns.

Existing traffic counts will be taken in this task to document the existing conditions for bike and pedestrian mode share. The goal of this task is to establish the starting point to define recommendations for improvements that need to be made to decrease the mode share for vehicles and increase mode share for bikes and pedestrians (reducing GHG as a result) that will be made in Task 5.

With consultation from the Technical Advisory Committee (Task 2.9) and accounting for data collected by the community (Task 2), the Consultant will analyze the design and use of streetscapes and right-of-ways in the plan area, highlighting opportunities and constraints related to existing infrastructure. This evaluation will focus on sidewalks, driveways, lighting, street furniture, landscaping, building facades, bus shelters, and other built elements of the streetscape that affect mobility and access. The Consultant will review the published Caltrans TCR report for the I-710 corridor concurrent to the evaluation of the plan area to ensure consistent recommendations for areas along the freeway corridor. The study will also include a cost-benefit analysis linking the cost of identified improvements to the value of their implementation. Tools that can be used to finance improvements will be identified in Task 5.

This task will explore the application of a community-led “green zones” concept that has been incorporated into the draft General Plan Land Use Element at the request of the Building Healthy Communities Environmental Health Working Group. Green Zones,

versions of which have been developed in other environmentally burdened communities in California such as Los Angeles and Commerce involves the transition of heavy-polluting industrial uses to cleaner, more neighborhood-friendly light industrial uses that promote local entrepreneurship. It would also explore the idea of expanding the City's existing Communities of Excellence in Nutrition, Physical Activity, and Obesity (CX3) program, which sets priorities for improving food access and physical activity in the City's low-income neighborhoods.

The findings of this study will be based in part on information collected through the Neighborhood Empowerment Framework activities, Walkability Audits and Resident Livability Summit (see Task 2). Recommendations will identify actions to address the safety issues, gap closures on the most travelled pedestrian corridors connecting residents to jobs and mixed-use corridors, implementation of complete streets and active transportation strategies, and actions that can be taken to reduce automobile trips.

This task will also involve the preparation of necessary GIS-based mapping that will be used over the duration of the project during subsequent tasks.

- **Responsible Party:** Consultant, City of Long Beach, and Caltrans

Task 3.2: Underutilized Land Use Study (Hotel and Motel Feasibility)

Mobility and access in Uptown Long Beach is adversely affected by underutilized land uses and other community elements that create physical and perceived barriers to movement in the community. For example, residents in neighborhoods surrounding Long Beach Boulevard have voiced extensive concerns about the over-concentration of motels associated with human trafficking that create an unsafe environment for pedestrians, making walking to major transit corridors an undesirable option. Vacant lots and vacant store fronts are also distributed across many Uptown corridors, making pockets of the corridors feel unsafe. There are over 120 vacant lots alone in the project area, most of which are along major corridors like Long Beach Boulevard and Atlantic Ave (see map attached in the fact sheet).

The community has become very vocal over the past year on the need for immediate action to address human trafficking in North Long Beach. As described in the support letter from the Long Beach Human Trafficking Task Force (LBHTTF), human trafficking is a form of modern day slavery here in California and is highly concentrated at underutilized motels in the project area, particularly along Long Beach Boulevard which historically connected goods movement to/from the port (prior to the 710 freeway) and hosted truck drivers and tourists at motels. This is a pervasive issue makes all residents, but particularly school children, feel unsafe walking or biking when they get approached by human traffickers. This has been a problem for decades, but since the April 2017 homicide at an area motel of a young woman who was a human trafficking victim, residents have become more vocal. They are organizing through their Neighborhood Associations, through the LBHTTF and by attending City Council to share personal stories of how this is impacting them and their children. On February 20, 2018, the City Council directed staff to explore options for addressing these issues through both

immediate and long term strategies. Therefore, a plan is needed to address the negative impacts of motels and other underutilized land uses along corridors while simultaneously addressing safety and perceptions of safety through a planning process that centers the people most impacted by these and other mobility barriers, including young people, those who are transit dependent, and individuals and households with limited incomes.

The report will study the feasibility of replacing underutilized land uses in this corridor with more neighborhood-serving uses and will include a hotel/motel demand study to determine the demand for lodging facilities. Interim actions will be developed with the community to increase perceptions of safety in the short term, such as through “Safe Zones” and Human Trafficking Awareness signage, training on the signs of human trafficking and what to do when you see it, or other community-based recommendations. Actions will be identified in the report regarding the cycling out of underperforming land uses and will make recommendations for new uses (transitional housing for example) that could be explored in its place. The goal of this task is to identify sites and actions that can aid in creating a more walkable and transit-friendly community and simultaneously address ways to counter the safety and health issues prevalent in the corridor.

- **Responsible Party:** Consultant

Task 3.3: Housing Policy Evaluation

This task will evaluate the City's current zoning and programs/policies related to multi-family and affordable housing development to make recommendations for the City to consider specifically in context for the plan area. Results of this evaluation will inform zone change recommendations and will complement work to be completed under Tasks 3.1 and 3.2. Policies to review include Assessment of Fair Housing (AFH), the 29 Affordable & Workforce Housing recommendations adopted by City Council in 2017, the Housing Element Work Plan, the Land Use Element update and Urban Design Element (anticipated adoption mid-2018).

Responsible Party: City of Long Beach and Consultant

Task	Deliverable
3.1	<i>Community Access and Connectivity Study (Opportunities, Barriers and Gaps)</i>
	<i>GIS mapping (establish basemaps and mapping preparation over the course of the project)</i>
3.2	<i>Underutilized Land Use Study (Hotel and Motel Feasibility)</i>
3.3	<i>Housing Policy Evaluation (memo)</i>

4. Zoning Code Update

The City's General Plan update has proposed new land use designations for the area, including the Founding and Contemporary Neighborhoods and Neo-Industrial designations, which together comprise over 60% of the proposed land use for the Uptown project area. Both designations require the creation of new zoning standards to implement a broader range of allowed uses envisioned there. For example, new zoning in residential areas will help to increase the mix of uses allowed in traditional single-family neighborhoods (e.g., integration of new duplexes, adding accessory dwelling units on existing residential properties, allowance of "corner store" type retail establishments embedded within single-family zoned areas, and/or refinement of parking standards to help reduce overcrowding and provide new affordable housing opportunities). Creation of new Neo-industrial zoning will provide the planning tools required facilitate the "green zones" transition requested by the BHC Environmental Health Working Group of existing high pollutant industrial uses in Uptown into new jobs and entrepreneurship opportunities that have a lower environmental impact on the surrounding community. Development of these zones builds off work already being done through UPLAN to develop new mixed-use zoning along corridors in the project area.

These changes will address broader environmental justice issues faced in Uptown, increasing livability and health for residents and providing greater access between affordable housing and future employment opportunities that would not otherwise occur without a change in zoning standards. The land use changes envisioned in this effort present opportunities to convert undesirable land uses to neighborhood-appropriate ones and introduce a broader mix of walkable land uses that are connected to nearby jobs and major transportation corridors.

In this task, the zoning changes will be drafted for the Founding and Contemporary Neighborhood and Neo-Industrial land use designations introduced by the draft Land Use Element, which would allow a more flexible range of building types and densities in historically single-family residential neighborhoods. Implementation of these designations would: help reduce overcrowding, increase job density, draw new sectors of use into Uptown, create nearby jobs for residents and create local destinations including retail and other needed services along the community's mixed-use and transportation corridors. This task will include refinements to parking and development standards for each use to ensure standards are being implemented that help to facilitate new development and

reinvestment in the area (which may be different than the City’s historically-applied standards). The new zoning will be informed by the background document and literature review outlined under Task 3.3 and all community outreach identified in Task 2.

- **Responsible Party:** City of Long Beach and Consultant

Task	Deliverable
4.0	<i>Creation of new zoning regulations for Founding and Contemporary Neighborhood and Neo-Industrial designations</i>

5. Neighborhood Mobility Enhancement Plan

This work product is designed to be the culmination of the other activities outlined in this proposal. The integration of land use planning and mobility options is key to achieving a livable Uptown Long Beach. The Neighborhood Mobility Enhancement Plan will focus on connectivity between Uptown’s major transportation corridors (e.g., Atlantic Avenue, Artesia Boulevard, Long Beach Boulevard, and Paramount Boulevard), adjacent neighborhoods, infrastructure improvements, local sources of employment, and access to goods/services.

Grounded in community input and identified needs and priorities, the Consultant will prepare a Neighborhood Mobility Enhancement Plan that encourages active transportation for short trips and outlines linkages to retail and commercial destinations. The focus will be on safe bikeways, pedestrian paths/sidewalks, intersections, routes to school, and connections to open space beyond Atlantic Avenue and Artesia Boulevard.

The Plan will incorporate the Metro First Mile/Last Mile plan for proximate blue line stations, the North Long Beach Framework Plan for Atlantic Avenue and the Gateway Cities Complete Streets Master Plan for Artesia Boulevard to create connections throughout Uptown’s disadvantaged communities that are served by these corridors. Other plans to incorporate may be identified by the TAC. The Activate Uptown Go Human event was a good prototype activity for implementing bikes on connectors such as Myrtle Avenue; however, Uptown needs a permanent and comprehensive approach to better connect the community. The Plan will be consistent with the City’s General Plan Mobility Element and provide street sections that implement the City’s Bicycle Master Plan, intersection and possible midblock crossing designs, as well as other traffic calming measures and active transportation features that complement the Land Use and Economic Strategies of the UPLAN project now underway. This approach could allow the City to provide alternative means for localized circulation that do not require the use of a car for short-distance trips. One advantage of these alternative options to traditional vehicles is that they reduce fuel usage and emissions, as well as increase healthy active living opportunities and foster community safety through shared ownership of public spaces. This plan will pull together the findings from the analyses performed under Tasks 3.1, 3.2, and 3.3 and identify a series of implementable actions that the City can take to

achieve the recommendations made by the community, TAC, City staff, and consultant team for revitalizing the area.

The Plan will also include a comprehensive implementation strategy that will identify immediate, short-term, and long-term actions. As a first step, the Consultant will perform a survey of regional, state, and federal funding sources, developing a matrix for pursuing grants and implementing recommended improvements. The Consultant will then complete a comprehensive analysis of locally-generated and unconventional funding sources, including private foundations, corporate donors, local endowments, development impacts fees, public private partnerships, and community-oriented and -focused grant programs. These funding sources will likely have smaller dollar amounts than federal, state, and regional sources, but will also likely be less competitive and more tailored to the needs of Uptown Long Beach, increasing chances that smaller-scale local planning and program efforts will get funded quickly.

Once a funding matrix has been created, the consultant will create a project priority list of infrastructure projects that might be eligible for multiple grants (including Caltrans ATP and SB 1 programs), particularly those that support congestion management, air quality improvements, increasing affordable housing production, and VMT and GHG reduction. The implementation strategy will also identify creative finance approaches for higher-cost capital projects or longer-term programs, including the exploration of implementing an Enhanced Infrastructure Financing District (EIFD) in Uptown Long Beach, where improvement or rehabilitation of community infrastructure could support a continuous funding source for transportation infrastructure, transit facilities, and affordable housing district-wide. The implementation strategy will be summarized with a list of prioritized projects phased by immediate, short-term and long-term actions, with planning-level cost estimates provided for these projects and programs to further improve chances for securing grant funding.

Informed by information gathered in the Resident Livability Summit (Task 2.2), Emerging Community Leaders Advisory Group meetings (Task 2.3), Walkability Audits (Task 2.4), and Community Demonstration Projects (Task 2.5), the location and design (preliminary concepts) of bus shelters will be explored in the plan. As the City is preparing to expand bike share to North Long Beach, the plan will also help ensure appropriate siting or re-siting of bike share stations based on data and community input.

The final Neighborhood Mobility Enhancement Plan—which will include summaries of the other activities and work products outlined in this scope—will be submitted to Caltrans upon its completion.

- **Responsible Party:** Consultant, City of Long Beach, and Caltrans

Task	Deliverable
5.0	<i>Neighborhood Mobility Enhancement Plan with comprehensive implementation strategy (hard copy and digital versions)</i>

6. Project Management

This task accounts for the ongoing operational and coordination activities that are essential for keeping a project on schedule and within budget. This task includes activities such as project start-up, minutes and agendas, budget and schedule tracking, ongoing coordination with the City and consultant team. The selected Consultant will be responsible for coordination with any subconsultants, reviewing and managing deliverables, ensuring quality control, adherence to the schedule and ongoing updates with the Project Managers from the City and Caltrans.

The Consultant's Project Manager will attend meetings at the City at key junctures in the process to coordinate public engagement activities, develop key products, and to review findings. The consultant team will also meet with City staff in person or via conference call weekly and will combine team meetings with others when possible.

- **Responsible Party:** City of Long Beach and Consultant

Task 6.1: Coordination with Caltrans

The City will submit complete monthly invoice packages to Caltrans district staff. The City will also submit quarterly reports to Caltrans district staff providing a summary of project progress and grant/local match expenditures.

- **Responsible Party:** City of Long Beach

Task	Deliverable
6.0	Day to day project management
	Weekly team meetings
6.1	Submission of monthly invoices to Caltrans
	Submission of quarterly reports to Caltrans

