



100 West Broadway, Suite 290  
Long Beach, CA 90802  
Phone: (562) 597-0205  
E-mail: [SGroner@SGAmarketing.com](mailto:SGroner@SGAmarketing.com)  
Web : [www.sgamarketing.com](http://www.sgamarketing.com)



# COMMUNITY ENGAGEMENT RELATED TO A FUTURE GENERAL PLAN UPDATE

| CITY OF NEWPORT BEACH

# TABLE OF CONTENTS

<b>COVER LETTER</b>	<b>3</b>
<b>ORGANIZATIONAL STRUCTURE</b>	<b>4-13</b>
<b>METHODOLOGY</b>	<b>14-17</b>
<b>ANTICIPATED WORK SCHEDULE</b>	<b>18</b>
<b>SGA EXPERIENCE AND REFERENCES</b>	<b>19-30</b>
<b>PROPOSAL ATTACHMENTS</b>	<b>31-34</b>

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## COVER LETTER

### REF: RFP #19-69 – Community Engagement Related to a Future General Plan Update

Dear Selection Committee Members,

S. Groner Associates (SGA) is excited to submit our proposal in response to the City of Newport Beach's (City) Community Engagement Related to a Future General Plan Update RFP. With two decades of strategic planning and meeting facilitation experience, we have the range of skills and expertise to perform the work as stipulated in the RFP.

Founded in 1998, SGA is a full-service strategic marketing, outreach, and communication firm with an emphasis on community issues and engagement. We have a long, proud history of cooperatively working side-by-side with many government agencies and community-based organizations. We have assisted with the development and implementation of strategic plans, community outreach, and education programs to address environmental, community and policies issues on behalf of cities, counties, the State of California, non-profit organizations, and the federal government.

For this proposal, SGA can facilitate community meetings, direct the collaboration among contributors, and finally organize the findings in a comprehensive report. In our experience facilitating meetings, incorporating feedback, and composing reports, SGA has learned that it is a process, not an event. A key element in the effort is developing a structured and fair process that allows for the contribution and recommendations from all residents and community members. This coordination helps build commitment, provides insight into issues, challenges, concerns, and opportunities which may not have been known or fully understood, and finally, ensures their "buy-in" to help execute the strategies.

SGA can help the City establish a clear and meaningful strategic planning process and engage all stakeholders to ensure success. The end product will allow the City to incorporate the community feedback in updating the existing General Plan including its Vision Statement, as well as its goals and policies.

Sincerely,



Stephen Groner, President SGA

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## ORGANIZATIONAL STRUCTURE

Prior to starting SGA, Stephen Groner worked for the Los Angeles County Department of Public Works as a Project Manager. This experience gives SGA keen insight into understanding the intricacies of government mandates and requirements, as well as the importance of public engagement and education. Gaining public approval and acceptance of a project is crucial to its success. For over 20 years, Stephen has helped shape and implement many outreach plans for various public agencies throughout California. For this project, Stephen would direct the project and use his experience to recommend specific marketing tactics to increase community engagement and awareness. Stephen would also ensure that deliverables are executed thoroughly and that expectations are met.

For this project, Erica Mahgerefteh will be the Strategic Director. Erica has been developing and implementing strategic plans for SGA since 2006. She will work closely with the City to develop a Strategic Outreach Program. Erica recently developed a Three-Year Strategic Plan for Riverside County to increase community participation and to develop one cohesive voice for the County's Public Education Program. Within the past year in Orange County, she developed a communication and outreach recommendations report for the Children and Families Commission of Orange County (FIRST 5 OC) and an audience assessment for the Transportation Corridor Agencies. Erica will combine her strategic planning experience to develop an Outreach Program that will increase awareness while encouraging community participation.

To manage the implementation of the marketing strategies, SGA is designating Carolina Gonzales as the Project Manager. Carolina previously managed the public education and outreach program for the Orange County Stormwater Program and is currently managing the public education and outreach effort for Riverside and San Bernardino Counties. She is also managing the implementation of the communication strategies for the Transportation Corridor Agencies. She will maintain close communication with City staff to ensure all deliverables are achieved successfully.



### STEPHEN GRONER, P.E.

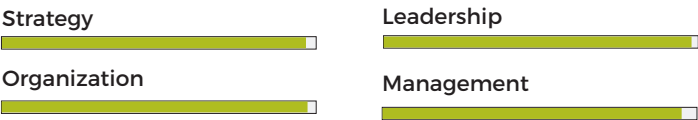
Project Director



Stephen is the president of SGA, founding the firm after serving as a program manager for the Los Angeles County Department of Public Works. As a frequent presenter and keynote speaker at national conferences, Stephen is well versed in delivering an effective presentation or facilitating a productive conversation. Since many of SGA's clients, such as the regional stormwater programs for the Counties of San Bernardino, Orange, and Riverside, are multi-agency programs representing a range of cities, counties and stakeholders, Stephen has used his facilitation skills to achieve consensus and agreement often among competing goals, interests, and resources. In directing these meetings, Stephen has used his facilitation skills to get diverse stakeholders to agree on work plans, timelines, and goals.



