The City Council, with certain statutory exceptions, can only take action upon properly posted and listed agenda items.

Unless otherwise noted in the Agenda, the Public can only comment on City-related businesses that are within the jurisdiction of the City Council and/or items listed on the Agenda during the Public Communications portion of this Meeting. The time limit for comments is five (5) minutes per person.

Before speaking to the City Council, please come to the podium and state: Your name, residence, and the organization you represent, if desired. Please respect the time limits.

In compliance with the Americans and Disabilities Act, if you need special assistance to participate in this meeting, please contact the City Clerk, 524-2305. Please notify 48 hours prior to the meeting, which will enable the City to make reasonable arrangements to ensure accessibility to this meeting.

CONTINUED MEETING (FROM JUNE 19, 2018) OF THE EL SEGUNDO CITY COUNCIL
MONDAY, JUNE 25, 2018, 9:00 AM

CALL TO ORDER

PLEDGE OF ALLEGIANCE – Council Member Scot Nicol

ROLL CALL

PUBLIC COMMUNICATIONS – (Related to City Business Only) – 5 minute limit per person, 30 minute limit total) Pursuant to Government Code § 54954.3(a), the only public comment that will be permitted during this Special Meeting is that pertaining to the agenda item listed below. Individuals who have received value of $50 or more to communicate to the City Council on behalf of another, and employees speaking on their behalf of their employer, must so identify themselves prior to addressing the City Council. Failure to do so shall be a misdemeanor and punishable by a fine of $250. While all comments are welcome, the Brown Act does not allow Council to take action on any item not on the agenda. The Council will respond to comments after Public Communications is closed.

CITY COUNCIL COMMENTS – (Related to Public Communications)
A. PROCEDURAL MOTIONS

Consideration of a motion to read all ordinances and resolutions on the Agenda by title only.
Recommendation - Approval

B. UNFINISHED BUSINESS

1. Consideration and possible action to direct staff to submit a revised Scope of Work and Budget/Schedule, which are attachments to a pending grant agreement for Transit Oriented Development Planning Grant from Los Angeles County Metropolitan Transit Authority (Metro) to Metro reflecting the City's intention to not include a Housing Study in the grant project. (Fiscal Impact: approximately $423,000 of matching funds from the General Plan Maintenance Fund, plus staff time)

RECOMMENDATION – 1) Receive and file the revised Scope of Work and revised Budget/Schedule for a Transit Oriented Development Planning Grant, Round 5, from the Metropolitan Transit Authority, and direct staff to submit said documents to Metro in fulfillment of the grant obligations; 2) Adopt Resolution No. XXXX; 3) Alternatively, discuss and take other possible action related to this item.

C. CONSENT

All items listed are to be adopted by one motion without discussion and passed unanimously. If a call for discussion of an item is made, the item(s) will be considered individually under the next heading of business.

2. Zone Text Amendment to the Corporate Office Zone

Consideration and possible action regarding Environmental Assessment No. EA-1218, General Plan Amendment No. GPA 18-01 and Zone Text Amendment No. ZTA 18-01 to: 1) Approve a Negative Declaration in accordance with CEQA; 2) Amend text in the Corporate Office section of the General Plan Land Use Element; and, 3) Amend certain sections in Title 15 of the El Segundo Municipal Code pertaining to the permitted uses, permitted accessory uses and conditionally permitted uses allowed in the Corporate Office (CO) Zone of the City.
Address: Corporate Office (CO) Zone of El Segundo
(Fiscal Impact: None with this action.)

RECOMMENDATION – 1) Waive second reading and adopt Ordinance No. 1569 for Environmental Assessment No. EA-1218, General Plan Amendment No. GPA 18-01 and Zone Text Amendment No. ZTA 18-01; and/or, 2) Alternatively, discuss and take other possible action related to this item.
3. Consideration and possible action regarding adoption of a resolution establishing financial incentives to attract lateral police officers, police academy graduates, pre-service and police cadets to apply at the City of El Segundo Police Department. Additionally, the Department seeks to acquire the services of a marketing firm to support the marketing of these and other recruiting initiatives (Fiscal Impact: To Be Determined).

RECOMMENDATION – 1) Approve staff’s soliciting of proposals from marketing firms; 2) Adopt a resolution outlining incentive cash amounts, stipulations and disbursement schedules related to lateral entry police officer applicants, academy graduates, entry level and police cadets; and increasing the current Recruiting Incentive paid to the Department’s police officers; and/or 3) Alternatively, discuss and take other action related to this item.

CLOSED SESSION
The City Council may move into a closed session pursuant to applicable law, including the Brown Act (Government Code Section §54960, et seq.) for the purposes of conferring with the City’s Real Property Negotiator; and/or conferring with the City Attorney on potential and/or existing litigation; and/or discussing matters covered under Government Code Section §54957 (Personnel); and/or conferring with the City’s Labor Negotiators.

REPORT OF ACTION TAKEN IN CLOSED SESSION (if required)

ADJOURNMENT

POSTED: DATE: 02/21/18
TIME: 6:00 PM
NAME: [Signature]
EL SEGUNDO CITY COUNCIL
AGENDA STATEMENT

MEETING DATE: June 25, 2018
AGENDA HEADING: Continued Business

AGENDA DESCRIPTION:
Consideration and possible action to direct staff to submit a revised Scope of Work and Budget/Schedule, which are attachments to a pending grant agreement for Transit Oriented Development Planning Grant from Los Angeles County Metropolitan Transit Authority (Metro) to Metro reflecting the City’s intention to not include a Housing Study in the grant project. (Fiscal Impact: approximately $423,000 of matching funds from the General Plan Maintenance Fund, plus staff time)

RECOMMENDED COUNCIL ACTION:

1. Receive and file the revised Scope of Work and revised Budget/Schedule for a Transit Oriented Development Planning Grant, Round 5, from the Metropolitan Transit Authority, and direct staff to submit said documents to Metro in fulfillment of the grant obligations;
2. Adopt Resolution No. XXXX;
3. Alternatively, discuss and take other possible action related to this item.

ATTACHED SUPPORTING DOCUMENTS:

1. Cover Letter to Metropolitan Transit Authority requesting modification of the Scope of Work for Round 5 Transit Oriented Planning Grant, dated June 21, 2018 (provided under separate cover);
2. Revised Attachment A—Project Schedule and Budget (redline and clean versions);
3. Revised Attachment B—Scope of Work (redline and clean versions)
4. Revised Resolution XXXX

FISCAL IMPACT: None to General Fund. Approximately $423,000 of matching funds from the General Plan Maintenance Fund, plus staff time.

STRATEGIC PLAN:

Goal: 4a. Physical infrastructure supports appealing, safe, effective city.
Goal: 5b. Approach work in a financially strategic and responsible way.

PREPARED BY: Gregg McClain, Planning Manager

REVIEWED BY: Sam Lee, Planning and Building Safety Director

APPROVED BY: Greg Carpenter, City Manager

At the June 19 City Council meeting Staff was directed by the Council to prepare a request to the Metropolitan Transit Authority (Metro) to allow the City to submit a Scope of Work for the Round 5 Transit Oriented Planning Grant that does not include a Housing Study, as described in our grant application.
Scope of Work

Staff revised the Scope of Work in the following ways:

- The Housing Study task was deleted as were all references to the Study.
- The Mobility Study task was renamed and new areas of study were identified.

The Mobility study is proposed to be called the Enhanced Mobility and Commuter Study. Based on comments from the June 19 meeting, additional focus areas are described for this study. In particular, using Metro’s First Mile, Last Mile tool as a framework, the Study now proposes to analyze and survey residents within one mile of a Green Line Station in El Segundo to determine commuting patterns, attitudes toward the Green Line as a commuting option, and disincentives and barriers to its use. This part of the Study is intended to address the connectivity between potential riders and the stations, and to understand how the intervening space (industrial and commercial areas) may hinder or prevent residents from using the Green Line.

Another new study area is aimed at understanding who works in the project area, where they commute from and how they arrive to work and move about within the area, such as for lunch. This information will be valuable in addressing ways to remove disincentives for workers to use transit.

These new study areas are proposed to be funded by transferring Metro Grant funds from the Housing Study task and will be on top of the elements already planned for the Mobility Study.

Budget and Schedule

Staff also revised the Budget-Schedule document as follows:

- Community Outreach and Stakeholder Engagement task was reduced by $29,000, all from the Metro Grant.
- The Housing Study task was deleted and budget distributed to other tasks.
- The Mobility Study task was renamed and increased by $35,000.
- The EIR task is proposed to be increased by $50,000.

The thought behind originally funding outreach at such a high level was based on the foreknowledge that the housing question would be controversial and additional efforts at gathering community inputs would be warranted. With Housing removed from the Scope, this portion of the budget can be reduced and the savings applied to the enhanced Mobility task.

The portion of City matching funds devoted toward the Housing Study is largely being reallocated toward the EIR, with a small portion going the Enhanced Mobility Study. Staff recommends to that City Council allow us to budget an additional $50,000 from the General Plan Maintenance Fund toward the EIR task for the following two reasons: 1) The City Attorney indicated previously that the funding for the EIR task is possibly on the low side. Although Staff believes the amount is adequate, it is not unreasonable that it could run a bit higher. 2) The other reason for increasing our funding match is to demonstrate our good faith commitment to Metro. Since we are requesting a deviation from our application proposal, it is good to up our stake in the outcome. This is entirely at the discretion of the City Council and can be removed from the Scope and budget if so directed.
Resolution

The resolution that Metro needs to initiate the process of funding our grant was also revised by adding a section that alerts Metro that the City will not study housing with this grant.

Recommendation

Staff recommends that the City Council receive and file the revised Scope of work and the revised Schedule/Budget, and that the Council approve the revised resolution accepting the grant from Metro.
June 21, 2018

Desiree Portillo-Rabinov
Metro Los Angeles
1 Gateway Plaza
Los Angeles, CA 90012-2952

Dear Ms. Portillo-Rabinov:

First, I want to thank you and Metro for granting the City of El Segundo an additional 30 days to submit our Scope of Work and Project Budget/Schedule for the Transit Oriented Development Planning Grant, Round 5. As you know, one particular element of our grant application needed further discussion and we used the extended time to develop an alternative approach that has support of our City Council.

At this moment I would like to formally request that Metro accept our proposal to submit a Scope of Work and Budget/Schedule which will be different from our application proposal. The City Council will review our proposal on Monday morning, June 25, and pending their approval we will forward the documents to you that afternoon. At the direction of the City Council, we propose to remove the Housing Study task for several reasons, not least of which is that it represented a momentous change in the development pattern of El Segundo.

The area surrounding our three stations has been strictly industrial and commercial since its initial development in the early Twentieth Century. It is the economic powerhouse of the South Bay and supports a quality of life that is cherished by the city’s residents. When the Green Line was planned to turn south and into El Segundo, the purpose was to tap into the large employment base surrounding the planned El Segundo stations. It makes sense then for the City to focus efforts on the conversion and intensification of existing buildings, repurposing parking lots to allow more intense commercial development and job creation, and modernizing the permitted uses in the area to better match contemporary economic and employment trends. All of these efforts will advance the City’s and region’s economic development goals, but will also enhance our efforts to transition from an automobile-centered development pattern around our Green Line stations to a transit-oriented pattern of land uses.
Additionally, the City is increasingly focused on the hotel and travel sector to increase tourists and business travelers. Future expansions of public transit access to LAX, the new NFL stadium in Inglewood, and other popular destinations like Santa Monica, Culver City, USC, and eventually UCLA will benefit by addressing the connectivity of our hotels to the Green Line.

Introducing housing to this area is not seen as a positive step, especially in light of potentially foregoing commercial development in the process—even if all of our other shared goals were met. It is for these reasons, and others, that the City Council requests that Metro allow us to move the focus away from new housing within the project area and onto other areas that support Metro’s goals as well as ours.

To that end, we propose to enhance our study of mobility by extending the focus area beyond a half mile into the residential neighborhoods of El Segundo, Manhattan Beach, Del Aire, and Hawthorne that are within a mile of a Green Line station. We propose to a more robust study that addresses ways to connect these residents with the stations, remove barriers and disincentives, and incentivize the transit option. We also will look at the tens of thousands of people that work in the study areas and try to understand how they get there daily, where they come from, and how we can motivate a shift in transit mode toward more sustainable options.

Please accept our request to submit a Scope of Work and Budget/Schedule without a Housing Study task, and consider our request to move beyond the housing questions and focus on the other nine transit oriented development tools. We believe the result will be a plan that leads to a welcoming destination for Green Line users who work in the area, a more attractive and safe transit option for nearby residents, and a stronger economic base for the city that will also draw more commuters.

I look forward to your response.