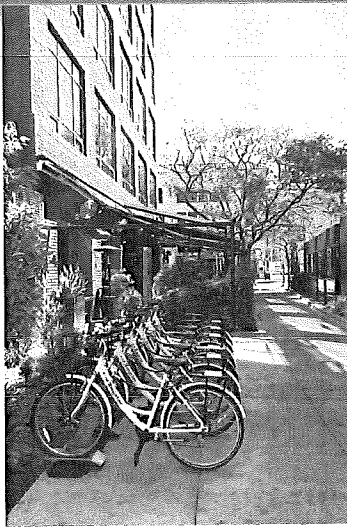


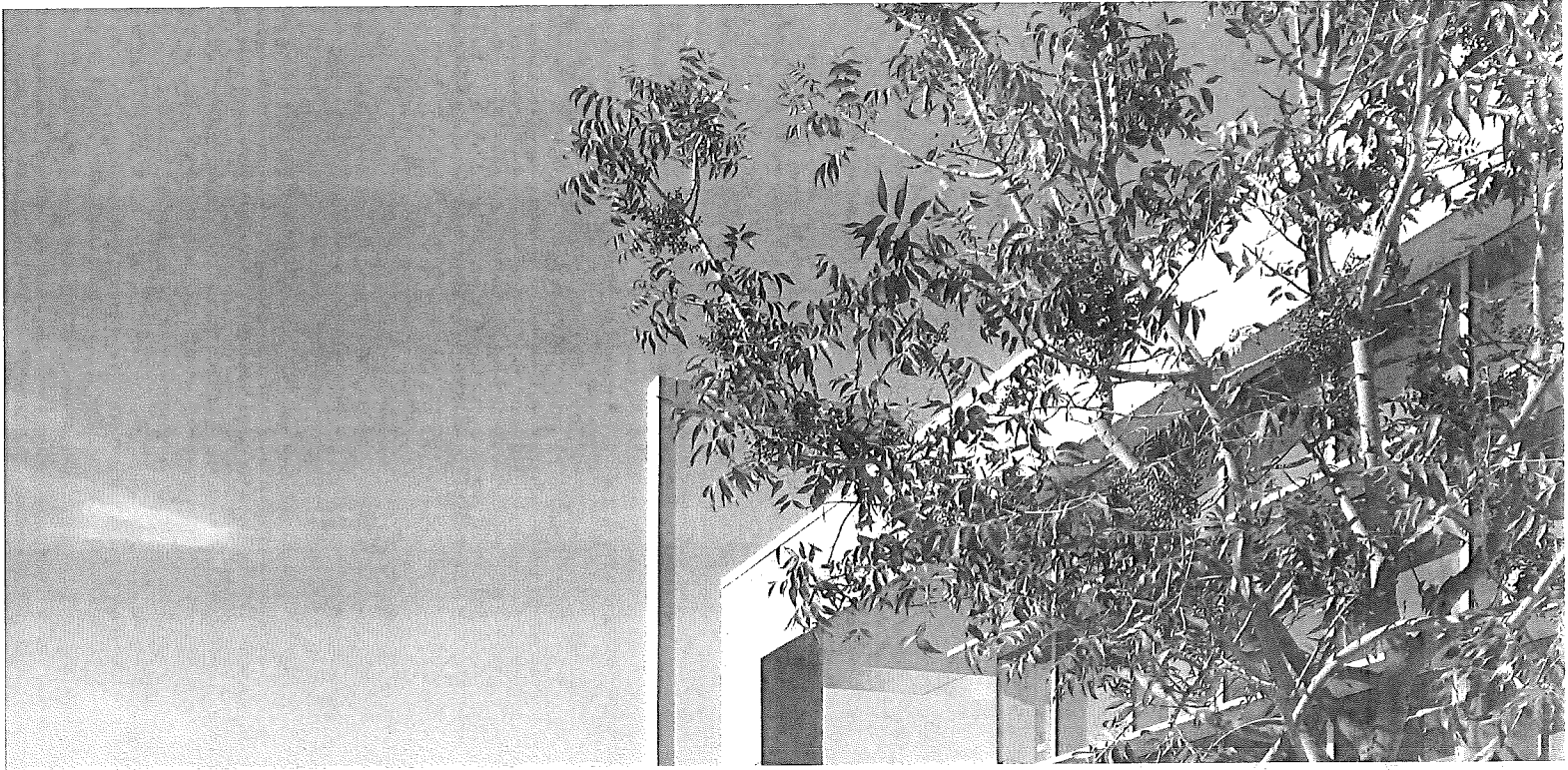
City of Long Beach

On-Call Environmental, Planning & Affordable Housing Consultant Services

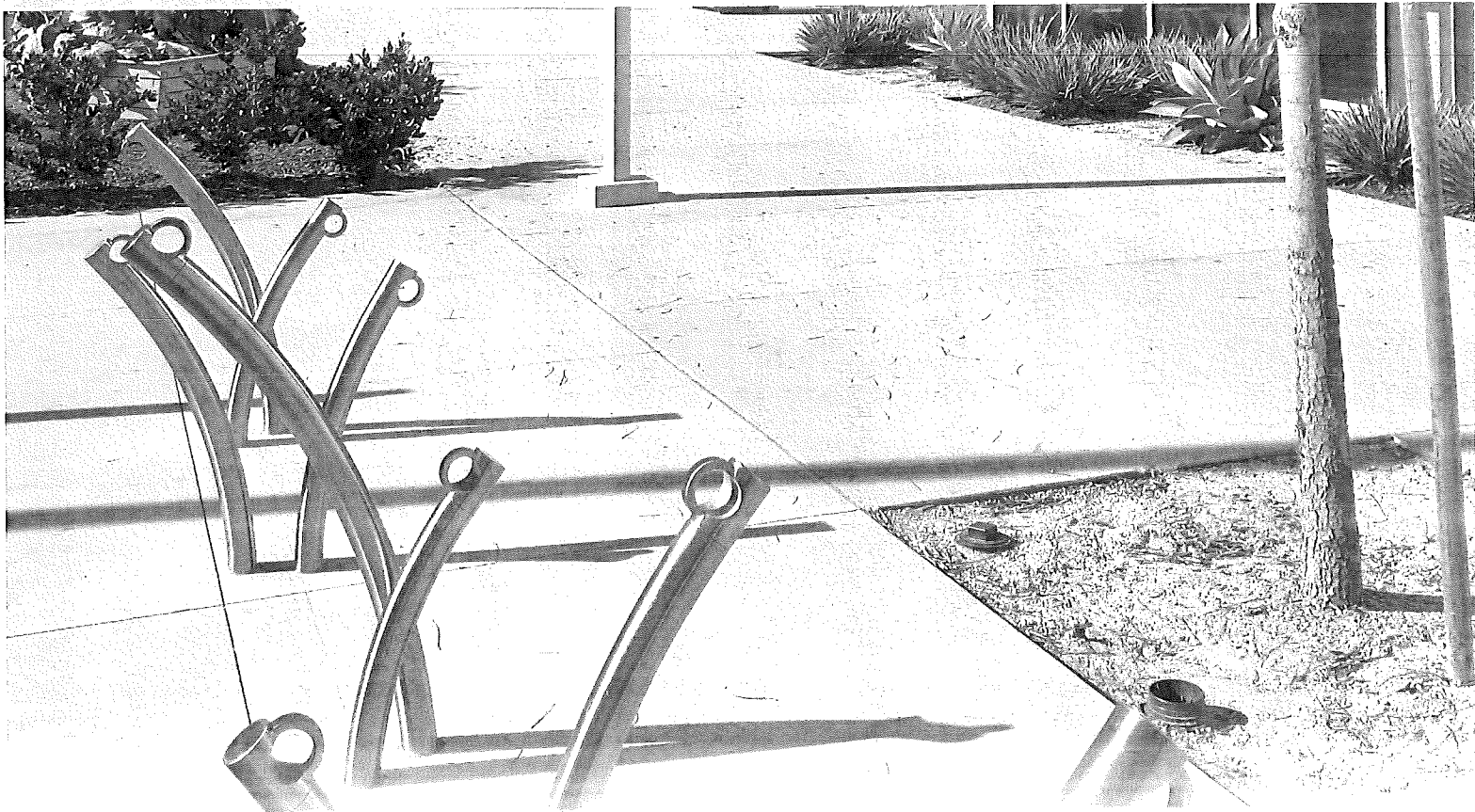
RFP No. DV19-007

Part 1 - Narrative/Technical Proposal





1 Cover Page and Introduction Letter





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November 13, 2018

Sokunthea (Soey) Kol, Buyer II
City of Long Beach
Purchasing Division
333 West Ocean Boulevard, 7th Floor
Long Beach, CA 90802

Subject: City of Long Beach, RFP No. DV19-007 - On-call Environmental, Planning & Affordable Housing

Dear Ms. Kol and Members of the Proposal Review Committee,

On behalf of the AECOM Technical Services, Inc. (AECOM) team, we are pleased to have the opportunity to be considered for providing On-Call Environmental, Planning & Affordable Housing Consultant Services for the City of Long Beach (Long Beach). We have carefully reviewed your Request for Proposal and additionally, we acknowledge receipt of the subsequent addenda #1 to the RFP.

We understand that Long Beach is seeking assistance with on-call environmental planning, planning, public outreach, and affordable housing services, as well as the preparation of the Uptown Long Beach Neighborhood Mobility Plan Phase II. The breadth of knowledge held by AECOM's diverse team includes all of the skills and experience necessary to meet environmental, planning and housing goals, including providing tools for implementing operational best practices.

As the current consultant on the Long Beach UPLAN and Climate Action and Adaptation Plan, we are very familiar with Long Beach's staff, commitment to excellence, as well as the City's regulations and policies, the community, and stakeholders, so our team can hit the ground running for on-call assignments. AECOM and our sub consultants can begin mobilizing to complete the work requested in this RFP immediately, with no learning curve.

AECOM will work closely with Long Beach to produce clear and achievable deliverables for the on-call that directly serve in obtaining your objectives. AECOM possesses expertise in assisting clients with meeting their operational and organizational goals from the inception of the vision through the execution phase. Our aim is to facilitate and assist Long Beach to take on a proactive approach to your environmental, planning and affordable housing needs so that you can continue providing high-quality services and facilities to the public.

AECOM is committed to partnering with our small businesses with the following proposed subconsultants: MBI Media, HERE LA, BASE Architecture, Toole Design, Yorke Engineering, LLC and LENAX Construction Services, Inc. AECOM has worked in partnership with these subconsultants on our previous work, and they bring strong qualifications and experience to deliver and meet all of Long Beach's expectations.

We have assembled a team that has extensive depth and experience to address all needs expressed in the RFP, including:

- Public Outreach and Capacity Building
- Mobility Planning
- Planning, Zoning, and Urban Design
- Environmental Planning
- Affordable Housing Policy
- Economics
- Grant Writing

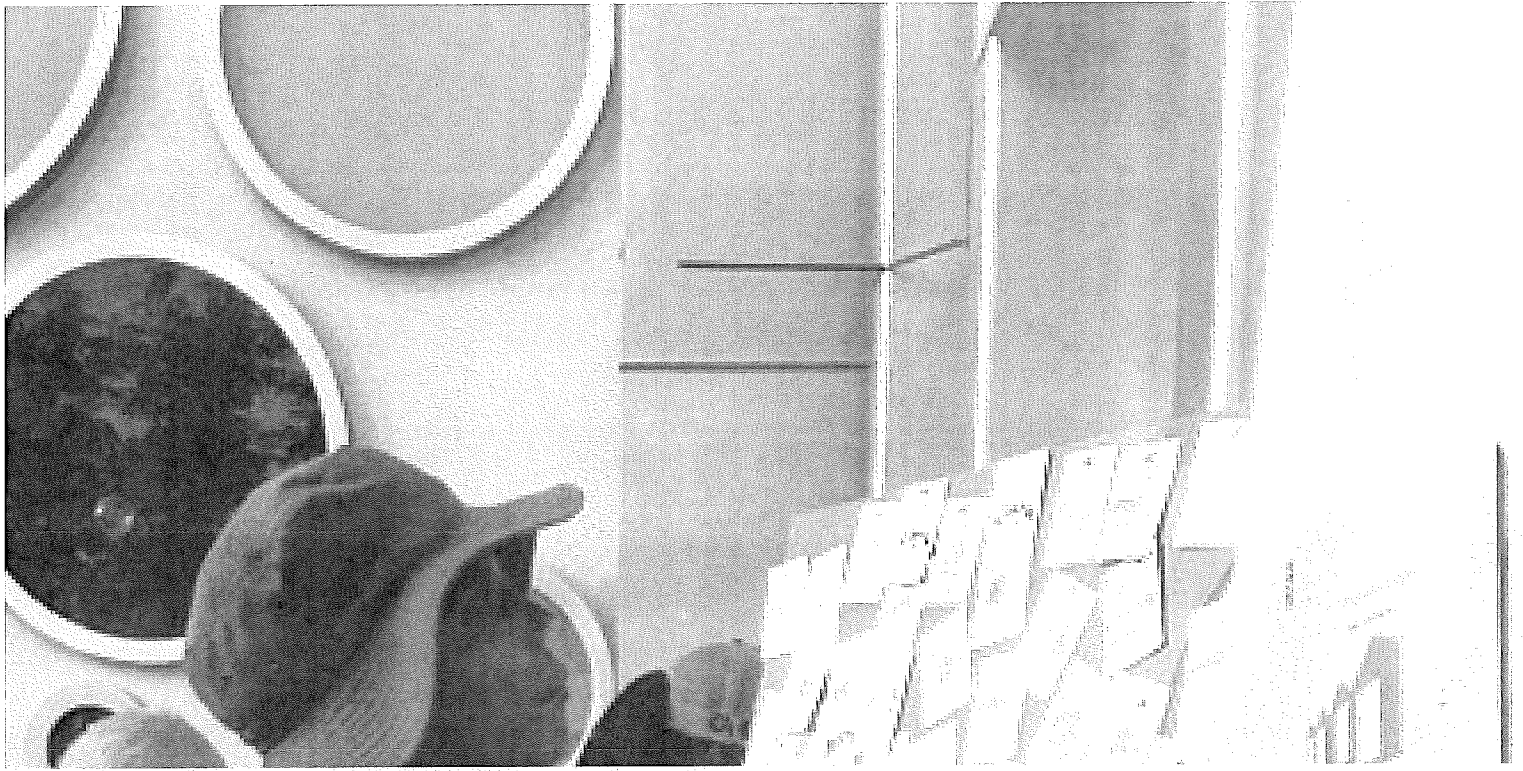
As Vice President and Director of Design Planning and Economics of AECOM's West region, I, William Anderson, am authorized to make representations for the firm. I commit that the AECOM team will be fully focused on delivering the best services available for Long Beach. Thank you for your consideration. We eagerly anticipate the opportunity to compete as your selection process moves forward. If you have any questions about our proposal or require any additional information, please contact Bill Anderson or Deanna Weber directly at the contact information below.

Sincerely,

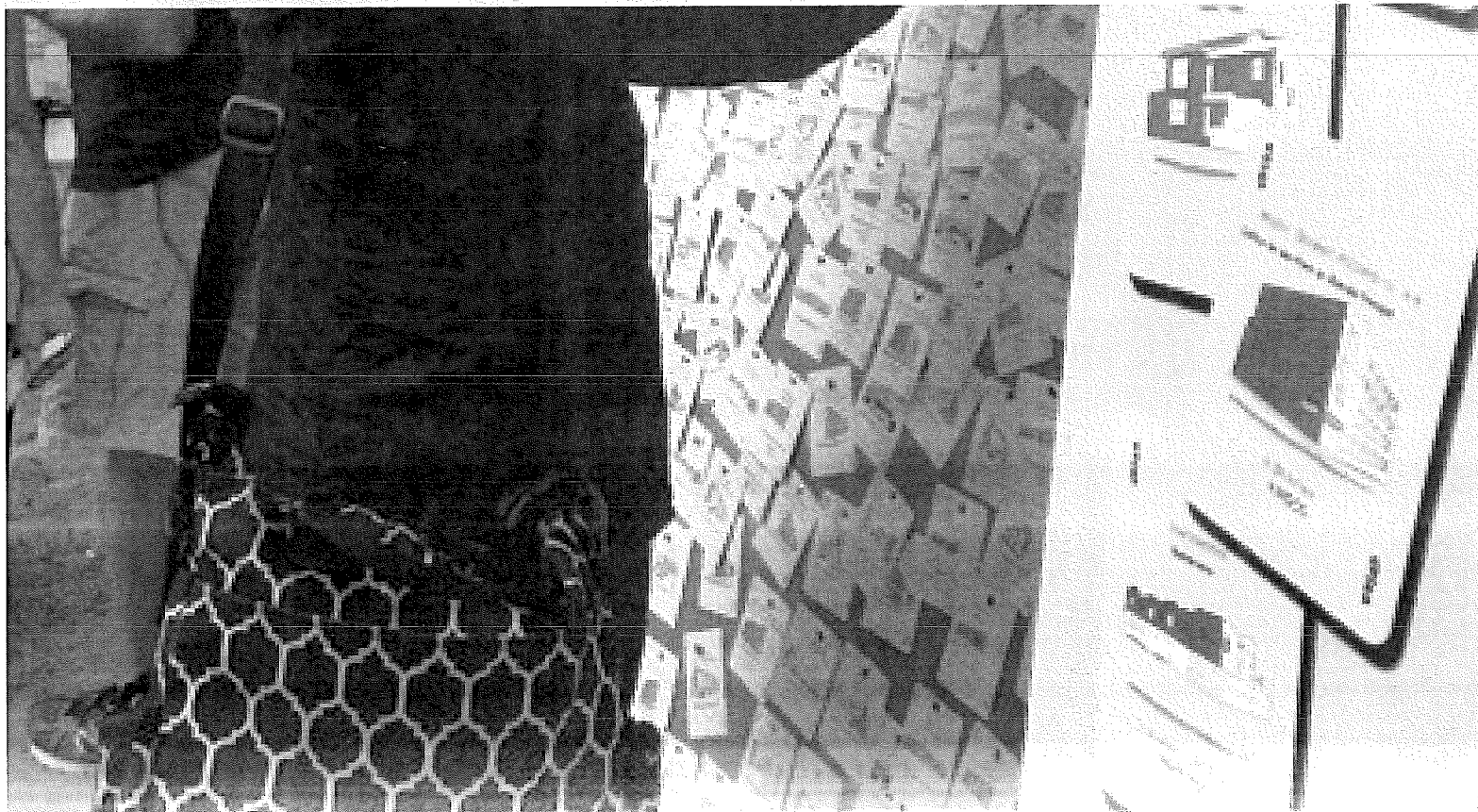
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2 Project Scope and Specifications



A. Uptown Long Beach Neighborhood Mobility Enhancement Plan Phase II

PROJECT UNDERSTANDING AND APPROACH

Building on the wealth of prior and in-progress planning efforts in Uptown Long Beach, including Uptown North Long Beach UPLAN Phase I, AECOM understands that the City seeks to enter into the final phase of several City initiatives to revitalize North Long Beach and develop implementable actions to connect land use changes with mobility improvements. We understand that this effort will be comprehensive, with an aim to holistically address barriers to mobility including physical infrastructure, safety (including perceptions of safety) through a community-centered planning process that builds capacity and strengthens physical, social and community infrastructure and resources in a sustainable manner.

The success for this Neighborhood Mobility Enhancement Plan (NMEP) relies on the integration of land use and transportation, calling for a holistic approach that addresses the environmental justice context and encourages mutually-beneficial outcomes. Capitalizing on land use changes and other investments, this NMEP ultimately aims to make Uptown more livable, resilient, and healthy by eliminating barriers and enhancing connectivity to nearby mixed-use multimodal transportation corridors and job-generating land uses. To realize this goal, we understand that the City seeks to:

- Integrate land use and mobility to encourage active transportation and increase transit use, mobility and access for all members of the community, including carless households
- Assess access/connectivity, housing, parking and infrastructure needs of the community and establish a strategy to connect neighborhoods to transit
- Identify actions to improve access to social services and community amenities or destinations in a low-income, disadvantaged community
- Facilitate the transition of industrial uses in Uptown into new sustainable employment opportunities and connect local Long Beach residents to those opportunities
- Update the zoning code to increase equitable development opportunities around key transportation corridors while addressing the need for more housing in neighborhoods, and creating a modern zone for neo-industrial activities

Through creating context-sensitive solutions for each of the three corridors in Uptown, we understand that altogether, the City seeks to revitalize neighborhoods in Uptown Long Beach to increase vibrancy, walkability, and connectivity to the area's multimodal transportation corridors and job-generating uses.

Community engagement and capacity building will be the centerpiece of this effort, focused on engaging the most vulnerable and impacted communities in North Long Beach, including youth, low-income communities of color, carless households and non-native English-speaking communities. Through the development of a Neighborhood Empowerment Framework, outreach will be interactive, educational, and empowering. We understand that an equity framework will be integral to the design of the Community Engagement and Partnership Plan, which will focus on developing community planning skills through training, data collection in partnership with the community, and tactical demonstration projects that empower young people, people of color, those who are transit dependent and others who have been historically marginalized and left out of planning processes. Outreach will focus on promoting mode shift to biking, walking, transit, and other non-motorized forms of transportation as well as addressing safety by strengthening physical, social, and community infrastructure through a shared learning process.

In addition to the above, AECOM understands that the City seeks to enhance sustainability in a broad sense both by reducing vehicle miles traveled and building community capacity for participating in and leading this and future planning processes. Along those lines, the City has several sustainability and environment-focused objectives for this effort, including to:

- Build upon the City's current planning, health, and sustainability efforts in Uptown
- Reduce vehicle trips and trip lengths in Uptown Long Beach
- Reduce GHG emissions generated in Uptown Long Beach
- Advance the City's efforts to address the impacts of climate change

Above all, we understand that this effort aims to align and build from various existing initiatives for the greatest potential impact. Through our planning and outreach efforts as the consultant team for the UPLAN Phase 1 project, we have built a familiarity with Uptown's diverse community members and the unique needs of the Uptown neighborhood. We know first-hand that the Uptown community cares about the people, the local business, and the activation of their neighborhoods. Residents have participated in a range of events to discuss their vision for the future of Uptown and contribute their specific context-based solutions. We are working collaboratively with the City to translate this feedback into new zoning tools that support a healthy community, and reflect the community's vision for the Uptown neighborhood. This work has thoroughly immersed our planning team in the structure and process of the City, leading to an understanding of the existing mobility network and zoning code that can hinder neighborhood and corridor goals.

This section describes our detailed approach to the Uptown Long Beach Neighborhood Mobility Enhancement Plan, which incorporates all of the tasks requested in the RFP.

Project Timeline

The following is a project timeline reflecting the proposed scope of work for Phase II of the Uptown Long Beach Neighborhood Mobility Enhancement Plan consistent with Section 7.1 and Appendix A of the RFP.

Section 7.1 Uptown Long Beach Neighborhood Mobility Enhancement Plan (Phase II) Task	Year 1												Year 2										Year 3						
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29
TASK 1. Project Initiation																													
1.1 Kick-off Meeting																													
TASK 2. Community Engagement and Capacity Building																													
2.1 Community Engagement and Partnership Plan																													
2.2 Resident Livability Summit																													
2.3 UPLAN Advisory Group																													
2.4 Emerging Community Leaders Group																													
2.5 Neighborhood Empowerment Framework (Toolkit)																													
2.6 Community-Informed Walkability Audits (Up to 4)																													
2.7 Community Demonstration Projects (2 events)																													
2.8 Open House																													
2.9 Technical Advisory Committee (Up to 4 meetings)																													
2.10 Planning Commission and City Council Study Sessions (4 meetings)																													
2.11 Project Branding, Webpage, City E-blasts, and Social Media																													
2.12 Online Engagement Tools																													
2.13 Concise Summary: Tasks 3, 4, and 5																													
TASK 3. Background Studies and Needs Assessments																													
Task 3.1 Community Access and Connectivity Study																													
Task 3.2 Underutilized Land Use Study (Hotel and Motel Feasibility)																													
Task 3.3 Housing Policy Evaluation																													
TASK 4. Zoning Code Update																													
4.0 Zoning Regulations																													
TASK 5. Neighborhood Mobility Enhancement Plan																													
5.1 Mobility Plan Framework Report																													
5.3 Project and Program Prioritization																													
5.4 Funding Matrix																													
5.5 Neighborhood Mobility Enhancement Plan																													
TASK 6. Project Management																													
6.0 Project Management																													
6.1 Caltrans Coordination																													

Task 1 — Project Initiation

For Task 1, Project Initiation, AECOM will first organize a kick-off meeting with City staff and Caltrans. We anticipate the following items to be addressed at the kick-off:

- Discussion of key project goals and objectives
- Project schedule
- Communication protocols and Team and City staff points of contact
- Grant reporting requirements and responsibilities
- City style guides and formatting preferences for deliverables
- Invoicing procedures and format
- Scheduling of Team and City staff meetings

After the meeting the AECOM Team will produce meeting summary notes, a detailed project schedule, and a list of initial data and information needs, which will be likely be supplemented as we begin Task 3, Background Studies and Needs Assessments. Once feedback on the schedule is received the Team will finalize a detailed project schedule.

