

CITY OF LAKE ELSINORE 2040

# DREAM EXTREME

DECEMBER 20, 2017



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USA



December 20, 2017

Nicole Dailey  
Senior Management Analyst  
City of Lake Elsinore  
130 S. Main Street  
Lake Elsinore, CA 92530

**Subject: Response to Request for Qualifications for Dream Extreme 2040 Strategic Plan**

Dear Ms. Dailey,

We are thrilled to have the opportunity to submit our qualifications and proposed approach to support the development of your Dream Extreme 2040 Strategic Vision Plan. The world is changing rapidly as technology disrupts every facet of live-work-play in our communities. Gensler has taken a strong stance on understanding these changes and how they impact placemaking and communities. We believe in leveraging the power of design to create a better world.

A 2040 Strategic Vision Plan demands a careful understanding of place and community identity, requires a process that brings knowledge and people together, and must be captured by a strategy that maps out a long range implementation plan. A plan needs to be flexible enough to evolve as context continues to change. We have taken up your challenge to "Dream Extreme" and are proposing a unique approach to deliver you the very best thinking toward this critical effort. We have teamed with award-winning industry leaders in the world of placemaking and project delivery. Thought leaders from each firm will engage directly with you through a series of engaging multi-day workshop sessions:

**Gensler** – Project Direction, Master Planning and Design  
**ARUP** – Systems Design and Engineering  
**HR&A** – Innovative Financing and Economics  
**CityFi** – Policy and Technology  
**Sherwood Design Engineers** – Water, Ecological Systems and Infrastructure

Our approach is structured to be scalable to match the effort the City intends to undertake. We have provided a three-workshop structure to commence the discussion with you, and we're happy to review and modify to better match your intent once we learn more about your overall effort.

In addition to our unique approach, this proposal introduces you to our key staff and qualifications that demonstrate our understanding of the City of Lake Elsinore. Our qualifications support our ability to help you position for a changing future and amplify the positive attributes already present in your community. Our proposal set forth herein will be binding for a term of 90 days from today's date. We look forward to learning more about your project at a possible interview. Please don't hesitate to contact me if you have any questions regarding this submission a (213) 243.8841 or at [kevin\\_rosenstein@gensler.com](mailto:kevin_rosenstein@gensler.com). Thank you once again for the opportunity to help you Dream Extreme!

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin Rosenstein".

Kevin Rosenstein  
Principal-in-Charge

# 1

## QUALIFICATIONS

### OUR PHILOSOPHY

Gensler sees design as strategy in action, focused on results. We help our clients envision a better future and get there successfully. We help them leverage the power of design to generate innovative solutions that effect real transformation. We always seek to understand and improve the human experience, and to do so sustainably.



#### TAKING THE PULSE — TRENDS AND ISSUES FORECASTS

Unique among design firms, Gensler works with a cross-section of the world's economy. This access provides us insights into the issues driving change across markets. To help businesses navigate the impact of industry trends on the built environment, our publications and thought leadership explore how design turns client challenges to competitive advantage.



#### DESIGN RESEARCH GENERATES INNOVATION

Every Gensler design practice carries out basic and applied research, separate from project work, on issues of direct benefit to our clients. The purpose always is to create value that maximizes design's full potential for higher performance. Here we highlight our latest findings.





## CULTIVATING A CULTURE OF DESIGN

Breakthrough ideas emerge from understanding the needs of the people and communities we serve. Delivering design that is informed, purposeful, innovative and compelling means we encourage our people — the industry's top talent — to explore new solutions to age-old problems. We reward collaboration and intellectual curiosity — striving to leverage design's ability to elevate the everyday.



## CREATING SUSTAINABLE FUTURES

Sustainability has always been a core element of Gensler's design philosophy. It's our social and professional responsibility as designers to preserve our natural environment to enhance the communities where people live, work, and play. Our approach is grounded in performance-driven design principles that consume less resources and balance performance with resilience in order to create regenerative solutions.



# A LITTLE BIT ABOUT US

## FIRM'S LEGAL NAME

M. Arthur Gensler, Jr. & Associates, Inc.  
Doing business as (DBA) Gensler

## FIRM'S HISTORY / GROWTH / PHILOSOPHY / CULTURE

At Gensler, we believe in the power of **design and** its ability to impact our everyday lives. We are on the forefront of addressing the critical issues and attitudes shaping our communities.

Gensler is a leading global architecture, design, and planning firm with 44 Locations and over 5,500 professionals in the Americas, the UK, the Middle East, Australia, and Asia. The firm partners with companies to achieve measurable business and organizational goals through design with 3,500+ active clients in virtually every industry. For over 50 years, Gensler has been a pioneer in creating great places that enhance the quality of work and life.

*Fast Company* magazine called Gensler “one of America’s most influential design firms.” Michael J. Stanton, FAIA, former President of the AIA, said, “Gensler is America’s foremost collaborative practice. The firm exemplifies how the creative mix of disciplines, all with ‘place’ as their focus, adds richness and value to buildings and their settings.” Gensler supports the development of innovative places with a philosophy of value-based design and comprehensive services that allow clients to collaborate with a continuous, dedicated team from planning through construction. We have organized and integrated our services to support clients at every stage in the real estate and facilities cycle, from initial strategy and design through implementation and management. We focus on understanding our clients’ goals and strategies, and seek to add substantial value to their enterprises through our work and services.

## MUNICIPAL STRATEGIC PLAN DEVELOPMENT EXPERIENCE

Gensler has planned and programmed facilities for public and private clients in California and throughout the United States. A partial list of our public sector clients in California include:

### LOCAL GOVERNMENT AGENCIES

#### City of Los Angeles

- Appointed Charter Reform Task Force
- Community College District
- Los Angeles Department of Health and Human Services
- Los Angeles Department of Public Social Services
- Los Angeles Department of Public Works
- Los Angeles Department of Water & Power
- Los Angeles Police Department
- Los Angeles County Metropolitan Transportation Authority
- Los Angeles World Airports
- Port of Los Angeles

#### City of Anaheim

#### City of Beverly Hills

#### City of Long Beach

#### City of San Clemente

#### City of San Diego

#### City of Santa Monica

#### City of West Hollywood

#### Los Angeles Unified School District

#### Metropolitan Water District

#### Water Replenishment District of Southern California

### COUNTY AGENCIES

#### County of Los Angeles

#### County of Alameda

#### County of Marin

#### County of Monterey

#### County of Orange

#### County of San Bernardino

#### County of San Luis Obispo

#### County of Santa Clara

#### County of Sonoma



NUMBER OF EMPLOYEES

**5,500+**  
FIRMWIDE

**550+**  
IN LOS ANGELES

**90+**  
IN NEWPORT BEACH

**100+**  
IN SAN DIEGO



## ARUP

### SYSTEMS DESIGN & ENGINEERING

Arup takes an innovative approach to every aspect of city development and improvement. For the City of Lake Elsinore, Arup will bring together technical expertise, an understanding of growth management and its effects on infrastructure development, new funding methodologies, and policy instruments, backed by research into the relevant socio-economic trends in comparable local and global cities.



## HR&A

### FINANCING & ECONOMICS

HR&A Advisors, Inc. (HR&A) is an industry-leading real estate, economic development and resiliency consulting firm. HR&A's community planning and neighborhood revitalization work is rooted in public engagement, expertise in market analysis, economic development initiatives, and successful public-private partnerships. We seek to create environments that provide a high quality of life for residents, diverse employment opportunities, and are desirable



## CITYFI

### POLICY & TECHNOLOGY

CityFi is in the business of urban change management, with an eye toward facilitating empowering positive, sustainable impacts and economic returns. We are global thought leaders in the transportation, technology and finance sectors. CityFi integrates public policy, urban design, economic development, capacity building, and civic innovation.



## SHERWOOD DESIGN ENGINEERS

### WATER, ECOLOGICAL SYSTEMS & INFRASTRUCTURE

Sherwood Design Engineers is committed to the optimal integration of ecology, infrastructure, and design specializing in water management strategies. We document site infrastructure as well as master plan engineering solutions at a campus, neighborhood, and district scale. Sherwood works to maximize efficiencies through an integrated and ecological approach that results in high performance buildings and landscapes recognized for function and user experience.

# LIVE, WORK, PLAY *EXTREMELY*

Through our 29 specialized practice areas, Gensler delivers specific building and project types that meet our clients' myriad needs around the world. Gensler's talented staff offers a wealth of specialized knowledge across a wide breadth of industry sector coverage. Our collaborative, integrated approach blends the diverse knowledge of these specialties to explore new possibilities and give clients a competitive edge through fresh ideas.