Sincerely,

[Signature]

Greg Carpenter
City Manager
## ATTACHMENT A - PROJECT SCHEDULE AND BUDGET

**Project Title: GREEN LINE CORRIDOR SPECIFIC PLAN**

**TOD Planning Grant Program: CITY OF EL SEGUNDO**

<table>
<thead>
<tr>
<th>Task Number</th>
<th>Task Title</th>
<th>Total Cost</th>
<th>Grant</th>
<th>Local Match</th>
<th>Fiscal Year 2015-16</th>
<th>Fiscal Year 2016-17</th>
<th>Fiscal Year 2017-18</th>
<th>Deliverable</th>
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<td>Walk and Bike Audit</td>
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<td>$15,000</td>
<td>$600</td>
<td>Q1 J S O N D J F M A M A</td>
<td>J A S O N D J F M A M A</td>
<td>J A S O N D J F M A M A</td>
<td>Draft and Final Walk and Bike Audit Checklist, Route Maps and Summaries of Findings</td>
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<tr>
<td>3.1</td>
<td>Prepare Parking Study</td>
<td>$32,000</td>
<td>$6,000</td>
<td>$26,000</td>
<td>Q1 J S O N D J F M A M A</td>
<td>J A S O N D J F M A M A</td>
<td>J A S O N D J F M A M A</td>
<td>Draft and Final Parking Studies</td>
</tr>
<tr>
<td>4.1</td>
<td>Prepare Housing Study</td>
<td>$32,000</td>
<td>$6,000</td>
<td>$26,000</td>
<td>Q1 J S O N D J F M A M A</td>
<td>J A S O N D J F M A M A</td>
<td>J A S O N D J F M A M A</td>
<td>Draft and Final Housing Studies</td>
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<td>$1,200</td>
<td>Q1 J S O N D J F M A M A</td>
<td>J A S O N D J F M A M A</td>
<td>J A S O N D J F M A M A</td>
<td>Draft and Final Enhanced Mobility and Commuter Study</td>
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<td>12.1 11.1</td>
<td>Environmental Impact Report</td>
<td>$231,000</td>
<td>$81,000</td>
<td>Remainder of City savings from Housing Study ($27,000) plus new $50,000 contingency added from City sources</td>
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### Task Details:
- **Prepare Initial Study & Notice of Preparation**: Initial Study and Notice of Preparation
- **Public Scoping Meeting**: Scoping Meeting agenda and presentation
- **Public Hearing on Draft EIR, with circulated for comments**: Draft EIR and Notice of Completion
- **Respond to Comments and prepare Final EIR**: Draft EIR
- **Prepare SOC and MNRP**: Statement of Overriding Considerations, Mitigation Monitoring and Reporting Program
- **Prepare Notice of Determination**: Notice of Determination
- **Develop Specific Plan**: Visions, Goals, Objectives and Strategies Report
- **Develop Framework for plan**: Draft and Final Plan Framework
- **Prepare Draft Specific Plan**: Draft Specific Plan
- **Prepare Final Specific Plan**: Draft Specific Plan
- **Urban Design/Street Standards**: Draft and Final Urban Design and Street Standards
- **Final Presentations to Decision Makers**: Final Presentations to Decision Makers
- **Public Hearings for Specific Plan and EIR**: Public Hearings for Specific Plan and EIR

### Totals:
- **Grant Totals**: $1,052,500 | $859,500 | $193,000 | 1,000 | 7,000 | 14,000 | 17,000 | 34,000 | 63,000 | 39,000 | 44,000 | 64,000 | 36,000 | 15,000 | $203,000 | $199,000 | $24,000 | 73,000 | 72,000 | 48,000 | 52,000 | 48,000 | 73,000 | 44,000 | 14,000

### Notes:
- **Preservation, reports, resolutions, and ordinances, adopted Zoning Ordinance**: Draft and Final EIR if approved

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TOD Planning Grant Program
## ATTACHMENT A - PROJECT SCHEDULE AND BUDGET

**Project Title:** GREEN LINE CORRIDOR SPECIFIC PLAN  
**TOD Planning Grant Program:** CITY OF EL SEGUNDO

<table>
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<th>Task Number</th>
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<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
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<td>Consultant Procurement</td>
<td>Community Advisory Committee</td>
<td>Local Match</td>
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<td>$5,000</td>
<td>Consultant lists, selection criteria and interview questions</td>
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<td>Create lists of consultants and selection criteria</td>
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<td>1.2</td>
<td>Develop and issue RFPs</td>
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<td>1.3</td>
<td>Review proposals and conduct interviews</td>
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<td>1.4</td>
<td>Negotiate and execute contracts</td>
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<td>2</td>
<td>Kick-Off Meeting</td>
<td>Planning Commission</td>
<td>Local Match</td>
<td>$2,000</td>
<td>$1,000</td>
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<td>2.1</td>
<td>Kick-Off Meeting with consulting teams</td>
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<td>Project Management</td>
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<td>Local Match</td>
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<td>City’s project management</td>
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<td>3.2</td>
<td>Invoicing and reporting to Metro</td>
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<td>3.3</td>
<td>Weekly and monthly project management meetings</td>
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<td>3.4</td>
<td>Presentation and outreach materials</td>
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<td>4</td>
<td>Analyze and Mapping of Existing Conditions</td>
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<td>Local Match</td>
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<td>4.2</td>
<td>Map relevant existing conditions</td>
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<td>4.3</td>
<td>Prepare analysis of existing conditions</td>
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<td>5</td>
<td>Community Advisory Committee</td>
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<td>Local Match</td>
<td>$12,000</td>
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<td>5.1</td>
<td>Establish a CAC of approximately 20 stakeholders</td>
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<td>5.2</td>
<td>Conduct 1-2 monthly CAC meetings</td>
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<td>Develop Outreach Plan &amp; Marketing Strategy</td>
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<td>Develop online platform and update content</td>
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<td>6.3</td>
<td>Conduct small group stakeholder meetings</td>
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<td>6.4</td>
<td>Conduct workshops, forums and charrettes</td>
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<td>6.5</td>
<td>Engage at community events such as farmer’s market</td>
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<td>6.6</td>
<td>Conduct pop-up and tactical urbanism events</td>
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05.16.18  
TOD Planning Grant Program
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<td>Walk and Bike Audit</td>
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<td>$15,400</td>
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<td>7.1</td>
<td>Facilitate a series of Walk and Bike Audits</td>
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<td>Parking Study</td>
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<td>Prepare Parking Study</td>
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<td>Enhanced Mobility &amp; Commuting Study</td>
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<td>$168,200</td>
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**Project Title:** Green Line Corridor Specific Plan

**Project Funding:**

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**Project Location:** The El Segundo Transit Corridor Plan is bounded on the north by Imperial Highway, on the east by the city boundary (mostly Aviation Boulevard), on the South by Rosecrans Avenue, on the west by Pacific Coast Highway (until recently named Sepulveda Boulevard), and is bisected by El Segundo Boulevard into northern and southern halves.

**Project Objective:** The City of El Segundo will prepare to adopt regulatory changes that advance transit-supportive development patterns by:

- Creating a new Specific Plan;
- Amending the General Plan and as appropriate, the Zoning Code; and
- Advancing the relevant Environmental Clearance.

The following map(s) illustrate the Project Area’s boundaries and existing land use and zoning categories. Parcels within a 1/2-mile radius and/or adjacent transit corridors are highlighted (as this would be a focus area for most stations), as are potential boundaries that extend to parcels beyond the highlighted areas that will be evaluated as the planning process proceeds.

The tasks set forth in the following pages may be modified by the parties without the need to amend this Agreement. Any changes to the tasks which are approved in writing by LACMTA shall be automatically incorporated into this Agreement.
**TASK 1—CONSULTANT PROCUREMENT**

**TASK 1.1—Create List of Consultants and Selection Criteria**

The City Project Manager (PM) will develop lists of potential consultants for the RFPs. One RFP is to select an Administrative Consultant (AC), the other is for the Specific Plan Consultant (SPC) team.

Deliverables: Consultant lists; selection criteria; interview questions

**TASK 1.2—Develop and Issue RFPs**

The PM will develop RFPs for the AC and the SPC team, which will involve preparing a detailed statement of work and conducting a public bid process in order to secure a consultant that is qualified in transit-supportive development, vehicle miles traveled (VMT) reduction measures, urban design, pedestrian and bicycle safety, and land use integration with transit operations. The consultant will be responsible for coordinating with Metro staff, administering the planning and environmental work, public outreach, and providing support for City staff in the plan adoption process.

Deliverables: Administrative Consultant RFP; Specific Plan Consultant RFP.

**TASK 1.3—Review Proposals and Conduct Interviews**

The PM will forward specific plan consultant and administrative consultant RFP responses to Metro. In consultation with Metro, the PM and City staff will review and select the best qualified responses and arrange interviews with those consulting teams. The PM and City staff will select the best qualified consultant in each category and inform Metro of the decisions.

Deliverables: Responses to RFPs; Notice of consultant selections.

**TASK 1.4—Negotiate and Execute Contracts**

The PM and City Attorney will negotiate professional service contracts with selected consultants. Contracts will be executed through the normal City procedures and recorded with the City Clerk. The PM will issue an order to commence work as soon as the necessary contracts are all in order.

Deliverables: Executed professional service contracts for both consultants.

**TASK 2—KICK-OFF MEETING**

**TASK 2.1—Kick-Off Meeting with Consultant Team**

The PM and AC to lead kick-off meeting with full SPC team, Metro staff, and appropriate City personnel. The meeting will cover the following:

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TOD Planning Grant Agreement Attachment B
- A full review of the work program objectives, tasks, products, and preliminary schedule;
- Discuss recent or current planning efforts by the City that may influence or support the work program and relevant Metro plans and toolkits related to transit-supportive development;
- Discuss the roles and responsibilities that relevant City agencies and departments will play in achieving the objectives of the work program, including type and frequency of required coordination;
- Establish a calendar for briefings of City departments;
- Confirm appropriate contacts within each organization

Deliverables: Meeting agenda and notes; Table summarizing relevant planning documents, current planning efforts, and specific opportunities for coordination with other agencies and departments; Confirmed schedule and budget and adjustments (if any).

**TASK 3—PROJECT MANAGEMENT**

**TASK 3.1—Project Management**

The PM, with the assistance of the AC, will ensure that all work by SPC is performed to high standards and on schedule and on budget. The PM is responsible for ensuring that a Citizen Advisory Committee (CAC) is established and holds meetings bi-monthly. The PM will coordinate with the SPC to report to the CAC on progress, to transmit guidance and requests for further information back to the SPC, and to ensure that relevant guidance is incorporated into the specific plan documents. The PM will ensure that the SPC is reaching out to and communicating with community stakeholders and making appropriate efforts to consult with traditionally underrepresented communities. The PM will report progress to the Planning Commission and City Council regularly. The PM will be responsible for scheduling community workshops as well as public hearings at the end of the process.

Deliverable: None except as required by Task 3.2.

**TASK 3.2—Invoicing and Reporting to Metro**

The PM, with help from the AC, will prepare a detailed statement of work and conduct a public bid process in order to secure a consultant that is qualified in transit-supportive development, vehicle miles traveled (VMT) reduction measures, urban design, pedestrian and bicycle safety, and land use integration with transit operations. The consultant will be responsible for coordinating with Metro staff, administering the planning and environmental work, public outreach, and providing support for City staff in the plan adoption process.

Deliverables: Quarterly Progress reports describing progress to date and highlighting expected completion date and anticipated delays; Quarterly Invoices for payment.

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TASK 3.3—Weekly and Monthly Project Management Meetings

The PM, AC and Project Manager for the SPC will meet by conference call weekly to go over the schedule and to address project management-related issues. In addition, the PM and AC will meet monthly to review progress and to prepare for quarterly reports to Metro and invoicing.

Deliverables: Summary of meetings (may be incorporated into the Quarterly Progress Reports).

TASK 3.4—Presentations and Outreach Materials

Throughout the project, various materials will be developed for presentations and for public consumption through digital or print media. These items will be archived and incorporated into the Quarterly Progress Reports to Metro.

Deliverables: Print and digital media content, as well as slide shows, photographs and videos.

TASK 4—ANALYSIS AND MAPPING OF EXISTING CONDITIONS  

Duration: 5 months

TASK 4.1: Document Existing Conditions

Using Metro’s Transit Supportive Planning Toolkit’s 10 Characteristics of Transit Supportive Places as the foundation, the SPC will evaluate the existing conditions of the project area. As part of the existing conditions analysis, the SPC will inventory existing land uses, circulation patterns, environmental features, and mobility amenities, and identify opportunities and constraints related to transit-oriented development. The consultant will review applicable policy documents such as the General Plan and Climate Action Plan, current zoning regulations, relevant specific plans, and other related studies of the area. The presence of each of the 10 Characteristics of Transit-Supportive Development shall be addressed in the analysis and report.

Toolkit: Metro’s Transit Supportive Planning Toolkit

Deliverable: Summary report of data collected.

TASK 4.2: Map Relevant Existing Conditions

Based on Task 4.1, the SPC will map the existing conditions of the project area, including existing land uses, circulation patterns, environmental features, and mobility amenities, and identify opportunities and constraints related to transit-oriented development.