As part of this task staff will also review all relevant planning documents for the area, leveraging staff's existing in-depth knowledge of existing plans and the UPLAN Phase 1 Background Document review memo.

Task 1 - Deliverables

- Kick-off Meeting with Caltrans, City staff, and AECOM team
- Meeting agenda and summary notes
- Draft project schedule
- Final project schedule



AECOM's use of images in place of text allows Limited English Proficient participants unaccustomed to attending traditional public workshops to easily assimilate information and provide feedback in a relaxed, unthreatening setting.

Task 2 — Community Engagement and Capacity Building

Our team places great importance on inclusivity in community engagement, and brings broad and deep experience applying this lens to a range of efforts. From crafting multi-pronged engagement approaches for a pedestrian and bike mobility study at six U.S.-Mexico border crossings to providing near- and long-term recommendations to increase inclusivity in Quito's participatory budgeting process and outcomes, we consistently and diligently employ a framework of inclusivity to our projects. Our team has also received training by the International Association of Public Participation (IAP2), whose core values state that those who are affected by a decision have a right to be involved in the decision-making process. Thus, at the core of our approach is an inclusive engagement process that meaningfully informs the planning process.

The AECOM engagement team specializes in crafting engagement strategies that are comfortable, non-intimidating, and fun. We are delighted to have MBI Media join our team – with their deep experience in Long Beach and strong connections to community groups they will take the lead on community interactions and event organization. Rounding out the engagement team, Here LA will bring additional creative approaches to project branding, walkability audits, and community demonstration projects.

Engagement Approach

In terms of structuring the engagement in a manner that allows for a community-driven NMEP, we suggest a multi-step process as outlined below, across engagement subtasks, to be further defined during the development of the Community Engagement and Partnership Plan (CEPP). We recommend that potential funding sources and funding criteria be explored very early in the process so that as we are conducting engagement we can identify potential co-benefits and associated funding streams that can be considered as we work with the community to identify priorities, guiding themes, goals, and objectives. We also note that the Emerging Community Leaders Advisory Group could play a very dynamic role in shaping this effort by conducting research and engagement, and assisting in the development of draft themes, goals, etc. for City, consultant, and community review. Themes and goals could include:

- Solicit input on community issues, concerns, and priorities. Identify co-benefits, funding sources and criteria.
- Report back on community priorities. Present draft guiding themes and solicit feedback.
- Report back with final guiding themes. Present draft goals and solicit feedback.
- Report back with final goals. Present draft objectives.
- Report back on final goals. Solicit feedback on Draft Plan.
- Present Revised Draft Plan to decision makers.

Engagement Management

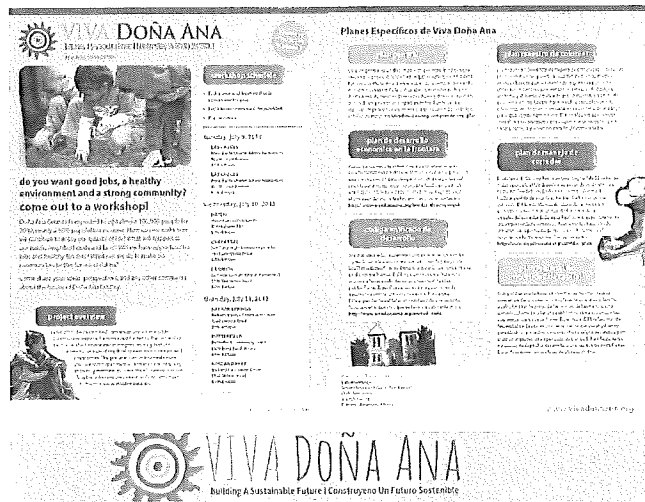
The robust outreach program identified in the RFP will require standardization across outreach efforts in terms of messaging, outreach goals, feeding community input into the technical process, and reporting back to the community. AECOM's outreach lead, Jessica Sisco, has successfully managed multi-firm teams on similar efforts. Highlights of these efforts include Viva Dona Ana, the Encinitas Coastal Mobility and Livability Study, and the Imperial County Transportation Commission's Pedestrian and Bicycle Border Transportation Access Study, a bi-national, bilingual engagement effort that was awarded the Southern California Association of Governments (SCAG) Sustainability Award for Collaborative Partnership. Drawing on that experience, as well as dozens of other engagement efforts, we see a well-managed engagement process as critical to the success of the NMEP.

Ultimately, the approach to managing outreach efforts would be agreed upon following a working session with the City and the engagement team to clarify engagement goals and expectations. However our preliminary recommendation would be that for each outreach effort identified in Task 2, AECOM manage the process and work with the City and engagement subconsultants to:

- Define the purpose of the outreach effort;
- Identify the target audience(s) for the outreach effort;
- Distinguish between project content that the community can and cannot influence;
- Document how community input will inform the technical process;
- Formulate accessible and meaningful questions for participants ("Is it easy for you to get where you need to go by foot, bike, bus, or car? What would make it easier for you?"), rather than typical planning questions ("What type of mobility enhancements would you like to see?").
- Review event logistics and format plans to ensure commitment to the public is clear, materials resonate with general public and are simple, approach can inform technical process, staffing is appropriate and adequate, etc.

Task 2.1 — Community Engagement and Partnership Plan (CEPP)

The AECOM Team has deep experience developing inclusive community engagement plans and will bring this experience to the CEPP process. We envision that while the CEPP would provide multiple opportunities for capacity-building and collaboration, it would be a succinct, user-friendly document that serves as a roadmap for the NMEP planning process, documenting engagement and capacity-building objectives, engagement programs, schedule, and communications and notifications approaches.



"How do you want to be engaged?" Focus Groups with Underserved Communities That Fed Into Engagement Plan

The focus groups were conducted as broad, open-ended discussions guided loosely by the following questions:

1. **Best Ways to Engage People:** How can we encourage youth (senior, etc.) involvement in this planning process?
2. **Suggestions for Methods of Engagement:** How might the community you represent like to provide input?
3. **Suggestions for Event Locations:** What locations should we consider for meetings and events?
4. **Additional Organizations to Include:** Are there other organizations or individuals we should reach out to?
5. **Best Ways to Communicate:** How can we best communicate with the community you represent (project website, social media, print ads, radio ads, trusted community leaders, etc.)? For example, which newspapers, what type of social media, etc.
6. **Suggestions for Project Champions:** Who can we count on to promote the project (e.g., advocate for the project, encourage involvement, act as "project champions", etc.)?
7. **Most Important Issues:** What aspects of sustainability do you think are most important to the community you represent?

Additional Suggestions/Comments: Is there anything else you would like the project team to keep in mind as we move forward with the planning process?

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To assist with management of engagement efforts across 7 specialized plans and several consultant teams under the Viva Dona Ana regional planning effort, AECOM produced and utilized an Engagement & Education Plan to allow for standardized messaging, engagement approaches, and planning of events.

Our first step in development of a CEPP would be to hold a working session to confirm goals, concerns, and expectations for the engagement scope of work and the approach to the CEPP. Following the outreach kick off working session, and in collaboration with community organizations and partners, the AECOM Team would draft the CEPP. The approach to developing the CEPP would be developed in concert with the City and other project partners, but we preliminarily recommend the steps outlined below. Note that based on our experience conducting brainstorming with underserved groups on other projects, we recommend that we employ this additional method (not identified in the RFP) to ensure the project team understands how to engage communities in comfortable, unthreatening ways. City and organizational confirmation of the approach to developing the CEPP, to be determined, but could include:

- Key Informant Interviews
- Focus Group Brainstorming on Appropriate Methods for Engaging Underserved Groups
- Landscape Analysis
- Collaborative branding session with UPLAN and potential members of the Youth Advisory Group
- City review and comment on CEPP Draft Outline
- City review and comment on Draft CEPP
- Final CEPP

Task 2.1 - Deliverables

- Draft and final meeting agenda (electronic file)
- Draft and final meeting notes (electronic file)
- Branding precedents from other efforts for feedback on look and feel, color palettes, font, images, layout, etc.
- Draft and final CEPP Outline
- Draft and final CEPP, including summary of results of interviews, brainstorming, and landscape analysis (electronic file and hard copy)
- Final project branding (font, layout, look and feel, color palettes) (electronic file)

Task 2.2 — Resident Livability Summit

By developing an engaging program for the Resident Livability Summit, we intend to create a buzz in the community regarding the project and the potential community benefits. We hope to collaborate with the Emerging Leaders Advisory Group to develop Community Based Participatory Research (CBPR) initiatives that can inform the planning process and provide an opportunity for the young leaders to present their findings at the summit, in a way that will resonate with their peers and their communities.

We also see the summit as an opportunity to collect feedback from a broad cross-section of the Uptown community, thereby allowing us to identify broad, overarching priorities and goals early on in the process. And at the same time we envision structuring the Livability Summit in a way that allows us to identify those targeted and/or challenging locations that might need more exploration with the community, and technical resources, as we move through the process.

Task 2.2 - Deliverables

- Draft and final Livability Summit format and logistics plan
- Exhibit materials, in collaboration with the Emerging Leaders Advisory Group and the City
- Up to four facilitators, at least two of which are bilingual (English-Spanish)
- Draft content for the City’s use in notifying the community about the Summit; electronic file for the City’s use in adapting for e-blasts, social media posts, website postings
- Draft and final summary memorandum of community input, with appendices documenting map input, etc. (body of memo estimated to be no more than 10 pages, with verbatim input documented in appendices)

Task 2.3 — UPLAN Advisory Group

A productive advisory group process requires a clear charge for participants. The AECOM Team can assist the City in developing the charge of the advisory group through a facilitated process early in the project. Members of the advisory group could be asked to help identify opportunities, issues, and challenges to address in the planning process; provide feedback on research conclusions and draft concepts; serve as advocates of the process; assist with publicizing community involvement opportunities; and attend engagement events. All advisory group meetings will have specific purpose and outcomes linked to key planning milestones. For example, the first advisory group meeting could focus on identifying mobility enhancement issues and priorities to provide a solid foundation for initial project work.

Task 2.3 - Deliverables

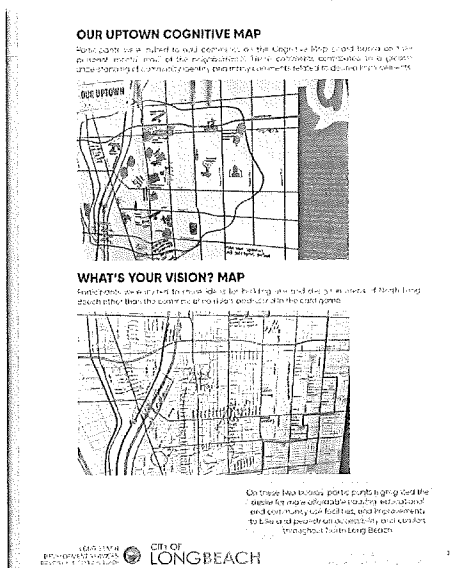
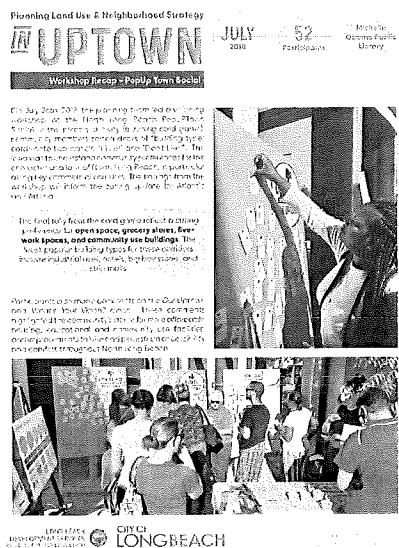
- Facilitation of advisory group meetings, preparation of support materials, and development and distribution of meeting agenda, minutes, and action item lists for each meeting.

Task 2.4 — Emerging Community Leaders Advisory Group

As AECOM has just completed a youth planning and resilience effort this year, we see many productive ways to involve youth in this planning process and build capacity in these young leaders. Our recommendation would be that following a working session to discuss the goals for this task, along with the education levels and linguistic capabilities of the potential members, the AECOM Team perform a youth participation mapping exercise, essentially performing the analysis outlined below. This would help ensure that youth participation is meaningfully informing the planning process. Following City and AECOM collaborative review of potential methods, the AECOM Team and the City could develop a logistics and format plan tying youth participation to the various planning steps and documenting the approach for the eight meetings.

Task 2.4 - Deliverables

- Draft and final recommendations for an Emerging Youth Leader Engagement Plan (electronic file)
- Facilitation of Emerging Youth Leader meetings, preparation of support materials, and development and distribution of meeting agenda,
- Minutes and action item lists for each meeting are assumed to be prepared by the City.

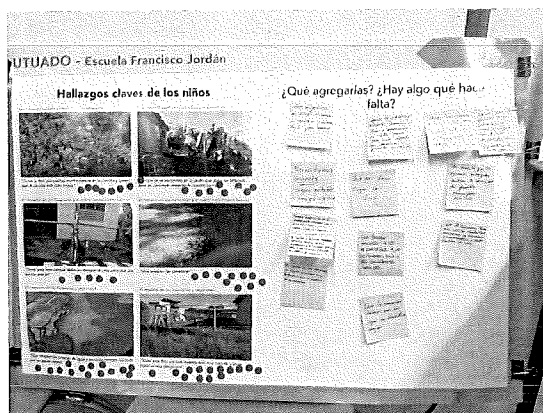


Here LA designed an interactive, location-based pop-up event for the Uptown UPLAN Phase I project. The event summary captures key feedback, the fun nature of the activity, and engages additional people in the effort through posting on the project website.



See the video diaries produced during the Fashion District Specific Plan Parking Day outreach at:

<https://www.facebook.com/fashionyourdistrict/videos/105490049515319/>



What is resilience?

Resilience is the ability to recover quickly after a difficulty.

Example #1: You fall down and skin your knee while playing on the playground with your friends. You are frustrated and your knee hurts and you want to lay on the ground and cry. But if you are resilient, you brush yourself off, smile, and continue playing with your friends.

Example #2: You are playing baseball and you miss the ball on the 3rd strike. You're out. You feel like running off the field because you are upset, but you take a deep breath, and cheer on the next teammate that comes up to bat. You are resilient!



¿Qué es Resiliencia?

Resiliencia es la habilidad de recuperarse rápidamente de una dificultad.

Ejemplo #1: Cuando estás jugando en el parque con tus amigos y te caes y te golpeas la rodilla, te frustras y te duele mucho. Quisieras quedarte en el suelo llorando. Pero si eres resiliente, te levantas, te limpias el golpe, sonríes y continúas jugando con tus amigos.

Ejemplo #2: Imagínate que estas jugando pelota y fallas la bola en el tercer "strike". Te ponchas y sientes que quieres salir fuera del campo porque estás molesto/a, pero respiras profundo y apoyas al próximo jugador de tu equipo que le toca batear. ¡Eres resiliente!



Five short months following Hurricanes Maria and Irma, AECOM outreach specialists charged with engagement related to recovery and resilience carefully considered inclusivity issues (geography, age, ability, gender, socioeconomics, circumstances following hurricanes, temporary displacement, etc.) then developed an island-wide engagement plan with multiple opportunities for input. The highlight of this effort was a youth-empowerment focused "Planner for a Day" exercise carried out with 360+ school children at 6 schools throughout the island; components included an educational module regarding planning and resilience, participatory photography walking tours where students took photos of things they like and things they'd like to see improved, photography exhibition where students presented their key resilience findings to the community and additional feedback from the community to augment these findings.

Task 2.5 — Neighborhood Empowerment Framework

Drawing on experience developing workshop kits, youth planning and resilience modules, and other toolkits, the AECOM Team would work with the City and organizations to understand existing capacities, interests, pressing community issues, and desired skill building, among other topics to inform the outline of a Neighborhood Empowerment Framework. Our work in this area emphasizes communicating complex topics in simple, digestible pieces and creating a safe, welcoming environment for learning and collaborating. The engagement team has bilingual (English-Spanish) planners and facilitators and could arrange for more languages if needed.

Given the community concerns over insecurity, and/or perceived insecurity, it could be interesting to explore addressing this issue within the toolkit. Increasingly, community-based urban crime appraisals are thought to help bridge the gap between police and the community and to help identify policies that will work in the local community context. These participatory appraisals could be a good first step for assessing current conditions from the community's perspective, for building a rapport between officials and residents, and for building social cohesion.

It could also be interesting to explore phased activation of green lots through the toolkit. Increased care and maintenance of public spaces, along with increased physical presence by community members, is thought to increase security. In addition, over the past few years researchers have found an association between green spaces and community health, including decreased violence and stress. A recent study noted that simple greening investments on poorly maintained lots, to the scale of \$1,000 to \$2,000 dollars, reduced feelings of depression and worthlessness in community members, regardless of whether residents have access to the greened lots. Thus, these simple greening interventions could provide low-cost mental health and aesthetic benefits, as these lots transition to urban agriculture and other community supporting uses.

