



CORDOBA CORPORATION

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November 4, 2020

Washington Blvd. Light Rail Transit Coalition
c/o Brian Saeki, City Manager
City of Whittier
13230 Penn Street
Whittier, CA 90602

SUBJECT: Revised Proposal to Perform Economic Analysis and Connectivity Study

Dear Mr. Saeki:

Cordoba Corporation is pleased to resubmit this proposal to the Washington Blvd. Light Rail Transit Coalition to provide professional services for an Economic Analysis of Impacts & Beneficial Opportunities Associated with the Metro Gold Line Washington Boulevard Alignment.

For this project, Cordoba Corporation has teamed with Gruen Associates to provide urban planning and design, TOD/FLM planning and landscape architecture; as part of contract negotiations we will work with the Coalition Cities to identify a mutually acceptable subconsultant with expertise in financial and economic analyses. We have maintained resource and cost estimates for this future subconsultant in order to allow the Coalition to understand the complete potential cost of our proposed work program.

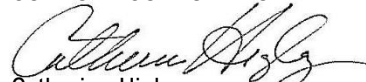
We understand that one member of the Coalition has opted not to participate in the study. We have adjusted our resource allocation and cost estimate to reflect a reduced study area as a result of the withdrawal of one member-city.

The schedule for this project is extremely limited. with a start date 6 weeks from submittal, or approximately November 16, and completion date of December 2020, there are approximately 24 to 27 working days. We understand that, with the withdrawal by Metro of the Pillar Projects pushing the estimated completion of the Eastside Extension to 2035, there may be less urgency and therefore more flexibility in the project schedule. We believe a more "relaxed" schedule would be beneficial to both the technical team and the Coalition Cities.

We look forward to explaining our streamlined work approach in more detail in a future interview. We are excited and committed to working with the cities to identify how you may make the best advantage of the potential opportunities and benefits of a significant regional transportation system upgrade in your cities.

If you have any questions or concerns in reviewing this proposal, please do not hesitate to call me ((714) 342-2309) or chigley@cordobacorp.com) or Randall Martinez ((562) 587-1031) or rmartinez@cordobacorp.com). This proposal is valid for a period of ninety (90) days.

Sincerely,
CORDOBA CORPORATION



Catherine Higley

EXECUTIVE SUMMARY

TEAM QUALIFICATIONS

To provide professional services for the Economic Analysis of Impacts & Beneficial Opportunities Associated with the Metro Gold Line Washington Boulevard Alignment (the Project) Cordoba Corporation has assembled a team of professionals well-regarded in the industry for their particular expertise, and intimately familiar with the corridor and the Coalition cities. Enhancing our considerable expertise in transportation engineering and planning, familiarity with and involvement in the Metro Eastside Extension (Gold Line) Phase II, and our experience with the Coalition cities, Cordoba Corporation is pleased to offer the services of Gruen Associates for urban design, land use planning and architecture. We will work with the Coalition to identify a subconsultant for fiscal impact and economic market analysis. The directly related experience this team brings to the project will allow us to streamline the requested scope of services to provide the Coalition and member cities with concepts and strategies developed from careful analyses and reliable information, within the timeframe identified in the proposal.

The following highlights key project experience relevant to the expertise required to complete the current project:

Cordoba Corporation

Metro Eastside Extension Phase II, Los Angeles County, CA

Santa Ana-Garden Grove (OC) Streetcar, Orange County, CA

California High Speed Rail Program Management, CA

Gruen Associates

Exposition Corridor Transit Neighborhood Plans (Expo TNP) and Five Streetscape Plans

Los Angeles, California

Eco-Rapid Transit West Santa Ana Branch Corridor Station Area and Vision Plans

Vernon, Paramount and South Gate, California

High Quality Transit Area (HQTA) Pilot Projects, SCAG Region of Southern California

LAWA Century Boulevard Streetscape Plan and LAX Design Guidelines

Los Angeles, California

Long Beach Downtown Master Plan, Long Beach CA

Catherine Higley will serve as Cordoba Corporation's Project Manager. She will be responsible for maintaining continuous communications with the City and the Coalition throughout the project duration in order to ensure that deadlines are met and products meet or exceed your expectations. Ms. Higley is a highly regarded professional with over 35 years working in the transportation planning and engineering fields. Ms. Higley has extensive experience with planning and implementation of transportation infrastructure projects for rail transit and highways throughout Southern California, including most recently the Santa Ana (Orange County) Streetcar currently under construction and the Metro Eastside Phase II project.

Ms. Higley will be supported by key senior members of Cordoba's staff including:

Sandra Cuevas, P.E. – Connectivity Task Lead: Ms. Cuevas is a senior project manager with Cordoba Corporation, with a strong understanding of the community and stakeholder roles in public projects. Serving as MS. Higley's Deputy Project Manager for the Santa Ana Garden Grove Streetcar Corridor Alternatives Analysis they successfully delivered the project for the City of Santa Ana and the Orange County Transportation Authority which was ultimately funded by FTA and is currently under construction. As Regional Manager for the HSR Program she has experienced firsthand the need to engage with communities and stakeholders early in the project development process and ultimately through design and construction.

Seda Yaghoubian, AICP, LEED AP - Visioning Task Lead: Ms. Yaghoubian brings more than thirty years of experience in municipal, regional and development planning. Since 1992, she has been providing planning, environmental and community outreach services to public and private clients. Her portfolio includes major award-winning municipal, regional, and international projects in land use, transportation, and environmental areas. She has extensive experience in projects dealing with major land development ventures involving complex development agreements and ownership structures, land use/transportation linkages, CEQA, NEPA and LEED-ND analysis, General and Master Plans, zoning, entitlement and growth management policy development.

Melissa de la Peña, P.E., Transportation Planning: Melissa de la Peña has established herself with over 25 years of experience in transportation engineering and management of large infrastructure projects throughout Southern California and for local municipalities throughout the region. She has managed the preparation of corridor studies, feasibility studies, project studies, design, and specifications and estimates - for highway, major urban transit, and complex interchange improvement projects. She is currently finishing her assignment as Project Manager for Eastside Transit Corridor Phase 2 Advanced Conceptual Engineering (ACE) and Urban Design from which she brings a wealth of directly relevant knowledge and information.

Lynnette Hartenian, Transit Oriented Development/First-Last Mile Planning: Ms. Hartenian has a planning background oriented toward finding solutions while considering the broader picture and has been responsible for diverse data collection and analysis assignments. She also has extensive experience support public outreach efforts for major transit projects including coordination, materials preparation and documentation. Ms. Hartenian also provides support to various engineering and planning professionals on major infrastructure projects in central and southern California.