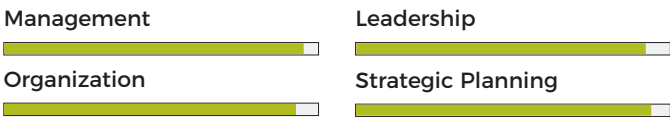
**ERICA MAHGEREFTEH, MPH**  
Strategic Director



As the Strategic Director, Erica has over 15 years of experience developing strategic work plans for projects, leading staff to execute tactics, serving as the direct point of contact with clients and managing contract budgets. With a Master of Public Health degree from UCLA, Erica has extensive experience managing and assisting over a dozen contracts related to strategic planning. Her recent project experience includes working with the Thermostat Recycling Corporation to remove toxic mercury from the environment, assessing the communication strategy and recommending improvements for the Children Family Commission of Orange County, and advertising and outreach campaign to curb the consumption of sugary beverages among Latino communities in Santa Clara County.

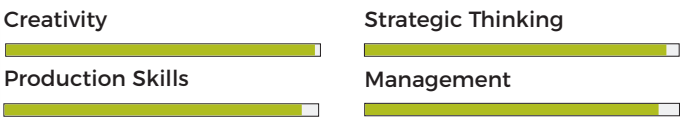


**CAROLINA GONZALEZ**  
Project Manager



Carolina has experience in media relations, public education, community outreach, and campaign development. Before working at SGA, Carolina was the communications officer and official spokesperson for American Civil Liberties Union of Florida. She launched campaigns that reached media outlets, government officials and the public, one resulting in a bi-weekly Telemundo TV segment. She was the co-founder and co-director of Esperanza Venezuela Foundation, an organization that raised awareness about street violence in Venezuela through art.

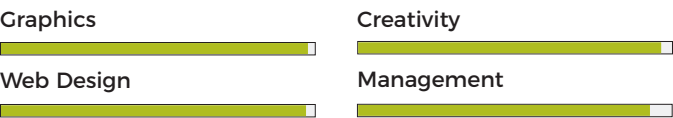
**LY NGUYEN, MFA**  
Creative Strategist



Ly is an experienced creative director with traditional and digital advertising experience focusing on increasing engagement and client awareness. He has been developed and produced various creative assets for the City of Los Angeles Stormwater Program, the City of Irvine, San Bernardino Stormwater Program and the San Mateo County Water Pollution Prevention Program.



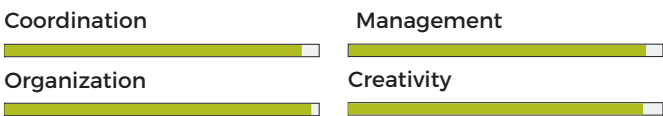
**MARY GAMBOA,**  
Sr Graphic Designer, Web Developer



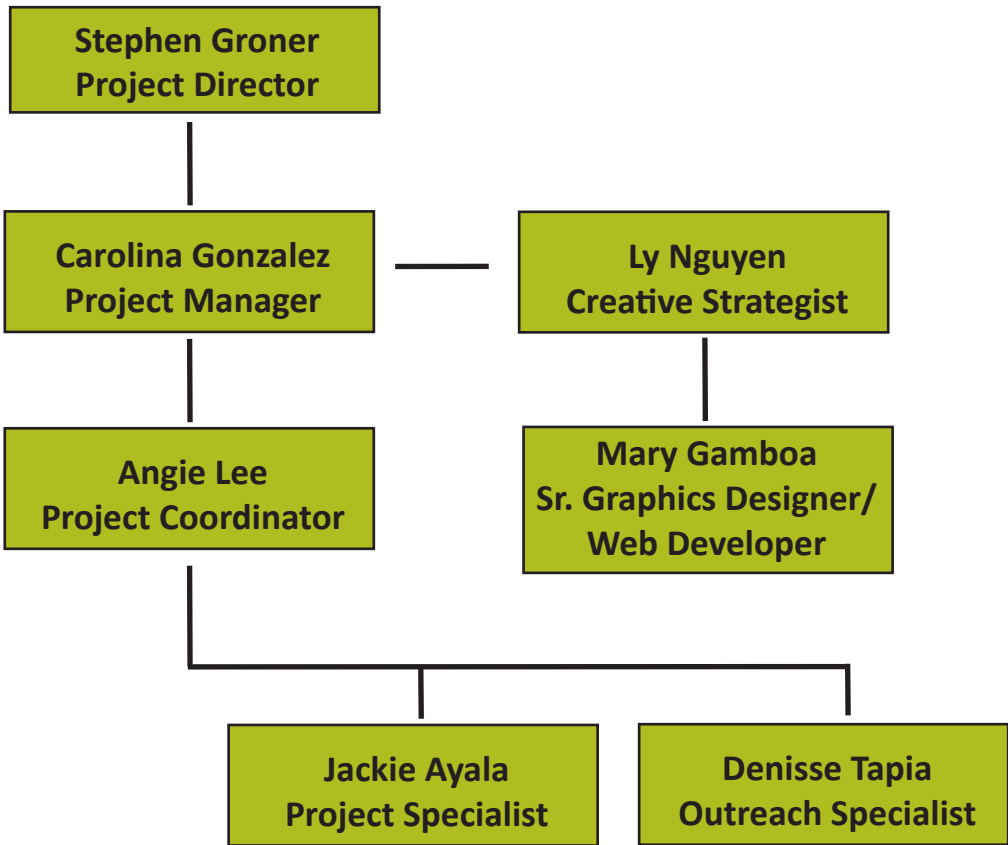
Mary has developed more than two dozen websites for clients in the last few years and has managed website designed with CSS3, HTML5, MySQL, Javascript, Wordpress, Joomla!, Drupal, and PHP. In addition, Mary is an experienced graphic designer and layout specialist who has worked on numerous brochures, flyers, and mailers for many of our clients.