Task 2.5 - Deliverables

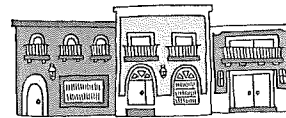
- Draft and Final Neighborhood Empowerment Framework Toolkit
- Up to eight training sessions with training materials



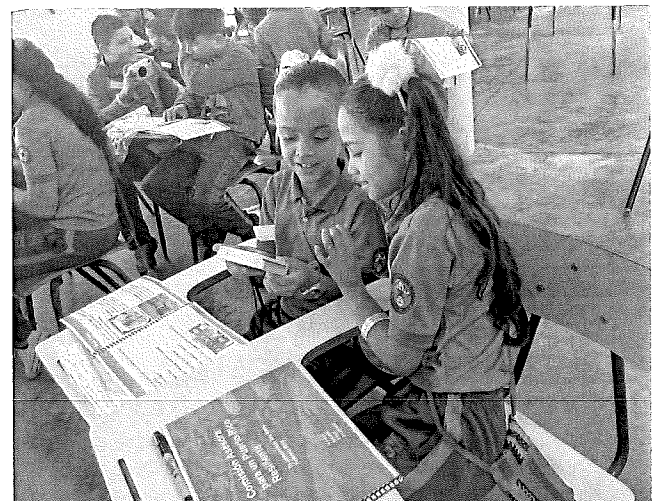
We are going to take a walk and take some pictures together! We would like you to keep these questions in mind when you take your photos:

- What do you like about your community?
- What do you like about **Puerto Rico**?
- What aspect of your community are you **most proud of**?
- What should there be **more of**?
- What should there be **less of** in your community?

Can anyone tell us what you might take pictures of to answer these questions?



Planning and resilience module for school children in Puerto Rico (original produced in Spanish; content translated into English for this proposal).



Students working with AECOM's planning and resilience educational module.

Task 2.6 — Community-Informed Walkability Audits

AECOM/Here LA will design and carry out four (4) mobility audits in Uptown. At the onset of the project, our team will have conversations with the City of Long Beach and with the Advisory Committee to define the best type of audit to conduct. Depending on the outcome of these conversations, the audits may take the form of a walk audit, bus audit, or bike audit. All audits will complement the audits our team has already completed as part of UPLAN Phase I. We will work strategically with the City to identify four key corridors to study from a mobility perspective. These streets may include: Del Amo Boulevard, Southern Atlantic Boulevard, Paramount Boulevard, Cherry Avenue, etc. As part of the audits, our team will bring refreshed large-format image-based flashcards to pass out in the field. These flash cards will aid in discussion of the suite of mobility solutions that can help transform streets. During the walks, Here LA will teach people about the “trade-offs” involved with street configuration and urban design enhancements and make them active participants in the process of identifying issues as well as possible solutions.

One of the best audits that our team carried out as part of UPLAN Phase I, was held with Jordan High School students who were familiar with walking and cycling conditions in the

immediate area. Similarly, we propose that we target Long Beach youth to participate in one or more of the audits, so that we may understand mobility concerns for those accessing school, recreation, and other areas in Uptown.

For this task, Here LA will create user-friendly and branded walk audit forms to capture both qualitative and quantitative feedback from participants. The findings will be compiled into a succinct infographic and compilation for use by the project team.

Task 2.6 - Deliverables

- Design and carry out four mobility audits
- Draft and final summary documentation of community input during audits

Task 2.7 — Community Demonstration Projects

The AECOM Team, including Here LA, has extensive experience with tactical urbanism and pilot projects and, in partnership with AECOM, are currently beginning design efforts for the UPLAN Phase I demonstration project. Thus the AECOM Team put forward for this project is uniquely situated to provide engaging and meaningful demonstration projects.

AECOM recently collaborated with the Imperial County Transportation Commission on the outreach program for a bilingual, bi-national border mobility study that was awarded the 2017 Southern California Association of Governments (SCAG) Sustainability Award for Collaborative Partnership. The project was a binational, collaborative effort to identify opportunities to improve the movement, safety, and comfort of pedestrians and bicyclists in areas surrounding border crossings between Baja California and California.

AECOM implemented a robust bilingual public outreach strategy, which included facilitation of a binational Public Agency Working Group, focus group sessions, on-site workshops at border crossings, and an online e-Walk and Bike Audit, among other efforts. The resulting 1,000+ comments were then utilized to support the Study’s recommendations of 102 binational bicycle, pedestrian, and transit projects or policies. Caltrans and the transportation department of the State of Baja have already implemented some pedestrian and bicycle improvements, and others will be included in the next California/Baja California Border Master Plan.



Recommendations influenced by eAudit input on border crossing mobility study.

While the Phase I demonstration project will likely inhabit the private realm, the Phase II demonstration project will impact the streetscape and public realm. Here LA has completed several pop-up and tactical demonstration projects such as these in the past, including the installation of GoMANGo, the Michigan Avenue Neighborhood Greenway project in Santa Monica that drew over 400 participants and transformed a segment of the roadway into a community festival, filled with music, food, and activities for all ages. Davis and Hawkes also helped the LA Department of Transportation compile their materials kit-of-park for their People St program.

Here LA also helped to deploy a demonstration project for the Long Beach Bicycle Master Plan, during the Bixby Knoll's First Friday's protected bike lane pop-up. Stationing our team beside the pop-up and activities, we were able to converse with participants that were able to feel the difference and enhanced safety that a pop-up cycle track provided. Here LA has worked with the City of Long Beach Police, Fire, and Special Events Coordinators to successfully host pop-ups for the Green TI project, and for 8 community pop-ups for the Bicycle Master Plan. The AECOM Team will work hand in hand with Public Works and Communications to ensure a safe, engaging, and fun demonstration project.

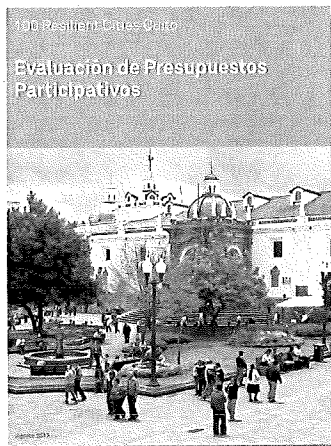
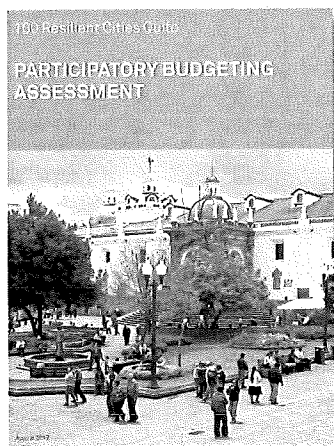
A key tenant of the AECOM Team's work is to design both informative demonstrations, but also develop demonstration projects that collect useful information for direct use in the planning process. This means that we value the collection of both qualitative and quantitative data during any demonstration project. For a mobility demonstration project, this may mean that we include counts to understand how many people on bicycles use the pilot project, or we require participants to respond to a select set questions to be able to understand the community's response to the demonstration. In other words, this demonstration project should be fun and engaging, but should also generate rich feedback that can be used directly in the development of the UPLAN.

Of equal importance to our team is attracting people to use the demonstration project. Rather than simply showcasing a bike facility for example, the AECOM Team will couple the demonstration project with an artful and visually intriguing pop-up. Specifically, our team will design and build an artful engagement component to accompany the demonstration project. The strategy here is two-fold. We will use the artful engagement to elicit feedback around the set of questions referenced above, but we will also use it to gain attention from those that may be passing by. We have done several artful community engagement pop-ups in the past. Currently, we are working with the City of Long Beach on the Vision Zero Safe Streets Plan and for this engagement, we built a "Stories Bench" with an integrated audio system to capture stories about how people have been impacted by traffic violence. This bench will then become a listening bench, or a roving audio art display that will pop-up throughout the City. Passersby have been intrigued with the pop-up art piece and have stopped to talk to our team simply out of curiosity. Several other examples of artful engagement are included in our qualifications.

Logistically, the AECOM Team will use pre-developed detailed day-of schedules, clear expectation and deliverables lists, and communication protocols, and run through the event several times to make sure everything from the graphics and the content to the music and the placement of signage is right where it needs to be and looks great.

Task 2.7 - Deliverables

- Draft and final logistics plans for demonstration projects
- Design and carry out up to two (2) demonstration projects
- The findings from each demonstration project will be compiled into a succinct infographic and compilation for use by the project team.



AECOM worked with staff in Quito, Ecuador, to identify challenges to citizen participation. The City of Quito was concerned about low turnout in participatory budgeting processes, particularly by vulnerable groups. The outreach team assessed existing participatory budgeting policy, which included reducing barriers to participation by vulnerable populations and recommendations for a more open, inclusive process. The team identified considerations for inclusive engagement, including eliminating requirements to apply to participate in participatory budgeting assemblies, allowing for free brainstorming and submittal of ideas, creating a comfortable welcoming environment, working through trusted community leaders, providing childcare and refreshments, and offer separate meetings by gender if desired.

Task 2.8 — Open House

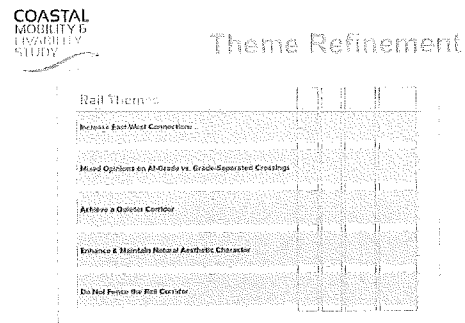
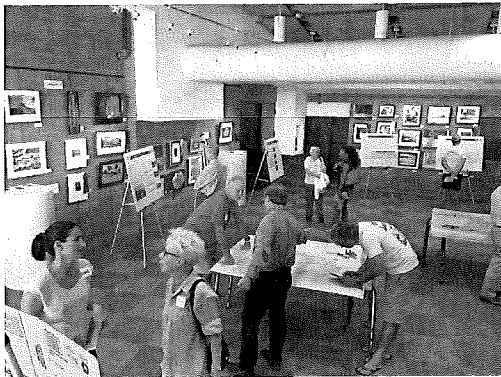
We envision working with the City, UPLAN, and the Emerging Community Leaders to develop a dynamic, interactive format for the Open House. Open house activities will be designed to both educate and collect input germane to the NMEP. The AECOM Team facilitators focus on creating safe environments where all people feel comfortable contributing their perspectives and opinions. Instead of "open microphone" sessions where more vocal interests can dominate the discussion we typically employ small group discussions, topical breakout sessions, and interactive exhibits. Presentation of preliminary findings or plan concepts should tie specific components to the input received during previous community outreach efforts. Our budget assumes that the City would be responsible for securing the Open House venue. Our budget assumes that AECOM provide draft notifications content (e-blasts, social media posts, etc.) to the City for distribution by the City team. Our services include

providing key open house materials in multiple languages. The AECOM Team also has staff for translation and/or interpretation services as needed for additional languages.

Task 2.8 - Deliverables Task 2.8 - Deliverables

- Draft and final open house format and logistics plan
- Up to four facilitators, up to two of which would be bilingual; note that additional language services beyond Spanish (interpretation and translation) are not included in our budget at this time but can be accommodated
- Materials (agenda, presentation, boards/illustrations, hand-outs, comment cards, etc.); with key materials provided in other languages as necessary
- Draft and final brief summary memorandum (electronic files)

AECOM managed a highly-contentious community outreach program for the Encinitas Coastal Mobility and Livability Study, which was comprised of three distinct projects: the Rail Corridor Vision Study, the Downtown Parking Study, and the Active Transportation Plan. AECOM was responsible for outreach training and oversight of City staff and consultants. Community concerns include pedestrian and bike safety, safe routes to schools, rail corridor nuisances and crossing safety, neighborhood character, design aesthetics, and parking availability. AECOM provided direction to the City regarding Working Group formation, composition, and charge in this highly organized and vocal community. AECOM facilitated Working Group meetings, which required the communication of highly complex technical information and highly-structured decision making processes, such as consensus processes, comfortable consensus, and mixed opinions.



COASTAL
 MOBILITY &
 LIVABILITY
 STUDY

Theme Refinement

Goal: Working Group Consensus on Each Guiding Theme

Tool	Description
Consensus Decision-Making	In a perfect world, all group members would feel a high degree of satisfaction with a Guiding Theme, a perfect consensus.
Comfortable Consensus	A Guiding Theme that all participants can at least live with and group members will not try to actively derail.
Mixed Opinions	When no degree of consensus is forthcoming on a Guiding Theme, the facilitator can default to majority voting.



Task 2.9 — Technical Advisory Committee (TAC)

We see the TAC as an opportunity to provide a coordinated mechanism for interaction with key agency representatives. Early in the study, TAC could be charged with helping identify regulatory, technical, and engineering constraints and considerations that will frame "what is possible" for the mobility enhancements and set feasibility parameters. These parameters could frame the discussion with the public so that input is focused on feasible improvements. At TAC meetings, team members could provide project updates, ensure coordination among key stakeholders, and solicit feedback and/or technical assistance at critical junctures of the study process.

Task 2.9 - Deliverables

- Facilitation of TAC meetings, preparation of support materials, and development and distribution of meeting agenda
- It is assumed that the City would prepare minutes and action item lists for each meeting.

Task 2.10 — Planning Commission and City Council Sessions

The AECOM Team will work with the City to identify key points in the process for coordination with the Planning Commission and City Council. Our team will attend study sessions with these bodies as requested by staff.

Task 2.10 - Deliverables

- Preparation for, and attendance at, two Planning Commission and two City Council Study Sessions

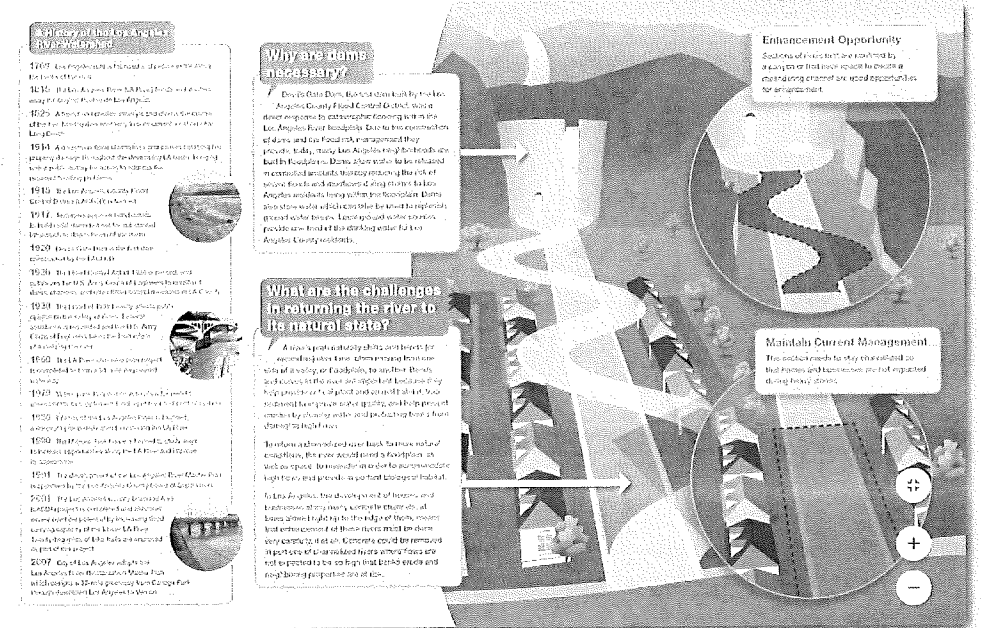
Task 2.11 — Project Branding, Webpage, City E-blasts, and Social Media

The AECOM Team will provide content for notifications using language and tone that is appealing to the Uptown communities. The AECOM Team has bilingual staff that can generate outreach materials in multiple languages.

Task 2.11 - Deliverables

- Two graphic branding concepts for review and comment during working session with the City and emerging leaders
- Final graphic branding for use in presentations, exhibits, fact sheets (electronic file)
- Up to 24 rounds of content for notification, timed with key points in the process
- Up to four fact sheets, timed with key points in the process and/or topical issues

AECOM fact sheet presenting the complex science of river and watershed restoration in Los Angeles in simple graphic form.



Task 2.12 — Online Engagement Tools

AECOM will work with the City to develop and implement up to two online engagement tools. The tool purpose and format will be identified during development of the CEPP, but would likely involve opportunities to participate in an online e-audit and opportunities to weigh in on priorities for improvements.

Task 2.12 - Deliverables

- AECOM will work with the City to develop and implement two online engagement tools, tied to key planning questions

Task 2.13 — Recommended Optional Task (cost included in proposed Task 2 budget)

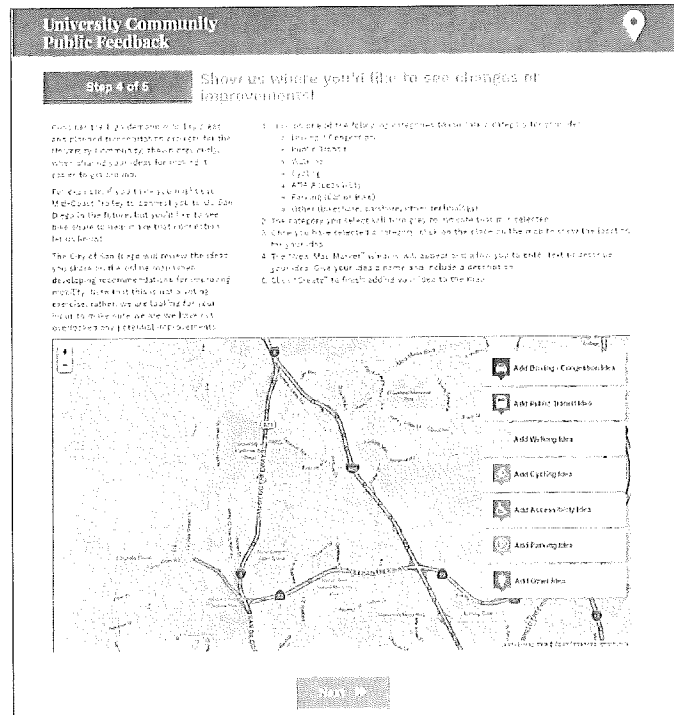
To ensure that community input informs Tasks 3, 4, and 5, and ultimately drives the NMEP, AECOM recommends that we prepare a community input summary that presents key planning considerations that surfaced through Task 2 community engagement efforts. As described in the scope above, each engagement effort would have an accompanying summary. The proposed scope of work under Task 2.13 would involve reviewing the community input summaries to identify key considerations for the project team.