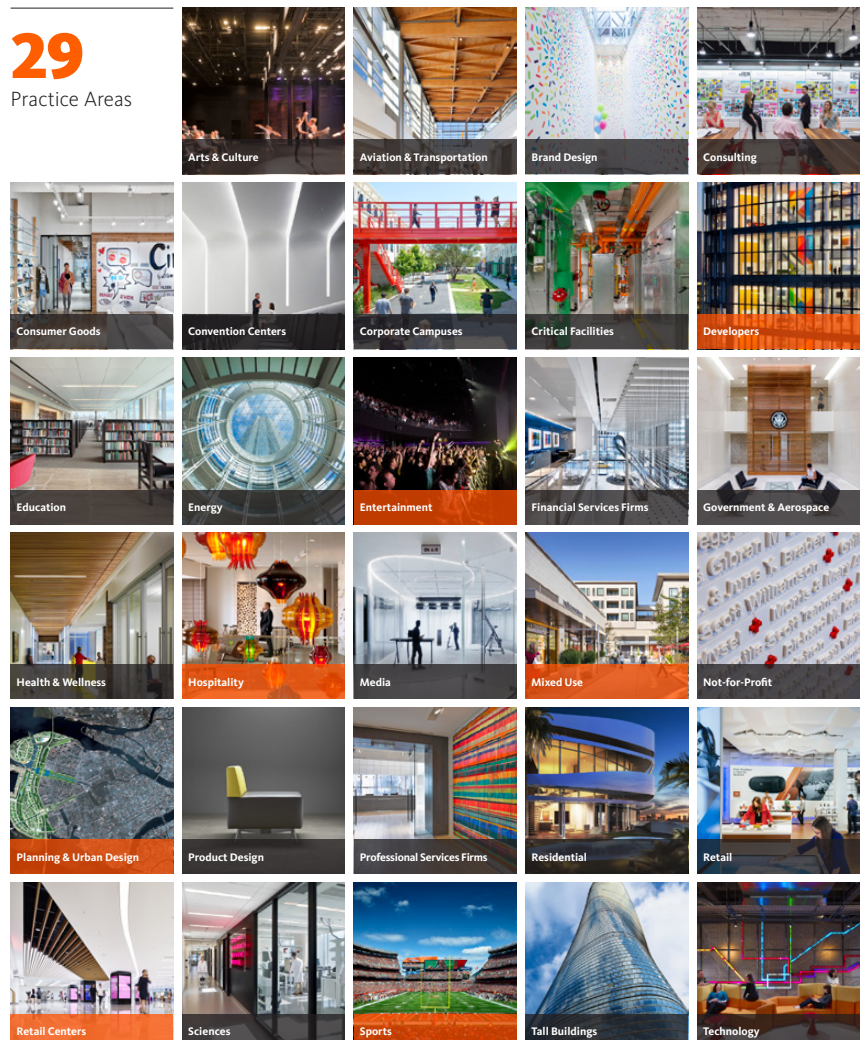


Gensler's practice area network provides specific expertise when and where clients need it, whether it's "just-in-time" or a critical strategic effort. Many of Gensler's clients call on the depth of one practice area that's most relevant to their business, while others benefit from the integration of talent and knowledge in multiple practices.

Businesses that grow and prosper over many decades have a great capacity for change. For a design firm, the possibilities are multiplied when new expertise is added and thousands of specialists are interconnected around the world. At Gensler, the parts cross-pollinate to make a greater whole. There's a ripple effect, redefining the meaning of architectural practice and broadening the profession's scope. Leadership in the industry spurs trendsetting work. As a collaborative firm that speaks many languages and blends many cultures, we leverage our diverse practice to create innovation.

## 29

Practice Areas





The Gensler Team has a tremendous portfolio of successful projects all over the Inland Empire, California and the world. We routinely prepare vision plans for our clients to help guide all types of design efforts, even our smallest projects begin with a visioning session in order to ensure design decisions align with overall project goals throughout the life of the project.

We are presenting projects from our team's collection, and have highlighted great examples of our projects that connect people to place in California and around the world taking in consideration the incredible rate of change in urbanization, demographics, technology and climate. The projects highlight our depth of resources, our unique approach to placemaking, and our focus on experiential design and the user experience.

Three projects are highlighted and presented in greater detail include: Confidential Community Master Plan, Anaheim Communities Vision Plan, and UPLIFT Strategic Vision Plan,—each includes a vision plan that has helped guide the design of these successful projects.

## OUTREACH

We anticipate that there will continue to be a high level of public interest around this project, and our team will work closely with you to build a process that incorporate meaningful feedback from stakeholders, while building support for the project. Our team has a great deal of experience working effectively with multiple client and diverse community groups who have a major stake in the planning of the project. In order to create a plan of great vision that can achieve public support, the critical trade-off issues must be tackled early on.

Our experience has shown it essential to create alternatives that challenge and inspire greater ambition rather than merely reflect stakeholder wishes. Such an approach demands the strength of conviction to openly review all ideas, and the willingness to actively listen and make changes and compromises. It is also best completed in intensive open-door sessions, and we have crafted a scope of work that allows potential incorporation of this strategy. The future of Lake Elsinore requires a shared vision.



## RELEVANT PROJECTS

# CONFIDENTIAL COMMUNITY MASTER PLAN

CLIENT: CONFIDENTIAL CLIENT, IRVINE, CA

On five thousand acres in southern Orange County, Gensler is creating a new kind of community. The neighborhood, being built around California's largest new urban park, will be designed to be dynamic places connecting people and places, the past and the present, nature and the city.

### CONNECTING PEOPLE AND PLACES

The community presents a new version of the California Dream, creating a place that is walkable, bike-friendly and connected by transit to the larger region. Gensler is currently creating a vision and a master plan for the urban core of the development. This new Downtown will be easily accessible from a redesigned Metrolink Station, with a broad promenade leading from the tracks into the business district and on into the Cultural Terrace and residential areas.

### CONNECTING PAST, PRESENT AND FUTURE

From its earliest settlers and agrarian past, to its half century as a marine base, the project site has a remarkable history. Our design for the community seeks to acknowledge this history and allow it to influence the future. By preserving and reusing historic structures, adapting and restoring historic landscapes, and documenting the physical and social history of the site, the project connects California's past and present.

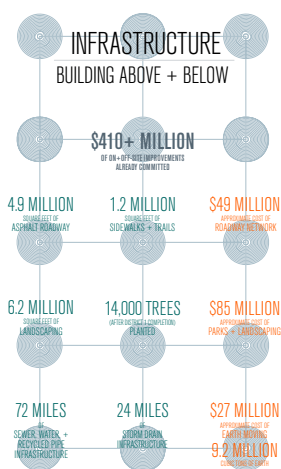
### CONNECTING NATURE AND THE CITY

From the restored arroyos and wildlife corridors, linking the project's Downtown with the Santa Ana mountains, to the development's green buildings and sustainable strategies, the project connects nature and the city. At the heart of the project is the park, which when completed will be larger than New York's Central Park. The community will be a network of communities that surround the park and interact with it. The neighborhoods will each have their own flavor and their own signature park that are part of the larger ecosystem.

5,000+  
ACRES







## OLD MEETS NEW: ADAPTIVE REUSE

A DEVELOPMENT IN THE HEART OF THE Great Park Neighborhoods is to transform the historic 1930s-era building into a modern, multi-use space. The building, which was once a warehouse, is being repurposed into a modern, multi-use space. The building, which was once a warehouse, is being repurposed into a modern, multi-use space. The building, which was once a warehouse, is being repurposed into a modern, multi-use space.



# ANAHEIM COMMUNITIES VISION PLAN

CLIENT: CITY OF ANAHEIM

Working for the City of Anaheim, Gensler's urban design team is developing a Vision Plan, that includes an energetic mixed-use vision for the area around Angel Stadium and adjacent to the new ARTIC Amtrak/ Metrolink Station. This project utilizes high quality graphics and renderings to lead a series of focused stakeholder engagement sessions.

Angel Stadium of Anaheim is positioned adjacent to ARTIC and between three of Orange County's major freeways, including the I-5 Freeway to Los Angeles, providing a unique opportunity to draw a fan base for many generations to come. The location has a number of excellent qualities for greater development, including high visibility, regional connectivity, and the draw of the Disneyland Resort. The City of Anaheim hired Gensler to look at the feasibility of developing more densely around the stadium to take advantage of the significant market demand in the area.

Gensler performed a deep assessment of the opportunities and constraints of the site and delivered a vision for the area's future that included a potential for:

**5,000+**  
RESIDENTIAL UNITS

**3 MILLION SQ FT+**  
RETAIL

**3 MILLION SQ FT+**  
OFFICE SPACE

The TOD vision plan showed the potential for a vibrant, walkable neighborhood developing in an area mostly known for motels and diners. enhance the Angel Stadium experience rather than detract from it, and to better integrate the City of Anaheim's urban fabric into the tourist-oriented community.