Deliverables: Existing conditions maps.

TASK 4.3: Prepare Analysis of Existing Conditions

The Specific Plan Consultant team and Staff will identify opportunity sites within the project area for transit-supportive developments, first/last mile improvements, or urban greening
strategies. Analysis will include a determination of whether the current zoning development standards can support transit-supportive development, and whether the current street classifications and design standards are consistent with complete streets that create a district that is safe for walking and cycling, and to consider green infrastructure (Green places toolkit). If zoning development standards, General Plan land uses, or street classifications are identified as obstacles or barriers to transit-oriented developments, the SPC shall prepare in the Existing Conditions Report a summary of the obstacles and how they impede TOD.

Staff and the consultant team will meet with Metro to review Metro’s Transit Supportive Planning “Toolkit” and other applicable policies and tools which may include the Countywide Sustainability Policy, First-Last Mile Strategic Plan, and the Green Places Toolkit, Metro will work in collaboration with Staff and the Consultant team to review these documents and identify strategies and practices that could be incorporated into the Specific Plan.

Toolkit: Building standards and design guidelines, Street standards and design guidelines, Community design overlay district

Deliverable: Existing conditions report.

**TASK 5—COMMUNITY ADVISORY COMMITTEE (CAC)**

**Duration:** 25 months

**TASK 5.1: Establish a CAC of approximately 25 members**

A Community Advisory Committee, composed of a variety of stakeholders and community members will be created to guide policy decisions related to the specific plan development. The members will be volunteers representing various interests in the project area, including, representatives of the following groups:

- Green Line users (42, one morning inbound, one morning outbound)
- Bicycle advocacy groups (1)
- Pedestrian advocacy groups (1)
- Property owners within the project area (3)
- Major employers within the project area (2)
- Wiseburn and El Segundo school districts (2)
- United States Air Force (1)
- Environmental advocacy groups (1)
- City department representatives from Finance, Public Works, Police, Fire, Recreation & Parks, as well as representatives from the Environmental and Arts & Culture Committees (7)
- Public Utilities (1)
- Transportation providers other than Metro serving the project area (1)
- Commercial real estate expert (1)
- Sports and recreation advocacy groups (1)
- Residents associations from adjacent areas (1)
- **Homeless advocacy groups (1)**
The members of the CAC will be recruited by the SPC and the PM and will serve for the duration of the project.

Deliverable: Roster of CAC members and affiliations.

**TASK 5.2: Conduct Bi-Monthly CAC Meetings**

The CAC will meet every other month over a 24 month period beginning about 3-4 months after the kick-off meeting. Meetings will be organized by the PM and AC. The CAC will review work in progress and provide suggestions and feedback to the SPC. On more sensitive components of the work plan, namely housing, mobility, and economics, the CAC will provide initial guidance as well as review studies when nearing completion. The CAC will receive updates and make recommendations throughout the development of the specific plan and the urban design and street standards.

CAC meetings, although not subject to the Brown Act, will be open to the public and public input opportunities will be provided at each meeting.

The CAC meetings will be presided over by the PM or a member selected by the membership as the chairperson. Recommendations and guidance provided by the CAC will be summarized by the PM in written form and delivered to the SPC, and included in periodic reports made to the Planning Commission and City Council. Recommendations shall be by consensus wherever possible, and when not possible, a poll of CAC members shall be taken to gauge the relative support and dissent for recommendations. In such case, dissenting recommendations will also be presented to the SPC, PC and City Council.

The CAC schedule will be roughly as follows:

- Meeting 1—Existing Conditions Analysis; Draft Community Outreach Plan
- Meeting 2—Consultation and recommendations on Housing and Enhanced Mobility and Commuter Studies
- Meeting 3—Walk and Bike Audit; Parking Study
- Meeting 4—Housing Study, Consultation on Economic Study
- Meeting 5—Enhanced Mobility and Commuter Study; Vision, Goals, Objectives and Strategies; SP Framework
- Meeting 6—Consultation on Urban Design and Street Standards
- Meeting 7—Economic Study
- Meeting 8—Draft Environmental Impact Report
- Meeting 9—First review of Draft Specific Plan
- Meeting 10—Second review of Draft Specific Plan
- Meeting 11—Urban Design and Street Standards
- Meeting 12—Final Specific Plan

Deliverables: CAC meeting agendas, notes and presentation materials.
TASK 6—COMMUNITY OUTREACH AND STAKEHOLDER ENGAGEMENT
Duration: 26 months

TASK 6.1: Develop Outreach Plan and Marketing Strategy

The SPC, in collaboration with City staff, will develop a robust and innovative Outreach Plan that will establish a comprehensive and meaningful strategy for engaging community stakeholders in developing a shared vision for the plan area. The Outreach Plan will identify stakeholders (community groups, business owners, transit users, and active transportation (biking and walking) proponents, and other stakeholders as appropriate). The Outreach Plan will outline the methods by which stakeholders will be informed about and engaged in the project through multiple formats, as needed, including community charrettes, public workshops, stakeholder interviews, project website, and social media. The Outreach Plan will identify the key project milestones that will require stakeholder input and develop innovative and complementary engagement activities with the goal of building a broad spectrum of support for the plan. Particular attention will be given to reaching those most directly impacted by any proposed changes within the project area and those most difficult to reach through conventional means. The Plan will be evaluated by the CAC.

Toolkit: Transit Supportive Planning Toolkit: Outreach Tools

Deliverables: Outreach plan and Marketing Strategy.

TASK 6.2: Develop Online Platform and Update Content

SPC team will develop online resources that support outreach efforts and may include some or all of the following, as well as other approaches:
- Project specific website and content
- Project specific social media account and content
- Content for City’s use in newsletter and cable broadcasting
- Automatic email or text notification system

Deliverables: Online platform and content updates.

TASK 6.3: Conduct Small Group Stakeholder Meetings

SCP and City staff will conduct up to three focus group meetings with stakeholders that may include a) transit, bicycling, and walking organizations, b) members of the development community to obtain local input on the market for transit-oriented retail, office, and mixed-use other commercial development, and c) environmental organizations focused on greenhouse gas mitigation and climate resilience. The focus groups may be conducted prior to or concurrent with the workshops and charrettes described in Task 6.4.

The SPC will assist Staff in preparing for meetings with City elected officials and Planning Commissioners. These meetings will be conducted on an as-needed basis to keep the policy makers informed of the project progress and to solicit feedback as necessary throughout the project phases. SPC shall also assist City staff in preparing materials for a Planning Commission

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study session (possibly joint session with City Council), ideally during the process of preparing the draft plan.

Toolkit: Use multiple forms of communication; Making the Case to Elected Officials

Deliverables: Participant lists, agendas, staff reports and summaries.

**TASK 6.4: Conduct Workshops, Forums and Charrettes**

SPC team will conduct at least three communitywide workshops, forums and participatory charrettes to directly engage the public in developing the vision, goals and objectives for the specific plan; develop key planning strategies and land use and transportation alternatives; discuss the preliminary findings of the background analysis and studies; identify opportunities and challenges for transit-supportive and community beneficial development; develop a vision for the project area; and, discuss possible strategies that can be used to reach that vision.

Toolkit: Best practice: Use visualizations, Visionering, Make it fun

Deliverables: Meeting agendas, presentation materials, conceptual renderings of future development options, and summary notes.

**TASK 6.5: Engage at Community Events Such as Farmer’s Market**

City staff will engage with community members at community events such as farmer's markets, festivals, sporting events, school meetings, employee gatherings, business association meetings, etc. SPC will provide handout templates and other tools as needed and will participate at strategic points in the process.

Deliverables: Presentation materials and handouts.

**TASK 6.6: Conduct Pop-Up and Tactical Urbanism Events**

SPC team will conduct pop-up and tactical urbanism events that support the efforts to build public support for the plan or some aspect of it.

Deliverables: Documentation of actions and narrative summary of results.

**TASK 7—WALK AND BIKE AUDIT**

**Duration: 5 months**

**TASK 7.1: Facilitate a series of Walk and Bike Audits**

SPC team will facilitate a series of walk and bike audits to engage stakeholders and City staff in the evaluation of the existing walking and cycling conditions on city streets and access to private properties and buildings, including a walk and bike audit training on evaluation techniques and toolbox of solutions.
Walk and Bike Audit results will be presented to the CAC by the PM. Any guidance related to how to use the information in developing the specific plan or the urban design and street standards documents will be transmitted back to the SPC.

**Toolkit:** Bicycle Sharing Programs; Bike Stations.

**Deliverables:** Walk and Bike Audit Checklists; Route Maps and Summaries of Findings.

**TASK 8—PARKING STUDY**

**Duration:** 5 months

**TASK 8.1: Prepare Parking Study**

Building off of the existing conditions report, the SPC will conduct a parking study that analyzes existing and future parking supply and demand for private vehicles, car share, ride-hailing services, bicycles, electric scooters, LEVs and other relevant forms of mobility that require dedicated parking or loading. The study will include a complete inventory of the location, type (public, private, disabled) and hours of use of the parking available in the study area. The study will include a determination of both existing utilization and future demand; will identify locations with surplus or deficient supply of vehicular parking; and identify strategies, such as parking districts, shared use parking, park once strategies, and parking maximums.

An analysis of current supply and projected need for bicycle parking will also be provided. Based on the results of the study, adjustments to current parking standards, a parking management plan, or identification of potential locations for structured or subterranean parking, if applicable, will guide the implementation and policies of the plan.

Parking Study results will be presented to the CAC by the PM. Any guidance related to how to use the information in developing the specific plan or the urban design and street standards documents will be transmitted back to the SPC.

**Toolkit:** Traffic Calming; Car-Share Programs; Shared Parking; Innovative Parking Design; Parking Benefit Districts; Parking Management Districts; Parking Minimums and Maximums

**Deliverables:** Draft and Final Parking Studies.

**TASK 9—HOUSING STUDY**

**Duration:** 9 months

**TASK 9.1: Prepare Housing Study**

The SPC will conduct a housing feasibility and demand study that analyzes existing and future demand for housing. The study will acknowledge that there are virtually no housing units in the project area and any decision to change or maintain the General Plan policies and zoning related to housing must be made with a good understanding of the potential impacts to the City, the school districts, and utility providers. The intent of the Housing Study is not to promote
or discourage a change in housing policy for the project area, but instead to provide thorough and objective analysis of potential benefits and detriments for the elected officials to base their decisions on. The Housing Study must consider, at a minimum, the implications of housing policy on City and school districts' finances and tax base, police and fire services, water, sewer and other utilities, and social impacts to the existing residents. The Housing Study must also address homelessness, affordability, and State regulations such as related to the Regional Housing Needs Assessment.

Housing Study results will be presented to the CAC by the PM. Any guidance related to how to use the information in developing the specific plan will be transmitted back to the SPC.

Toolkit: Inclusionary Zoning; Linkage Fees; Community Land Trusts; Joint Public/Private Development.

Deliverables: Draft and Final Housing Studies.

**TASK 109 — ENHANCED MOBILITY AND COMMUTER STUDY**

**Duration: 9 months**

**TASK 109.1: Prepare Enhanced Mobility and Commuter Study**

The SPC team will prepare a four-part mobility study that evaluates existing conditions for pedestrians, cyclists, transit riders and drivers; identifies deficiencies and barriers to mobility and access; and recommends improvements to mitigate those impacts. The study will be completed in consultation with the CAC and community stakeholders through community engagement process.

Through the use of census data and direct surveys, the second part of the study will examine the demographic characteristics of surrounding residential areas in El Segundo, Del Aire, Hawthorne, and Manhattan Beach that are within one mile of a Green Line Station. The study will determine commuting patterns to determine potential new users of the Green Line, existing barriers to their use of mass transit, as well as attitudes toward transit in general.

The third part of the study will focus on employees traveling into the study area from outside. Like the previous...
part, commute patterns will be used to determine potential for new transit users, existing barriers will be studied as well.

The final part of the Study will use the analysis of existing barriers and the data on nearby residents and employees in the project area to make recommendations how to remove or overcome barriers to greater transit participation. The recommendation will include proposals to remedy or modify physical impediments, removal of disincentives, and possible incentives that can be incorporated in the final plan.

The study will be completed in consultation with the CAC and community stakeholders through community engagement process. Mobility Study results will be presented to the CAC by the PM. Any guidance related to how to use the information in developing the specific plan and Urban Design and Street Standards will be transmitted back to the SPC.


Deliverables: Draft and Final Mobility Studies.

**TASK 1110—ECONOMIC STUDY**

**TASK 1110.1: Prepare Economic Study**

The SPC team will prepare an Economic Study to identify the current and forecasted demand for various types of real estate development within the study area. The economic study shall determine the potential and implications for multi-family residential at various densities, retail, mixed use, office, institutional, and denser development of existing land uses that support transit ridership and benefit from transit proximity. The economic study will also analyze the impacts and benefits of various land uses on the economic wellbeing of the City, its local economy and its taxpayers. This includes, among other things, the economic impacts to the City of all the changes considered based on the previous studies. In particular, if housing is proposed, how that would affect City revenues, the cost of services, and administrative costs (such as to administer an affordable housing program). All will be completed in consultation with City staff, the CAC and community stakeholders through community engagement process.