Task 2.13 - Deliverables

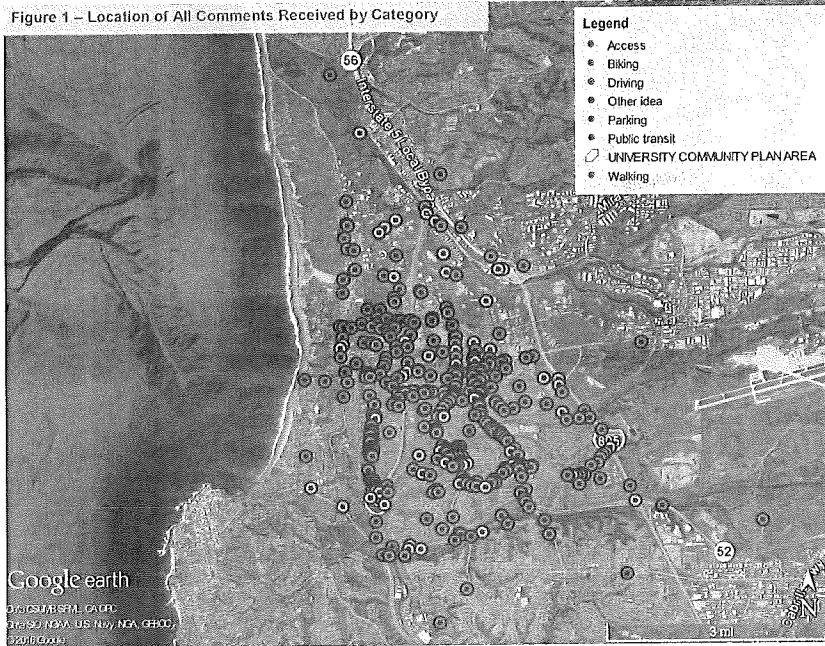
- Draft and final outline of Key Planning Considerations Summary
- Draft and final Key Planning Considerations Summary



Bookmarks that AECOM created as collateral for transit outreach on college campuses. Participants were given the option of responding to a brief questionnaire online or via text.



AECOM's UC Mobility Ideas project solicited mobility improvement ideas from the community online.



An overview of mapping results from AECOM's online UC Mobility Ideas mapping.

Task 3 — Background Studies and Needs Assessments

Informed by the public engagement activities in Task 2, Task 3 includes an assessment of community access and connectivity, underutilized land potential, and housing policy opportunities.

Task 3.1 — Community Access and Connectivity Study (Opportunities, Barriers, and Gaps)

As a first step for this task, we will review any additional data required to complete the access and connectivity study. This will include existing bicycle and pedestrian facilities and programs, collisions, demographics, land use, and other relevant data. Analysis of existing conditions will require geographic (GIS) data regarding Uptown's streets and surrounding uses. We understand that the quantity and quality of available data can vary, and we will take an adaptive approach to this project's analytical work that will work with the best available data. The AECOM team will organize the data and identify any data gaps that may be filled either as part of this planning effort or as a subsequent data collection effort. Data that will be sought for this inventory include (but is not limited to):

- Bikeway and facility classification data
- Multi-use paths and trails
- Sidewalk and curb ramp data
- Marked pedestrian crossings and traffic signal locations
- Street centerlines and number of lanes
- Roadway shoulder widths
- Speed limits

- Bus routes and stops
- Activity Centers and other destinations

Task 3.1.1 Bicycle and Pedestrian Counts

The AECOM team will review the data from the recent citywide pedestrian and bicycle counts, and we will recommend additional counts to supplement existing data. This may include performing manual intersection counts at up to six additional locations that were not included in past efforts, such as Paramount or in the "Green Zones" area, or contracting with a data collection firm to provide longer-duration video counts to contextualize data where the County currently has two-hour count data.

Task 3.1.2 Collision Analysis

Toole Design will summarize the five most recent years of bicycle- and pedestrian-related collisions, identifying geographic patterns and other trends that may have implications for the Plan's recommendations. Fortunately, Toole Design is already under contract with the City of Long Beach to develop their Vision Zero Action Plan, and this information will be readily available at minimal cost to the city.

Task 3.1.2 Demand Analysis

Pedestrian and bicycle demand forecasting has become a fundamental part of transportation planning practice as communities look to invest resources strategically for the best expected outcome. For this task, we will use an objective GIS-based tool to visualize areas that have intrinsic potential to attract varying levels of walking or bicycling activity. Inputs include supportive land uses, demographics, and socioeconomic factors, and the product will be an overall map of

the areas with the highest potential demand. We will generate heat maps, which will be used to identify key project locations to support the project prioritization and implementation planning. The estimated demand map can also be overlaid with existing facilities to identify network deficiencies (e.g., areas lacking sidewalks or bicycle lanes) for which improvements will meet the greatest safety needs and achieve the largest increases in the number of people walking and biking. While our methodology will be rigorous and transparent, we will present results visually for easy interpretation by community members and stakeholders.

Task 3.1.3 Pedestrian and Bicycle Gap Assessment

While the extent and quality of pedestrian and bicycle infrastructure will vary considerably throughout the Uptown Community, what constitutes a "gap" in the pedestrian and bicycle network will also differ based on land use context. The gap assessment performed in this subtask will identify areas where the pedestrian and bicycle facility types do not match the needs of its local context. The information collected through the Neighborhood Empowerment Framework activities, Walkability Audits and Resident Livability Summit under Task 2 will also inform this assessment. We anticipate identifying three types of Infrastructure Gaps:

Connectivity Gaps: We will look at gaps in existing pedestrian and bicycle facilities. Examples include places where existing bicycle lanes drop or where roadway shoulders decrease from eight feet to a narrower dimension. This assessment will include any gaps identified in the District 4 Bicycle Plan. Gaps in the pedestrian network may include missing sidewalks where surrounding land uses warrant it.

Spot Gaps: The first round of stakeholder outreach will identify key destinations where pedestrian and bicycle access are most important to the community, potentially including transit stops, schools and barriers like railroad crossings and interchanges. This category highlights difficult crossings, high-priority ADA improvements and other barriers. Through a combination of review of existing data and field work, we will determine whether these areas need focused access improvements for people walking and bicycling.

Neighborhood Gaps: People from all walks of life should have access to active transportation networks. We will use the findings from Task 1 to identify geographic areas that may have a reduced density of active transportation infrastructure. We will display identified gaps on the project base map to inform the development of project recommendations.

We will also conduct a thorough review of the published Caltrans TCR report for the I-710 corridor to ensure consistent recommendations for areas along the freeway corridor. We will include a cost-benefit analysis linking the cost of identified improvements to the value of their implementation, though this activity will be completed under Task 5.

Task 3.1.4 Evaluation of Complementary Plans

The RFP scope emphasizes the incorporation of the LA Metro Blue Line First Mile/Last Mile Plan, the North Long Beach Framework Plan for Atlantic Avenue, and the Gateway Cities Complete Streets Master Plan. We agree with this approach as

achieving true mobility requires collaboration between different agencies and integration of various plans. The team will first begin with documentation of these plans and their proposed projects. These will then be combined with proposed City of Long Beach projects for the Uptown area to create a consolidated project list and also plotted on a GIS map. We assume that City staff will request project lists and shapefiles from LA Metro and Gateway Cities - in addition to providing its own planned projects - and that this will include project cost information. We also assume that the City will provide information on existing bus stops and their conditions, as well as any proposed new stops. We also assume the City will provide updated information on its plans for bike share expansion and any preliminary siting work that has been done. Recognizing the rapidly changing technology associated with shared first mile/last mile mobility we expect this will include information on how the City is contemplating accommodating dockless options such as electric bicycles and scooters.

As part of this task the team will also explore the Green Zones approach drawing on lessons learned from other examples. We recognize that community connectivity expands beyond the presence of bicycle and pedestrian analysis, especially in areas such as this that sit on what is essentially the busiest trade corridor in the country. We propose meeting with the Building Healthy Communities Environmental Health Working Group, as well as stakeholders such as East Yard Communities for Environmental Justice in Torrance and LA that were involved in those efforts that we have connections with to discuss their approach. We feel that the Green Zones approach is an important component that would feed into the Neighborhood Mobility Enhancement Plan vision, goals, and objectives, and implementation strategies from an economic, environmental, and connectivity perspective.

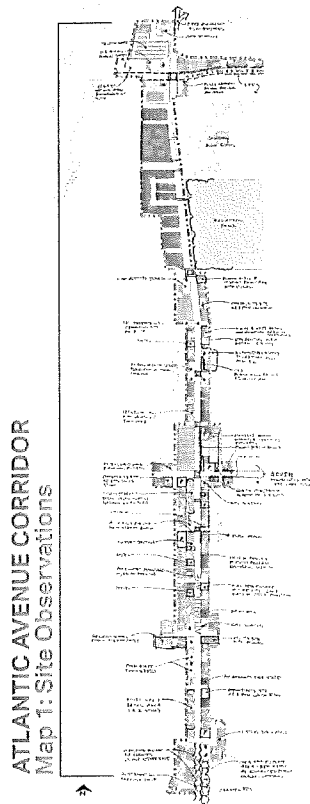
Task 3.1 - Deliverables

- Technical memo summarizing demand analysis
- Technical memo summarizing gaps in the pedestrian and bicycle network
- Bicycle and pedestrian project maps and tables

Task 3.2 — Underutilized Land Use Study (Hotel and Motel Feasibility)

Task 3.2.1 Analysis of Baseline Conditions

AECOM will coordinate with the work being done in Task 3.1 to understand the existing baseline conditions in the Uptown Long Beach neighborhood and will be informed by the identified existing barriers, gaps and neighborhood connectivity issues generated by existing land use patterns. We will also conduct a parcel record analysis, including a detailed review of motel sites and vacant lots along the Uptown corridors and throughout the defined Study Area. AECOM assumes that a City agency will provide a complete set of parcel records for the neighborhood and also note any urban agriculture activities taking place on vacant lots due to AB551. This task also assumes a site visit with City staff to observe vacant parcels, as well as the study area as a whole.



AECOM conducted a graphic-based land use, utilization, and existing conditions assessment of Atlantic Avenue for the UPLAN Phase 1 project.

will provide insight into what extent the current inventory is meeting demand from traditional business, employment, and leisure sectors versus the black market demand that is assumed to currently drive hotel/motel demand in the area. Finally, AECOM will assess if new hotel development will be hindered in the future by the current negative perception of lodging facilities in the Uptown Neighborhood.

Task 3.2.3 Identification and Feasibility Study of Neighborhood Serving Uses

AECOM will assess general socio-economic trends and market measures to identify the economic and market dynamics that inform development opportunities for commercial and residential uses in. The assessment will include (but not be limited to) demographic measures such as historic and projected population growth, household characteristics, age cohorts, and education levels to ascertain local sources of demand for neighborhood serving uses.

AECOM will utilize findings from Task 3.2.1 to identify opportunity sites for development. To the extent findings from community engagement events in Task 2 are available, AECOM will incorporate the community identified needs into the identification of suitable land uses for development. We suggest this includes a stakeholder meeting with the Long Beach Human Trafficking Task Force (BLHTTF) and the UPLAN Advisory Group, and City staff that focuses on this issue to understand their work on these issues, as well as receive recommendations on strategies to address current impacts. We will incorporate the resulting findings into the draft and final deliverables associated with this task.

Task 3.2.2 Hotel/Motel Market Analysis and Demand Potential

In this task, AECOM will evaluate the market demand for lodging facilities. The task will include an assessment of competitive supply, sources of demand, and an evaluation of the Uptown neighborhood's competitive position.

For the supply analysis, AECOM will prepare an inventory of Trade Area hotels detailed in terms of rooms, class, type, and year built, and—using STR data—historical room night ADR and occupancy levels. If applicable, AECOM will profile recent local hotel developments that may illustrate underlying site and market criteria for viable projects. All Long Beach and Trade Area (the larger region in which Long Beach competes) inventory, both current and proposed, will be mapped to illustrate concentrations and gaps in geographical coverage.

For the hotel demand analysis, AECOM will use and augment data collected in the prior task to explore potential demand from business, leisure, and group travel segments. For business and group travelers, employment concentrations and mix, both now and projected, will establish a baseline understanding of business traveler demand. For leisure travelers, AECOM will consider the tourist market based on historic Trade Area visitation and forecasts. In contrast to many similar studies that focus only on future demand for hotels/motels, this will estimate current and future demand. This assessment of current demand

AECOM will then identify three (3) opportunity sites and land uses in which to test feasibility of new land uses. We will test the development feasibility for three land uses, representing a reasonable range of development options at the three opportunity sites. The analysis will help determine what development prototypes, under current and anticipated market conditions, may be feasible under current and anticipated market conditions and whether and how big any “feasibility gap” may be.

The developed prototypes will be consistent with land uses that augment local mobility and will be defined in collaboration with City staff. The analysis will be based on static pro formas that consider the relevant revenue metrics (e.g., room rates, occupancy at stabilization, food and beverage share, ancillary revenues, etc.), operating costs (e.g., departmental, non-departmental, and other costs) and development costs. Revenue assumptions will be drawn from the market findings from the prior tasks, while development costs may be estimated based on RS Means (a widely respected source of commercial construction cost data), AECOM's in-house cost estimator, or other comparable projects on which AECOM has worked.

Prototype feasibility will be conducted under short-term market conditions as well as potential, long-term (improved market conditions). The analysis will reveal the development feasibility of the different prototypes through the identification of residual land value (which will be validated separately through a review of land transaction comparables). Positive residual land values will

indicate the feasibility of the development prototypes, as well as the ability of the development types to carry a land cost (purchase or leasing of the land). Low or zero residual land values will indicate development feasibility where the land is provided at no or low cost. Negative residual land values will indicate the need for additional subsidy even where land is provided at zero cost.

The Study will also include a recommended set of short- and long-term strategies to address the existing and near-term impacts of the hotels/motels, and other vacant lots, that have negative community impacts. We anticipate many of the short-term strategies will focus on community identified strategies while medium and longer term strategies will focus on land use changes and investments to transition identified sites. The Funding Matrix in Task 5 will include sources of funding for these efforts. Task 5 will also incorporate these as strategies into the Final Neighborhood Mobility Enhancement Plan.

Task 3.2.4 Draft and Final Report

AECOM will prepare a draft Economic Baseline Conditions Study and meet with City staff for feedback. We assume City staff will provide one set of consolidated feedback and edits. A Final Study and PowerPoint presentation will then be delivered and presented in electronic form.

Task 3.2 - Deliverables

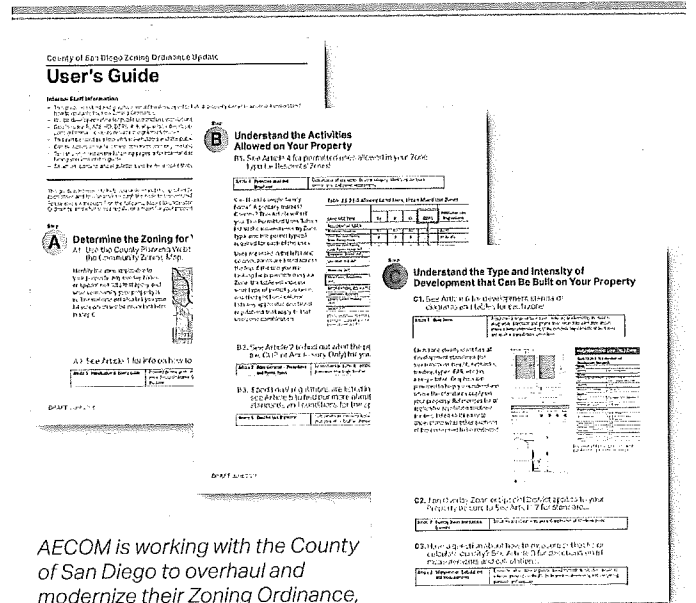
- Two (2) members of the AECOM team will participate in a total of (5) meetings, including one (1) site visit, one (1) stakeholder meeting, one (1) meeting to define prototypes with City staff, (1) meeting to present the Draft Study, and one (1) presentation of the final deliverable to City staff
- Draft Study
- Final Study and Powerpoint

Task 3.3 — Housing Policy Evaluation

The AECOM team will review the City’s current zoning, as well as programs and policies related to multi-family and affordable housing development, including:

- Assessment of Fair Housing (AFH)
- Affordable & Workforce Housing recommendations adopted by City Council in 2017
- Housing Element Work Plan
- Land Use Element Update
- Urban Design Element

We will summarize our findings in a matrix evaluating existing regulations, programs, and policies by source, and making specific recommendations on strategies for implementation. Implementation actions may include specific Zoning Code amendments to be addressed through the Zoning Code Update (Task 4), as well as strategies, sites, projects, and actions to be addressed through the Community Access and Connectivity Study (Task 3.1) and the Underutilized Land Use Study (Task 3.2).



AECOM is working with the County of San Diego to overhaul and modernize their Zoning Ordinance, Subdivision Ordinance, and Grading Ordinance into a comprehensive Land Development Code to streamline the development process and implement the General Plan. This excerpt from the User's Guide explains the structure of the new code.

Task 3.3 - Deliverables

- Call with City Staff to discuss goals for the Housing Policy Evaluation
- Call with City Staff to review comments on Draft Housing Policy Evaluation
- Draft Housing Policy Evaluation Matrix
- Final Housing Policy Evaluation Matrix

Task 4 — Zoning Code Update

As part of Task 4, the AECOM team will build upon the draft recommendations and framework developed for the SCAG Uptown UZIP/UPLAN Phase 1 project. Specifically, we will develop Draft Zoning Ordinance Recommendations for the Founding and Contemporary Neighborhood and Neo-Industrial land use designations of the Draft General Plan Land Use Element, including:

- Implementing Zoning Districts
- Land Use Permissions Matrix
- Development Standards, including Density/Intensity, FAR, setbacks, parking, and open space standards

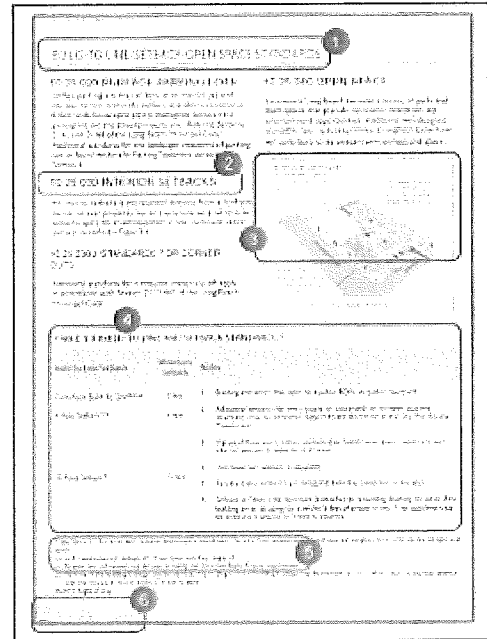
As part of the Zoning Code Update, the AECOM team will work with the City and stakeholders to draft recommendations, including refinements to parking and development standards, that incorporate strategies that enable a broad range of uses, consistent with community goals; remove barriers in zoning to

AECOM aspires to produce regulatory tools and documents that are as easy for City Staff to implement as they are for an architect, developer, home owner, or business owner to understand. We firmly believe that zoning documents need to be created to serve the community's needs, to be structured to implement General Plan policies, to respect the local design vernacular, to reflect economic realities, and to be streamlined to provide clear and fair decision making.