# SPORTS + RECREATION



ANAHEIM SPORTS TOWN



BALLPARK VILLAGE, FREMONT, CA



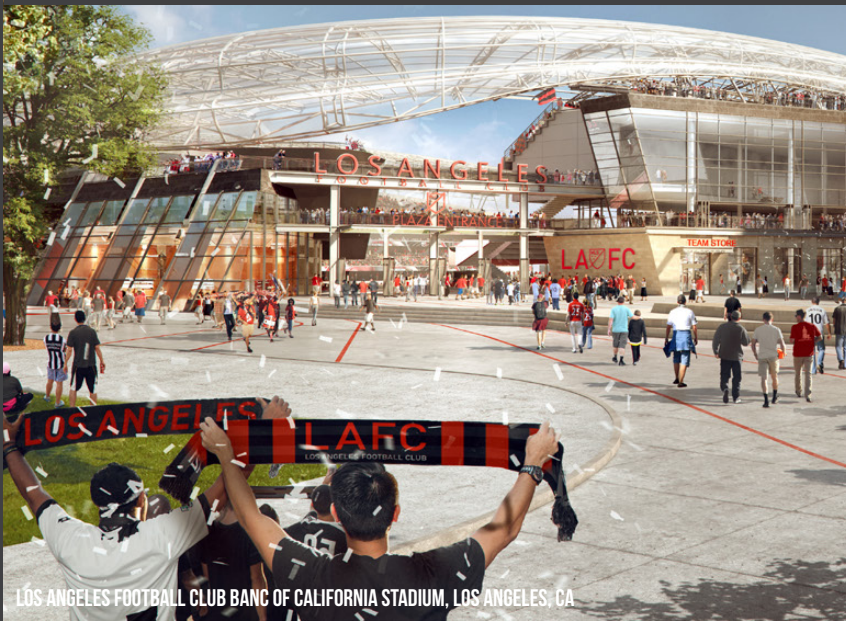
LA RINCONADA BASEBALL STADIUM, CARACAS, VENEZUELA



LEW WOLFF TRAINING COMPLEX



BALLPARK VILLAGE, FREMONT, CA



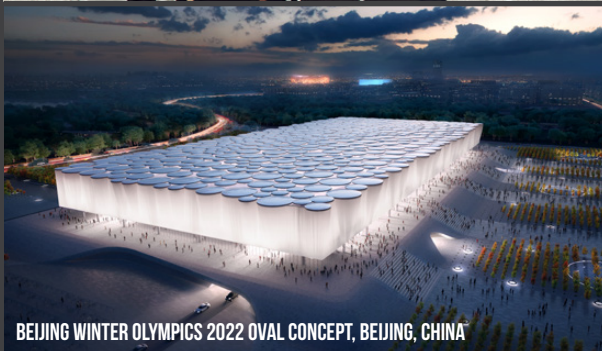
LOS ANGELES FOOTBALL CLUB BANC OF CALIFORNIA STADIUM, LOS ANGELES, CA



WUHAN WATERFRONT DISTRICT, WUHAN, CHINA



WUHAN WATERFRONT DISTRICT, WUHAN, CHINA



BEIJING WINTER OLYMPICS 2022 OVAL CONCEPT, BEIJING, CHINA



NICKELODEON RESORT BY MARRIOTT INTERNATIONAL, SAN DIEGO, CA



# UPLIFT STRATEGIC VISION PLAN

## CLIENT: RESILIENT BY DESIGN BAY AREA CHALLENGE

Resilient by Design is a collaborative research and design initiative that connects design leaders to community members and local and national experts. In this challenge, ten teams of architects, engineers, designers, and other experts will work alongside community members and local government to identify critical areas along the San Francisco Bayfront, and propose exciting new solutions that will strengthen our region's resilience to sea level rise, severe storms, flooding and earthquakes.

Gensler partnered with Arup, Margie Ruddick Landscape, Stamen, HR&A, University of California Los Angeles and Stanford University (Team UPLIFT) to strategize three concepts around the focused on the following goals:

- Develop a local solution with positive regional impact
- Promote an equitable solution that rises up from the community
- Form a solution that combines environmental innovation + economic development
- Shape a robust, scalable design solution for common challenges to resiliency

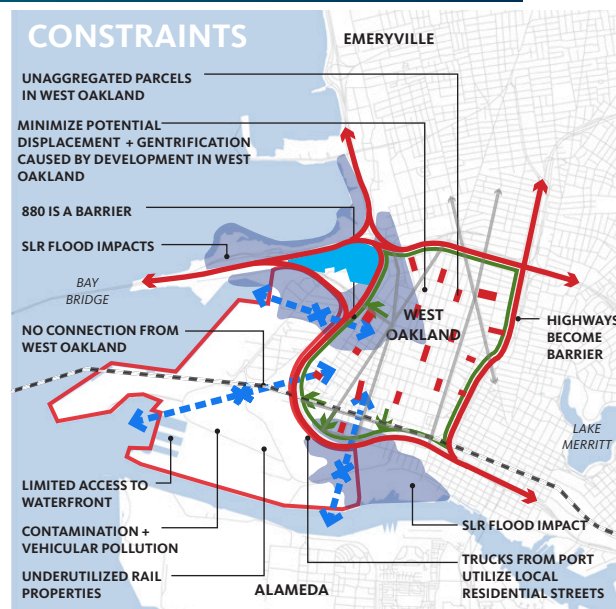


### PROJECT VIDEO

<http://www.resilientbayarea.org/team-uplift/>



## WEST OAKLAND



SLR + SEISMIC



COMMUNITY



EQUITY



ECOLOGY



DEVELOPMENT



MOBILITY



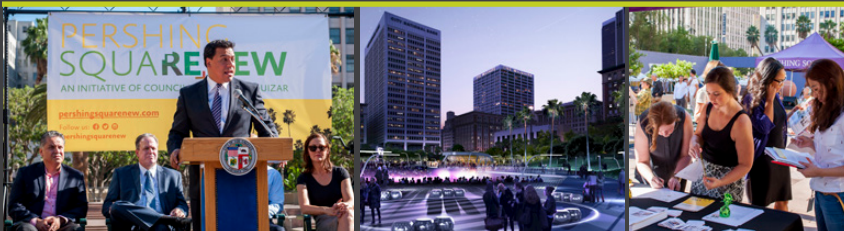


# COMMUNITY OUTREACH + ENGAGEMENT



## MLK JR. MEDICAL CENTER CAMPUS PLAN + WILLOWBROOK WELLNESS COMMUNITY

In order to engage the community throughout this process, Gensler designed and conducted three community open house events. Participants walked through a series of information stations to learn first-hand about the campus planning process and past planning efforts at MLK. Feedback received from the community provided valued and insightful direction in creating the final draft of the master plan.



## PERSHING SQUARENEW, TOWN SQUARE INITIATIVE

A press conference held at Pershing Square, as Councilmember Huizar, The Department of Recreation and Parks and other Downtown leaders announce Pershing SquaRenew to the local community.

## PERSHING SQUARENEW



## ALTASEA INNOVATION CAMPUS

AltaSea will be a net-positive innovation campus where future generations will be inspired by the ocean to pursue a balanced, sustainable relationship between civilization and nature.



# 2

## PROJECT TEAM

### TEAMING STRATEGY

Key to this approach is the engagement of a core group of project participants that can lead meaningful study and discussion around an evolving city with a lot to offer the current residents, surrounding communities and visitors. We have drawn from Gensler's network and are excited to be supported by internal subject matter experts and a subconsultant team of thought leaders.

Our team is accustomed to working with complex client groups and will structure the planning process to give decision-makers a clear understanding of the costs, benefits, and trade-offs associated with various alternatives and approaches.

Various options will be studied to help decision makers. At each milestone in the process, we will make presentations that clearly outline the facts and trade-offs associated with key decisions, creating the environment for consensus building and a plan that truly represents the aspirations and objectives of the community.

We have selected a team of professionals for this project with significant experience in strategic vision planning and community outreach and engagement. Resumes for each of the team members follow.