Economic Study results will be presented to the CAC by the PM. Any guidance related to how to use the information in developing the specific plan will be transmitted back to the SPC.

Toolkit: New Markets Tax Credit; Special Districts; Fast Track Permitting, Fee Waivers, and Other Financial/Process Incentives; EIFD and CRIA

Deliverables: Draft and Final Economic Studies.

**TASK 1211—ENVIRONMENTAL IMPACT REPORT**

Duration: 23 months
TASK **1211.1**: Prepare Initial Study and Notice of Preparation (NOP)

The SPC will prepare an Initial Study and NOP, circulate the NOP as part of the early scoping effort, and submit the NOP to the State Clearinghouse and all trustee and responsible agencies.


TASK **1211.2**: Public Scoping Meeting

The consultant will conduct one public scoping meeting on issues addressed in the Initial Study.

Deliverables: Meeting agenda, presentation, notices and summary notes.

TASK **1211.3**: Prepare Screencheck Draft EIR and Circulate for Comments

The SPC will prepare a complete screencheck Draft EIR for review by staff prior to publication. The screencheck Draft EIR will include all text, tables, and figures. The consultant will then prepare a Draft EIR that incorporates the comments received from staff. The Draft EIR will be distributed to the public for review and comment. The Draft EIR will be presented to the CAC.

Deliverable: Draft EIR.

TASK **1211.4**: Prepare Responses to Comments and Final EIR

Following the completion of the public review comment period on the Draft EIR, the SPC will prepare responses to the comments and the Final EIR.

Deliverable: Final EIR, including responses to comments.

TASK **1211.5**: Prepare Statement of Overriding Considerations and Mitigation Monitoring and Reporting Program (MMRP)

The SPC will prepare a Statement of Overriding Considerations (if required) and a draft Mitigation Monitoring and Reporting Program (MMRP) that will identify required mitigation measures, responsible implementing parties, and timeframe for implementation. After staff review, the consultant will prepare a Final MMRP that incorporates staff's comments.

Deliverable: Final Mitigation Monitoring and Reporting Program.

TASK **1211.6**: Notice of Determination

Upon adoption of the Final EIR, the SPC will prepare the Notice of Determination and file with the appropriate agencies.

Deliverables: Notice of Determination, Proof of filing.
TASK **1312—DEVELOP SPECIFIC PLAN**  

**TASK 1312.1: Prepare Vision, Goals, Objectives and Strategies (VGOS) Report**

Using existing conditions analysis, the Housing Study, the Enhanced Mobility and Commuter Study, Walk and Bike Audits, Parking Study, the and Economic Study, as well as the accumulated inputs from stakeholders, the SPC team will prepare a Vision, Goals, Objectives and Strategies report.

Deliverable: Visions, Goals, Objectives and Strategies Report

**TASK 1312.2: Develop Framework for Plan**

The SPC team will develop a framework and outline for the Specific Plan that meets with the State Specific Plan requirements with an organization and chapters that are easy to understand to the public and efficient to administer by city staff upon adoption.

Deliverables: Draft and Final Plan Framework.

**TASK 1312.3: Prepare Draft Specific Plan**

The SPC team will develop a Draft TOD Specific Plan. The Specific Plan will include all required components of a specific plan including land use maps, zoning and development standards, parking requirements, street standards and cross sections, urban design standards, and sustainable design requirements. City staff will announce the release of the Draft TOD Specific Plan and related Draft General Plan Land Use Map to the public and provide the opportunity to comment. Based on comments and feedback from staff, Metro, the community, and various stakeholders, the SPC will prepare a Final Draft Land Use Policy Map and TOD Specific Plan.

Consultant Team will also coordinate with outside agencies and adjacent jurisdictions. Team will develop alternative land use and transportation scenarios that can be reviewed and evaluated for their strengths and weaknesses by the team and stakeholders during the community outreach and engagement process.

The SPC and City staff will present the Draft Specific Plan to the Planning Commission and the City Council as informational items (not public hearings) to solicit comments and suggestions. Comments from the Planning Commission and City Council will be incorporated into the Specific Plan and EIR.

Toolkit: TOD specific plan

Deliverables: Draft Specific Plan; Correspondence, agendas, and summaries of meetings.

**TASK 1312.4: Prepare Final Specific Plan**
Based on comments and feedback from staff, Metro, the community, and various stakeholders, the consultants will prepare a Final Draft Land Use Policy Map and TOD Specific Plan.

Deliverable: Final Specific Plan.

**TASK 1413—URBAN DESIGN AND STREET STANDARDS**

**Duration: 14 months**

**TASK 1413.1: Prepare Urban Design and Street Standards**

The SPC will prepare an Urban Design and Street Standards report that will offer strategies that focus on design elements of the built environment in TOD districts. These strategies should encourage design used in development projects and streetscape improvements that improve the built environment to be more conducive to walking, public life, transit use, and neighborhood identity.

**Toolkit:** Building Standards and Design Guidelines; Streetscape Standards and Design Guidelines; Community Design Overlays

Deliverables: Draft and Final Urban Design and Street Standards.

**TASK 1514—FINAL PRESENTATIONS TO DECISION MAKERS**

**Duration: 5 months**

**TASK 1514.1: Public Hearings for Specific Plan and EIR**

The SPC and City staff will prepare the necessary materials to facilitate the public hearing process before the Planning Commission, including, but not limited to, a public hearing notice staff report, presentation, and draft resolutions. Following approval by the Planning Commission, the SPC and City staff will prepare the necessary materials to facilitate the public hearing process before City Council, including staff reports, presentations, draft resolutions and ordinances, and all required CEQA documents.

Deliverables: Public hearing package. If approved, also the signed resolutions, ordinances, adopted Specific Plan and Certified EIR.
Project Title: Green Line Corridor Specific Plan

Project Funding:

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</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,052,500</strong></td>
</tr>
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</table>

Project Location: The El Segundo Transit Corridor Plan is bounded on the north by Imperial Highway, on the east by the city boundary (mostly Aviation Boulevard), on the South by Rosecrans Avenue, on the west by Pacific Coast Highway (until recently named Sepulveda Boulevard), and is bisected by El Segundo Boulevard into northern and southern halves.

Project Objective: The City of El Segundo will prepare to adopt regulatory changes that advance transit-supportive development patterns by:

- Creating a new Specific Plan;
- Amending the General Plan and as appropriate, the Zoning Code; and
- Advancing the relevant Environmental Clearance.

The following map(s) illustrate the Project Area’s boundaries and existing land use and zoning categories. Parcels within a 1/2-mile radius and/or adjacent transit corridors are highlighted (as this would be a focus area for most stations), as are potential boundaries that extend to parcels beyond the highlighted areas that will be evaluated as the planning process proceeds.

The tasks set forth in the following pages may be modified by the parties without the need to amend this Agreement. Any changes to the tasks which are approved in writing by LACMTA shall be automatically incorporated into this Agreement.
**TASK 1—CONSULTANT PROCUREMENT**

**Duration: 3 months**

**TASK 1.1—Create List of Consultants and Selection Criteria**

The City Project Manager (PM) will develop lists of potential consultants for the RFPs. One RFP is to select an Administrative Consultant (AC), the other is for the Specific Plan Consultant (SPC) team.

Deliverables: Consultant lists; selection criteria; interview questions

**TASK 1.2—Develop and Issue RFPs**

The PM will develop RFPs for the AC and the SPC team, which will involve preparing a detailed statement of work and conducting a public bid process in order to secure a consultant that is qualified in transit-supportive development, vehicle miles traveled (VMT) reduction measures, urban design, pedestrian and bicycle safety, and land use integration with transit operations. The consultant will be responsible for coordinating with Metro staff, administering the planning and environmental work, public outreach, and providing support for City staff in the plan adoption process.

Deliverables: Administrative Consultant RFP; Specific Plan Consultant RFP.

**TASK 1.3—Review Proposals and Conduct Interviews**

The PM will forward specific plan consultant and administrative consultant RFP responses to Metro. In consultation with Metro, the PM and City staff will review and select the best qualified responses and arrange interviews with those consulting teams. The PM and City staff will select the best qualified consultant in each category and inform Metro of the decisions.

Deliverables: Reponses to RFPs; Notice of consultant selections.

**TASK 1.4—Negotiate and Execute Contracts**

The PM and City Attorney will negotiate professional service contracts with selected consultants. Contracts will be executed through the normal City procedures and recorded with the City Clerk. The PM will issue an order to commence work as soon as the necessary contracts are all in order.

Deliverables: Executed professional service contracts for both consultants.

**TASK 2—KICK-OFF MEETING**

**Duration: 1 month**

**TASK 2.1—Kick-Off Meeting with Consultant Team**

The PM and AC to lead kick-off meeting with full SPC team, Metro staff, and appropriate City personnel. The meeting will cover the following:

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• A full review of the work program objectives, tasks, products, and preliminary schedule;
• Discuss recent or current planning efforts by the City that may influence or support the work program and relevant Metro plans and toolkits related to transit-supportive development;
• Discuss the roles and responsibilities that relevant City agencies and departments will play in achieving the objectives of the work program, including type and frequency of required coordination;
• Establish a calendar for briefings of City departments;
• Confirm appropriate contacts within each organization

Deliverables: Meeting agenda and notes; Table summarizing relevant planning documents, current planning efforts, and specific opportunities for coordination with other agencies and departments; Confirmed schedule and budget and adjustments (if any).

**TASK 3—PROJECT MANAGEMENT**  
***Duration: 28 months***

**TASK 3.1—Project Management**

The PM, with the assistance of the AC, will ensure that all work by SPC is performed to high standards and on schedule and on budget. The PM is responsible for ensuring that a Citizen Advisory Committee (CAC) is established and holds meetings bi-monthly. The PM will coordinate with the SPC to report to the CAC on progress, to transmit guidance and requests for further information back to the SPC, and to ensure that relevant guidance is incorporated into the specific plan documents. The PM will ensure that the SPC is reaching out to and communicating with community stakeholders and making appropriate efforts to consult with traditionally underrepresented communities. The PM will report progress to the Planning Commission and City Council regularly. The PM will be responsible for scheduling community workshops as well as public hearings at the end of the process.

Deliverable: None except as required by Task 3.2.

**TASK 3.2—Invoicing and Reporting to Metro**

The PM, with help from the AC, will prepare a detailed statement of work and conduct a public bid process in order to secure a consultant that is qualified in transit-supportive development, vehicle miles traveled (VMT) reduction measures, urban design, pedestrian and bicycle safety, and land use integration with transit operations. The consultant will be responsible for coordinating with Metro staff, administering the planning and environmental work, public outreach, and providing support for City staff in the plan adoption process.

Deliverables: Quarterly Progress reports describing progress to date and highlighting expected completion date and anticipated delays; Quarterly Invoices for payment.
TASK 3.3—Weekly and Monthly Project Management Meetings

The PM, AC and Project Manager for the SPC will meet by conference call weekly to go over the schedule and to address project management-related issues. In addition, the PM and AC will meet monthly to review progress and to prepare for quarterly reports to Metro and invoicing.

Deliverables: Summary of meetings (may be incorporated into the Quarterly Progress Reports).

TASK 3.4—Presentations and Outreach Materials

Throughout the project, various materials will be developed for presentations and for public consumption through digital or print media. These items will be archived and incorporated into the Quarterly Progress Reports to Metro.

Deliverables: Print and digital media content, as well as slide shows, photographs and videos.

TASK 4—ANALYSIS AND MAPPING OF EXISTING CONDITIONS

Duration: 5 months

TASK 4.1: Document Existing Conditions

Using Metro’s Transit Supportive Planning Toolkit’s 10 Characteristics of Transit Supportive Places as the foundation, the SPC will evaluate the existing conditions of the project area. As part of the existing conditions analysis, the SPC will inventory existing land uses, circulation patterns, environmental features, and mobility amenities, and identify opportunities and constraints related to transit-oriented development. The consultant will review applicable policy documents such as the General Plan and Climate Action Plan, current zoning regulations, relevant specific plans, and other related studies of the area. The presence of each of the 10 Characteristics of Transit-Supportive Development shall be addressed in the analysis and report.

Toolkit: Metro’s Transit Supportive Planning Toolkit

Deliverable: Summary report of data collected.

TASK 4.2: Map Relevant Existing Conditions

Based on Task 4.1, the SPC will map the existing conditions of the project area, including existing land uses, circulation patterns, environmental features, and mobility amenities, and identify opportunities and constraints related to transit-oriented development.

Deliverables: Existing conditions maps.