Randall Martinez, Executive in Charge: Mr. Martinez is a proven executive manager who has successfully managed multidisciplinary project teams. His primary responsibility is advancing Cordoba's commitment to providing customized planning, engineering, management, and construction services to meet client needs. Towards that end, he will ensure that our Project Manager and the Coalition have ready access to the full capabilities of Cordoba Corporation to deliver this project under a constrained schedule.

Conrado N. Ayala, Technical Resourcing: As Senior Vice President of Transportation, Mr. Ayala is responsible for managing Cordoba's transportation planning and engineering resources companywide. In this role, he will oversee study progress and ensure that adequate staffing and resources are available to support the project.

Key members of the Gruen Associates include:

Elaine V. Carbrey, AIA, AICP – Planning: Ms. Carbrey brings more than 45 years of experience as Director of Planning/Urban Design for Gruen Associates. She participates in a full range of urban and regional planning, land use, urban design, master planning, transit, new communities planning, transportation, educational, environmental assessment and architectural projects.

Orlando Gonzalez – Urban Design: Mr. González has over 15 years of experience working on a variety of urban design and architecture projects, as well as taking a leadership role in many on-site charrettes. His experience includes feasibility studies and Specific Plans, pedestrian linkage plans and campus master planning. His projects

include the Century Boulevard Streetscape Plan, Expo TNP, The ARRIVE Corridor, SCAG City of Cerritos TOD Demonstration Project and Visioning for Marina Del Rey.

Larry Schlossberg, AIA, AICP, LEED AP BD+C – Architecture: Mr. Schlossberg is responsible for directing the design activities of Gruen Associates, which includes work in architecture, urban design and physical planning. He has completed projects that span the range of environmental design from interior design to new community planning. His practice is international, including major architectural, planning and design work in the US and overseas.

Kamille Parks – Urban Planning: Ms. Parks joined Gruen Associates in 2018 as an Assistant Urban Planner/Designer. Her designs and proposals enhance spaces through thoughtful urban design interventions. She has spearheaded team efforts to use GIS for housing and public park development site selection. She conducts site analyses studies through a combination of field surveys and GIS data consolidation to develop findings for development and Specific Plan proposals.

An Organization Chart and abbreviated resumes for key staff members are provided in the Team Qualifications section of the proposal.

METHODOLOGY AND SCOPE OF SERVICES

The Cordoba Team has thoroughly reviewed the Scope of Services provided in the Request for Proposal. While we would typically agree with the iterative planning process underlying the Scope of Services, the schedule identified for completion of the project does not permit the more time-intensive iterative process. With an anticipated start date in early to mid-November, and the approach of the holiday seasons, project work will be limited to approximately 24 to 27 days. Because of this constraint, the Cordoba Team is proposing a modified, streamlined study process that, we believe, will satisfy your goals and objectives for the study and provide you with the information you require in a timely manner. A Project Flow Chart included in the Methodology and Scope of Services section of this proposal depicts the process described in the Scope of Services.

With a front-end focus on virtual meetings with the Coalition as a whole and the individual cities, we look to streamline the concept development process. Following an intense week and a half of meetings and data collection/compilation, the team will formulate a Statement of Purpose and Need for the project and use this document to frame an analysis of Opportunities and Constraints. This information will be presented for review and concurrence to a Stakeholder Working Group (Stakeholder Working Group Meeting #1) comprised of city representatives and other key stakeholders.

Following the Working Group meeting, the Cordoba Team will spend the next two weeks conducting the analyses (Connectivity, and Economic Analysis and Visioning) to support a series of internal brainstorming charettes. The outcome of the charettes will be a Project Definition that defines specific urban design, transportation and economic development concepts and strategies for each city and the study area. This draft Project Definition will be presented at Stakeholder Work Group Meeting #2 for review and comment.

Upon receipt of comments on the Project Definition and resolution of issues, the report will be finalized and submitted to the Coalition. We will work with the Coalition, likely beyond the proposed completion date for the project to address any additional comments and finalize the report.

While the RFP had requested 15-day review periods for documents, this duration cannot be accommodated within a 27 day schedule. In our proposed Scope of Work, we have attempted to reduce the number and size of deliverables to a limited number of documents that can be reviewed quickly in a few days. The exception obviously is the final report. As indicated, we are prepared to work with the Coalition beyond the December 2020 completion date to finalize the report to your satisfaction.

PROJECT SCHEDULE

Consistent with the Request for Proposal, we have assumed a project start date approximately 6 weeks from proposal submittal or approximately November 16. With a desired completion date of December 2020, and accommodating the holiday schedules during November and December, there are approximately 24 to 27 working days for the schedule (depending on whether work can be conducted between Christmas and New Year). The Cordoba Team proposes to complete the streamlined scope of work within the 24 to 27 day timeframe as indicated in the schedule below.

RESOURCE ALLOCATION

Based on a project duration of approximately 27 working days, the Cordoba Team proposed to commit approximately 1,733 staff hours. These represent a significant number of senior staff hours where experience and expertise are essential to developing a quality product under a constrained schedule, along with analysis and production support staff.

COST PROPOSAL

A cost estimate to complete the project, broken down by task is presented in the Cost Proposal section. The cost estimates for each of the subconsultant team members are provided as Attachment A.

TEAM QUALIFICATIONS

TEAM MEMBERS



Cordoba Corporation is a California-based company founded in Los Angeles more than 35 years ago. From the beginning we have focused on projects in public infrastructure that provide strength and opportunities throughout California. Since our founding in 1983, we have successfully completed hundreds of projects in the Los Angeles region, evolving into one of the leading engineering, construction management and program management firms in the country. Engineering News Record (ENR) has ranked Cordoba Corporation as a Top 50 Program Management Firm and a Top 100 Construction-Management-for-Fee Firm in the nation. ENR is a national publication and the rankings recognize Cordoba Corporation's size and resources in the competitive market, which is significant given Cordoba's exclusive focus on projects in the State of California.

Cordoba's earliest projects were focused in public planning for transportation as the Los Angeles area started to develop its public transportation system. The firm's significant history and understanding of regional transportation includes experience on several projects that are foundational to current efforts such as the Metro Red Line East Side Extension—Alternative Analysis and FEIS/FEIR, LA County MTA Red Line Eastside Extension Draft EIR/EIS, and the Blue Line Connection Preliminary Planning Study.

Cordoba Corporation understands the need for combining technical expertise with an understanding of the local environment that comprises local/municipal regulations, client operations and goals, and the myriad of stakeholder requirements. Our success is driven by our ability to combine these critical elements in every project we undertake.

Cordoba Corporation currently employs over 400 full-time staff, which includes licensed professionals and technical support. Our core services include program management, design, construction management, and engineering. With nearly \$2.5 billion in construction projects currently under our management, we have been fortunate to provide critical contributions to the successful development of significant infrastructure throughout

the state of California.