**KEVIN ROSENSTEIN**  
Principal in Charge

### GENSLER CORE TEAM



**DYLAN JONES**  
Project Manager



**MARTY BORKO**  
Urban Designer



**BRIAN GLODNEY**  
Design Director



**ELIZABETH BRINK**  
Community Outreach

### GENSLER INTERNAL SUBJECT MATTER EXPERTS



**CLAUDIA CAROL**  
Planning Expert



**ROGER SHERMAN**  
Urban Design Expert



**RON TURNER**  
Sports + Recreation Expert



**JILL WITTEBEL**  
Brand Design Expert

### SUBCONSULTANT TEAM

ARUP

HRA

CITYFI

SHERWOOD  
DESIGN ENGINEERS



**KATHERINE PEREZ-ESTOLANO**  
Systems Design and Engineering



**AMBITABH BARTAKAR**  
Financing and Economics



**ASHLEY HAND**  
Policy and Technology



**JOSIAH CAIN**  
Water, Ecological Systems and Infrastructure





## KEVIN ROSENSTEIN

### Principal in Charge

Kevin's expertise is focused on helping clients plan and implement organizational transformations. He believes that transformations are achieved through the integration and understanding of organizational culture, business practices, technology and facilities. Kevin brings 20 years of extensive and varied experience in organizational development, leadership and management training, marketing research, and brand management to his work. His coupling of expertise in the last 20 years has sparked a unique perspective on the role that space, facilities, and the built environment can play in supporting or creating transformation for the City of Lake Elsinore.

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#### 20+ years experience

Joined Gensler 2004

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#### Select Project Experience

Los Angeles County Department of Public Social Services Facility Master Plan, Los Angeles, CA  
County of Alameda Social Services Agency, Facilities Strategy, Oakland, CA  
County of Santa Clara, Strategic Facilities Plan, San Jose, CA  
County of Sonoma, Santa Rosa, CA  
County Comprehensive Facilities Plan  
Department of Health Services Facilities Plan  
City of Long Beach Schroeder Hall Redevelopment Plan, Long Beach, CA  
Adidas MyArena Workplace Program Development,  
Herzogenaurach, Germany  
Amazon Global Change Management, Seattle, WA



## DYLAN JONES

### Project Manager

Dylan is a globally licensed architect and urban planner with nearly 20 years of experience in planning and design for both private and public sector clients.

As a leader of Gensler's Urban Design & Planning group, Dylan works at the intersection of private development and public infrastructure, believing mobility is a core building block of the 21st-century, sustainable city. Dylan's work efforts have been concentrated on master-planning efforts that seamlessly knit together the incentives of private developers with the needs of local communities and constituents.

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#### 18+ Years of Experience

Joined Gensler 2014

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#### Select Project Experience

Long Beach Waterfront Master Plan, Long Beach, CA  
Great Park Master Plan, Irvine CA  
Irvine 2020 Vision  
City of Anaheim  
Anaheim Communities Vision Plan, Anaheim, CA  
City of Santa Ana South Main Street Vision Plan, Santa Ana, CA  
Los Angeles County Metropolitan Authority, Los Angeles, CA  
Crenshaw LAX Northern Extension Urban Design Concept  
Gold Line TOD Analysis Corridor Plan, Los Angeles, CA\*  
Rail Corridor Coordination District Plan Study, Los Angeles, CA\*  
Union Station 2050 Vision, Los Angeles, CA\*



## MARTY BORKO

### Urban Designer

During his more than 30 years of professional experience, Marty has developed a unique expertise in urban planning and large-scale design through projects that have called for analysis, conceptual design, consensus building, study, and design. His focus is in providing leadership to the multi-disciplinary teams necessary to solve complex contemporary design problems in today's urban context. Marty directs Gensler's Entertainment Task Force, which draws talent and knowledge from across the firm. He is an active member of the Entertainment Council of the Urban Land Institute, and is a frequent speaker on the subject of urban planning and the principles of placemaking.

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#### 30+ Years of Experience

Joined Gensler 1991

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#### Select Project Experience

Great Park Master Plan, Irvine, CA  
City of Anaheim  
Anaheim Communities Vision Plan, Anaheim, CA  
Ballpark Village, Fremont, CA  
Martin Luther King, Jr. Medical Center Campus Plan & Willowbrook  
Wellness Community, Los Angeles, CA  
Daytona International Speedway Master Plan, Daytona, FL  
Eagle Lodge Ski Resort, Mammoth Mountain, CA  
Navy Pier, Chicago, IL  
Seaport Village, San Diego, CA  
Eko Atlantic Marina District, Lagos, Nigeria



## BRIAN GLODNEY

### Design Director

Brian's passion rests in creating sustainable and vibrant places. Deeply driven by the belief that healthy lifestyles are fundamental to developing resilient communities, Brian utilizes research combined with aspirational, yet implementable designs to craft communities of health and wellness.

Brian has an innate ability to conceptualize a project, integrate stakeholder aspirations, and build lasting bonds and partnerships between disparate organizations and communities with the ultimate mission of securing a prosperous, healthy, and sustainable future. He was recently recognized as ENR California's Top 20 under 40.

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#### 11+ Years of Experience

Joined Gensler 2007

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#### Select Project Experience

City of Los Angeles  
Urban Design Guidelines, Los Angeles, CA  
Walkability Checklist, Los Angeles, CA  
Designing for a Healthy LA, Los Angeles, CA  
Quiksilver Master Plan, Tustin, CA  
Rancho Los Amigos Campus Planning, Downey, CA  
Martin Luther King, Jr. Medical Center Campus Plan & Willowbrook  
Wellness Community, Los Angeles, CA  
Pershing Square Renew, Los Angeles, CA  
Ballpark Village, Fremont, CA  
Eko Atlantic Marina District, Lagos, Nigeria  
The Loop Civic Open Space at Pine and Ocean, Long Beach, CA





## ELIZABETH BRINK

### Community Outreach Lead

Elizabeth's professional background combines more than a decade of communications and business strategy experience with architecture, planning, and urban design expertise. Her broad skill set, multi-disciplinary perspective, and rigorous analytical process, allow her to bring clarity and insight to complex client engagements.

Elizabeth focuses on developing real estate and workplace strategies that support businesses and communities, as well as on creating communications programs that effectively deliver project vision and messaging.

#### 19+ Years of Experience

Joined Gensler 2004

#### Select Project Experience

adidas MyArena, Portland, OR

Change Management

User Research

Alameda County, Real Estate Master Plan, Alameda, CA

AltaSea, Brand Strategy, San Pedro, CA

Camp Emerald Bay, Strategic Planning, Catalina Island, CA →

City of San Clemente, Civic Center Needs Assessment, San Clemente, CA

City of San Diego CCDC Civic Center, Feasibility Study, San Diego, CA

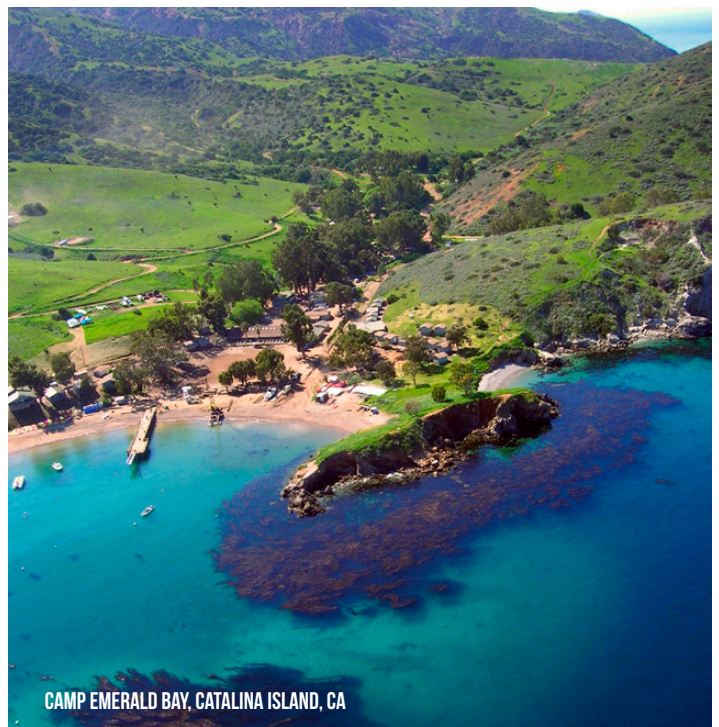
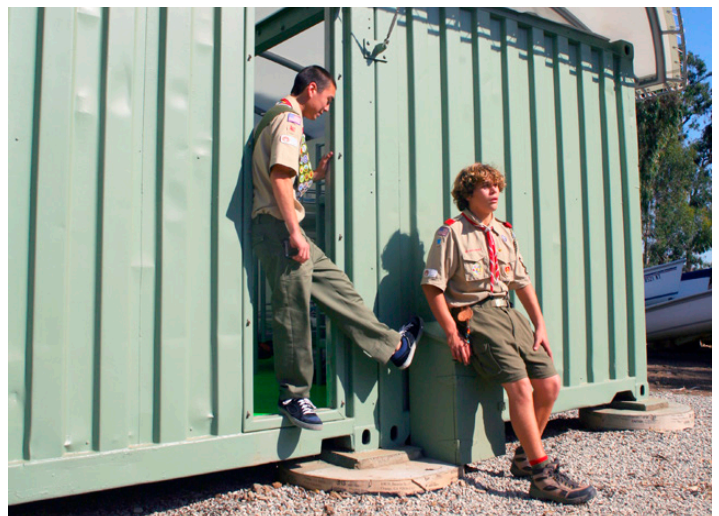
City of Santa Monica, Space Needs Assessment, Santa Monica, CA