TASK 4.3: Prepare Analysis of Existing Conditions

The Specific Plan Consultant team and Staff will identify opportunity sites within the project area for transit-supportive developments, first/last mile improvements, or urban greening
strategies. Analysis will include a determination of whether the current zoning development standards can support transit-supportive development, and whether the current street classifications and design standards are consistent with complete streets that create a district that is safe for walking and cycling, and to consider green infrastructure (Green places toolkit). If zoning development standards, General Plan land uses, or street classifications are identified as obstacles or barriers to transit-oriented developments, the SPC shall prepare in the Existing Conditions Report a summary of the obstacles and how they impede TOD.

Staff and the consultant team will meet with Metro to review Metro’s Transit Supportive Planning “Toolkit” and other applicable policies and tools which may include the Countywide Sustainability Policy, First-Last Mile Strategic Plan, and the Green Places Toolkit, Metro will work in collaboration with Staff and the Consultant team to review these documents and identify strategies and practices that could be incorporated into the Specific Plan.

Toolkit: Building standards and design guidelines, Street standards and design guidelines, Community design overlay district

Deliverable: Existing conditions report.

**TASK 5—COMMUNITY ADVISORY COMMITTEE (CAC)**

**Duration: 25 months**

**TASK 5.1: Establish a CAC of approximately 25 members**

A Community Advisory Committee, composed of a variety of stakeholders and community members will be created to guide policy decisions related to the specific plan development. The members will be volunteers representing various interests in the project area, including, representatives of the following groups:

- Green Line users (2, one morning inbound, one morning outbound)
- Bicycle advocacy groups (1)
- Pedestrian advocacy groups (1)
- Property owners within the project area (3)
- Major employers within the project area (2)
- Wiseburn and El Segundo school districts (2)
- United States Air Force (1)
- Environmental advocacy groups (1)
- City department representatives from Finance, Public Works, Police, Fire, Recreation & Parks, as well as representatives from the Environmental and Arts & Culture Committees (7)
- Public Utilities (1)
- Transportation providers other than Metro serving the project area (1)
- Commercial real estate expert (1)
- Sports and recreation advocacy groups (1)
- Residents associations from adjacent areas (1)

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The members of the CAC will be recruited by the SPC and the PM and will serve for the duration of the project.

Deliverable: Roster of CAC members and affiliations.

**TASK 5.2: Conduct Bi-Monthly CAC Meetings**

The CAC will meet every other month over a 24 month period beginning about 3-4 months after the kick-off meeting. Meetings will be organized by the PM and AC. The CAC will review work in progress and provide suggestions and feedback to the SPC. On more sensitive components of the work plan, namely mobility, and economics, the CAC will provide initial guidance as well as review studies when nearing completion. The CAC will receive updates and make recommendations throughout the development of the specific plan and the urban design and street standards.

CAC meetings, although not subject to the Brown Act, will be open to the public and public input opportunities will be provided at each meeting.

The CAC meetings will be presided over by the PM or a member selected by the membership as the chairperson. Recommendations and guidance provided by the CAC will be summarized by the PM in written form and delivered to the SPC, and included in periodic reports made to the Planning Commission and City Council. Recommendations shall be by consensus wherever possible, and when not possible, a poll of CAC members shall be taken to gauge the relative support and dissent for recommendations. In such case, dissenting recommendations will also be presented to the SPC, PC and City Council.

The CAC schedule will be roughly as follows:

- Meeting 1—Existing Conditions Analysis; Draft Community Outreach Plan
- Meeting 2—Consultation and recommendations on Enhanced Mobility and Commuter Study
- Meeting 3—Walk and Bike Audit; Parking Study
- Meeting 4—Consultation on Economic Study
- Meeting 5—Enhanced Mobility and Commuter Study; Vision, Goals, Objectives and Strategies; SP Framework
- Meeting 6—Consultation on Urban Design and Street Standards
- Meeting 7—Economic Study
- Meeting 8—Draft Environmental Impact Report
- Meeting 9—First review of Draft Specific Plan
- Meeting 10—Second review of Draft Specific Plan
- Meeting 11—Urban Design and Street Standards
- Meeting 12—Final Specific Plan

Deliverables: CAC meeting agendas, notes and presentation materials.
TASK 6—COMMUNITY OUTREACH AND STAKEHOLDER ENGAGEMENT  Duration: 26 months

TASK 6.1: Develop Outreach Plan and Marketing Strategy

The SPC, in collaboration with City staff, will develop a robust and innovative Outreach Plan that will establish a comprehensive and meaningful strategy for engaging community stakeholders in developing a shared vision for the plan area. The Outreach Plan will identify stakeholders (community groups, business owners, transit users, and active transportation (biking and walking) proponents, and other stakeholders as appropriate). The Outreach Plan will outline the methods by which stakeholders will be informed about and engaged in the project through multiple formats, as needed, including community charrettes, public workshops, stakeholder interviews, project website, and social media. The Outreach Plan will identify the key project milestones that will require stakeholder input and develop innovative and complementary engagement activities with the goal of building a broad spectrum of support for the plan. Particular attention will be given to reaching those most directly impacted by any proposed changes within the project area and those most difficult to reach through conventional means. The Plan will be evaluated by the CAC.

Toolkit: Transit Supportive Planning Toolkit: Outreach Tools

Deliverables: Outreach plan and Marketing Strategy.

TASK 6.2: Develop Online Platform and Update Content

SPC team will develop online resources that support outreach efforts and may include some or all of the following, as well as other approaches:

- Project specific website and content
- Project specific social media account and content
- Content for City’s use in newsletter and cable broadcasting
- Automatic email or text notification system

Deliverables: Online platform and content updates.

TASK 6.3: Conduct Small Group Stakeholder Meetings

SCP and City staff will conduct up to three focus group meetings with stakeholders that may include a) transit, bicycling, and walking organizations, b) members of the development community to obtain local input on the market for transit-oriented retail, office, and other commercial development, and c) environmental organizations focused on greenhouse gas mitigation and climate resilience. The focus groups may be conducted prior to or concurrent with the workshops and charrettes described in Task 6.4.

The SPC will assist Staff in preparing for meetings with City elected officials and Planning Commissioners. These meetings will be conducted on an as-needed basis to keep the policy makers informed of the project progress and to solicit feedback as necessary throughout the project phases. SPC shall also assist City staff in preparing materials for a Planning Commission

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study session (possibly joint session with City Council), ideally during the process of preparing the draft plan.

**Toolkit:** Use multiple forms of communication; Making the Case to Elected Officials

**Deliverables:** Participant lists, agendas, staff reports and summaries.

**TASK 6.4: Conduct Workshops, Forums and Charrettes**

SPC team will conduct at least three communitywide workshops, forums and participatory charrettes to directly engage the public in developing the vision, goals and objectives for the specific plan; develop key planning strategies and land use and transportation alternatives; discuss the preliminary findings of the background analysis and studies; identify opportunities and challenges for transit-supportive and community beneficial development; develop a vision for the project area; and, discuss possible strategies that can be used to reach that vision.

**Toolkit:** Best practice: Use visualizations, Visionering, Make it fun

**Deliverables:** Meeting agendas, presentation materials, conceptual renderings of future development options, and summary notes.

**TASK 6.5: Engage at Community Events Such as Farmer's Market**

City staff will engage with community members at community events such as farmer's markets, festivals, sporting events, school meetings, employee gatherings, business association meetings, etc. SPC will provide handout templates and other tools as needed and will participate at strategic points in the process.

**Deliverables:** Presentation materials and handouts.

**TASK 6.6: Conduct Pop-Up and Tactical Urbanism Events**

SPC team will conduct pop-up and tactical urbanism events that support the efforts to build public support for the plan or some aspect of it.

**Deliverables:** Documentation of actions and narrative summary of results.

**TASK 7—WALK AND BIKE AUDIT**

**Duration:** 5 months

**TASK 7.1: Facilitate a series of Walk and Bike Audits**

SPC team will facilitate a series of walk and bike audits to engage stakeholders and City staff in the evaluation of the existing walking and cycling conditions on city streets and access to private properties and buildings, including a walk and bike audit training on evaluation techniques and toolbox of solutions.
Walk and Bike Audit results will be presented to the CAC by the PM. Any guidance related to how to use the information in developing the specific plan or the urban design and street standards documents will be transmitted back to the SPC.

Toolkit: Bicycle Sharing Programs; Bike Stations.

Deliverables: Walk and Bike Audit Checklists; Route Maps and Summaries of Findings.

**TASK 8—PARKING STUDY**

**Duration: 5 months**

**TASK 8.1: Prepare Parking Study**

Building off of the existing conditions report, the SPC will conduct a parking study that analyzes existing and future parking supply and demand for private vehicles, car share, ride-hailing services, bicycles, electric scooters, LEVs and other relevant forms of mobility that require dedicated parking or loading. The study will include a complete inventory of the location, type (public, private, disabled) and hours of use of the parking available in the study area. The study will include a determination of both existing utilization and future demand; will identify locations with surplus or deficient supply of vehicular parking; and identify strategies, such as parking districts, shared use parking, park once strategies, and parking maximums.

An analysis of current supply and projected need for bicycle parking will also be provided. Based on the results of the study, adjustments to current parking standards, a parking management plan, or identification of potential locations for structured or subterranean parking, if applicable, will guide the implementation and policies of the plan.

Parking Study results will be presented to the CAC by the PM. Any guidance related to how to use the information in developing the specific plan or the urban design and street standards documents will be transmitted back to the SPC.

Toolkit: Traffic Calming; Car-Share Programs; Shared Parking; Innovative Parking Design; Parking Benefit Districts; Parking Management Districts; Parking Minimums and Maximums

Deliverables: Draft and Final Parking Studies.

**TASK 9—ENHANCED MOBILITY AND COMMUTER STUDY**

**Duration: 9 months**

**TASK 9.1: Prepare Enhanced Mobility and Commuter Study**

The SPC team will prepare a four-part mobility study that evaluates existing conditions for pedestrians, cyclists, transit riders and drivers; identifies deficiencies and barriers to mobility and access; and recommends improvements to mitigate those impacts.
Through the use of census data and direct surveys, the second part of the study will examine the demographic characteristics of surrounding residential areas in El Segundo, Del Aire, Hawthorne, and Manhattan Beach that are within one mile of a Green Line Station. The study will determine commuting patterns to determine potential new users of the Green Line, existing barriers to their use of mass transit, as well as attitudes toward transit in general.

The third part of the study will focus on employees traveling into the study area from outside. Like the previous part, commute patterns will be used to determine potential for new transit users, existing barriers will be studied as well.

The final part of the Study will use the analysis of existing barriers and the data on nearby residents and employees in the project area to make recommendations how to remove or overcome barriers to greater transit participation. The recommendation will include proposals to remedy or modify physical impediments, removal of disincentives, and possible incentives that can be incorporated in the final plan.

The study will be completed in consultation with the CAC and community stakeholders through community engagement process. Mobility Study results will be presented to the CAC by the PM. Any guidance related to how to use the information in developing the specific plan and Urban Design and Street Standards will be transmitted back to the SPC.


Deliverables: Draft and Final Mobility Studies.

**TASK 10—ECONOMIC STUDY**

**Duration:** 9 months

**TASK 10.1: Prepare Economic Study**

The SPC team will prepare an Economic Study to identify the current and forecasted demand for various types of real estate development within the study area. The economic study shall determine the potential and implications for multi-family residential at various densities, retail, mixed use, office, institutional, and denser development of existing land uses that support transit ridership and benefit from transit proximity. The economic study will also analyze the
impacts and benefits of various land uses on the economic wellbeing of the City, its local economy and its taxpayers. This includes, among other things, the economic impacts to the City of all the changes considered based on the previous studies. All will be completed in consultation with City staff, the CAC and community stakeholders through community engagement process.

Economic Study results will be presented to the CAC by the PM. Any guidance related to how to use the information in developing the specific plan will be transmitted back to the SPC.

Toolkit: New Markets Tax Credit; Special Districts; Fast Track Permitting, Fee Waivers, and Other Financial/Process Incentives; EIFD and CRIA

Deliverables: Draft and Final Economic Studies.

TASK 11—ENVIRONMENTAL IMPACT REPORT

Duration: 23 months

TASK 11.1: Prepare Initial Study and Notice of Preparation (NOP)

The SPC will prepare an Initial Study and NOP, circulate the NOP as part of the early scoping effort, and submit the NOP to the State Clearinghouse and all trustee and responsible agencies.


TASK 11.2: Public Scoping Meeting

The consultant will conduct one public scoping meeting on issues addressed in the Initial Study.

Deliverables: Meeting agenda, presentation, notices and summary notes.

TASK 11.3: Prepare Screencheck Draft EIR and Circulate for Comments

The SPC will prepare a complete screencheck Draft EIR for review by staff prior to publication. The screencheck Draft EIR will include all text, tables, and figures. The consultant will then prepare a Draft EIR that incorporates the comments received from staff. The Draft EIR will be distributed to the public for review and comment. The Draft EIR will be presented to the CAC.