For this project, Cordoba Corporation has supplemented our considerable planning and engineering resources with expertise in land use and urban design, and land use economics.

GRUENASSOCIATES **Gruen Associates**, established in 1946, provides internationally recognized planning, urban design, and landscape architectural services worldwide. Gruen Associates is the winner of the 2019 American Planning Association (APA) Los Angeles Segment Distinguished Leadership - Planning Firm Award and the 2015 Firm Award by AIA California. Gruen Associates has successfully worked on transit-related projects with agencies throughout Southern California including numerous projects for Metro. We have special expertise in transit station design (rail and bus), land use transit integration, transit-oriented communities/ developments (TOC/TOD), pedestrian and bicycle planning, and linkages in Southern California. Gruen Associates' strength in land use planning, architecture, urban design, and landscape architecture is derived from the completion of many planning and transportation-related projects coupled with a holistic approach to design.

Gruen Associates was the planner, architect, urban designer, and/or landscape architect for many of the constructed transit projects in Southern California including the San Fernando Valley East/West Transit Corridor (Metro Orange Line), the MOL Canoga Expansion, the Mid-City/Exposition Corridor Light Rail Transit Line – Phase 1, the Gold Line for Los Angeles to Pasadena, and the sbX E Street BRT Corridor (the Green Line) in San Bernardino County. Award-winning projects include the Union Station Master Plan, the ARRIVE Corridor, Redlands Passenger Rail Station Area Plan, SANBAG Land Use/Transportation Integration Plan and the Grossmont Trolley Station TOD in La Mesa. We recently collaborated with the City of Los Angeles on the Exposition Corridor Transit Neighborhood Plans for four Exposition LRT stations. We are currently working on the County of Los Angeles TOD Design Guidelines.

RELEVANT EXPERIENCE

Cordoba Corporation

Eastside Extension Phase 2, Los Angeles County, CA

Cordoba and HNTB have come together to form Cordoba HNTB Design Partners, Inc. to conduct the advanced conceptual engineering and urban design services. The team is responsible for all necessary data collection, coordination, design studies and design work in direct support or parallel to the development and completion of a supplemental/ recirculated draft EIS/environmental impact report (EIR) document and the subsequent final EIS/EIR as part of National Environmental Policy Act (NEPA)/California Environmental Quality Act (CEQA) requirements. The work includes refinement of the conceptual engineering plans and exhibits previously developed for the draft EIS/EIR to a 15% level of engineering calculations, design for three build alternatives and securing of regulatory approval from third-party agencies while addressing specific design issues raised by key stakeholders and communities in the target area. The team is coordinating with Metro's environmental, systems and public outreach teams.

California High-Speed Rail Program, Statewide, CA

Cordoba is part of the program management team (led by WS)) responsible for oversight of the development for preliminary engineering thru construction of the 700-mile California High Speed Rail System. Cordoba staff is responsible for program management services for the Southern California region. The proposed system

stretches from San Francisco, Oakland and Sacramento in the north, providing service to the Central Valley, continuing to Los Angeles and San Diego in the south. Cordoba staff work throughout the entire project (Northern, Central and Southern California) and provide both seconded personnel (who support the owner and program management activities directly) and regional management personnel (who are responsible for the oversight of significant sections of the system in southern California).

Santa Ana Garden Grove Fixed Guideway

Cordoba Corporation was the Prime Consultant on the project which was funded by the Orange County Transportation Authority (OCTA) through the Go Local Step 2 program. Working closely with the Cities of Santa Ana and Garden Grove, OCTA and the Federal Transportation Administration (FTA), Cordoba successfully completed the Go Local Step 2 Work Program, preparing the project for ownership, operations and management by OCTA, acceptance into Project Development by FTA, and advancement into design.

The Santa Ana-Garden Grove Fixed Guideway Project consisted of detailed planning and alternatives analysis, conceptual engineering and environmental compliance. The study process was consistent with Federal Transit Administration requirements for pursuing New/Small Starts funding. The environmental analysis satisfied the requirements of both the California Environmental Quality Act and the National Environmental Policy Act. At the end of the study process, a locally preferred alternative was recommended and adopted by Santa Ana and Garden Grove City Councils, and approved by OCTA; the City of Santa Ana certified the Final Environmental Impact Report and FTA issued a Finding of No Significant Impact for the project, clearing the way for project design and implementation.

Gruen Associates

Visioning, Land Use and Transportation Integration, Urban Design, Built Streetscape Projects and Multi-Modal Transportation Planning for Projects throughout Southern California Region including:

- West Santa Ana Branch Corridor Station Area and Vision Plans (Eco-Rapid Transit and the Cities of Paramount, South Gate and Vernon)
- High Quality Transit Area (HQT) Pilot Projects Visioning Studies and TOD Toolkit (four cities in the SCAG Region)
- Marina del Rey Urban Design and Visioning
- Cerritos TOD Demonstration Project
- California High-Speed Rail Authority Burbank-Anaheim Corridor Station Area Plans.

Land Use Planning, Urban Design, Design Standards, Streetscape Plans and Community Benefits, City of Los Angeles Department of City Planning:

- Exposition Corridor Transit Neighborhood Plan (a TOD Specific Plan)
- Century Boulevard Streetscape Conceptual Plan.

Award-Winning Planning, Urban Design, and TOD/TOC Projects include:

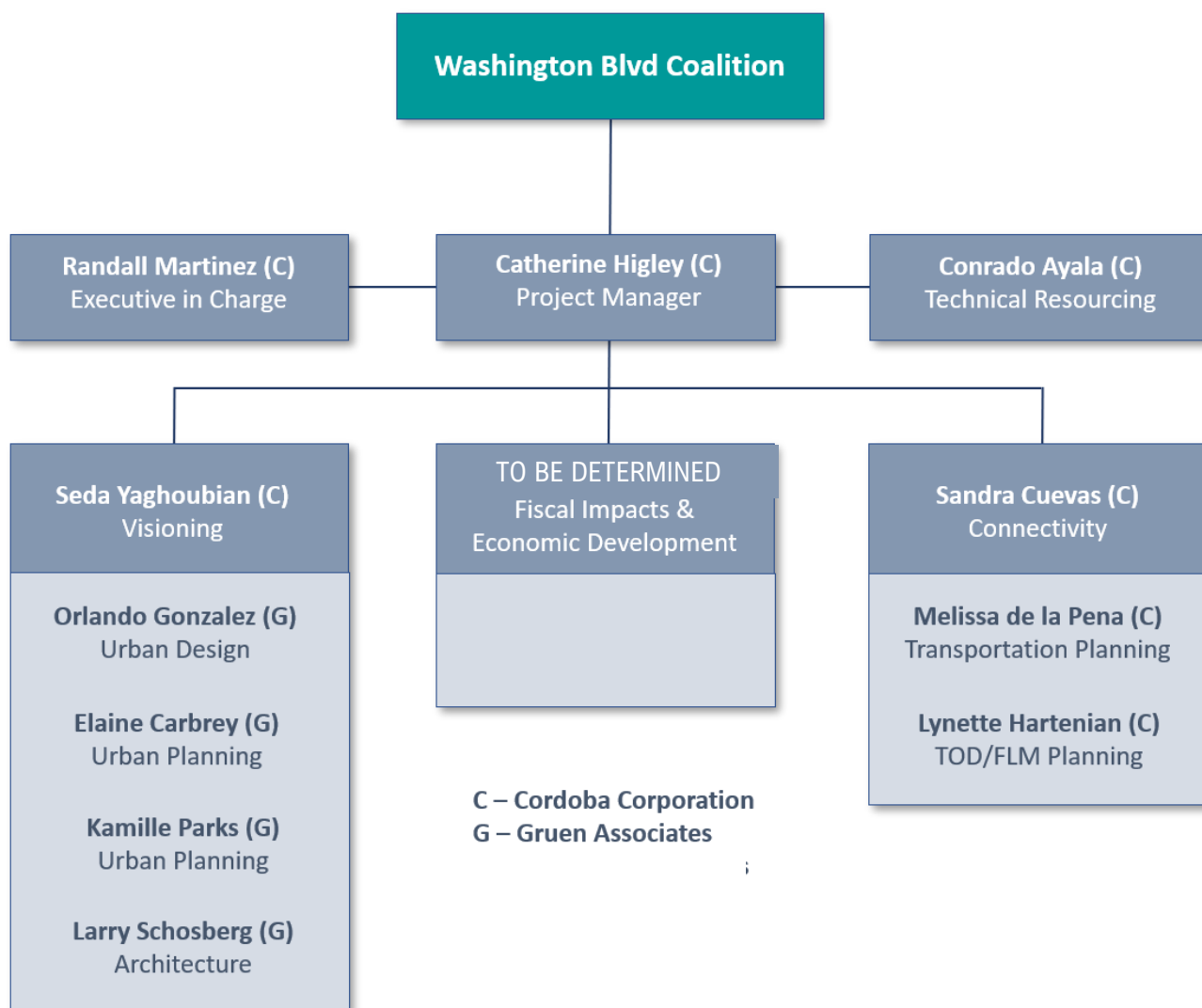
- Los Angeles Union Station Master Plan
- Redlands Passenger Rail Station Area Plan
- SANBAG Land Use/Transportation Integration Plan
- The ARRIVE Corridor (TOD Concepts for 6 cities), San Bernardino County, CA
- Grossmont Trolley Station TOD, La Mesa, CA
- Rosemead Boulevard Safety Enhancements and Beautification Project, Temple City, CA
- SCAG/SANBAG Improvements to Transit Access for Pedestrians and Transit
- Omnitrans sbX E Street Bus Rapid Transit Corridor, San Bernardino and Loma Linda, CA

Urban Designer/Planner, Architect and Landscape Architect for Transit Projects including:

- Metro Orange Line Bus Rapid Transit Corridor and Canoga Extension, Los Angeles, CA
- Omnitrans sbX E Street Bus Rapid Transit Corridor, San Bernardino County, CA
- Mid-City/Exposition Light Rail Transit Line Phase I, Los Angeles, CA
- Metro Los Angeles to Pasadena Gold Line.

KEY STAFF

The Cordoba Team has identified key senior staff with the necessary experience and skill set to lead each task and conduct critical technical analyses for this project.



Catherine Higley, Project Manager



Ms. Higley is a highly regarded professional with over 35 years working in the transportation planning and engineering fields. Ms. Higley has extensive experience with planning and implementation of transportation infrastructure projects for rail transit and highways throughout Southern California, including most recently the Santa Ana (Orange County) Streetcar currently under construction and the Metro Eastside Phase II project. During her tenure with Cordoba

TO BE DETERMINED

Corporation, she has worked closely with engineering teams to plan and design technically sound, cost effective projects that address the needs of her clients and the character of their communities.

Highlights

*M.A., Social Ecology
University of California Irvine*

*Over 35 years of experience in
transportation and rail transit
planning throughout Southern
California*

She also has extensive knowledge of funding strategies and experience in aligning funding sources with project needs. The strong combination of technical expertise with her planning experience makes her a peerless manager on projects requiring attention to technical details while working with the needs of client agencies and their constituents. Ms. Higley's project experience demonstrates her ability to simultaneously work with both technical and lay persons to resolve physical design issues, and to develop funding and implementation strategies to successfully deliver every single project with which she has been associated.

Cathy has earned a Master's Degree in Social Ecology from UC Irvine and Bachelor's Degree in History from UCLA.

Randall Martinez, Executive in Charge



Randall Martinez is a proven executive manager who has successfully managed multidisciplinary project teams. His primary responsibility is advancing Cordoba's commitment to providing customized planning, engineering, management, and construction services to meet client needs in the areas of transportation, water, energy, and education facilities. With strong technical aptitude and savvy, his professional expertise and personal passion is focused on upholding the public's trust. Using nearly 30 years of business development, management operations and government relations experience at the federal, state and municipal levels he is experienced with conventional

as well as alternative delivery methods.

Conrado N. Ayala, Technical Resourcing



Mr. Ayala is established with over 18 years of experience in site-integrated life-cycle support, including planning, design, construction, and operations. He has civil design, construction management, and environmental remediation engineering experience from characterization and

Highlights

Bachelor of Science, Civil Engineering, University of Southern California, CA

remediation to operations and maintenance. Project experience includes monitored natural attenuation studies, environmental site assessments, remedial investigations and feasibility studies, soil and groundwater investigations, and pollution prevention. Civil

design experience includes highway, street, bridges, and site work for buildings. Design and construction experience include road widening, new facilities, commercial facility expansion, and design-build. Construction management and Program/Project management of capital improvement projects includes clients such as City of Los Angeles, Port of Los Angeles, Los Angeles County Metropolitan Transportation Authority, California Department of Transportation, City of Pasadena, Marriott International and Federal Highway Administration

Seda Yaghoubian, AICP, LEED AP, Visioning Task Lead

Ms. Yaghoubian brings more than thirty years of experience in municipal, regional and development planning. Since 1992, she has been an independent practitioner providing planning, environmental and community outreach services to public and private clients. Her portfolio includes major award-winning municipal, regional, and international projects in land use, transportation, and environmental areas. During her career as an urban planner, she has taken leadership roles in numerous large-scale private development projects and public sector, multi-jurisdictional planning initiatives with projects throughout California, Native American tribal lands, China, Mexico, and the Republic of Armenia. She has extensive experience in projects dealing with major land development ventures involving complex development agreements and ownership structures, land use/transportation linkages, CEQA, NEPA and LEED- ND analysis, General and Master Plans, zoning, entitlement and growth management policy development.