Orange County, Strategic Facilities Plan, Orange, CA

Port of Los Angeles, Real Estate Strategy, San Pedro, CA

Red Bull Media House, Workplace Strategy, Santa Monica, CA

Walt Disney Imagineering, Campus Master Plan, Glendale, CA



CAMP EMERALD BAY, CATALINA ISLAND, CA



## GENSLER INTERNAL SUBJECT MATTER EXPERTS



### **CLAUDIA CAROL** Planning Expert

Claudia is the Planning and Urban Design Team Leader in the Los Angeles Office, providing thought leadership and project management for Gensler LA's diverse portfolio of work. As a licensed Architect with many years in a Landscape Architecture and Planning practice, Claudia has an exceptional perspective on the interface of the natural and built environment. Her wide range of experience - from theme parks and resorts to city centers and college campuses - gives Claudia a unique insight in addressing complex issues. Claudia's passion is using urban design strategies for social good, particularly as it relates to health and wellness, accessibility and mobility.



### **ROGER SHERMAN** Urban Design Expert

Roger's innovative, award-winning urban planning work includes visioning studies for four transit corridors in Long Beach, CA; RePark, an end-use plan for FreshKills Landfill (Staten Island, NY); UP THE BLOC, the repurposing of downtown LA parking structure; HYPO-PARK, a high density public recreation space for a public private investment consortium in L.A.'s Koreatown; and the design of a new "min-frastructure" town, Providencia, in the Ecuadorian Amazon. Most recently, Roger has been involved with Team UPLIFT as part of the Resilient by Design: Bay Area Challenge. Sherman is also former Co-Director of cityLAB, an urban design thinktank at UCLA, where he is an Adjunct Professor.



### **RON TURNER** Sports + Recreation Expert

Ron Turner, FAIA, is the Director of Gensler Sports, leading sports design efforts for the firm worldwide. Recognized as one of the profession's leaders in sports facility design, Ron began his career in the 1970s as a design consultant to the New York Yankees on the renovation of Yankee Stadium. Since then, he has been dedicated to emblematic design, stressing revenue generation and innovative technologies. Ron is currently working on Golden State Warriors Chase Center, The Banc of California Stadium for the Los Angeles Football Club and recently completed The Star at Frisco for the Dallas Cowboys and The Hohokam Stadium and Lew Wolff Training Complex in Mesa, AZ.



### **JILL WITTNEBEL** Brand Design Expert

Jill has over 20 years of experience in strategic branding and execution including visual identity design, marketing collateral, packaging, environmental graphic design, and digital experiences. Jill possesses a unique blend of expertise gained from leading branding initiatives for hospitality, retail, financial and professional services, education, real estate, and cultural institutions. Through excellent client relationships, Jill has worked with internal and external teams to create unique, memorable brand programs for signature clients including Starwood Hotels & Resorts, Caesars Entertainment, and Coca-Cola.



## SUBCONSULTANT TEAM



ARUP

### KATHERINE PEREZ-ESTOLANO

#### Systems Design & Engineering

Katherine Perez-Estolano is an expert in urban planning, transportation, and stakeholder engagement. In the planning and land use field, she is highly regarded for developing complex public participation strategies that require collaboration among multi-cultural communities. With her background in community development, private real estate development, transportation policy and urban planning, she is recognized as a leader in the planning and development fields and speaks at conferences throughout the country. Katherine has managed numerous transportation planning, development, and community engagement projects for public agencies and private businesses.

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#### 20+ Years of Experience

Joined ARUP in 2017

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#### Select Project Experience

size

Executive Director, Urban Land Institute, Los Angeles District Council, Los Angeles, CA\* (Katherine was responsible for management, operations, and development of new initiatives. She introduced six new initiatives: Transit Oriented Development Summit, the FutureBuild Conference, Infrastructure Summit, High Speed Rail Marketplace, 1000 Homes, and SB375 Impact Report analysis. Under her leadership, ULI completed eight transit oriented development technical assistance panels which assisted local cities in LA County in repositioning TOD sites for development.)  
Deputy Mayor, City of Pasadena, Office of Mayor William Bogaard, Pasadena, CA\*  
Executive Director, Transportation & Land Use Collaborative (TLUC), Los Angeles, CA\*

\* Experience prior to ARUP



HR&A  
Analyze. Advise. Act.

### AMITABH BARTHAKAR

#### Financing and Economics

Amitabh joined HR&A in 2013 as a Partner in the Los Angeles office and brings over two decades of international experience in real estate and economic development. Amitabh brings a combination of wide international experience with a deep understanding of planning, policy, and market issues pertaining to the Western US and California. He has led a wide range of studies in the area of land use economics, real estate development, economic development strategy, industrial development and tourism development for numerous public and private sector clients. His relevant project experience includes:

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#### 20+ Years of Experience

Joined HR&A in 2013

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#### Select Project Experience

Economic Development Strategy for the City of Lake Elsinore  
Citywide Economic Development Strategy for the City of Los Angeles  
University of California Riverside Economic Impact Analysis and Attraction Strategy  
Omnitrans West Valley Connector  
Omnitrans Holt Boulevard Bus Rapid Transit Analysis, Ontario, CA  
Metrolink ARRIVE Corridor Market and Implementation Strategy  
Grapevine 185 Mixed-Use Entertainment and Hospitality Vision Plan, Texas  
Wine Country Resort Market Feasibility Study, Paso Robles, CA  
West Covina General Plan Update and Downtown Revitalization Strategy  
South Pasadena General Plan and Downtown Specific Plan Update  
Pasadena Commercial Corridors Opportunities Analysis  
San Antonio River North District Master Plan



## ASHLEY HAND

### Policy & Technology

Ashley Z. Hand, AIA, LEED AP BD+C recently served as the Transportation Technology Strategist for the City of Los Angeles Department of Transportation. As a fellow, she developed and is now implementing public policy, an action plan and pilot program recommendations for transportation happiness, shared mobility, automated vehicles and other technologies.

Prior to her role with the City of Los Angeles, Ashley served as the first Chief Innovation Officer for the City of Kansas City, Missouri where she created the nation's most comprehensive smart city.

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#### 20+ Years of Experience

Co-Founder of CityFi

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#### Select Project Experience

size

KC Digital Roadmap, Kansas City, MO — Developed the first technology strategic plan for by convening a diverse innovation team to set measurable goals and implementation strategies for digital inclusion, open government, civic engagement, local entrepreneurship, and smart city infrastructure

KC Smart City, Kansas City, MO — Initiated an unprecedented public policy framework, including open data and privacy principles, and public-private partnership with Cisco Systems and Sprint Corporation to create the most comprehensive smart city network in North America around a streetcar

Innovation Partnership Platform, Kansas City, MO — Launched a citywide program to enhance Kansas City's approach to procurement by creating a pathway for entrepreneurs to test proof of concept with local government.



## JOSIAH CAIN

### Water, Ecological Systems & Infrastructure

Josiah Cain's deep sustainable design experience and multi-disciplinary approach provide insight and opportunities for optimization of site and structure. His inherent drive for enhanced systems performance and integration has led to first of a kind permits in over a dozen jurisdictions; his work has provided advancement in the areas of rain harvesting, graywater, blackwater reuse, living roofs and walls, native plants, sustainable stormwater management, food systems, and sustainable materials.

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#### 29+ Years of Experience

Joined Sherwood in 2012

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#### Select Project Experience

Fulton Corridor Specific Plan, Fresno, CA, In anticipation of the new California High-Speed Rail line planned for downtown Fresno, Sherwood is working closely with the City of Fresno and an interdisciplinary design team to identify a feasible solution for the revitalization of this important urban corridor. Additionally, Sherwood has advanced Low Impact Development stormwater management through the creation of a Best Management Practices (BMP) toolkit and promotion of infiltration strategies and aquifer recharge.

Paso Robles Specific Plan, Paso Robles, CA, Sherwood Design Engineers worked with the City of El Paso de Robles to develop a specific plan to improve transportation systems and to make the town more sustainable by reducing carbon emissions and water use.

Davis Innovation District, Davis, CA, Sherwood Design Engineers created a sustainability framework for a 90 acre mixed use development district



# 3

## REFERENCES

We are very proud of the quality of our work, and our clients recognize the added value that our design has made to their business. We encourage you to call the following clients and talk to them about working with Gensler, the value that we were able to add to the process, and the quality of design.