Deliverable: Draft EIR.

TASK 11.4: Prepare Responses to Comments and Final EIR

Following the completion of the public review comment period on the Draft EIR, the SPC will prepare responses to the comments and the Final EIR.

Deliverable: Final EIR, including responses to comments.
**TASK 11.5: Prepare Statement of Overriding Considerations and Mitigation Monitoring and Reporting Program (MMRP)**

The SPC will prepare a Statement of Overriding Considerations (if required) and a draft Mitigation Monitoring and Reporting Program (MMRP) that will identify required mitigation measures, responsible implementing parties, and timeframe for implementation. After staff review, the consultant will prepare a Final MMRP that incorporates staff’s comments.

Deliverable: Final Mitigation Monitoring and Reporting Program.

**TASK 11.6: Notice of Determination**

Upon adoption of the Final EIR, the SPC will prepare the Notice of Determination and file with the appropriate agencies.

Deliverables: Notice of Determination, Proof of filing.

**TASK 12—DEVELOP SPECIFIC PLAN**  
**Duration: 23 months**

**TASK 12.1: Prepare Vision, Goals, Objectives and Strategies (VGOS) Report**

Using existing conditions analysis, the Enhanced Mobility and Commuter Study, Walk and Bike Audits, Parking Study, the and Economic Study, as well as the accumulated inputs from stakeholders, the SPC team will prepare a Vision, Goals, Objectives and Strategies report.

Deliverable: Visions, Goals, Objectives and Strategies Report

**TASK 12.2: Develop Framework for Plan**

The SPC team will develop a framework and outline for the Specific Plan that meets with the State Specific Plan requirements with an organization and chapters that are easy to understand to the public and efficient to administer by city staff upon adoption.

Deliverables: Draft and Final Plan Framework.

**TASK 12.3: Prepare Draft Specific Plan**

The SPC team will develop a Draft TOD Specific Plan. The Specific Plan will include all required components of a specific plan including land use maps, zoning and development standards, parking requirements, street standards and cross sections, urban design standards, and sustainable design requirements. City staff will announce the release of the Draft TOD Specific Plan and related Draft General Plan Land Use Map to the public and provide the opportunity to comment. Based on comments and feedback from staff, Metro, the community, and various stakeholders, the SPC will prepare a Final Draft Land Use Policy Map and TOD Specific Plan.
Consultant Team will also coordinate with outside agencies and adjacent jurisdictions. Team will develop alternative land use and transportation scenarios that can be reviewed and evaluated for their strengths and weaknesses by the team and stakeholders during the community outreach and engagement process.

The SPC and City staff will present the Draft Specific Plan to the Planning Commission and the City Council as informational items (not public hearings) to solicit comments and suggestions. Comments from the Planning Commission and City Council will be incorporated into the Specific Plan and EIR.

Toolkit: **TOD specific plan**

Deliverables: Draft Specific Plan; Correspondence, agendas, and summaries of meetings.

**TASK 12.4: Prepare Final Specific Plan**

Based on comments and feedback from staff, Metro, the community, and various stakeholders, the consultants will prepare a Final Draft Land Use Policy Map and TOD Specific Plan.

Deliverable: Final Specific Plan.

**TASK 13—URBAN DESIGN AND STREET STANDARDS**

**Duration: 14 months**

**TASK 13.1: Prepare Urban Design and Street Standards**

The SPC will prepare an Urban Design and Street Standards report that will offer strategies that focus on design elements of the built environment in TOD districts. These strategies should encourage design used in development projects and streetscape improvements that improve the built environment to be more conducive to walking, public life, transit use, and neighborhood identity.

Toolkit: **Building Standards and Design Guidelines; Streetscape Standards and Design Guidelines; Community Design Overlays**

Deliverables: Draft and Final Urban Design and Street Standards.

**TASK 14—FINAL PRESENTATIONS TO DECISION MAKERS**

**Duration: 5 months**

**TASK 14.1: Public Hearings for Specific Plan and EIR**

The SPC and City staff will prepare the necessary materials to facilitate the public hearing process before the Planning Commission, including, but not limited to, a public hearing notice staff report, presentation, and draft resolutions. Following approval by the Planning Commission, the SPC and City staff will prepare the necessary materials to facilitate the public
hearing process before City Council, including staff reports, presentations, draft resolutions and ordinances, and all required CEQA documents.

Deliverables: Public hearing package. If approved, also the signed resolutions, ordinances, adopted Specific Plan and Certified EIR.
RESOLUTION NO. XXXX

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF EL SEGUNDO AUTHORIZING THE AGREEMENT BETWEEN THE CITY AND LOS ANGELES COUNTY METROPOLITAN TRANSPORTATION AUTHORITY AND DIRECTING THE CITY MANAGER TO EXECUTE THE AGREEMENT

The City Council of the City of El Segundo does resolve as follows:

SECTION 1: The City of El Segundo applied for a Transit Oriented Development Planning Grant that was made available from the Los Angeles County Metropolitan Transportation Authority. A total of $3.1 million in funding is available to the County of Los Angeles and all local governments with land use regulatory jurisdiction within a one-half mile of existing, planned, or proposed Metrolink, Metro Rail, or Metro Transitway/Bus Rapid Transit stations and adjacent transit corridors.

SECTION 2: On March 1, 2018, the City of El Segundo was congratulated by Metro as a recipient of a TOD Planning Grant Round 5 award that will be used toward the administrative and consulting costs of establishing a transit supportive regulatory document for the City of El Segundo. The next step to receive the funds is to execute a grant agreement with Metro.

SECTION 3: The City Council affirms a strong commitment to conduct our studies and develop a plan for the study area using the 10 Transit Supportive Planning Elements as presented in the Transit Oriented Development Planning Grant Guidelines, published by Metro, with the notable exception of the Affordable Housing Element. Instead, the City Council proposes to augment the proposed Mobility Study to address connectivity between the project area and adjacent residential neighborhoods within one mile of the stations, and to also to address employees within the project area who reside elsewhere but do not currently use the green Line. This change is described in the Scope of Work.

SECTION 4: The City Clerk shall certify to the adoption of this Resolution.
PASSED, APPROVED AND ADOPTED this 19th day of June 2018.

Drew Boyles, Mayor

ATTEST:

STATE OF CALIFORNIA    )
COUNTY OF LOS ANGELES  )   SS
CITY OF EL SEGUNDO    )

I, Tracy Weaver, City Clerk of the City of El Segundo, California, do hereby certify that the whole number of members of the City Council of said City is five; that the foregoing Resolution No. XXXX was duly passed, approved and adopted by said City Council at a regular meeting held on the 19th day of June, 2018, approved and signed by the Mayor, and attested to by the City Clerk, by the following vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

Tracy Weaver, City Clerk

APPROVED AS TO FORM:
MARK D. HENSLEY, City Attorney

David King, Assistant City Attorney
AGENDA DESCRIPTION:

Zone Text Amendment to the Corporate Office Zone
Consideration and possible action regarding Environmental Assessment No. EA-1218, General Plan Amendment No. GPA 18-01 and Zone Text Amendment No. ZTA 18-01 to: 1) Approve a Negative Declaration in accordance with CEQA; 2) Amend text in the Corporate Office section of the General Plan Land Use Element; and, 3) Amend certain sections in Title 15 of the El Segundo Municipal Code pertaining to the permitted uses, permitted accessory uses and conditionally permitted uses allowed in the Corporate Office (CO) Zone of the City.

Address: Corporate Office (CO) Zone of El Segundo
(Fiscal Impact: None with this action.)

RECOMMENDED COUNCIL ACTION:

1. Waive second reading and adopt Ordinance No. 1569 for Environmental Assessment No. EA-1218, General Plan Amendment No. GPA 18-01 and Zone Text Amendment No. ZTA 18-01; and/or,
2. Alternatively, discuss and take other possible action related to this item.

ATTACHED SUPPORTING DOCUMENTS:

1. Ordinance No. 1569

FISCAL IMPACT: None.

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STRATEGIC PLAN:

Goal: Champion economic development and fiscal sustainability.

Objective: Encourage a vibrant business climate that is accessible, user-friendly and welcoming to all residents and visitors.

PREPARED BY: Eduardo Schonborn, AICP, Principal Planner

REVIEWED BY: Gregg McClain, Planning Manager
Sam Lee, Planning and Building Safety Director

APPROVED BY: Greg Carpenter, City Manager

BACKGROUND AND DISCUSSION:

On June 19, 2018, the City Council introduced an Ordinance amending certain sections in Title 15 of the El Segundo Municipal Code pertaining to the permitted uses, permitted accessory uses and conditionally permitted uses allowed in the Corporate Office (CO) Zone of the City.
The Council may waive second reading and adopt the Ordinance. If the Ordinance is adopted by the City Council at its June 29th meeting, the effective date of the Ordinance will be July 30, 2018, which is thirty (30) days from the adoption date.
ORDINANCE NO. 1569

AN ORDINANCE AMENDING EL SEGUNDO MUNICIPAL CODE SECTIONS 15-5D-2, 15-5D-3 AND 15-5D-5, MODIFYING PERMITTED USES, PERMITTED ACCESSORY USES AND CONDITIONALLY PERMITTED USES IN THE CORPORATE OFFICE (CO) ZONE.

(Environmental Assessment No. 1218 and Zone Text Amendment No. 18-01)

The City Council of the city of El Segundo does ordain as follows:

SECTION 1: The Council finds and declares as follows:

A. On February 14, 2018, Marcos A. Neri initiated the process to amend Title 15 of the Municipal Code in order to allow dry cleaners in the Corporate Office (CO) Zone;

B. The project applications were reviewed by the City’s Planning and Building Safety Department for, in part, consistency with the General Plan and conformity with the El Segundo Municipal Code (ESMC);

C. The City reviewed the project’s environmental impacts under the California Environmental Quality Act (California Public Resources Code §§ 21000, et seq., "CEQA") and the regulations promulgated thereunder (14 California Code of Regulations §§ 15000, et seq., the "CEQA Guidelines");

D. On May 24, 2018, the Planning Commission held a public hearing to receive public testimony and other evidence regarding the application including information provided by city staff, and adopted PC Resolution No. 2836 recommending that the City Council approve the proposed amendments;

E. On June 19, 2018, the City Council held a public hearing and considered the information provided by City staff and public testimony regarding this Ordinance; and,

F. This Ordinance and its findings are made based upon the entire administrative record including testimony and evidence presented to the City Council at its June 19, 2018 public hearing and the staff report submitted by the Planning and Building Safety Department.

SECTION 2: General Plan Amendment. As required under Government Code § 65860, the ESMC amendments proposed by the Ordinance, and the proposed development project are consistent with the El Segundo General Plan, because concurrently with this Ordinance, the City Council is also considering a General Plan Amendment No. 18-01. That Resolution amends the General Plan as follows:
A. An amendment to the text in the "Land Use Designations – Commercial Designations, Corporate Office" subsection of the Land Use Element to include Office-worker oriented service uses.

B. An amendment to the text in the "Proposed Land Use – Northeast Quadrant" subsection of the Land Use Element, to include Office-worker oriented service uses.

SECTION 3: Zone Text Amendment Findings. In accordance with ESMC § 15-26-6 and based on the findings set forth herein, the proposed Zone Text Amendment is consistent with the goals, policies, and objectives of the General Plan as follows:

A. The amendments are consistent with the purpose of the ESMC, which is to serve the public health, safety, and general welfare and to provide the economic and social advantages resulting from an orderly planned use of land resources.

B. The amendments are consistent with the purpose of the Corporate Office (CO) Zone in that it expands the allowable uses by including service uses that are supportive to office workers and complimentary to other allowable uses in the CO Zone.

C. The amendments are necessary to facilitate new uses that are office worker-oriented and compatible with surrounding properties and uses in the CO Zone.

SECTION 4: General Plan Findings. As required under Government Code § 65454 the proposed amendments are consistent with the City’s General Plan goals and policies in that the amendments are in the public interest, and there will be a community benefit resulting from the amendments.

A. Goal LU-1: Maintain El Segundo's "small town" atmosphere, and provide an attractive place to live and work.

The proposed amendments will provide greater opportunities in the CO zone by including service uses that are supportive to office workers; complimentary to the allowable uses in the CO Zone; provides and promotes bicycles as an alternative to automobiles as a mode of mobility; and eliminates freight forwarding as the use is not consistent with the purpose and intent of the CO Zone.

B. Objective LU4-4: Provide areas where development has the flexibility to mix uses, in an effort to provide synergistic relationships which have the potential to maximize economic benefit, reduce traffic impacts, and encourage pedestrian environments.
The provision of Office worker-oriented services expands the mix of uses by including service uses that are supportive to other businesses, thereby maximizing economic benefit in the CO Zone. Further, allowing bike stations encourages mobility alternatives to create a more pedestrian-friendly environment. Lastly, eliminating freight forwarding uses reduces the traffic impacts caused by large vehicles that are used to transport goods that are associated with freight forwarding operations.