Ms. Yaghoubian's career includes ten years as a planner for the City of Irvine where she was in charge of the rezoning and planning of the Irvine Business Complex, the 2,500- acre mixed-use area near John Wayne Airport, and the planning of the various phases of Irvine Spectrum, a 3,000-acre regional industrial, commercial and mixed-use entertainment district. Acting as the Director of Planning and Entitlement for the Orange County Great Park Design Studio, she managed the feasibility studies of all priority programs of the Orange County Great Park. As a key member of the consultant team for the 4,700-acre Heritage-Fields (Lennar) development on the former MCAS El Toro, she provided planning and land use entitlement expertise for the development of 8 million square feet of commercial and institutional, 9,500 residential units, and Transit Oriented Districts within a public-private ownership structure.

Sandra Cuevas, P.E., Connectivity Task Lead



Sandra Cuevas, P.E., is a senior project manager with Cordoba Corporation. She has worked on large-scale transportation projects throughout southern California where she has provided expertise in program management, transportation planning, roadway and rail project design, cost estimating and construction support.

Highlights

*B.S., Civil Engineering
University of California Irvine*

*Professional Engineer, CA
#64580*

Ms. Cuevas has top technical skills combined with a strong understanding of the community and stakeholder roles in public projects. In her role as Deputy Project Manager for the Santa Ana Garden Grove Streetcar Corridor Alternatives Analysis and as Regional Manager for the HSR Program she has experienced firsthand the need to engage with communities and stakeholders early in the project development process and ultimately through design and construction. She is a professional engineer with ability to convey technical data to diverse stakeholders.

Melissa de la Peña, P.E., Transportation Planning



Melissa de la Peña has established herself with over 25 years of experience in transportation engineering and management of large infrastructure projects throughout Southern California and for local municipalities throughout the region. She has managed the preparation of corridor studies, feasibility studies, project studies, design, and specifications and estimates - for highway, major urban transit, and complex interchange improvement projects. Her work on all phases of transportation projects from planning

Highlights

B.S., Civil Engineering, UCLA

*Registered Professional Engineer:
CA #C59447*

through construction has given her a thorough understanding of federal, Caltrans, and public agency standards and requirements.

Melissa de la Peña provides *strong project delivery experience* having successfully delivered multiple projects (including on-call contracts for Caltrans District 7 and City of Los Angeles) under expedited schedules. She also offers proven project manager capabilities based on her in-depth experience in managing infrastructure projects involving multiple stakeholders, alternative development, design, traffic, and aesthetics.

Lynnette Hartenian, Transit Oriented Development/First-Last Mile Planning



Lynnette Hartenian has a planning background oriented toward finding solutions while considering the broader picture and has been responsible for diverse data collection and analysis assignments. She has extensive experience using PC and Mac; proficient in Microsoft Office, and experience using GIS. She uses these skills in supporting final reports

Highlights

*Master of Planning and Public
Administration (MPL/MPA)
Candidate, University of Southern
California, Los Angeles CA,
Expected December 2015 (Deans
Merit Scholarship Recipient)*

and in preparing presentations of findings to project stakeholders.

*University of California at Los
Angeles, Los Angeles, Bachelor's
Degree in Anthropology*

Elaine V. Carbrey, AIA, AICP - Planning



Ms. Carbrey brings more than 45 years of experience as Director of Planning/Urban Design for Gruen Associates. She participates in a full range of urban and regional planning, land use, urban design, master planning, transit, new communities planning, transportation, educational, environmental assessment and architectural projects. As an Urban

Planner, Ms. Carbrey prepared design guidelines and coordinated and integrated the technical efforts of all the subconsultants on the Metro Los Angeles Union Station Master Plan (USMP) related to land use, pedestrian, open spaces, sustainability, transit and other mobility modes. The approved and multi-awarded USMP creates a regional transit hub as a destination that plans for the expansion of transit, addresses the site's historic fabric, improves the passenger experience, facilitates connectivity to the surrounding neighborhoods and prepares for High Speed Rail.

Highlights

B.A. Architecture, Louisiana State University, Baton Rouge, LA (Phi Beta Kappa)

Registered Architect, CA #C8779

2018 Planner Emeritus Network Award, AIA CA Chapter

2018 John Chase Visionary Award, AIA CA Chapter

Orlando Gonzalez – Urban Design



Mr. González joined Gruen Associates in 2012 as an Urban Planner and became an Associate in 2016. He has over 15 years of experience working on a variety of urban design and architecture projects, as well as taking a leadership role in many on-site charrettes. His experience includes engaging in many aspects of planning work, from feasibility studies and Specific

Plans to pedestrian linkage plans and campus master planning. His work has also included international projects, from Panamá to the island of Mauritius. He has the ability to work at both architectural and urban planning scales and his versatility in design and graphic media has led to his management of many projects. Mr. González has a conscientious understanding of the interdependent relationship between architecture, the public realm and urban design as one in which history and building traditions, a consideration of existing urban settings and a consciousness for natural ecosystems are all intertwined to give meaning to city- and place-making. His projects include the Century Boulevard Streetscape Plan, Expo TNP, The ARRIVE Corridor, SCAG City of Cerritos TOD Demonstration Project and Visioning for Marina Del Rey.

Mr. González is bilingual and will be integral to the team with work that may require a Spanish speaker. Mr. González volunteers regularly to introduce and teach Indigenous Architecture and Urbanism subjects to local Los Angeles communities at a multi-cultural community school, as well as assists USC professors in courses for Urban Design-related graphic and drawing tools, and teaches alongside Architecture/Construction/Engineering colleagues as part of the ACE Mentor Program of America for high school students.

Highlights

B.A. Architecture, Notre Dame University, IN

2016 APA Transportation Planning Ward (The ARRIVE Corridor)

2006 Advocacy Planning Award, AICP Inland Empire (sbX E Street Bus Rapid Transit)

Larry Schosberg, AIA, AICP, LEED AP BD+C - Architecture



Larry is responsible for directing the design activities of Gruen Associates, which includes work in architecture, interior design, urban design and physical planning. His work is broadly multi-disciplinary, having completed projects that span the range of environmental design from interior design to architecture to new community planning. His practice is international, including major architectural, planning and design work in the US and overseas. Larry's design work has focused on public and institutional projects, winning numerous honors and design awards for transformative architecture and implementation plans.