### City of Long Beach

Mr. Sergio Ramirez  
Deputy Director of Economic and  
Property Development  
sergio.ramirez@longbeach.gov  
(562) 570.6129



### City of Anaheim

Mr. John Woodhead  
Director of Community and  
Economic Development  
jwoodward@anaheim.net  
(714) 765.5139



### County of Los Angeles

Mr. Daniel Rosenfeld  
Deputy for Supervisor Mark Ridley Thomas  
danrosenfeld.la@gmail.com  
(213) 456.6279



# 4

## SCOPE OF SERVICES & TIMELINE

Our project approach will implement directed planning and design research exercises woven around a series of structured workshops. Workshop facilitation is a Gensler strength, is used effectively with many of our larger clients on complicated projects, and has proven the most effective way to generate and communicate best thinking amongst multi-disciplinary teams. Critical to the success of this project is the ability of this approach to focus efforts and avoid extensive or costly technical studies prior to generating a clear vision and direction.

Our planning and design research tasks create the content that frames meaningful workshop sessions, and in turn, the workshops direct further investigations by highlighting key questions, areas of interest and project challenges. This approach leverages the experience and value of the practice area experts we've assembled as part of the Gensler-led team.

Each workshop is proposed as a 2-3 day session, inclusive of site walks & observations, stakeholder meetings, briefings & presentations and interactive visioning exercises. The main topical themes of the three workshops are proposed as:



### WORKSHOP #1

#### IDENTITY, HISTORY AND CONTEXT



### WORKSHOP #2

#### TRENDS AND THE FUTURE OF PLACE



### WORKSHOP #3

#### LAKE ELSINORE 2040 VISION — DREAM EXTREME





### WORKSHOP #1

## IDENTITY, HISTORY AND CONTEXT

The Gensler Team seeks to understand the identity, character, history and physical attributes of Lake Elsinore. Focus on the people, the land, and the surrounding region of which Lake Elsinore is a part. Principles of Place, as they relate to the community of Lake Elsinore are identified. Directed place-making studies will be identified.



### WORKSHOP #2

## TRENDS AND THE FUTURE OF PLACE

Gensler Team thought leaders lead high-level discussions on macro trends shaping the way communities live work and play in a rapidly changing world. Topics of resiliency, demographics, lifestyle, economics, mobility, governance, health, safety and technology will be reviewed against the backdrop of Lake Elsinore and specific place-making studies.



### WORKSHOP #3

## LAKE ELSINORE 2040 VISION – DREAM EXTREME

A draft 2040 Vision Plan will be shared and presented. The Vision Plan will visually present a strategic framework for positive change, in the context of a future that will always remain in flux. The Plan will capture the culture and characteristics that make Lake Elsinore unique, and leverage that identity into a Vision Plan. A Plan informed by best practices, thought leadership, design research and engagement.

1 Month



Project Start-Up

3 Months



Research & Analysis



Document Findings



Interactive Workshop

3 Months



Research & Analysis



Document Findings



Interactive Workshop

3 Months



Research & Analysis



Document Findings



Interactive Workshop

2 Months



Consolidate Workshop Outcomes



Deliver Final Vision





# SCOPE OF SERVICES

## PROJECT UNDERSTANDING

Lake Elsinore is the mecca for extreme sports and recreation aficionados. The city has carved out a regional reputation for giving motorcycle riders, water skiers, hang-gliders and bike racers a place they can compete and enjoy their sport to its fullest. It is also known for its majestic natural landscapes and beautiful lake views. Lake Elsinore is also located in a context of rapid population change and sprawling development as are its neighboring cities throughout the Inland Empire. Lake Elsinore is a young city in the cross-hairs of transition. Technology and changing attitudes about lifestyle are rapidly changing the immediate and global context and are changing the way communities must think about strategic placemaking and identity.

This project seeks to understand the place attributes of Lake Elsinore and the trends shaping the evolving context within which the city resides, in interests of leveraging a strategy that positions the city for the future. The 2016 Community Opinion Survey provides a glimpse into the desires of Lake Elsinore residents, and reflects a willingness to embrace the future. The Lake Elsinore of tomorrow is going to be informed by rapidly evolving drivers in the regional economy and a young population seeking more amenities, and a fully integrated live-work-play environment. The Dream Extreme 2040 Strategic Vision Plan will provide the framework for achieving that resilient and sustainable place as the future unfolds.

## APPROACH & SCOPE OF SERVICES

Our project approach will implement directed planning and design research exercises woven around a series of structured workshops:

### Workshop #1 – Identity, History and Context

The Gensler Team seeks to understand the identity, character, history and physical attributes of Lake Elsinore. Focus on the people, the land, and the surrounding region of which Lake Elsinore is a part. Principles of Place, as they relate to the community of Lake Elsinore are identified. Directed place-making studies are identified in preparation of Workshop #2.

### Workshop #2 – Trends and the Future of Place

Gensler Team thought leaders lead high-level discussions on macro trends shaping the way communities live work and play in an rapidly changing world. Topics of resiliency, demographics, lifestyle, economics, mobility health, safety and technology will be reviewed against the backdrop of Lake Elsinore and the specific place-making studies previously identified. Global best practices will be shared and a refinement of previously documented Principles of Place will be considered against a 2040 future-context.

### Workshop #3 – Lake Elsinore 2040 Vision – Dream Extreme

A draft Dream Extreme 2040 Vision Plan will be shared and presented. The Vision Plan will visually present a strategic framework for positive change, in the context of a future that will remain in flux. The Plan will capture the culture and characteristics that make Lake Elsinore unique (identity), and leverage that identity into a Vision Plan. A Plan informed by best practices, thought leadership, design research and engagement.

Each workshop is proposed as a 2-3 day session, inclusive of site walks, stakeholder meetings, briefings and interactive visioning exercises focused on the key themes identified in the RFQ. To maximize the value of these workshops Gensler has assembled a team of the very best practitioners in the practice of placemaking across a broad range of disciplines. Our experts will bundle topics of study that aim to link Lake Elsinore with the macro-trends affecting the city's future. These bundled themes include:

- Experience
- Governance
- Technology
- Resiliency
- Infrastructure

Workshop facilitation is a Gensler strength, is used effectively with many of our larger clients on complicated projects, and has proven the most effective way to generate and communicate best thinking amongst multi-disciplinary teams. This proposed approach captures best in class current thinking across a wide range of relevant planning, design and engineering disciplines, and avoids extensive technical studies prior to generating a clear vision and direction.



The value we offer is to provide you the very best thinkers actively engaged in the process of placemaking, across a broad spectrum of place-making themes. Our approach is flexible and scalable, and can easily be modified to match your schedule and budgetary framework.

Our planning and design research tasks create the content that frames meaningful workshop sessions, and in turn, the workshops direct further investigations by highlighting key questions, areas of interest and project challenges. This approach leverages the experience and value of the practice area experts we've assembled as part of the Gensler led team. The end deliverable will be a Vision Plan, that carries Lake Elsinore's Principles of Place into a future that dares to Dream Extreme!

We will begin the project with you, refining the agenda for the Workshops. It is assumed workshops can be hosted at City facilities. As part of this procurement, we invited our team partners to discuss some topics relevant to Lake Elsinore, that could in turn form agenda topics for the workshops, and ultimately components of the Strategic Plan. Following is a sampling of those discussion points. We look forward to exploring these with you, and continuing the conversation at a possible interview, and throughout the project itself.

### **Leveraging Design to Build Partnerships**

Communities are built on relationships, and design tools can be used to share ideas, strengthen bonds and make new connections to new partners and community members. Throughout all topic points and discussions the Gensler Team will help translate insights, strategies and findings into legible design graphics that collectively begin to illustrate the 2040 Strategy. Gensler will also lead an integrated illustrative visioning effort that translates placemaking ideas into legible formats – including existing conditions and context maps for use in the first workshop, infographics, visual design presentations for the second workshop, and conceptual planning and design concepts for the final 2040 Vision & Strategy session.

### **Visualizing Data – Mapping for Change**

Decisions can be informed by data, and data metrics for water, energy, transportation and broadband usage are now available for analysis. The current challenge for cities is to organize big data efficiently, evaluate it effectively and make informed decisions based on the data inputs. With abundant natural resources, Lake Elsinore can become a city that not only embraces data inputs, but it can be a city that is fully integrated with its data resources. By harvesting and interpreting its data, Lake Elsinore can more efficiently marshal its resources, protect its sensitive habitats and be a model for equitable economic growth that is sustainable and responsible to future generations.