SECTION 5: Environmental Assessment. The City Council makes the following environmental findings:

A. Due to the facts contained in Section 2, the proposed project was analyzed for its environmental impacts under CEQA. The City prepared an Initial Study of Environmental Impacts (IS) pursuant to CEQA Guidelines and a Negative Declaration (ND) of Environmental Impacts is proposed for this project.

B. The draft IS/ND concluded the project will either not create or result in, or will have less than significant impacts to: aesthetics; agriculture and forestry resources; air quality; geology/soils; greenhouse gas emissions; hazards/hazardous materials; hydrology/water quality; land use; mineral resources; noise; population and housing; public services; recreation; biological resources; cultural resources; transportation/traffic; and, utilities.

C. Accordingly, based upon the evidence presented to the Planning Commission, the City need not prepare an environmental impact report for the proposed project.

SECTION 6: ESMC §15-5D-2 (Permitted Uses) is amended to read as follows (strikethrough is language deleted, and underlined is language added):

15-5D-2: PERMITTED USES:

The following uses are permitted in the CO Zone:

A. Daycare centers.
B. Fitness centers.
C. General offices.
D. Medical-dental offices.
E. Public uses, including, but not limited to, fire and police stations, post offices and libraries.
F. Recreational facilities (public and private).
G. Research and development uses, located east of Pacific Coast Highway Sepulveda Boulevard only.
H. Restaurants and cafes.
I. Office worker-oriented services, provided they are not located along Pacific Coast Highway or El Segundo Boulevard, such as:
   a. Dry cleaners that have cleaning operations on site and are not more than 3,000 gross square feet (not including Laundromats);
   b. Shipping, postal, printing and business service centers that are not more than 3,000 gross square feet;
   c. Self-service parcel delivery service; and,
   d. Other service uses determined by the Director to be oriented towards, and clearly related to, office workers in the surrounding area.

J. Such uses as the Director deems to be similar and not more intensive. Other similar uses approved by the Director, as provided by chapter 22 of this title.

SECTION 7: ESMC Section 15-5D-3 (Permitted Accessory Uses) is amended to read as follows:

15-5D-3: PERMITTED ACCESSORY USES:

A. Any use customarily incidental to a permitted use.
B. Cafes Bike-share docking station.
C. Drive-through or walk-up services, including financial operations, but excluding drive-through restaurants.
D. Limited support service retail uses. Open storage of commodities sold or utilized on the premises.
E. Any of the permitted uses allowed in Section 15-5D-2 is a permitted accessory use.

G. Such uses as the Director deems to be similar and not more intensive. Other similar uses approved by the Director of Community, Economic and Development Services as provided by chapter 22 of this title.

SECTION 8: ESMC Section 15-5D-4 (Uses Subject to Administrative Use Permit) is amended to read as follows:

15-5D-4: USES SUBJECT TO ADMINISTRATIVE USE PERMIT:

A. The off-site sale of alcohol at limited support service retail establishments as an accessory use.
B. The on-site sale and consumption of alcohol at restaurants, drive-through restaurants, and delicatessens.
C. Such uses as the Director deems to be similar and not more intensive. Other similar uses approved by the Director, as provided by chapter 22 of this title.
SECTION 9: ESMC Section 15-5D-5 (Uses Subject to Conditional Use Permit) is amended to read as follows:

15-5D-5: USES SUBJECT TO CONDITIONAL USE PERMIT:

A. Drive-through restaurants, except properties located west of Pacific Coast Highway Sepulveda Boulevard where drive-through restaurants are prohibited.

B. Freight forwarding.

BC. Helicopter landing facilities subject to the provisions of section 15-2-13 of this title.

CD. Hotels and motels, except properties located west of Pacific Coast Highway Sepulveda and east of Aviation Boulevards where hotels and motels are prohibited.

DE. Museums.

EF. On site sale and consumption of alcohol at bars.

FG. Outdoor dining areas for restaurants, except cafes, that are larger than two hundred (200) square feet.

GH. Service stations, if a five hundred foot (500-foot) minimum distance from any residential zoned property is provided. This distance criteria does not apply to properties east of Pacific Coast Highway Sepulveda Boulevard.

HI. Other similar uses approved by the Director, as provided by chapter 22 of this title.

SECTION 10: CONSTRUCTION. This ordinance must be broadly construed in order to achieve the purposes stated in this ordinance. It is the City Council's intent that the provisions of this ordinance be interpreted or implemented by the City and others in a manner that facilitates the purposes set forth in this ordinance.

SECTION 11: VALIDITY OF PREVIOUS CODE SECTIONS. If this entire ordinance or its application is deemed invalid by a court of competent jurisdiction, any repeal or amendment of the ESMC or other city ordinance by this ordinance will be rendered void and cause such previous ESMC provision or other ordinance to remain in full force and effect for all purposes.

SECTION 12: SEVERABILITY. If any part of this Ordinance or its application is deemed invalid by a court of competent jurisdiction, the city council intends that such invalidity will not affect the effectiveness of the remaining provisions or applications and, to this end, the provisions of this Ordinance are severable.
SECTION 13: The City Clerk is directed to certify the passage and adoption of this Ordinance; cause it to be entered into the City of El Segundo’s book of original ordinances; make a note of the passage and adoption in the records of this meeting; and, within 15 days after the passage and adoption of this Ordinance, cause it to be published or posted in accordance with California law.

SECTION 14: This Ordinance will become effective on the 31st day following its passage and adoption.

PASSED AND ADOPTED this ___ day of ____________, 2018.

Drew Boyles, Mayor

APPROVED AS TO FORM:

Mark D. Hensley, City Attorney

ATTEST:

STATE OF CALIFORNIA )
COUNTY OF LOS ANGELES ) SS
CITY OF EL SEGUNDO )

I, Tracy Weaver, City Clerk of the City of El Segundo, California, do hereby certify that the whole number of members of the City Council of said City is five; that the foregoing Ordinance No. _______ was duly introduced by said City Council at a regular meeting held on the ___ day of __________ 2018, and was duly passed and adopted by said City Council, approved and signed by the Mayor, and attested to by the City Clerk, all at a regular meeting of said Council held on the ___ day of ____________, 2018, and the same was so passed and adopted by the following vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

Tracy Weaver, City Clerk
AGENDA DESCRIPTION:
Consideration and possible action regarding adoption of a resolution establishing financial incentives to attract lateral police officers, police academy graduates, pre-service and police cadets to apply at the City of El Segundo Police Department. Additionally, the Department seeks to acquire the services of a marketing firm to support the marketing of these and other recruiting initiatives (Fiscal Impact: To Be Determined).

RECOMMENDED COUNCIL ACTION:
1. Approve staff’s soliciting of proposals from marketing firms;
2. Adopt a resolution outlining incentive cash amounts, stipulations and disbursement schedules related to lateral entry police officer applicants, academy graduates, entry level and police cadets; and increasing the current Recruiting Incentive paid to the Department’s police officers; and/or
3. Alternatively, discuss and take other action related to this item.

ATTACHED SUPPORTING DOCUMENTS:
1. Proposed Resolution
2. El Segundo City Council Agenda Statement, April 17, 2018

FISCAL IMPACT: Unknown
Amount Budgeted: $0
Additional Appropriation: N/A – absorbed in current budget due to salary savings
Account Number(s): N/A

STRATEGIC PLAN:
Goal: 3(a) El Segundo is a City employer of choice and consistently hires for the future.
Objective: 2 The City provides a competitive environment and nimble hiring/onboarding process for its employees.

ORIGINATED BY: Jaime Bermudez, Police Lieutenant
REVIEWED BY: Bill Whalen, Chief of Police
APPROVED BY: Greg Carpenter, City Manager
BACKGROUND AND DISCUSSION:

Currently, the City offers a cash incentive of $3,000 to lateral police officers, paid in two payments, $1,500 at time of hire and $1,500 at successful completion of probation. Current officers who recruit a lateral entry police officer receive $1,500 in two equal payments.

The last time the Department hired a lateral entry police officer was in 2011.

On April 17, 2018, City Council was presented with information describing the challenges faced by the Police Department in hiring qualified police officer applicants. Despite significant efforts, hiring qualified applicants has been difficult. With the anticipation of several retirements as well as continued competition from surrounding police agencies, City Council approved instituting financial incentives in order to attract academy graduates, Police Cadets as well as lateral police officers from other law enforcement agencies.

Unlike entry-level candidates, who must attend a police academy, then go through six months of Field Training, lateral entry police officers provide the Department an experienced employee, generally able to successfully operate as a solo patrol officer in three months. This accelerated process results in more effective utilization of City funds and Department training resources.

Attracting lateral entry police officer applicants is a primary goal of this incentive program; however, current staffing needs require a multifaceted approach with enhanced bonuses for recruiters as well as all possible candidates including academy graduates, pre-service and entry level in order to increase the overall applicant pool.

The Department also seeks to acquire, through the RFP process, the services of an experienced marketing firm to support these marketing initiatives. A successful marketing plan would develop and implement marketing strategies to assist us in brand development; market research, enhancing our on-line presence, as well as social media strategy development. In the event the contract with the successful proposer exceeds the City Manager’s signature authority of $50,000, the contract would be brought to the City Council for approval at a future meeting.

PROPOSED RECRUITMENT INCENTIVE PROGRAM:

The Police Department recommends the Recruitment Incentive Program as outlined, remain in effect until September 30, 2020, at which time staff will assess the effectiveness of the program and provide additional recommendations. The following amounts are not subject to PERS, meaning they do not add to an individual employee’s salary, but are merely one-time payments.

1. **Lateral Police Officer Hiring Incentive:** The Lateral Officer incentive will be $25,000 awarded to successful candidates, paid in full when the officer is hired by the City. To qualify for the cash incentives, the lateral applicant, must:
   a. Be currently employed as a peace officer within a CA law enforcement agency
   b. Possess a CA POST BASIC Certificate

2. **Police Academy Graduates and Pre-Service:** Academy Graduates and Pre-Service
Applicant incentive will be $10,000 awarded to successful candidates, paid in full when the officer is hired by the City.

3. **Entry Level Applicant Incentive**: Entry level applicants will receive an incentive of $5,000 when the applicant graduates from a Police Academy.

4. **Moving Expense Reimbursement**: Lateral entry police officers, academy graduates and pre-service candidates relocating from locales outside Los Angeles, Orange, Riverside, and San Bernardino Counties are eligible for reimbursement of moving expenses incurred within 90 days of hire date, up to a maximum of $5,000 as a result of the relocation for employment with the City.

5. **Police Cadet Tuition Reimbursement**: Police Cadets, will receive school tuition reimbursement up to $1,750 per year effective at completion of the employee’s two-year hire anniversary date, while still employed with the City.

There are currently 8 police officer vacancies. Hypothetically, if all vacancies were filled with lateral applicants ($25,000 bonus), the highest proposed incentive amount applied in each case, it would total $200,000.

**RECOMMENDATION:**

Staff recommends that the City Council approve staff seeking proposals from marketing firms and adopt the attached resolution which establishes the incentive program as outlined above.
RESOLUTION NO.__________

A RESOLUTION APPROVING A POLICE OFFICER RECRUITMENT INCENTIVE PROGRAM

The City Council of the City of El Segundo does resolve as follows:

SECTION 1: The City Council finds and declares as follows:

1. The City of El Segundo, like many other cities, is experiencing a diminished pool of well-qualified candidates to fill police officer vacancies;

2. Currently, the City offers a cash incentive of $3,000 to lateral police officers, paid in two payments, $1,500 at time of hire and $1,500 at successful completion of probation, while current ESPD officers who recruit a lateral entry police officer receive $1,500 in two equal payments; and

3. The City Council desires to establish a new recruitment incentive program, as outlined below, to attract more qualified candidates to fill police officer vacancies.

SECTION 2: Approval. The City Council approves the Recruitment Incentive Program as follows:

1. Lateral Police Officer Hiring Incentive: The Lateral Officer incentive will be $25,000 awarded to successful candidates, paid at the time of hire. To qualify for the cash incentives, the lateral applicant, must:
   a. Be currently employed as a peace officer within a California law enforcement agency; and
   b. Possess a CA POST BASIC Certificate.

2. Police Academy Graduates and Pre-Service: Academy Graduates and Pre-Service Applicant incentive will be $10,000 awarded to successful candidates, paid at the time of hire.

3. Entry Level Applicant Incentive: Entry level applicants will receive an incentive of $5,000 when the applicant graduates from a Police Academy.

4. Moving Expense Reimbursement: Lateral entry police officers, academy graduates and pre-service candidates relocating from locales outside Los Angeles, Orange, Riverside, and San Bernardino Counties are eligible for reimbursement of moving expenses incurred within 90 days of hire date, up to a maximum of $5,000 as a result of the relocation for employment with the City.

5. Police Cadet Tuition Reimbursement: Police Cadets will receive school tuition reimbursement up to $1,750 per year effective at completion of the employee's
two-year hire anniversary date, while still employed with the City.