Highlights

M.A. Architecture, Washington University, St. Louis, MO

B.S. Architecture, California Polytechnic University, San Luis Obispo, CA

Registered Architect CA #C17410

Kamille Parks – Urban Planning



Kamille joined Gruen Associates in 2018 as an Assistant Urban Planner/Designer. Her designs and proposals enhance spaces through thoughtful urban design interventions. She has spearheaded team efforts to use GIS for housing and public park development site selection. She conducts site analyses studies through a combination of field surveys and GIS data consolidation to develop findings for development and Specific Plan proposals. Kamille has experience presenting development projects and research findings to local commissions and city council governments. Her projects incorporate interactive elements to generate user-friendly proposals and data analyses. She also has years of experience as a web developer and uses this experience to create custom interactive webpages to generate user-friendly tools for community engagement and project outreach.

Highlights

M.A. Planning, University of Southern California, CA

B.A. Urban Studies, University of California, Irvine, CA

METHODOLOGY AND SCOPE OF SERVICES

The Cordoba Team has thoroughly reviewed the Scope of Services provided in the Request for Proposal. While we would typically agree with the iterative planning process underlying the Scope of Services, the schedule identified for completion of the project does not permit the more time-intensive iterative process. With an anticipated start date in early to mid-November, and the approach of the holiday seasons, project work will be limited to approximately 24 to 27 days. Because of this constraint, the Cordoba Team is proposing a modified, streamlined study process that, we believe, will satisfy your goals and objectives for the study and provide you with the information you require in a timely manner.

The Cordoba Team approach will make optimal use of the considerable experience our team members have along the Metro Eastside Phase ii corridor as well as in each of the Coalition cities. We will also seek to work efficiently with the Coalition and each of its member cities within the constraints of the current environment, to fully understand specific interests, goal and objects and concerns each member agency may have. We explore each city's thoughts and ideas to obtain maximize the benefit and minimize the impacts to their city of the proposed Gold Line extension. We will augment the considerable database that we already possess or that can be obtained online, with specific requests of each city to support our analyses.

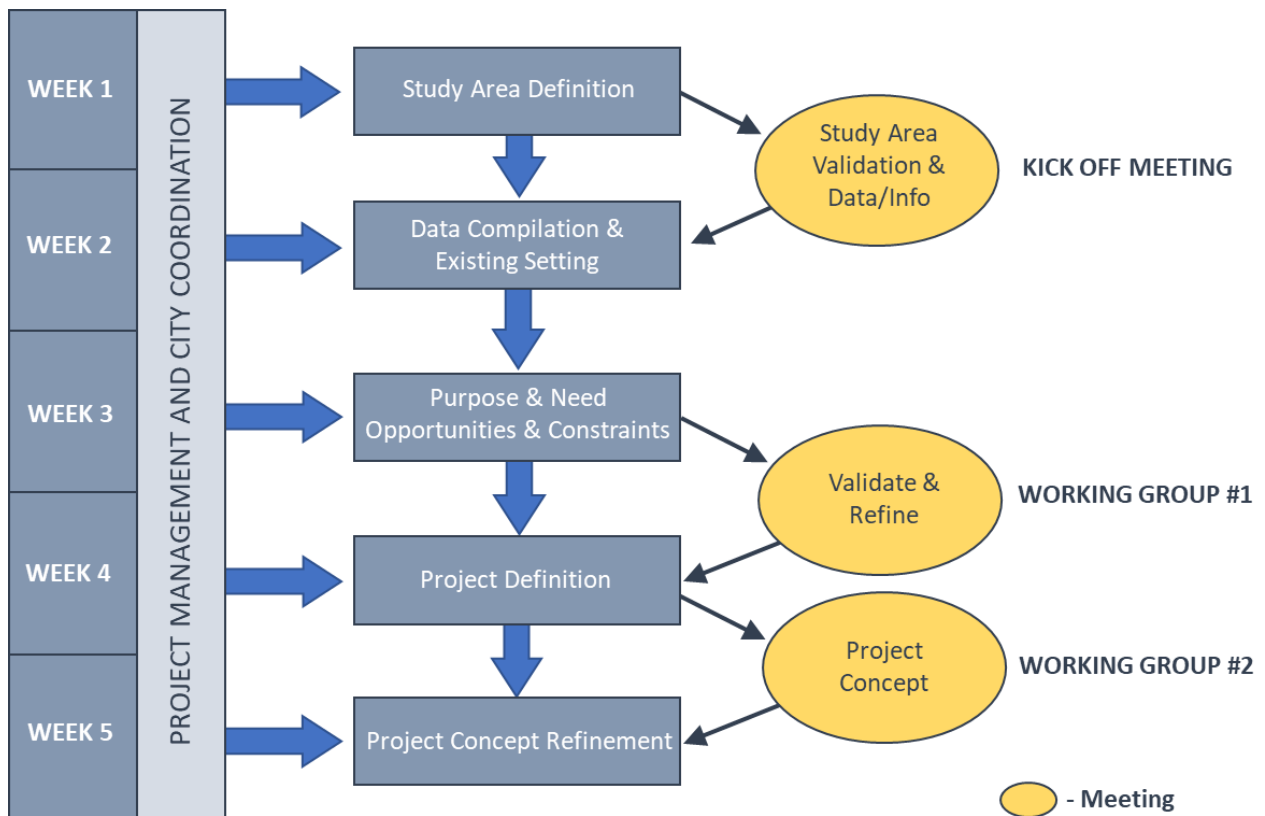
Equipped with input for the Coalition as a whole and each of the member cities, and the available information and data, the Cordoba Team will prepare a Purpose and Need Statement for the project to frame strategy development. Based on the Purpose and Needs Statement, we will conduct an Opportunities and Constraint analysis. This information will be presented for review and concurrence to a Stakeholder Working Group comprised of city representatives and other key stakeholders.

Following the Stakeholder Working Group Meeting, the Cordoba Team will prepare a Connectivity Study, an Economic Analysis and Vision study. We will conduct a series of internal brain storming charettes to explore the specific strategies for each city, their station area and the study area as a whole. The results will be a Project Definition that defines specific urban design, transportation and economic development concepts and strategies for each city and the study area. This draft Project Definition will be presented at Stakeholder Work Group Meeting #2 for review and comment.

In response to comments and directions received from the cities and the Stake Holder Working Group, the Project Definition will be refined. The final document will identify:

- Economic Development Opportunities
- Recommended locations for transit-oriented development
- Regulations for land use and urban design corridor-wide and for station areas
- Transit Oriented Community applications
- Multimodal connectivity to proposed stations
- ROW enhancement, opportunities for acquisition and modernization

If necessary, the Cordoba team will coordinate with individual cities to resolve issues or concerns they may have. Upon receipt of comments and resolution of issues, the report will be finalized and submitted to the Coalition. We will work with the Coalition, likely beyond the proposed completion date for the project to address any additional comments and finalize the report. The following page presents a flow chart of the study process.