### **History of Place – Land, Governance, Identity and Economy**

The History of Lake Elsinore is defined by the city's unique landscape attributes (water, mountains, climate) combined with its location along an early overland mail route and stop along an early California Southern Railroad spur to San Diego. An effort will focus on understanding how the city, its economy, and General Fund have grown over time relating to internal place-based attributes (i.e. the lake) and external forces (growth of surrounding region). We will consider how branding and identity of place have been impacted by the evolution of the City's economy and will collaborate with the City, and other workshop participants in identifying initial opportunities for future economic growth and placemaking, utilizing new structures of public and public private finance.



### **Leveraging Water**

Given the tremendous asset the Lake Elsinore represents, the Gensler Team will look carefully at how the Lake adds value to the experience of place that the community enjoys, and at a more focused level review how water can be best managed in the interests of sustainability and resiliency. We will look at Watershed Management. Understanding how urban design patterns have changed the function and process of the watershed informs strategy for flood management, as well as dynamics of groundwater recharge, urban water quality, surface water reuse, and the health and vitality of the natural systems within which we recreate, relax, and share with our neighbors. We will review the concept of Net Positive Water. We will conduct and share a water infrastructure study to determine the City's water demands, according to potable and non-potable water uses. How can we ensure that high value potable water resources are being used appropriately, and what alternative water sources can be captured to meet low quality demands? Can localized and/or municipal scale treatment and reuse systems provide adequate water quantity and quality non-potable water to meet projected demands?



### **Eco Districts and Climate Resilience**

As originally envisioned, EcoDistricts hold promise to create low carbon, energy and water efficient, ecologically integrated districts within the urban fabric that can become nodes of independent, adaptable, and sustainable infrastructure. These “nodes” provide a framework for the implementation of energy microgrids, non-potable water storage, economic vitality, and social cohesion. As an economic pursuit, we particularly like the ideas of closed loop and circular economies, in which waste products are converted into valuable resources, including organic waste flows.

### **Roads are for Cars, Streets are for People**

As the primary public domain in the modern American city, urban streets hold potential for defining common user experience within a community. Combining the functional requirements of the street into elegant landscapes provides an opportunity for multi-modal transportation, infrastructure conveyance, stormwater control, and a curated contextual backdrop for the buildings in which our lives are conducted. We will review how streets are being activated in case-study communities – and look at strategies for leveraging your streets as a key place-making tool that brings people together (not just cars!).

### **Mobility – Connecting the Local, to the Global**

Transportation is rapidly evolving. With the introduction of micro transit, autonomous mobility, and active transportation, Lake Elsinore can position itself as an early adopter of new mobility concepts that in turn offer tremendous value to residents and employers. Many of these innovations are happening at the micro-level – including new forms of electric assisted mobility devices from electric skateboards for youth to electric mobility scooters for a population interested in aging-in-place. We will review these in the context of a macro context that may include express rail connections to the population and employment centers of Los Angeles and San Diego through state-wide high speed rail investments.

### **Trendspotting –Lifestyle Shifts in a Post-Connected World**

Research on cities, placemaking and design form a critical component of our team’s culture. We conduct research across a wide variety of practice area disciplines with the explicit intention of gaining insights into complex place-based systems. We carefully study the macro trends prompting change in the way we live, work and play in our communities. For this project we will share our key findings that have specific relevance to Lake Elsinore, and help you and your stakeholders understand how these trends are effecting the experience of place, and in turn the ability of your community to grow and thrive in a the era of disruptive technological change.

### **Financing Change**

The Gensler team will explore and report on three key topics to inform the City’s vision planning process: 1) macro, regional and subregional economic and real estate trends; 2) destination and placemaking implementation factors; and 3) General Fund fiscal sustainability. Integrative thinking on these economic topics, together with other workshop topics such as resilience, mobility, health and safety, will illuminate opportunities for Lake Elsinore to create a well-balanced, growing and fiscally healthy city over the long-term, and will help articulate a clear and strategic vision for the City based on innovative and forward-looking best practices. Team member HR&A will lead this investigation and will:

- Review high-level macro-economic, regional and subregional data and trends affecting the City’s economy and real estate market, including highlighting the future of retail and entertainment, the changing nature of work and work spaces, the impact of the sharing economy, evolving transportation technologies, and the Inland Empire’s position in the Knowledge, Experience, and Innovation economy;



- Identify high-level success factors for approximately three precedent lake and/or destination cities and/or economic strategies, with a focus on branding and identity, connecting environmental and economic goals, bridging community and visitor populations, and governance and partnership structures that can be used to lead implementation;
- Scan the City's General Fund budget for the current fiscal year and the past few fiscal years to understand key sources of revenues and operating expenses, as well as outline potential implications of land use planning decisions for the City's fiscal health and resilience.

### **Community and Civic Engagement in the Era of Radical Transparency**

Why is it important to cultivate a culture of civic participation in the 21st century? Increasingly, communities are stretched thin to address different priorities and demands. Looking outside city hall is essential to creating sustainable solutions for supporting a community vision -- we need many partners and players to participate. Technology introduces a plethora of new channels to be considered but can also change the paradigm for engagement. For instance, rather than create a new service or procure a new software, a city can simply publish its data to be used by third-party app developers. It is important to explore how Lake Elsinore will support new channels for engagement. Across the country, members of our team have successfully designed and developed new ways to engage entrepreneurs, private and academic sector partners, nonprofits and foundations in effective problem-solving and innovation.

### **Technology and Future-Proofing**

The rapid pace of technological innovation puts enormous pressure on cities to keep up: from on-demand access to services and information to new business models disrupting the status quo, it is important for communities to prepare for the change expected by stakeholders. Our technology-agnostic approach can help prepare Lake Elsinore by providing insight into how to lay a solid foundation for the future today through actionable strategies and best practices. Our work in cities across the country have successfully demonstrated that a commitment to data-driven decision-making and incremental adoption of new approaches to service delivery and planning can help prepare an organization for the future in a sustainable, resilient, and efficient way.

### **What is a Vision Plan?**

Throughout the overall project, and the various workshops, we will continue to ask the question "What is a Vision Plan?" The collaborative thinking being brought to bear through this approach is a unique value proposition, the trick will be how to best capture the thinning into a living and actionable Strategic Plan. Everything is moving on-line, into "the cloud" and into people's palms in real-time. For better and worse. We will work with you to find the right tools to capture the strategies -- and explore with you the various options you have to leverage the work into something that can continue to evolve as times continue to change. One specific technique we propose to employ throughout, is to capture the meetings and discussions on video -- and use videography and motion graphics as a storytelling medium that can reach far beyond the immediate project participants.

### **Civic Innovation, Capacity-Building and Change Management**

Our team focuses on preparing cities for the future through capacity-building and cultivating a culture of innovation through empowerment and engagement. This includes looking at opportunities for empowering city staff through education and training; creating new partnerships and collaborations to reach key outcomes for communities; bringing new stakeholders to the table through technology; and fostering a capacity for experimentation and demonstration to pave the way for the future. We use an engaging visioning process to establish shared core values and "North Stars" for our partners and clients. We consider the planning process an opportunity to effect change immediately and will work to identify "low-hanging fruit" to allow for early application of possible strategies for incorporation in the long-term approach to be adopted by the city.



The transportation technology strategy, **Urban Mobility in a Digital Age**, defines a scalable roadmap for integrating shared mobility, technology-enabled transportation experiences, and automated vehicles into department planning and operations to maximize the benefits to public safety, sustainability and roadway efficiency across the Los Angeles region. Building on the existing innovative work of the department, the strategy defines public policy recommendations ranging from topics such as data sharing and land use; an action plan

for next steps to transform the department into a 21st Century mobility manager; and, outlines a series of pilot initiatives to undertake to demonstrate and test advanced technologies—from smart city sensors to smartphones, from bikeshare to automated vehicles.



# 5

## BUDGET

TASKS + DELIVERABLES	Gensler	ARUP	HRA	CITYFI	SHERWOOD	TOTAL
<b>TASK 1</b> <b>Project Management</b> <ul style="list-style-type: none"><li>• Management Plan</li><li>• Scope &amp; Contract Administration</li><li>• Status Calls</li><li>• Coordination</li><li>• Reporting</li><li>• Ongoing Staff and Council Subcommittee Coordination</li><li>• Final Deliverable</li></ul>	\$70,000	\$0	\$0	\$0	\$0	\$70,000
<b>TASK 2</b> <b>Identity, History &amp; Context</b> <ul style="list-style-type: none"><li>• Base Mapping</li><li>• Research &amp; Data Gathering</li><li>• GIS</li><li>• Findings and Graphic Representations</li><li>• Principles of Place</li><li>• Workshop #1 (with Public Engagement)</li></ul>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
<b>TASK 3</b> <b>Trends and the Future of Place</b> <ul style="list-style-type: none"><li>• Trend Research</li><li>• Findings and Graphic Presentations</li><li>• Scenario Testing and Analysis</li><li>• Workshop #2 (with Public Engagement)</li></ul>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$100,000
<b>TASK 4</b> <b>Lake Elsinore 2040 Strategic Vision Plan</b> <ul style="list-style-type: none"><li>• Master Plan Vision</li><li>• Systems Strategies</li><li>• Governance and Funding</li><li>• Implementation Strategy with Metrics,</li></ul>	\$40,000	\$20,000	\$20,000	\$20,000	\$20,000	\$120,000
TOTALS	\$150,000	\$60,000	\$60,000	\$60,000	\$60,000	\$390,000

This fee presents a budgetary framework to support a 12 month Visioning effort. A detailed scope and fee will be prepared upon further negotiations with the City of Lake Elsinore and prior to contract execution.