SECTION 3: Effective date of new program. The new program will take effect upon the City Council's approval of this Resolution.

SECTION 4: Authority. The City Manager or his designee is authorized to take any actions necessary to effectuate this Resolution.

SECTION 5: Construction. This Resolution must be broadly construed in order to achieve the purposes stated in this Resolution. It is the City Council's intent that the provisions of this Ordinance be interpreted or implemented by the City and others in a manner that facilitates the purposes set forth in this Resolution.

SECTION 5: Severability. If any part of this Resolution or its application is deemed invalid by a court of competent jurisdiction, the City Council intends that such invalidity will not affect the effectiveness of the remaining provisions or applications and, to this end, the provisions of this Ordinance are severable.

SECTION 6: The City Clerk is directed to certify the adoption of this Resolution, record this Resolution in the book of the City's original resolutions, and make a minute of this adoption of the Resolution in the City Council's records and the minutes of this meeting.

SECTION 7: This Resolution will become effective immediately and will remain effective unless repealed or superseded.

PASSED AND ADOPTED this 25th day of June, 2018.

Drew Boyles,  
Mayor

ATTEST:

STATE OF CALIFORNIA  )  
COUNTY OF LOS ANGELES  )  SS  
CITY OF EL SEGUNDO  )

I, Tracy Weaver, City Clerk of the City of El Segundo, California, do hereby certify that the whole number of members of the City Council of said City is five; that the foregoing Resolution No. ____ was duly passed and adopted by said City Council, approved and signed by the Mayor, and attested to by the City Clerk, all at a regular meeting of said Council held on the ___ day of _____, 2018, and the same was so passed and adopted by the following vote:

AYES: 2
NOES:

ABSENT:

ABSTAIN:

Tracy Weaver, City Clerk

APPROVED AS TO FORM:

Mark D. Hensley, City Attorney
AGENDA DESCRIPTION:
Consideration and possible action to present the current staffing environment as well as the state of recruitment at the El Segundo Police Department. Additionally, consideration and possible action regarding incentives to attract lateral and entry level of police officers to apply at the City of El Segundo Police Department (Fiscal Impact: To be Determined).

RECOMMENDED COUNCIL ACTION:
1. Discuss and provide direction related to an enhanced lateral hiring bonus to attract lateral police officer applicants
2. Discuss and provide direction related to creating a pre-service hiring bonus to attract pre-service police officer applicants
3. Discuss and provide direction related to authorizing tuition reimbursement for police cadets
4. Discuss and provide direction related to approving enhanced benefits to attract out of state police officers; or,
5. Alternatively, discuss and take other action related to this item.

ATTACHED SUPPORTING DOCUMENTS: None

FISCAL IMPACT: Unknown

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STRATEGIC PLAN:

| Goal: 3(a) | El Segundo is a City employer of choice and consistently hires for the future. |
| Objective: 1 | The City has a strong culture of customer service, employee retention, and internal feedback. |
|            | The City provides a competitive environment and nimble hiring/onboarding process for its employees. |

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APPROVED BY: Greg Carpenter, City Manager

BACKGROUND AND DISCUSSION:
The El Segundo Police Department is a full service Department with an authorized sworn staffing level of 62 full time police officers. Despite significant efforts in attempting to attract quality police officer applicants, the current staffing level is 55 sworn police officers, which includes three
trainees and one academy recruit. The police department has a veteran work force and over the next several years many of our members will reach age 50 and be eligible for retirement. Within two years, 16 will be age 50. Within four years, 20 will be age 50. Lastly, within six years, 27 will be age 50. 27 officers represents nearly 44% of our authorized sworn work force. These numbers represent retirement only and do not include those who leave due to medical disability or other reasons, which can add an additional 1-3 officers/year. While this problem is significant, it is not isolated to our Department. During the Great Recession, most municipalities curtailed their hiring and allowed unfilled positions to remain vacant. Following the economic recovery, police departments began hiring to fill these vacant positions and this has created a short supply of qualified police officer applicants.

There are several theories related to the shortage of qualified applicants. The first is related to the economy. Historically, there are fewer police officer applications during good economic times contrasted with a rise in applications from the private sector workforce during economic downturns. Recent newspaper articles addressing the topic of police hiring challenges suggests fewer qualified applications may be a result of recent violent attacks on police officers, continuous negative press about police officers as well as their pay and benefits. There has also been suggestions in some articles that the younger millennial work force is not attracted to the paramilitary environment of a police department, and they seek employment that offer stronger work/life balance.

The El Segundo Police Department has not had a problem attracting applicants. Our application rate has grown steadily over the last five years. The problem is with the success rate of the applicants we are receiving. While our application rate has grown, our hiring rate has decreased. Over a one year period from 2016 to 2017, we received an average of 146 applications per month for the entry level police officer position. On average only 28 attend the written test. This means the applicants did not meet the minimum qualifications, did not pass the physical agility, or they opted not to show up after being invited to test. An average of 17 candidates passed the written exam to go on to the oral board interviews. An average of 5 passed the oral board interviews to go into the background process. Out of a total of 1,167 applications received we hired six entry level officers. All six of these officers successfully completed the Los Angeles County Sheriff’s Department State certified police academy. Three of these six did not successfully complete the Field Training Officer program. The approximate cost to the City of El Segundo for each of these entry level police officers that did not make field training was $75,000 (inclusive of academy costs plus their fully burdened rate of pay during their employment period) with $0.00 ROI received.

Another attractive applicant stream comes from officers that are currently employed by other police departments and are looking to change agencies. These are known as lateral police officer applicants. The last successful lateral police officer to be hired by the El Segundo Police Department was in 2011. The City of El Segundo currently hires PERS Classic Members in the 3% @ 55 retirement program. Prior to the adoption of The California Public Employees' Pension Reform Act (PEPRA), most police officers were in the 3% @ 50 retirement program. It is possible this contributed to the lack of desire on the part of lateral police officers to come to El Segundo. PEPRA has been in place since January 2013. The PEPRA officers will now be reaching a point in time in their careers where they may be considering a lateral move, and they will not be impacted by a 3% @ 55 program, as PEPRA members are in the 2.7% @ 57 program.
PROCESS CHANGES:

The El Segundo Police Department has already begun making changes to the internal hiring process. By streamlining and quickening the hiring process, the hope is to hire those applicants who have applied at multiple police departments and are willing to sign with whoever gives them a job offer first. Currently, the testing process is spread out over the course of 1-1 ½ months. A significant hindrance is the written test we currently use. California Peace Officer Standards and Training (POST) establishes the testing requirements to become a police officer in the State of California. They require a written test to evaluate an applicants’ reading and writing ability. POST has a test referred to as the POST Entry-Level Law Enforcement Test Battery (PELLETB) for use by law enforcement agencies. They do not, however, mandate the use of this particular examination. The El Segundo PD uses the PELLETB examination, which requires us to wait for POST to grade the exam. The average wait time is 1-2 weeks. There are advantages in using the PELLETB, in that an applicant who takes it at a different police department can use that score for consideration at El Segundo. To maintain the advantage while eliminating the disadvantage, we will allow an applicant who has a PELLETB score to use this in consideration of the written exam. For those who do not, we will administer an equivalent test that we have the ability to score immediately. We are also looking at contracting with a national organization that conducts written examinations as an additional option that will help us as we look to other states.

POST does not require a physical agility test as a requirement to be hired as a police officer. They do, however, require an academy recruit to pass the physical fitness standards of the police academy. We are going to be modifying our physical examination to eliminate some portions of the test that disproportionately failed women applicants. We will always require a police officer applicant to demonstrate physical fitness; however, we believe there are better ways to test for this. Once hired, we can work with the recruits on an individual basis to make sure they can pass the requirements of the particular academy they will be attending.

As noted previously, there is a tremendous volume of applications to process on a regular basis. This has become a drain on our Human Resources Department. To help with this, we will be converting a civilian police department administrative position to a human resources analyst position. This position will report to the Human Resources Manager/Director but will be assigned to work specifically with the Police Department. We have also re-assigned some sworn and civilian staff to work closely with our Sergeant in charge of recruitment. Lastly, we have contracted out our background investigations. Our current background investigators have gone to work for this company, so we will still have access to the investigators we are familiar with but we will have access to additional investigators so we don’t experience down time in the background process. We are also looking into the viability of contracting with additional firms in case we receive a surge of qualified applicants.

RECOMMENDATIONS:

Lateral Police Officers
A Lateral Police Officer is someone who has worked at another law enforcement agency and has completed their probationary period. Within the industry, lateral police officers have a very high success rate as compared to entry level officers. In addition to producing an increased ROI from a strictly financial standpoint, they also provide greater ROI in terms of experience and abilities. This is especially important as we consider the breadth of knowledge we will be losing in the near future.

As noted above, there is a potential for a significant departure of experienced personnel from the El Segundo PD. The immediacy of this problem can only be solved by hiring a lateral police officer. Currently, it takes an entry level officer 18-24 months to go from initial application to completion of an FTO program. Additionally, we experience an approximate 50% attrition rate with entry level officers. This equates to a significant investment without the guarantee of results. Entry level applicants will always be critical to the long term health and sustainability of the organization; however, lateral and pre-service police officers must be targeted to mitigate the short term risk to the City.

Currently, the City of El Segundo offers a $3,000 bonus to lateral police officers. Many cities also provide for an incentive bonus. Through our research, the highest bonus we could find in the State was $25,000 at the City of Palo Alto. Locally, the City of Beverly Hills was the highest at 10% of annual salary. Within the South Bay, the City of Torrance was the highest offering $6,500.

Staff recommends the City Council increase the El Segundo PD hiring bonus to be funded with salary savings and reviewed on an annual basis as to its necessity.

**Pre-Service Police Officers**

Pre-Service Police Officers are those that have graduated from a police academy but have not graduated from a FTO program and completed a probationary period at a law enforcement agency. This can include individuals who sponsored themselves at the various academies that allow this and are actively looking to be hired. It also includes those that were hired and for whatever reason did not complete their probationary period. Having made it through a police academy, pre-service officers have a greater chance of success and thereby providing value to the El Segundo Police Department.

The City of Gardena is the only City we were able to locate that offers a pre-service officer hiring bonus and it is the same amount they offer to lateral police officers ($5,000).

Staff recommends funding lesser hiring bonus to attract pre-service police applicants. Like a lateral bonus, this can be funded through salary savings and reviewed annually.

**Entry Level Police Officers**

For the long term health of the organization there needs to be a mix of lateral police officers and entry level police officers. One area of success for attracting entry level police officers has been our cadet program. The El Segundo PD Cadet program is a uniformed part-time position within
the Police Department. The minimum requirement to be a cadet is to be 18 years of age and enrolled in college. Our goal has always been for this position to produce young men and women who wish to join the Police Department upon the conclusion of their collegiate career.

The cadets provide an important service to the El Segundo community by dealing with issues such as parking enforcement, traffic control, administrative duties, and providing citizen assistance when needed. In fact, in 2017, the vast majority of the 9300 parking citations were written by the cadets. Cadets have recently assisted with traffic control on a fatal traffic collision and they regularly assist with the South Bay DUI task force. These young men and women are without a doubt an asset to ESPD in virtually every operational area. Cadets are budgeted annually at $20,645 per cadet, therefore an increase from six to 15 cadets would increase the budget by $185,805.

We are in the process of revamping our cadet program so it provides structure and each year of the program builds upon the previous year. The goal is to produce a young man or woman at the conclusion of the program who has the knowledge, skills, and abilities to be a successful police recruit at the El Segundo Police Department. We have grown this program from a low of three cadets in the summer of 2017, to six currently and we have six more in backgrounds. Because of the immediate and potential long term benefit of cadets, staff recommends increasing cadet staffing to ten.

To ensure a steady stream of quality cadet applicants, staff recommends offering cadets with a minimum of two years of service with the City of El Segundo as a police cadet, some form of tuition reimbursement. Full time City employees receive $1,750 per calendar year.

As part of our ongoing efforts to attract quality entry level applicants, Police Department personnel regularly attend recruiting fairs and speak at all the local college criminal justice programs. Staff has begun looking at expanding our recruiting efforts outside the State of California, most recently speaking to a school in Oregon.

The decision to relocate to California can be a challenging one to an out of State recruit. Staff is recommending the City of El Segundo reimburse moving expenses for a police recruit.

**CONCLUSION**

Pay and benefits for existing police officers, while certainly relevant to this conversation, fall within the purview of collective bargaining and therefore have been purposely excluded from this staff report.

This report has made structural recommendations staff believes will make the El Segundo Police Department a more attractive location for quality people who wish to enter the field of law enforcement, and for those tenured police officers wishing to take their careers to the next level.

Part and parcel with making any structural changes is marketing this information so that it reaches a wide audience. There are many options for marketing our organization, such as message boards,
radio and print advertising, etc. Staff is currently in discussions with the Phelps marketing firm to explore opportunities to enhance and expand our marketing footprint.