In our work with the City of Long Beach, on the Downtown Plan, our team worked collaboratively with City staff to create a hybrid document that integrates a user-friendly planned development ordinance with a hybrid form-based zoning approach, development standards, and design guidelines.

The DRAFT Uptown Zoning Districts code will be formatted in this character, to build upon the strong graphic approach of the 2040 General Plan and other City documents such as the Bicycle Master Plan, Sign Ordinance Guide, Downtown Community Plan. We will use clear, well-designed graphics, tables, images, and photographs as visual guides to express regulation or intent.

- 1 Geotopical headings
- 2 Rationally numbered sections
- 3 Graphics demonstrating regulatory intent
- 4 Formatted tables
- 5 Straightforward relations and cross references
- 6 Consistent page numbering



promote walkability, livability, community health, and environmental justice; promote the conversion of undesirable land uses to neighborhood-appropriate uses; enable a more flexible range of building types and intensities while strengthening neighborhood character; promote affordable housing opportunities, including community appropriate missing-middle housing types, accessory dwelling units, and mixed-use or mixed-product building types; remove barriers to mixed-use and retail, to promote community re-investment and placemaking through the development of mixed-use nodes, corridors, and local destinations.

The AECOM team anticipates the following meetings and coordination:

- Coordination with Tasks 2, 3.3, and 5 to ensure translation of community knowledge, stakeholder feedback, background documents and literature review. (Task 6.0)
- Meeting with City Staff to discuss goals for Zoning Code Update. (Task 6.0)
- Meeting with City Staff to review comments on Draft Zoning Ordinance Recommendations.
- Call with City Staff to review comments on Revised Draft Zoning Ordinance Recommendations.

Task 4 - Deliverables

- Draft Zoning Ordinance Recommendations including sketch map concepts for zoning district translation, draft land use permissions matrix, and draft development standards.
- Revised Draft Zoning Ordinance Recommendations including zoning map, land use permissions matrix, and development standards.
- Final Draft Zoning Ordinance Recommendations including final draft zoning map, final draft land use permissions matrix, and final draft development standards.

Task 5 — Neighborhood Mobility Enhancement Plan

Mobility can no longer be defined as moving from place to place. Instead it must encompass a broader state of economic, environmental, and social sustainability. As the RFP scope recognizes, this includes access to safety, employment and education, a healthy environment, personal safety and welfare, and community amenities that collectively enhance quality of life. A mobile community is a more equitable community.

Task 5.1 — Plan Framework

By the commencement of Task 5, the Task 3 background studies and a substantial portion of the Task 2 Community Engagement and Capacity Building outreach and activities will have been completed. As a first step in Task 5, we will consolidate this information into a joint Task 2 and Task 3 Plan Framework document. In addition to consolidating the lessons learned from the community engagement and the Background Studies and Needs Assessments, it will include a recommended vision, set of goals and objectives, and general structure of the Plan. Although the RFP's Project Timeline shows Task 5 commencing after the first set of Planning Commission and City Council Study Sessions, we suggest that Task 5 work commence, and the completion of a draft Framework, occur before then in order to receive feedback from the community and City staff, as well as the Planning Commission and City Council. This would allow for the team to receive feedback on the recommended vision, set of goals and objectives, and general structure early enough to make adjustments that are consistent with community and City priorities. Once feedback is received the Framework Report will be finalized. We assume that the City will facilitate one set of consolidated comments that will be incorporated into the final Framework Report.

Task 5.1 - Deliverables

- Plan Framework Report

Task 5.2 — Preliminary Priority Project Matrix

Based on project information from relevant plans reviewed in Task 3, and additional projects that are generated as part of this project, an initial priority project matrix will be developed. As noted in the RFP, projects that address congestion management, air quality improvements, increasing affordable housing production, and VMT and GHG reduction are expected to be more competitive for grant funding. Additionally, we propose a fine-grained approach to investigate improvements to the bicycle network, the pedestrian network (including access to transit), and then overall supportive programs. Once projects and programs are identified, we will develop a funding matrix and a project prioritization approach.

Bicycle Network

The AECOM team will first create a subset of Uptown streets to be identified as our Study Network based on existing information in the City's Mobility Element, Bicycle Master Plan, Metro First Mile/Last Mile plan, the North Long Beach Framework Plan for Atlantic Avenue and the Gateway Cities Complete Streets Master Plan for Artesia Boulevard. The Study Network will be evaluated and revised for the appropriate bicycle facility type that can be supported within it and we will make well-considered recommendations that will maximize the safety and connectivity for bicyclists. Throughout this process, we will work with City staff to identify connectivity goals, such as creating low-stress crossings of major barriers at roughly half-mile increments, or ensuring that every community has a connection to the nearest grocery store or school.

This network will use existing low-stress streets as a first choice and will only use high-stress streets that require more financial and political investment where no low-stress alternative exists. We will also consider connections to open space and other community destinations. Toole Design will develop planning-level cost estimates to facilitate project prioritization and implementation strategies.

Pedestrian Network

While continuous, low-stress, linear facilities will be a priority for the bicycle network, pedestrian recommendations will focus on immediate access to important destinations such as schools, transit and commercial areas. Toole Design will identify strategies that address pedestrian gaps and safety issues identified in prior tasks.

We will create a GIS database of intersection, sidewalk and streetscape recommendations, allowing for subsequent geographic-based project prioritization. Network recommendations will be displayed on the project base maps and summarized in a table.

Programs

The AECOM team will also develop bicycle and pedestrian program recommendations aligned with statewide and national best practices. Each program recommendation will be geared toward both encouragement and safety. Recommendations will be customized in consideration of the City's existing program infrastructure and capacity to take on additional education, encouragement, and enforcement programs.

These recommendations may include policies around technology that prioritizes pedestrians and bicyclists, such as advance signal detection, green waves, and enhanced pedestrian crossing treatments.

Support Facilities

Our assessment of support facilities will make recommendations for bicycle parking, such as bike rack design and policies for placement of bicycle parking facilities or bike share expansion. We will also recommend strategies and policies for pedestrian and bicycle wayfinding, such as sign prototypes and standards for how and where wayfinding should be deployed. We will also consider opportunities for facilities such as bicycle repair stations.

Task 5.2 - Deliverable

- Preliminary Priority Project Matrix

Task 5.3 — Project and Program Prioritization

While the final Neighborhood Mobility Enhancement Plan will identify a visionary network that will transform the walking and bicycling environment, we recognize that this cannot happen instantaneously.

As such, this task will help the City prioritize areas for infrastructure investment. The AECOM team will work with City staff to prioritize and rank projects for ease of review and

selection, and based on data and input collected in prior tasks. Prioritization criteria may include proximity to Disadvantaged Communities, outreach findings, important gap closures, ease of implementation, or other criteria identified through discussion with City staff, the TAC, and other appropriate project stakeholders. Projects that can be implemented quickly with striping and signage will be identified up front and correlated to sidewalk gap closure projects or other street design projects already planned in the City's Capital Improvement Program. Further, Toole Design will give the City a holistic view of subsequent considerations such as maintenance needs.

Given our experience with the likely federal, state, regional, and local funding sources we anticipate that identifying other key community benefits will be an additional important component that should be included in the creation of the Priority Project List. We will draw on our experience preparing other sustainability plans such as Triple Bottom Line Assessments and climate action, adaptation, and resilience plans to establish a set of community benefits criteria that best reflect both community priorities and increase competitiveness for funding sources. While our team is well-versed in the expected range of competitive funding and formula funding sources, we understand that a more focused lens on their requirements and priorities will be necessary. As a result we propose creating the funding matrix prior to beginning work on the Priority Project List. This will help us crystallize the overall criteria for prioritizing projects (Task 5.3 provides details the Funding Matrix approach). We anticipate that the community engagement process will provide substantial context for these and will incorporate them into the community benefits criteria of the Priority Project List.

The prioritization process will inform subsequent implementation tasks.

Task 5.3 - Deliverables

- Priority Project List

Task 5.4 — Funding Matrix

The Funding Matrix will contain a review of the federal, state, regional, local, private, and philanthropic funding sources that could be utilized to implement the Priority Projects and the overall Neighborhood Mobility Plan. The overarching funding source matrix will be organized hierarchically first by its applicability to the community, then by funding source category and type (such as formula or competitive), and then by project and program funding categories. For example, we anticipate that project category areas would include bicycle, pedestrian, green infrastructure, housing, innovative mobility, and other amenities. These project and program categories will be informed by Task 2 and 3 deliverables. Each of these funding sources will be described in terms of their funding focus and priorities and other characteristics such as community engagement requirements, collaboration, size range of typical grants, frequency, application requirements, and scoring criteria areas (if competitive). In a separate category we will review creative financing approaches such as Enhanced Infrastructure Financing Districts (EIFDS) noted in the RFP and conduct a general assessment of their applicability and feasibility the Uptown area. This assessment

Impediments to Change

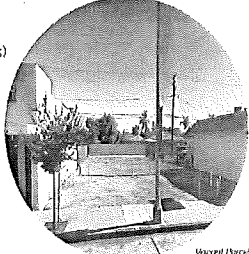
Example elements to address in the re-zoning effort

Building Envelope Constraints: (Height limits, Parking, & Setbacks)

Parcel Size/Depth

Use-Specific Parking Requirements

Varied and Disconnected Uses (Vacant Lots)



Vacant Parcel in Study Area

Potential Zoning Solutions

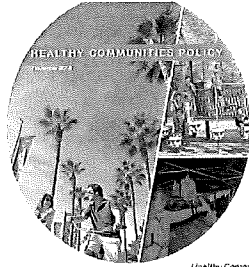
Translate General Plan Place Types to new Zoning Districts

Prepare Updated Land Use Table

Update Standards to Align with General Plan & Address Community Needs

Consider Flexibility within Standards

Prepare Health-Oriented Code



Healthy Communities Policy

AECOM is currently working with City staff to evaluate the existing zoning code, identify structural impediments to change in Uptown, and identify zoning solutions that address community needs in alignment with General Plan LUE and UDE implementation.

will include a description of the technical expertise needed to establish them as well as any available funding sources or technical resources that would be available to assist the City in their establishment. We will provide City staff with the Draft Funding Matrix and Priority Project Matrix as one deliverable for review and assume the City will provide one set of consolidated comments. These will then be incorporated and a Final combined Funding and Priority Matrix will be completed for inclusion in the Mobility Plan.

Task 5.4 - Deliverables

- Funding Matrix

Task 5.5 — Draft and Final Neighborhood Mobility Enhancement Plan

In Task 5.5, our team will then create the Draft and Final Neighborhood Mobility Enhancement Plan. The NMEP will build off previous tasks and the team will utilize deliverables and materials from these tasks to pull together a permanent and comprehensive mobility plan. The NMEP will incorporate and reflect the Metro Blue Line First Mile/Last Mile Plan, the North

Long Beach Framework Plan for Atlantic Avenue, and the Gateway Cities Complete Streets Master Plan for Artesia Blvd. and be consistent with the City’s General Plan Mobility Element, and Bicycle Master Plan, and include intersection and possible mid-block crossing designs, traffic calming measures, and active transportation features that complement the Land Use and economic strategies of the UPLAN project.

The NMEP will include an implementation strategy that includes immediate, short-term, and long-term actions; a funding survey of federal, state, local public and private funding streams, and unconventional funding sources; and a priority list of projects.

The AECOM Team will create project cut sheets for up to 10 of the top priority projects. Cut sheets will include conceptual design drawings or illustrations that present each project’s dimension, tradeoffs, and benefits as well as cross-sections where applicable. Each cut sheet will also include key performance measure results from the prioritization strategy, such as relative cost, potential demand, safety benefits, and equity variables. These cut sheets will support future grant funding for implementation.

Once the Draft is completed we will present it to City staff, and make revisions based on one set of consolidated comments. We will then edit the Final Plan and present it to both the Planning Commission and City Council.

Task 5 - Deliverables

- Draft Mobility Plan Framework (electronic copy)
- One (1) meeting with City Staff to review Draft Mobility Plan Framework attended by two (2) team members
- Final Mobility Plan Framework (electronic copy)
- Incorporation of Final Mobility Plan Framework findings into one (1) Planning Commission and (1) City Council Study Session and (1) Technical Advisory Committee (TAC) meeting
- Combined Draft Priority Project and Funding Matrix
- One (1) meeting with City Staff to review Draft Mobility Plan Framework attended by two (2) team members
- Combined Final Priority Project and Funding Matrix
- Draft Neighborhood Mobility Enhancement Plan (electronic copy)
- One (1) meeting with City Staff to review the Draft Neighborhood Mobility Enhancement Plan
- Final Neighborhood Mobility Enhancement Plan (electronic copy)
- Presentation at one (1) Planning Commission and (1) City Council Study Session and attendance by (2) AECOM team members

Task 6 — Project Management and Caltrans Coordination

Task 6.0 — Project Management

Task 6 includes AECOM team staff time for project start-up, minutes and agendas, budget and schedule, and ongoing coordination with City and internal team coordination. This also includes quality control, schedule compliance, and ongoing updates with the City and Caltrans Project Managers.

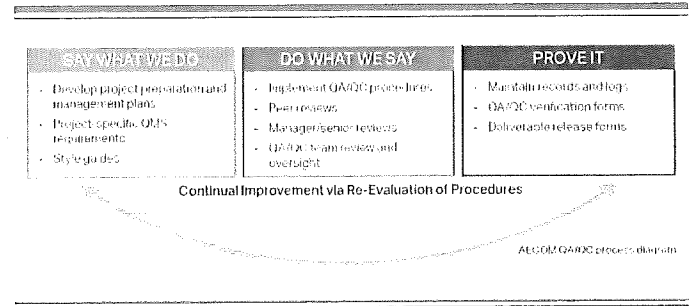
The AECOM team has assumed weekly calls will be necessary during the life of the project to effectively monitor scope, schedule, and budget, and to allow for technical coordination of key staff. As Task Manager, Ryan Wiggins, will run all weekly meetings and provide prompt notes and project status summaries after each meeting.

Task 6.0 - Deliverables

- Meeting agendas and notes for weekly calls (77 in total)

Task 6.1 — Coordination with Caltrans

The AECOM team has assumed a limited budget to provide general support to City staff in order to comply with Caltrans quarterly report requirements.





3 Project Team and Organization



A Visionary Team

Teamwork and creative thinking.

The best ideas emerge from a collaborative process and the coming together of experts who are passionate about what they do.

As illustrated on the Team Organization Chart, on the following page, we have assembled a team consisting of key technical specialists to assist the City of Long Beach in meeting its planning, environmental planning, outreach, and affordable housing goals.

Deanna Weber (Project Manager) and **Christine Babla** (Deputy Project Manager) conform the project management team.

Deanna Weber brings expertise from her ongoing work with the City of Long Beach's Climate Action and Adaptation Plan, as well as nearly 25 years of leading planning and sustainability projects for cities and public agencies across California.

Christine Babla has nearly 20 years of experience in planning and design, and led the Long Beach Downtown Plan, and is currently the project director for the SCAG-funded Uptown UZIP/UPLAN project. Together, this team has worked together in various combinations on a range of successful planning projects for cities across Southern California.

William Anderson (Principal-in-Charge) will provide strategic input to the project management team and will serve as AECOM legal signatory for any contract resulting from this RFP.

Our senior staff members such as Deanna Weber, Christine Babla, William Anderson, Susan Ambrosini, Nancy Bragado, (among others), have public agency planning management experience for large cities, which make us understand the challenges of implementation.

The Uptown Team

We propose to extend our current Uptown UZIP/UPLAN project team, **Susan Ambrosini**, **Nicholle Wright**, and **Christine Babla**, as core team members to continue their work as part of the Uptown Long Beach Neighborhood Mobility Enhancement Plan Phase II. They will be joined by **Ryan Wiggins**, Project Manager, and **Jessica Sisco**, Outreach Lead, who have a career focus in strategic planning, outreach, and capacity building. **Here LA** will continue to provide support for branding, outreach activities, and demonstration projects, and will be joined by **MBI Media** for outreach logistics and translation services. Additionally, we are adding **Toole Design** to our team for mobility planning, to bring recent experience developing Long Beach Vision Zero approach and other local mobility strategies.

The On-Call Team

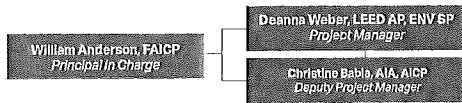
We have proposed an On-Call team with Task Leads to provide oversight for each discipline that the City has described in the RFP, **Will Hoose** (Environmental Planning), **Christine Babla** (Planning, including Zoning and Urban Design), **Jessica Sisco** (Outreach), and **Paul Peninger** (Affordable Housing). Deanna and Christine will work with the City of Long Beach to develop a scope and team approach to staffing for any task order that may arise. They will be supported by a full team of technical specialists, including planners, designers, engineers, economists, and other specialists. Our team has depth and breadth, and some intentional redundancy, so that we will be able to fully support the City of Long Beach over the course of the Uptown Mobility Plan project and as-needed on-call task orders.