### Hourly Billing Rates

Following is a table showing a range of hourly billing rates by functions, for staff proposed on this project. A detailed listing for staff proposed will be provided upon review of the scope with client, prior to contract execution.

Category of Function	Hourly Billing Rate
Principals	\$250 - \$350
Senior Designer / Planner / Engineer	\$175 - \$225
Designer / Planner / Engineer	\$125 - \$175
Junior Designer / Planner / Engineer	\$80 - \$125
Administration	\$50 - \$75

Gensler's hourly billing rates are published and apply to all of our projects. Our rates are reviewed annually based upon an assessment of the market value of the position/function.

### Reimbursable Expenses

Standard reimbursable expenses including travel, printing, and workshop materials not included and estimated to be 12% of total fee budget. Reimbursable expenses will be billed at 1.15 times cost.

### Consultants

Any additional consultants required for this project are to be provided by the City of Lake Elsinore. Gensler will cooperate and coordinate with any of the City of Lake Elsinore's consultants, whether retained by Gensler or not.

For any consultants determined by the City of Lake Elsinore to be necessary for the completion of the project, and retained by Gensler on behalf of the City of Lake Elsinore, Gensler is to be compensated on the basis of amounts invoiced to Gensler by the consultants plus a fifteen percent (15%) charge to cover related indirect costs such as accounting, insurance, and taxes.

### Additional Services

For any services that Gensler may provide outside of the basic scope of services, Gensler will be compensated on an hourly billing rate basis.

## 6 AGREEMENT

We have done a preliminary review of the proposed agreement. While there are a few revisions that Gensler would like to discuss, the agreement provides a very reasonable basis for negotiation.

## 7 LITIGATION

Over the past five years, Gensler has been involved in a few cases as a defendant. None of these cases has had a material impact on Gensler's financial standing, and current pending litigation is being covered by insurance and will not have a material impact on Gensler's financial standing. The particulars of these cases are confidential.

## INSURANCE

Gensler's insurance limits typically meet or exceed the limits requested by our clients.

## ACKNOWLEDGMENT

Gensler acknowledges receipt of Addendum Number 1 dated December 11, 2017.



# LAKE ELSINORE

The City of Lake Elsinore will be the **ultimate destination** where all can **live, work, and play, build futures and fulfill dreams.**

62,092 RESIDENTS

- Public Safety
- Recreation
- Transportation
- Economic Development
- Image
- Education
- Service

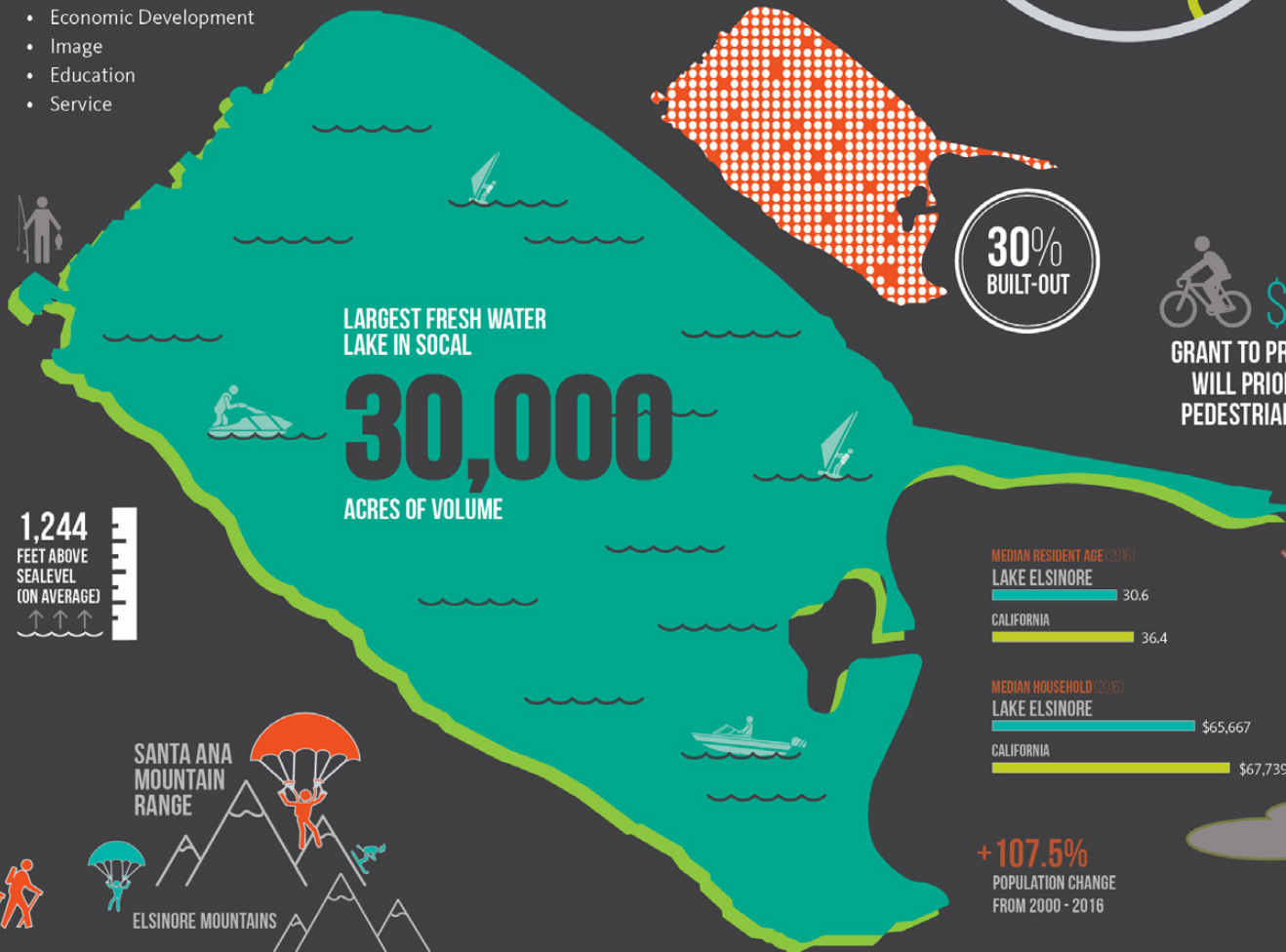
## CALIFORNIA HIGH SPEED RAIL: CONNECTING CALIFORNIA



Lake Elsinore is along one of several potential alignments under consideration for Phase II.

### PROJECTED TRAVEL TIMES

TO LA > 40 MINS  
TO SAN DIEGO > 40 MINS  
TO SAN FRANCISCO > 3 HRS 20 MINS



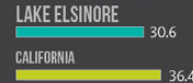
30%  
BUILT-OUT



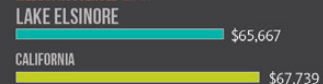
\$170,000

GRANT TO PREPARE A PLAN TO WILL PRIORITIZE BIKEWAY & PEDESTRIAN IMPROVEMENTS

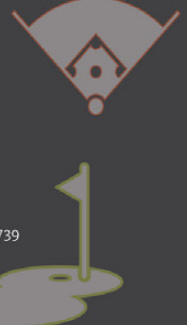
### MEDIAN RESIDENT AGE (2016)



### MEDIAN HOUSEHOLD (2016)



+107.5%  
POPULATION CHANGE  
FROM 2000 - 2016



## INLAND EMPIRE

4,000,000 RESIDENTS



14,700  
MORE JOBS CREATED IN THE  
LAST YEAR IN RIVERSIDE & SAN BERNARDINO COUNTIES

At the end of the 19<sup>th</sup> century, the Inland Empire was a major center of agriculture, including citrus, dairy, and winemaking.

Agriculture declined through the 20<sup>th</sup> century, and since the 1970s a rapidly growing population, fed by families migrating in search of affordable housing, has led to more residential, industrial, and commercial development.