TASK 1: PROJECT MANAGEMENT

Cordoba Corporation, as Prime Consultant, will provide proactive project management of the technical and administrative aspects of the project, including frequent communications with the City and early identification of issues that may arise during project delivery. Cordoba Corporation's Project Manager will communicate weekly with the City's Project Manager, discussing project progress, next steps, and issues or concerns. This communication may occur in person at the City, or via phone calls, whichever best serves the needs of the project and is most convenient to the City.

This project will be managed through an active Project Management Plan; inclusive of all scope, schedule, budget, deliverables and sub-consultant management. Cordoba Corporation's Project Manager will keep reliable project records and provide monthly invoices and progress reports.

Deliverables: Project Management Plan, meeting notes of weekly project manager calls; monthly invoices and progress reports.

TASK 2: PROJECT KICK-OFF AND CITY MEETINGS

Immediately following contract award, the Cordoba Team will coordinate a virtual project kick-off meeting with the Washington Boulevard Coalition (Coalition). The meeting will provide the opportunity for the Coalition and Cordoba Team members to meet, review the project scope of work, and obtain concurrence on key milestones, deliverables and schedule. Its also an opportunity to explore any ideas, issues or concerns that Coalition members may want addressed during the course of the study. The project study area(s) for the various disciplines will be addressed and the Coalition will provide an overview of regional issues of interest or concern. The Cordoba Team will distribute a meeting invitation/agenda in advance of the meeting that includes a data/information request. The requested information should be provided to the Team at the Kick-off meeting.

Following the Kick-Off meeting the Cordoba Team will schedule individual (virtual) meetings with each of the Coalition cities. The purpose of these meetings is to better understand the specific needs and goals for the study of each member city, explore each city's ideas and vision for the study area within their city boundaries and any known opportunities or obstacles to that vision, and to obtain any additional data that was not available at the Kick-off meeting.

Deliverables: Meeting agenda, supporting materials and meeting notes and action items for the Kick-off Meeting; agenda, meeting notes, and action items for individual city follow-up meetings.

TASK 3: STAKEHOLDER WORKING GROUP

The Cordoba Team will work with the Coalition to identify a Stakeholder Working Group to support the project. In addition to city representatives, each city may have key stakeholders that should be included in the Working Group. For efficiency and workability, we hope to limit participate to approximately 25 members. Based on the limited schedule duration for this project (approximately 5 weeks), only two Working Group meetings are recommended:

1. Review study area, purpose and need for the project, and existing conditions and previous study findings
2. Present study concept(s) and analyses.

Deliverables: Meeting agendas, supporting materials, meeting notes and action items

TASK 4: COMPILE AND REVIEW DATA/INFORMATION

The study area is generally assumed to be bounded by the I-5 freeway on the west, Whitter Boulevard on the north, ½ mile beyond Washington Boulevard on the south and the east. It is further assumed that the study area will capture a 1 to 3 mile swath on each side of the LRT corridor and up to a 5-mile radius for selected proposed station locations for market capture. Since station area planning generally focuses on a tighter radius than 5 miles, the data available for the outer reaches of the 5-mile radii will likely be more limited, coarser, and more appropriate for sketch planning. Since the potential economic development influence of LRT has been found to typically to be less than 5 miles, higher level sketch planning will focus on opportunities for areas more distant to the alignment and stations to potentially benefit through enhanced connectivity and future development trends. Existing characteristics of the ½ mile study areas and connecting arterial corridors will be documented including land uses, circulation system (including roadway, transit, bike, pedestrian, etc.) and operating characteristics, socio-demographics, notable physical features, and issues or considerations identified by the cities.

The Cordoba team will identify/document future goals, plans, and projects each city may have for the corridor as a whole and their segment within the corridor to better develop alternatives and strategies for the corridor. In the years since Metro began planning for the Gold Line Eastside Extension, a considerable amount of planning has been conducted within the study area. As part of the data collection effort, the team will compile and review available relevant plans and documents pertaining to the corridor including those currently in production as part of the Eastside Transit Phase 2 Study (station area planning, Transit Oriented Community Assessment, First-and-Last Mile Analysis, etc.).

Deliverables: Study Area Existing Setting Technical Report; Data Collection List/Inventory

TASK 5: PURPOSE AND NEED, OPPORTUNITES AND CONSTRAINTS

Based on the stated goals and objectives of each city for their city and the corridor as a whole, and on the existing setting information compiled in Task 4, a Purpose and Need Statement for the project will be developed. It will define the goals for fiscal impacts, economic development, land use patterns and urban place goals, and mobility and connectivity goals. The Purpose and Need Statement will provide a framework within which the team can evaluate potential opportunities and constraints along the corridor and at each station area in satisfying the goals and objectives of the Coalition and each member city.

An opportunities and constraints analysis will be prepared that will identify the strengths and potential opportunities (e.g. land value capture potential, positive fiscal and economic impact potential, community land use cohesiveness and placemaking, multi-modal opportunities to enhance connectivity), and the constraints and weakness along the study corridor. Opportunities and constraints will be organized by station area and for the corridor.

An opportunities and constraints summary matrix supported by a brief Opportunities and Constraints Technical Memorandum will be presented to the Working Group (Working Group Meeting #1) for their review input.

Deliverables: Purpose and Need Statement; Opportunities and Constraints Matrix

TASK 6: PROJECT DEFINITION

Concept(s) for the study corridor and the areas surrounding stations in each city will be developed in collaboration with market demand analysis, potential implementation, economic development strategies, mobility and connectivity opportunities and urban design themes and place typologies. Concepts will consider the 2012 study prepared earlier and address new concepts for mixed-use, transit-supportive communities, innovative housing types, affordable housing, and first/last mile concepts to link uses along Washington Boulevard and to the stations.

In order to streamline the project schedule and provide the Coalition with a completed project in December 2020. The Cordoba Team will draw upon their considerable cumulative expertise and experience in the corridor and with the Eastside Phase II project. Following the first Stakeholder Working Group meeting, and based on the foundation created by the Purpose and Need Statement, the existing setting, the opportunities and constraints analyses, and input from the cities and stakeholders, the Cordoba Team will conduct a series of internal brainstorming sessions and design charettes. Working through 2 to 3 half day sessions, members of the Cordoba Team will identify elements and strategies within each city, surrounding each station and along the corridor. At the end of each session, each member of the team will spend additional time to analyze and refine the identified concepts prior to the next session. At the end of the process the elements and strategies will be compiled to

form an overall concept for the study corridor. The preferred concept(s) will describe an integrated, organized and themed vision for study area enhancement, economic and land use development and community connectivity

The resulting concept(s) will be presented to the Stakeholder Working Group (Working Group Meeting #2) for review and comment. Based on comments received from the group, the concept(s) will be further refined in Task 7.