PRIME CONSULTANT

AECOM

Contact Information

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Phone: 714-567-2735
Mobile: 949-923-8413
Email: deanna.weber@aecom.com



LEGEND

- - Key personnel
- ① - Here Design Studio, LLC (HERE LA) — (WBE, SBE, DBE)
- ② - McCormick-Busse, Inc. (MBI Media) — (WBE, SBE, DBE, VSBE)
- ③ - BASE Architecture, Planning and Engineering, Inc. — (SEE, MBE, UDBE)
- ④ - Toole Design Group, Inc. — (WBE)
- ⑤ - Yorke Engineering LLC — (SBE, WBE, SLBE)
- ⑥ - Lenax Construction Services, Inc. — (SBE, WBE, DBE, UDRE, CBE)

*All personnel's AECOM ethics is noted

Uptown Neighborhood Mobility Enhancement Plan Phase II	On-Call Professional Consultant Services			
Task Order Project Manager: Ryan Wiggins	Environmental On-Call Lead: Will Hoose	Planning, Zoning, Urban Design Lead: Christine Babla, AIA AICP	Outreach Lead: Jessica Sisco, AICP	Affordable Housing Lead: Paul Peninger
<p>Mobility and Transportation Susan Ambrosini, AICP Rachel Lindt Toole Design ④</p> <p>Zoning and Urban Design Nicholle Wright, AICP Christine Babla, AIA, AICP</p> <p>Economics, Underutilized Land Use Study, Funding Sources, Grant Writing Andrew Kaplan Ryan Wiggins</p> <p>Public Outreach Jessica Sisco, AICP Liz Drake Anabell Cardenas-Viteri HERE LA ① MBI Media ②</p>	<p>Environmental Planning, CEQA/NEPA Fareeha Kabriya, LEED AP Matthew Gerken, AICP Jerry Flores Shannon Ledat Yorke Engineering ⑤</p> <p>Non-Motorized/Active Transportation Susan Ambrosini, AICP Katherine Lee Rachel Lindt HERE LA ①</p> <p>Transportation Planning, Traffic Analysis, Parking Dave Madera, PE TE Noel Casil, PE TE PTOE Vamshi Akkinapally, TE Toole Design ④</p> <p>Cost Estimating Lenax Construction ⑥</p> <p>Sustainability and Resilience Planning Amruta Sudhalkar Claire Bonham-Carter, LEED AP Ryan Wiggins Li Luan, LEED AP</p>	<p>Complete Streets, Urban Design Christine Babla, AIA AICP Tom Hester Cathy Tang Saez, AICP Maria Pedal Susan Ambrosini, AICP</p> <p>Planning and Zoning Nicholle Wright, AICP Susan Ambrosini, AICP Jeff Goldman, AICP Nancy Bragado, AICP Patty Anders</p> <p>Architecture/ADA Compliance Cory Goings Mario Shaw BASE</p> <p>Landscape Architecture Marc Delouvier, PLA, ASLA Anabell Cardenas-Viteri</p> <p>Infrastructure, Civil Engineering Jesus Lopez Barbara Bartholomae</p>	<p>Public Outreach Jessica Sisco, AICP Liz Drake Anabell Cardenas-Viteri HERE LA ① MBI Media ②</p>	<p>Affordable Housing Policy Nancy Bragado, AICP Nicholle Wright, AICP Patty Anders Ryan Wiggins</p> <p>Economics Andrew Kaplan Lucia Fisher</p> <p>Funding Sources, Grant Writing Matthew Gerken, AICP Lincoln James</p> <p>Visualization, Virtual Reality, Graphics, GIS Stephen Paul Anabell Cardenas-Viteri Jason Sokol</p> <p>+ 1200 AECOM professional planning, design, engineering, and technical staff located across AECOM's southern California offices in Long Beach, Los Angeles, Orange, and San Diego.</p>

TEAM MEMBERS COMMITMENT TO THE PROJECT

Team Member	Role	Availability/Commitment to Project
Deanna Weber	Project Manager	30%
Christine Babla	Deputy Project Manager / Zoning and Urban Design Lead	50%
Ryan Wiggins	Mobility Enhancement Plan PM / Economics / Affordable Housing	40%
Jessica Sisco	Public Outreach Lead	25%
Susan Ambrosini	Mobility and Transportation	30%
Nicholle Wright	Zoning and Urban Design / Affordable Housing Policy	55%
Liz Drake	Outreach Specialist	30%
William Anderson	Principal-in-Charge	15%
William Hoose	Environmental On-Call Lead	25%
Fareeha Kibriya	Environmental Planning, CEQA/NEPA	30%
Paul Peninger	Affordable Housing Lead	35%
Nancy Bragado	Planning & Zoning / Affordable Housing	30%
David Madera	Transportation Planning, Traffic Analysis, Parking	40%
Jesus Lopez	Infrastructure, Civil Engineer	35%
Marc DeLouvrier	Landscape Architect	40%
Matt Gerken	Environmental Planning / Founding Sources, Grant Writing	45%
Andrew Kaplan	Economics, Underutilized Land Study	40%
Amruta Sudhalkar	Sustainability and Resilience Planning	40%
Cory Goings	Architectural / ADA Compliance	30%
Stephen Paul	Visualization Virtual Reality, Graphics	40%
Shannon Davis <i>(HERE LA)</i>	Public Outreach, Website & Survey	35%
Amber Hawkes <i>(HERE LA)</i>	Public Outreach, Website & Survey	35%
Matt Maldonado <i>(MBI Media)</i>	Public Outreach & Media Relations	45%
Elizabeth Michel <i>(MBI Media)</i>	Public Outreach & Media Relations	50%
Michael Anderson <i>(BASE)</i>	Architecture / ADA Compliance	30%
Nate Gale <i>(Toole)</i>	Mobility and Transportation	40%
Sagar Onta <i>(Toole)</i>	Traffic Engineer, Mobility and Transportation	30%
Trung Vo <i>(Toole)</i>	Planner, Mobility and Transportation	30%
Sara Head <i>(Yorke)</i>	Air Quality, Greenhouse Gases, Noise Tech Support	25%
Bradford Boyes <i>(Yorke)</i>	Air Quality, Greenhouse Gases, Noise Tech Support	25%
George Elkin <i>(Lenax)</i>	Cost Estimator	25%

Key Team and Task Leads

Each of these key team members and task leaders will be supported by a team of accomplished experts in their respective disciplines, as shown on the Organization Chart.



Deanna Weber, LEED AP BD+C, Env SP
Project Manager

Deanna is an accomplished planner, sustainability consultant, landscape architect and team leader with over 25 years of experience. She leads the AECOM Sustainable Systems Integration team. As Project Manager, Deanna will

provide overall guidance and strategy for the project and will ensure the project team has all resources to deliver exceptional results. Deanna will be the primary contact for the City and is based in our Orange and DTLA offices.



Christine Babla, AIA, AICP
Deputy Project Manager / Planning, Zoning and Urban Design Lead

Christine Babla has over 19 years of experience in urban design and planning. Her project experience includes specific plans, community plans, master plans, streetscape design, design guidelines,

zoning updates, form-based codes, and development of feasibility studies, with a special emphasis on smart growth, TOD, and sustainable design. She led the City of Long Beach Downtown Community Plan, and is currently the Project Director for the Uptown Long Beach UZIP/UPLAN Phase 1 project.



Ryan Wiggins
Mobility Enhancement Plan PM / Economics / Affordable Housing

Ryan has more than 11 years of experience and has played key roles on a variety of projects that focus on comprehensive sustainability. This includes leading climate action and

adaptation plans, affordable housing analysis and policy, mobility planning, economic development, grant writing and technical assistance, and integration of sustainability into community planning documents. He also has a strong background in transportation and land use planning at the regional, state, and federal levels having led diverse coalitions to successfully enact and implement programs that prioritize investing in disadvantaged communities. He is a proud former resident of Long of Beach and looks forward to collaborating with the community.



Jessica Sisco, AICP
Public Outreach Lead

Jessica Sisco specializes in crafting community outreach and engagement plans for multi-cultural communities. She is fluent in Spanish. Jessica has a strong foundation in community and regional planning and outreach to the

underserved which helps her identify the best way to engage various community groups. A strong foundation in community and regional planning and outreach to the underserved helps her to identify the best way to engage various community groups. Ms. Sisco uses social science methodologies and innovative techniques such as video mapping, street ethnography, and participatory photography to strengthen and deepen outreach strategy and to engage the many people that don't attend traditional public meetings. Jessica will work with the Here LA and MBI Media team to implement an effective and inclusive outreach process.



Susan Ambrosini, AICP
Mobility and Transportation

Susan has over 15 years of urban planning experience focused on urban design, land use, transportation, and urban resilience. Susan is adept at managing complex, multi-disciplinary projects ranging from local strategies

and policies to detailed analyses and design concepts. Susan has led numerous innovative mobility projects, including shared street design concepts, multi-modal station access, and port access. She is passionate about stronger land use and transportation planning coordination, which is a focus of many of her projects.



Nicholle Wright, AICP
Zoning and Urban Design / Affordable Housing Policy

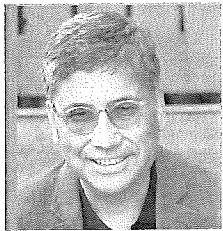
Nicholle Wright is a planner with more than 13 years of professional experience in multidisciplinary land planning and entitlement. She leads technical analysis, research, and policy guidance in the

preparation of specific plans, master plans, zoning codes, and community plans. Her project leadership and experience has focused on regulatory and design solutions for municipalities, creating streamlined regulations that promote community investment. She is knowledgeable about the California Environmental Quality Act (CEQA), Build it Green, and the California Building Code.



Liz Drake, AICP
Outreach Specialist

Liz is a planner with 20 years of experience in land use and policy planning in contexts that range from large scale regions to individual jurisdictions and site specific projects. She will support Jessica Sisco as an outreach specialist. She has strong skills in public involvement, meeting facilitation, and consensus building. Liz has led complex, large-scale outreach, facilitation, and visioning efforts for local governments, regional agencies, and Department of Defense entities.



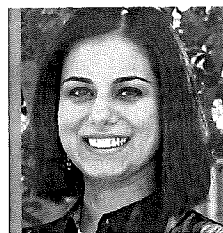
William Anderson, FAICP
Principal-in-Charge

Mr. Anderson is Director of City & Regional Planning at AECOM, Americas within the Design, Planning + Economics studio. His focus is comprehensive planning, urban & development economics, and implementation, working on projects in cities and regions throughout the country and internationally. As project director, he will provide advise to the project management team and will attend key project design sessions at each phase of the project, and will review the team's key deliverables. Bill will be the authorized AECOM representative and authorized signatory for any projects that result from this contract.



William Hoose, AICP
Environmental On-Call Lead

Will is an urban and environmental planner and senior project manager with a diverse array of project experience. He has over 10 years of experience in the planning and environmental planning fields, including the management of complex planning documents and processes, environmental compliance and documentation, technical analyses, regulatory permitting, and group management.



Fareeha Kibriya, LEED AP
Environmental Planning, CEQA/NEPA

Fareeha is an environmental and policy planner with experience ranging from public and private land planning, environmental compliance, and socioeconomics. Fareeha will work with the team to evaluate proposed design solutions for CEQA compliance.



Paul Peninger
Affordable Housing Lead

Paul is the Director of AECOM's Design, Planning and Economics practice in the Pacific region of the U.S. He specializes in applying rigorous economic analysis to complex urban development, policy, planning and finance projects. He has 23 years of experience in affordable housing policy, transit-oriented development, real estate feasibility analysis, transaction support, and community development.



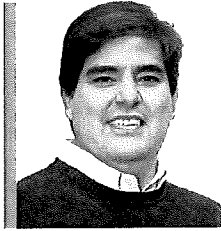
Nancy Bragado, AICP
Planning & Zoning / Affordable Housing

Nancy is an urban planner with more than 30 years of experience developing comprehensive plans and implementation programs. Nancy is currently working as extension of staff with the County of San Diego on a variety of projects with a focus on housing and zoning code issues. She has assisted the core County staff team with development of a Housing Affordability Strategy that was approved by the Board of Supervisors in October 2018. The housing work involved drafting options for potential Transfer of Development Rights and Inclusionary Housing programs, presenting at public workshops, and assisting with other permit streamlining and regulatory relief initiatives. She is continuing to advance the County's housing strategy work program as the Project Director for the County's Land Development Code Update.



David Madera, PE, TE
Transportation Planning, Traffic Analysis, Parking

Dave is a registered Civil and Traffic Engineer with over 19 years of technical and professional experience traffic and transportation engineering, ITS planning and design, traffic signal and transit engineering design, and transportation planning, and construction management. Specific traffic and electrical engineering experience includes signing, striping, stage construction/traffic control, traffic signal, communication systems, Intelligent Transportation Systems (ITS), lighting plans, specifications and estimates for city, county and Caltrans highway facilities.



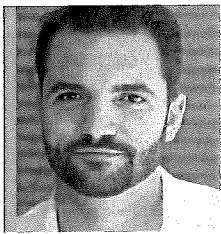
Jesus Lopez, PE
Infrastructure, Civil Engineering

Jesus has more than 20 years of experience with responsibilities that have included design tasks for numerous water/recycled water pipelines and sewer/storm drain projects. He has been involved in underground utility searches, alignment route studies, horizontal and vertical alignments, utility relocations, hydraulic system analysis, public agency coordination, and plans, specifications and estimates.



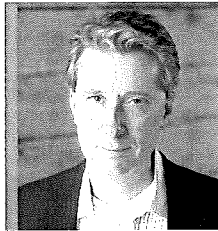
Amruta Sudhalkar
Sustainability and Resilience Planning

Amruta has experience in providing technical and policy-based guidance on sustainability and resilience planning to public sector clients. Amruta has developed greenhouse gas (GHG) inventories and climate change mitigation plans for various local governments, and co-built decision support tools related to climate action planning. In the area of climate adaptation planning, Amruta has conducted vulnerability and risk assessments of infrastructure and community assets, and developed adaptation strategies to withstand impacts of climate stressors.



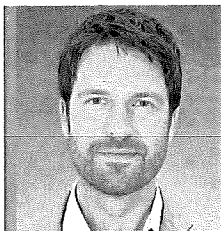
Marc Delouvrier, PLA, ASLA
Landscape Architect

Marc leads a team of designers as Senior Landscape Architect at AECOM. With over 13 years of experience on high profile, large scale urban projects. Marc leads and manages the design and implementation of all landscape design efforts such as Gumbiner Park in Long Beach. As senior landscape architect, Marc will support the team with strategic environmentally sensitive and memorable landscape architectural solutions. Marc's landscape projects highlight his interests in striving for a compelling and effective landscape design.



Cory Goings
Architecture

Cory Goings is a project executive with over twenty years of experience successfully delivering major corporate, commercial, residential, mixed-use and transit-oriented development projects. Cory has led and overseen major projects from design through construction administration, and successfully managed teams and coordinated with clients throughout the construction process.



Matt Gerken, AICP
Environmental Planning / Founding Sources, Grant Writing

Matthew is a senior urban and environmental planner who has served a variety of clients on a wide range of municipal planning and environmental assignments. He has experience with specific plan preparation, comprehensive general plan preparation, climate action planning, zoning code updates, planning-oriented public outreach, and CEQA and NEPA environmental documentation.



Stephen Paul
Visualization, Virtual Reality, Graphics

Stephen is Director of Visualization and Immersive Technology for AECOM. His responsibilities include supervising all aspects of 3D and 2D animation and image production for public and private clients including DOT agencies nationwide.



Andrew Kaplan
Economics, Underutilized Land Study

Andrew brings a background in land economics, strategy consulting, and real estate development and is experienced with market assessment, feasibility analysis, fiscal and economic impact analysis, public financing, and public-private joint-venture negotiation and support.

Our Trusted Subconsultants

We are very pleased and excited to be partnering with a number of firms to round out our project team for the City of Long Beach. Each of these firms has been chosen because of their particular expertise relating to planning, mobility, environmental planning, outreach, or implementation, as well as their experience working with both the City of Long Beach and AECOM. Together, they bring a deep understanding of Long Beach from a community and planning perspective.

Here Design Studio, LLC, (HERE LA) — is a certified City of Long Beach Small Business Enterprise (SBE), Woman-Owned Business Enterprise (WBE), and Disadvantaged Business Enterprise (DBE) with expertise in urban design, public outreach, and branding. Here LA is currently working with the City of Long Beach and AECOM on the SCAG-funded Uptown UZIP/UPLAN project.

MBI Media, McCormick-Busse, Inc. (MBI) — is a certified City of Long Beach Small Business Enterprise (SBE), Woman-Owned Business Enterprise (WBE), and Disadvantaged Business Enterprise (DBE) strategic communications firm with over 27 years of expertise in facilitating community dialogue and outreach campaigns for a wide variety of projects.

For this project, MBI is represented by President and CEO Mary McCormick, who has led MBI in projects such as the Climate Action and Adaptation Plan, the new Long Beach Civic Center, World Ports Climate Initiative, Sound Energy Solutions, City of Long Beach Medical Marijuana Task Force, and Clean Air Action Plan.

BASE — a SBA certified, a certified Small Business Enterprise (SBE) and a minority-owned business enterprise (DBE/MBE), is an urban design, architecture, planning and civil engineering firm. Established in 2003 in Los Angeles, they have expanded their services with additional offices in San Diego and Philadelphia. BASE provides architectural design, urban design, master planning, ADA compliance, sustainable design, LEED certification and construction support. For this effort, BASE can provide support services related to architectural design, ADA compliance, outreach, and affordable housing.

Toole Design — is the nation's leading planning, engineering and landscape architecture firm specializing in bicycle and pedestrian transportation. Toole Design is committed to designing and building spaces where people can move freely and intuitively, enjoying the experience and becoming a part of the community instead of just moving through it. Toole's success is built on collaborative partnerships with their clients, and thinking that goes beyond conventional solutions. For 15 years, they have transformed the way people move, and helped communities thrive.

Yorke Engineering, LLC — Yorke Engineering, LLC has assisted over 850 customers with their Air Quality and Environmental compliance, engineering, and permitting issues. Their philosophy is to efficiently help Government and Industrial customers with the complex array of Environmental rules and regulations issued by the local, state and federal agencies. From simple permits to complex agency negotiations, from small companies to the largest of California's organizations, Yorke Engineering has successfully helped solve our clients' Air Quality and Environmental issues in a cost effective and efficient manner.

Yorke Engineering staff of 40 technical specialists has over 650 years of combined environmental experience and consists of engineers that specialize in Air Quality, Waste, Water, CEQA, and Safety. For this effort, Yorke Engineering will provide services to support Environmental Planning On-Call efforts.

Lenax Construction Services, Inc. — LENAX provides professional support for a broad spectrum of projects and sectors, with a special focus on the Southern California region. Since 1993, Lenax Construction Services, Inc. (LENAX) has provided quality construction consulting services to a diverse range of engineering, design, construction firms, and public sector owners. Recent projects include cost estimating for the Long Beach Airport, the County of Los Angeles, and the City of Los Angeles.

Subconsultants Key Team Members



Shannon Davis — HERE LA
Public Outreach, Website & Survey

Shannon co-leads Here LA, an interdisciplinary design and planning practice and has worked on a number of private, public, and non-profit sector projects within the fields of urban design and planning. For this project, Shannon will use her creative approach to public outreach and consensus building to ensure the community and stakeholder voices are heard and documented effectively.



Amber Hawkes, AICP — HERE LA
Public Outreach, Website & Survey

Amber Hawkes co-leads Here LA Design Studio, an interdisciplinary design and planning practice. Amber has worked on vision and master planning projects for cities and clients throughout the US and California. Amber will co-lead the outreach effort for this project including all creative and cost effective outreach materials including graphics, fact sheets, social media and innovative engagement strategies.



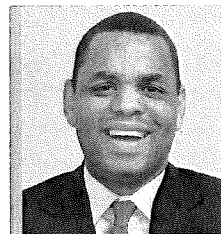
Matt Maldonado — MBI Media
Public Outreach and Media Relations

Matt has extensive experience in digital marketing and communications, which has provided the foundation for his current work as the Senior Project Manager at MBI. He has led multiple outreach campaigns in a range of industries and now oversees and manages our multi-disciplinary, diverse and dynamic team to deliver integrated solutions for all of our projects. Matt has the ability to manage complex, multi-phased projects. He works with each project manager and supports the project team to make sure every project is a success. Currently, he is handling Senior Project Manager public outreach responsibilities for the California High Speed Rail Authority's Palmdale to Burbank Project Section and Metro's new Emergency Security Operations Center, located in the Downtown Los Angeles Arts District.



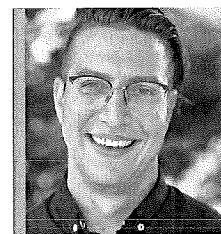
Elizabeth Michel — MBI Media
Public Outreach and Media Relations

Elizabeth brings a background of effective client and customer service experience to the table. She is motivated and highly organized, working effectively and efficiently to meet all deadlines. From the beginning of each project, she does extensive research until she understands everything. This allows her to effectively assist the project management team with all tasks throughout the life of a project. As Project Manager, Elizabeth is responsible for handling project-related tasks or activities, ensuring they are completed as requested.



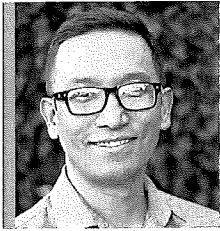
Michael Anderson, AIA, NOMA — BASE
Architecture / ADA Compliance Support

Michael, a founding Partner of BASE Architecture, has over 30 years of experience in architecture, urban planning, construction and real estate development. Since starting BASE in 2003, he has advocated for projects that benefit the greater public needs including economic redevelopment strategies in the market segments of transit and transportation, education, civic, healthcare, and residential. Mr. Anderson endeavors to use the design of buildings, streets and neighborhoods to create communities of balanced incomes, improving quality of life.



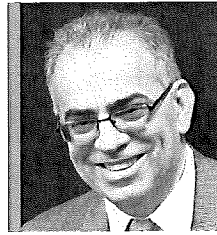
Nat Gale — Toole Design
Mobility and Transportation

Nat is Toole Design's Southern California Office Director. Nat joined Toole Design after nine years with the City of Los Angeles, most recently as the Director for LADOT's Vision Zero program. There he led a team focused on policy, programs, and projects that prioritize the safety of the most vulnerable users on our streets.



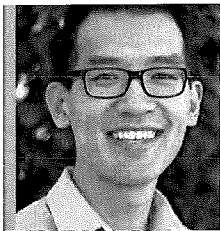
Sagar Onta, PE, PTOE — Toole Design
Traffic Engineer, Mobility and Transportation

Sagar has professional experience in traffic operations, transportation engineering, and planning. He is also a licensed Professional Traffic Operations Engineer with an in-depth understanding of traffic signals, roadway geometry and traffic simulations. He has worked on numerous traffic operational studies, signal timing plans, traffic impact studies, parking studies, roundabout design and operation plans, and long range transportation systems plans throughout his career.



George Elkin, CPE — Lenax
Cost Estimating Manager

George is a civil engineer, construction manager, and Certified Professional Estimator (CPE) with more than 38 years of experience in all phases of construction and project management. He has served as a claims/expert witness and is highly skilled in estimating, scheduling and budget control. His work specialties include design-to-construction cost estimating, value engineering support, claims support, as well as detailed change order review and negotiation.



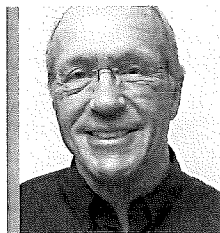
Trung Vo, PE, AICP — Toole Design
Planner, Mobility and Transportation

Trung is a project planner and professional engineer with both public and private sector experience in developing and implementing multimodal transportation projects, programs, and policies. Trung specializes in bicycle and pedestrian planning and design, public engagement, and project prioritization and evaluation.



Sara Head, QEP — Yorke
Air Quality, Greenhouse Gases, Noise Tech Support

Sara has 40+ years of experience in environmental permitting and compliance. She oversees projects that require environmental review documents under the California Environmental Quality Act (CEQA) and/or National Environmental Policy Act (NEPA), in addition to preparing air quality impact, health risk assessment (HRA), and greenhouse gas (GHG) analyses for these documents.



Bradford Boyes, QEP — Yorke
Air Quality, Greenhouse Gases, Noise Tech Support

Bradford has 39 years of experience working with numerous entities in California and other states on a variety of technical and regulatory issues, including new construction and operating permits, operating compliance programs, source compliance demonstration programs, ambient air monitoring, meteorological measurements, criteria, greenhouse gas (GHG), and air toxics emissions inventories, California Environmental Quality Act (CEQA) air quality, GHG, and noise impact assessments, air toxics health risk assessments (HRAs), and GHG reduction strategies.

EXHIBIT “B”

Cost Proposal

UPTOWN LONG BEACH NEIGHBORHOOD MOBILITY ENHANCEMENT PLAN PHASE II
 Consultant Team Estimated Budget1

	AECOM (Prime)	Toole (Transportation Sub)	PI (Outreach Sub)	HERE LA (Outreach Sub)	Estimated Budget Total**
Section 7.1 Uptown Long Beach Neighborhood Mobility Enhancement Plan Phase II Task					
TASK 1. Project Initiation					
1.1 Kick-off Meeting	\$8,365				\$8,365
Task 1 Total	\$8,365				\$8,365
TASK 2. Community Engagement and Capacity Building					
2.1 Community Engagement and Partnership Plan	\$7,400		\$10,900	\$900	\$19,200
2.2 Resident Livability Summit	\$8,900	\$2,350	\$18,800		\$30,050
2.3 UPLAN Advisory Group	\$11,000	\$3,500	\$4,200		\$18,700
2.4 Emerging Community Leaders Group	\$21,500	\$3,400	\$44,300		\$69,200
2.5 Neighborhood Empowerment Framework (Toolkit)	\$22,200	\$2,560	\$66,750	\$0	\$91,510
2.6 Community-Informed Walkability Audits (Up to 4)	\$4,900	\$12,704	\$3,000	\$0	\$20,604
2.7 Community Demonstration Projects (2 events)	\$7,300	\$6,352		\$30,000	\$43,652
2.8 Open House	\$5,540	\$2,204	\$8,000		\$15,744
2.9 Technical Advisory Committee (Up to 4 meetings)	\$11,000	\$3,176	\$2,400		\$16,576
2.10 Planning Commission and City Council Study Sessions (4 meetings)	\$13,921		\$10,000		\$23,921
2.11 Project Branding, Webpage, City E-blasts, and Social Media	\$20,231				\$20,231
2.12 Online Engagement Tools	\$22,695				\$22,695
2.13 Concise Summary: Key Considerations for Tasks 3, 4, and 5; Goals and Objectives	\$9,600		\$5,500	\$0	\$15,100
Task 2 Total	\$166,187	\$36,246	\$173,850	\$30,900	\$407,183
TASK 3. Background Studies and Needs Assessments					
Task 3.1 Community Access and Connectivity Study	\$26,095	\$28,650			\$54,745
Task 3.2 Underutilized Land Use Study (Hotel and Motel Feasibility)	\$48,555				\$48,555
Task 3.3 Housing Policy Evaluation	\$18,437				\$18,437
Task 3 Total	\$93,087	\$28,650			\$121,737
TASK 4. Zoning Code Update					
Task 4 Total	\$46,189				\$46,189

UPTOWN LONG BEACH NEIGHBORHOOD MOBILITY ENHANCEMENT PLAN PHASE II						
Consultant Team Estimated Budget1						
Section 7.1 Uptown Long Beach Neighborhood Mobility Enhancement Plan Phase II Task	AECOM (Prime)	Toolie (Transportation Sub)	PI (Outreach Sub)	HERE LA (Outreach Sub)	Estimated Budget Total**	
TASK 5. Neighborhood Mobility Enhancement Plan						
5.1 Mobility Plan Framework Report	\$21,467					\$21,467
5.2 Evaluation of Complementary Plans and Priority Project Matrix		\$13,312				\$13,312
5.3 Project and Program Prioritization	\$4,855	\$8,024				\$12,879
5.4 Funding Matrix	\$9,841	\$5,792				\$15,633
5.5 Neighborhood Mobility Enhancement Plan	\$23,618	\$14,970		\$5,000		\$43,588
Task 5 Total	\$59,781	\$42,098		\$5,000	\$0	\$106,879
TASK 6. Project Management						
6.0 Project Management	\$30,275					\$30,275
6.1 Caltrans Coordination	\$2,304					\$2,304
Task 6 Total	\$32,579					\$32,579
PROJECT TOTAL	\$406,188	\$106,994		\$178,850	\$30,900	\$722,932

**Fees identified are inclusive of any ODCs, such as materials or workshop prints

B. AECOM Cost Rate Sheets: Uptown NMEP and On-Call Services

The following Rate Sheets are provided as billing rates for AECOM related to the performance of services as outlined in Section 7.1 for the Uptown Long Beach Neighborhood Mobility Enhancement Plan, Phase I and On-Call services as outlined in Section 7.3 of the RFP.

Key Assigned Staff	Role	FY19/19	Rate	FY20	FY21	FY22	Future Rate (Optional)	FY23
Deanna Weber	Project Manager	\$223.58	\$230.29	\$237.20	\$244.32	\$251.65		
Christine Baba	Deputy Project Manager/Planning, Zoning and Urban Design Lead	\$190.97	\$196.70	\$202.60	\$208.68	\$214.94		
Ryan Wiggins	Mobility Enhancement Plan Project Manager / Economics / Affordable Housing	\$150.00	\$154.50	\$159.14	\$163.91	\$168.83		
Jessica Sisco	Public Outreach Lead	\$145.11	\$149.46	\$153.95	\$158.57	\$163.33		
Liz Drake	Outreach Specialist	\$195.78	\$201.66	\$207.71	\$213.94	\$220.35		
Susan Ambrosini	Mobility and Transportation	\$210.29	\$216.59	\$223.09	\$229.78	\$236.68		
Nichole Wright	Zoning and Urban Design / Affordable Housing Policy	\$140.63	\$144.85	\$149.19	\$153.67	\$158.28		
William Anderson	Principal-in-Charge	\$318.38	\$327.93	\$337.77	\$347.90	\$358.34		
Will Hoose	Environmental On-Call Lead	\$236.80	\$243.90	\$251.22	\$258.76	\$266.52		
Farasha Kabrya	Environmental Planning, CEQA/NEPA	\$191.67	\$197.42	\$203.34	\$209.44	\$215.72		
Paul Penninger	Affordable Housing Lead	\$296.21	\$305.09	\$314.25	\$323.68	\$333.39		
Nancy Bragado	Planning & Zoning, Affordable Housing	\$206.09	\$212.27	\$218.64	\$225.20	\$231.96		
Dave Madera	Transportation Planning, Traffic Analysis, Parking	\$205.22	\$211.37	\$217.72	\$224.25	\$230.98		
Jesus Lopez	Infrastructure, Civil Engineer	\$164.37	\$169.30	\$174.38	\$179.61	\$185.00		
Marc DeLouwer	Landscape Architect	\$135.03	\$139.08	\$143.25	\$147.55	\$151.97		
Matt Gerken	Environmental Planning / Founding Sources Grant Writing	\$213.65	\$220.05	\$226.66	\$233.46	\$240.46		
Andrew Kaplan	Economics, Underutilized Land Use Study	\$228.85	\$235.71	\$242.78	\$250.06	\$257.57		
Claire Bohann Carter	Principal Sustainability Specialist	\$295.82	\$304.69	\$313.83	\$323.24	\$332.94		
Amruta Sudhakar	Sustainability and Resilience Planning	\$149.14	\$153.61	\$158.22	\$162.97	\$167.86		
Cory Goings	Principal Architect	\$206.56	\$212.76	\$219.14	\$225.71	\$232.49		
Stephen Paul	Visualization Virtual Reality, Graphics	\$125.99	\$129.77	\$133.66	\$137.67	\$141.80		
Carly Tang	Urban Designer	\$127.00	\$130.81	\$134.73	\$138.77	\$142.93		
Maria Padal	Urban Designer	\$127.00	\$130.81	\$134.73	\$138.77	\$142.93		
Vanshi Akkinapally	Transportation Planner	\$155.00	\$159.65	\$164.43	\$169.37	\$174.45		
Noel Casil	Transportation Engineer	\$213.65	\$220.05	\$226.66	\$233.46	\$240.46		
Lincoln James	Grant Writer	\$213.65	\$220.05	\$226.66	\$233.46	\$240.46		
Lucia Fisher	Economist	\$113.65	\$117.05	\$120.57	\$124.18	\$127.91		

Supporting Team Members*

Staff Position Category**	Role	FY19/19 Rate***
Administrative		\$90.00
Technical Specialist I		\$90.00
Technical Specialist II		\$105.00
Technical Specialist III	Engineer, Environmental Engineer, Scientist, etc	\$130.00
Technical Specialist IV	GIS Specialist, etc	\$160.00
Technical Specialist V		\$195.00
Graphic Artist I		\$70.00
Graphic Artist II		\$105.00
Designer I		\$90.00
Designer II	Architect	\$110.00
Designer III	Landscape Architect, Urban Designer	\$160.00
Designer IV		\$160.00
Designer V		\$195.00
Project Manager/Planner I	Project Manager, Planner, Economic Planner, Environmental Planner, Mobility Planner	\$95.00
Project Manager/Planner II		\$110.00
Project Manager/Planner III		\$135.00
Project Manager/Planner IV		\$160.00
Project Manager/Planner V		\$195.00
Technical Editor/Word Processor I		\$85.00
Technical Editor		\$110.00
Principal Director, Senior Project Manager		\$220.00
Principal Director II, Senior Director		\$250.00
Vice President / Associate Vice President		Varies

* Due to the broad range of technical staff identified in the RFP, categories of staff have been condensed and summarized.

** Staff may move among categories depending upon project role and staff progression during the contract term. Rates are further subject to adjustment based on negotiated contract and task order terms.

*** 3% Escalation annually for Supporting Team Members will apply.

C. Subconsultant Cost Rate Sheets: Uptown NMEP and On-Call Services

The following Rate Sheets are provided as billing rates for all subconsultants related to the performance of services as outlined in Section 7.1 for the Uptown Long Beach Neighborhood Mobility Enhancement Plan, Phase II and On-Call services as outlined in Section 7.3 of the RFP.

BASE Rate Sheet (Architecture/ADA Compliance)

Staff Position Category	2018 Rate*
Senior Principal	\$255,000
Principal	\$220,000
Senior Project Manager	\$205,000
Project Manager	\$185,000
Senior Project Architect	\$205,000
Project Architect	\$190,000
Senior Architect	\$195,000
Architect III	\$185,000
Architect II	\$175,000
Architect I	\$165,000
Senior Designer	\$190,000
Designer III	\$175,000
Designer II	\$140,000
Designer I	\$105,000
Senior ADA Coordinator	\$165,000
Certified Access Specialist (CASp)	\$155,000
ADA Assessor III	\$133,000
ADA Assessor II	\$115,000
ADA Assessor I	\$95,000
Senior Planner	\$195,000
Planner III	\$175,000
Planner II	\$140,000
Planner I	\$105,000
Sr. CAD/BIM Designer	\$190,000
CAD/BIM Designer III	\$175,000
CAD/BIM Designer II	\$140,000
CAD/BIM Designer I	\$105,000
Construction Administration III	\$160,000
Construction Administration II	\$135,000
Construction Administration I	\$110,000
Project Administration	\$95,000

*Fully burdened rates, assume 3% annual escalation

Here LA Rate Sheet (Outreach)

Staff Position Category	2018 Rate*
Principal	\$175,000
Senior Urban Planner	\$125,000
Urban Designer II	\$100,000
Urban Designer I	\$75,000
Intern/Administrative	\$60,000

*A 3% escalation will apply annually to listed rates.

MBI Media Rate Sheet (Outreach)

Staff Position Category	2018 Rate*
Task Lead/Principal In Charge	\$167,040
Senior Project Manager	\$128,160
Resource Project Manager	\$97,920
Project Manager	\$95,040
Deputy Project Manager	\$80,640
Account Coordinator 2	\$66,240
Account Coordinator 1	\$51,840
Graphic Designer	\$103,680

*A 3% escalation will apply annually to listed rates.

Yorke Rate Sheet (Environmental Planning)

Staff Position Category	2018 Rate*
Principal Engineer/Scientist II	\$223,000
Principal Engineer/Scientist I	\$215,000
Senior Engineer	\$199,000
Senior Scientist/Project Manager	\$187,000
Engineer	\$170,000
Scientist	\$156,000
Staff	\$114,000
Clerical/Project Support	\$85,000

*Labor rates increase by 3.5% rounded to the nearest dollar each year starting January 1st, 2019. Subcontracted services, such as source testing, will have a subcontractor markup of 10%. Overtime, if required, will be billed at 1.3 times the listed rate.

Lenax Rate Sheet (Cost Estimating)

Staff Position Category	Member	2018 Rate*
Estimating Manager	George Elkin	\$248,000
Lead Estimator (Environmental)	Joe Miller	\$251,000
Sr. Electrical Estimator	Ella Stritsky	\$207,000
Sr. Estimator	Kenn Marr	\$178,000
General Estimator	Patrick Boongrapu	\$141,000

*The above rates include overhead and profit. Mileage will not be charged on this contract. In-house printing of up to 100 single-page prints will not be charged to the contract. If LENAX is required to go externally for larger print jobs, than LENAX will charge the client the actual cost of the printing without any mark-up.
 The above rates are in effect through December 31, 2020. A 3% escalation will be added to each additional year after the 2020 calendar year.

Tooie Rate Sheet (Transportation Planning & Parking)

Staff Position Category	Member	2018 Rate
Planning Lead	Nat Gale	\$221,000
Senior Engineer	Sager Onta	\$179,000
Project Planner	Trung Vo	\$132,000
Planner	Rachal Finfer	\$92,000
Planner II	Michèle Scanze	\$108,000

Notes:

- Staff may change classification during the contract term
- Rates valid for initial contract period of 2 years ending 12/31/2020
- Additional staff may be added during the contract term

Prevention Institute
Subconsultant – Uptown NMEP
Rate Sheet

	Rates by Level	
	<i>Hourly Rate</i>	<i>Daily Rate</i>
Executive	\$ 238.61	\$ 1,908.89
Professional	\$ 117.70	\$ 941.62
Administrative	\$ 64.71	\$ 517.70

EXHIBIT “C”

City’s Representative:

Director of Development Services or Designee

EXHIBIT “D”

Materials/Information Furnished: None

EXHIBIT “E”

Consultant’s Key Employee:
Ryan Wiggins, Senior Associate