The following subtasks will inform the project definition.

Task 6.1 - Connectivity Study

A connectivity study of the preferred alternative will identify and evaluate circulation and connectivity throughout the corridor with emphasis on the potential connectivity between each node and the corresponding LRT station area, connectivity between nodes along Whittier Boulevard, and between nodes the surrounding communities. Multiple applicable modes of transportation (motorized and non-motorized, active and passive) will be considered.

Task 6.2 - Economic Analysis and Vision

The economic analysis of the study area will support formulation of an economic development strategy addressing land use mix and development patterns within the study area. It will focus on key nodes in each city and the synergy between these nodes, and LRT station areas and other adjacent nodes along the corridor. The analysis will include consideration of demographic and employment characteristics (e.g. population, household size, incomes, education levels, industries and occupations, commute patterns), real estate market supply and demand data (e.g. inventory, vacancy rates, lease rates, historical absorption), commercial, residential and mixed-use development opportunities, the pedestrian environment, street improvements or support non-motorized transportation, safety and traffic calming measures, landscape enhancements, etc. The analysis will provide recommendations for the types of activities and development patterns and mixes for each city and corridor-wide that support plan implementation and promote fiscal sustainability for the City general funds (fiscal revenue impacts net of fiscal expenditure impacts), the local residential communities, and the local business sectors.

Task 6.3 - Implementation Strategies

Several of the Corridor cities have recently updated or are currently updating their General Plans. Each cities' planning and regulatory framework will be reviewed to determine compatibility with the actions and activities required to implement the preferred alternative within each city and support the cross-jurisdictional coordination to foster corridor cohesion. Specific recommendations for program implementation will be provided that each city may incorporate into their planning and policy framework.

Based on the characteristics of the preferred alternative, and the recommended implementation strategies, potential funding methods (e.g. tax increment financing, other special districts, lease-revenue financing), sources (e.g. impact fees, grants, Opportunity Zone investment), and where available, specific programs will be identified.

Deliverables: Connectivity Study Summary; Economic Analysis Summary; Implementation Strategies Summary; Project Definition Summary.

TASK 7.0 PROJECT CONCEPT REFINEMENT AND DOCUMENTATION

The preferred concept(s) is intended to describe an integrated, organized and themed vision for study area enhancement, development and community connectivity. The preferred alternative's project definition requires identification of the opportunities for Transit Oriented Community characteristics and energized economic development along the corridor. The project definition, supported by the connectivity study, the economic analysis and the implementation strategies will identify:

-
- Economic Development Opportunities
 - Recommended locations for transit-oriented development
 - Regulations for land use and urban design corridor-wide and for station areas
 - Transit Oriented Community applications
 - Multimodal connectivity to proposed stations
 - ROW enhancement, opportunities for acquisition and modernization

Following the second Stakeholder Work Group Meeting and based on comments received from the cities and stakeholders at that meeting, the project concept will be refined and documented. If necessary, the Cordoba team will coordinate with individual cities to resolve issues or concerns they may have. Upon receipt of comments and resolution of issues, the report will be finalized.

Deliverables: Draft Final Report; Final Report

PROJECT SCHEDULE

PROJECT SCHEDULE		16-Nov	17-Nov	18-Nov	19-Nov	20-Nov	23-Nov	24-Nov	25-Nov	T H A N K S I V I N G	30-Nov	1-Dec	2-Dec	3-Dec	4-Dec	7-Dec	8-Dec	9-Dec	10-Dec	11-Dec	14-Dec	15-Dec	16-Dec	17-Dec	18-Dec	21-Dec	22-Dec
Task 1	Project Management																										
Task 2	Kick-off & City Meetings																										
Task 3	Stakeholder Working Group															WG#1						WG#2					
Task 4	Compile/review data																										
Task 5	Purpose & Need; Opps & Cons																										
Task 6	Project Definition																										
Task 7	Project Concept Refinement																										

COST PROPOSAL

REVISED FEE

TASK	C. Hiley	S. Cuevas	S. Yaghoubian	M. de la Pena	L. Hartenian	Graphics	Project Controls	CCSubtotal	Gruen	Kosmont	TOTAL	
Task 1: Project Management	40 \$ 5,000	0 \$ -	0 \$ -	0 \$ -	0 \$ -	0 \$ -	20 \$ 3,300	60 \$ 12,300	\$ 3,336	\$ -	\$ 15,636	
Task 2: Project Kick-Off and City Meetings	18 \$ 4,050	12 \$ 2,592	12 \$ 2,100	4 \$ 996	12 \$ 1,176	12 \$ 1,200	0 \$ -	70 \$ 12,054	\$ 4,966	\$ 6,904	\$ 23,524	
Task 3: Stakeholder Working Group	12 \$ 2,700	10 \$ 2,160	12 \$ 2,100	\$ -	20 \$ 1,960	12 \$ 1,200	0 \$ -	66 \$ 10,120	\$ 7,280	\$ 6,320	\$ 23,720	
Task 4: Compile and Review Data/Information	16 \$ 3,600	12 \$ 2,592	12 \$ 2,100	\$ -	20 \$ 1,960	0 \$ -	0 \$ -	60 \$ 10,252	\$ 19,699	\$ 13,192	\$ 43,143	
Task 5: Purpose and Need, Opportunities and Constraints	20 \$ 4,500	16 \$ 3,456	20 \$ 3,500	\$ -	28 \$ 2,744	8 \$ 800	0 \$ -	92 \$ 15,000	\$ 7,824	\$ 11,380	\$ 34,154	
Task 6: Project Definition	28 \$ 6,300	16 \$ 3,456	12 \$ 2,100	24 \$ 5,616	32 \$ 3,136	14 \$ 1,400	0 \$ -	126 \$ 22,008	\$ 23,757	\$ 26,352	\$ 72,117	
Task 7: Project Concept Refinement Documentation	36 \$ 8,100	20 \$ 4,320	24 \$ 4,200	16 \$ 3,744	32 \$ 3,136	14 \$ 1,400	0 \$ -	142 \$ 24,900	\$ 16,102	\$ 12,904	\$ 53,906	
Subtotal	170 \$ 38,250	86 \$ 18,576	92 \$ 16,100	44 \$ 10,296	144 \$ 14,112	60 \$ 6,000	20 \$ 3,300	616 \$ 106,634	\$ 82,965	\$ 76,602	\$ 266,201	
ODC's									\$ 2,840	\$ 3,964	\$ 1,600	\$ 8,404
TOTAL											\$ 274,605	