**ANGIE LEE, SGA**  
Project Coordinator



Angie is a project specialist with experience on a variety of marketing projects and community outreach. Angie has coordinated and assisted with the public engagement, community outreach, and creative development of communication collateral for the City of Irvine, Riverside County, San Bernardino County and Orange County.



# PROPOSED STAFF HOURS

Community Engagement General Plan Update_City of Newport Beach									
S. Groner Associates									
PROPOSED STAFF	Stephen Groner	Erica Mahgerefteh	Carolina Gonzalez	Ly Nguyen	Angie Lee	Mary Gamboa	Jackie Ayala	Denisse Tapia	
JOB FUNCTION	Project Director	Strategic Director	Project Manager	Creative Director	Project Coordinator	Sr. Graphic/ Web Designer	Project Specialist	Outreach Specialist	
DELIVERABLES	HOURS	HOURS	HOURS	HOURS	HOURS	HOURS	HOURS	HOURS	TOTAL HOURS
<b>TASK 1: FAMILIARIZATION GENERAL PLAN</b>									
Pre-Project strategy planning		2	2		2				6
Kick off meeting with City	4	4	4		4				16
Conduct situational analysis, interview City and stakeholders	2	12	4		8				26
Review and research General Plan, Vision Statement, State requirements	2	10	8		4				24
Develop work plan and finalize schedule			8		4				12
Attend Steering Committee meetings (cost per meeting)	12		2		4		2		20
Hours	20	28	28	0	26	0	2	0	104
<b>TASK 2. COMMUNITY ENGAGEMENT AND OUTREACH PROGRAM</b>									
Develop Outreach Program plan and schedule		12	8		4				24
Preparation and maintenance of an interactive online webpage/portal			8	2	4	20	8		42
Develop appropriate user-friendly educational materials*			4	8	6	14			32
Facilitate visioning workshop (cost per workshop)	16		4	4			8	4	36
Facilitate individual stakeholder meeting (cost per meeting)	16		4	4			8	4	36
Develop digital and social media engagement			16	8	20		12	8	64
Develop and maintain interactive text messaging platforms			12	4	10		18		44
Develop and mail out Meeting-in-a Box			8	4	4	12		6	34
Hours	32	12	64	34	48	46	54	22	312
<b>TASK 3. CAPTURING COMMUNITY DESIRES</b>									
Draft Community Input Guide to Steering Committee	8	20	10		8	4			50
Finalize Community Input Guide	4	8	4		2				18
Hours	12	28	14	0	10	4	0	0	68
<b>MONITORING AND EVALUATION</b>									
Continuously monitor, refine and adapt outreach strategies	8		25		16		10		59
Produce reports, tabulations and assessments		8	16		24			10	58
Hours	8	8	41	0	40	0	10	10	117
<b>Total Project Hours</b>	<b>72</b>	<b>76</b>	<b>147</b>	<b>34</b>	<b>124</b>	<b>50</b>	<b>66</b>	<b>32</b>	<b>601</b>



# STEPHEN GRONER, P.E.

PRESIDENT/PROJECT DIRECTOR



## EDUCATION

B.S. in Civil Engineering and  
Environmental Engineering  
University of Wisconsin

California Registered Civil Engineer  
Certificate Number 50884

## EXPERIENCE

### SUMMARY:

- 25 years water quality issues
- 20 years communication strategy

### WORK HISTORY:

S. Groner Associates, Inc. (SGA)  
Founder, President, 1998 – Present

LA County Dept. of Public Works,  
Environmental Affairs  
Program Manager, 1989 – 1998

## SKILLSET

Strategy



Management



Leadership



Communication



## ABOUT STEPHEN

Stephen Groner is the founder and president of S. Groner Associates, Inc., a communications consulting firm specializing in community outreach and environmental education. Stephen has more than 25 years of public and private sector experience, formerly as a manager for Los Angeles County Public Works and then as a consultant to municipal, state and federal agencies. Through his work, Groner has helped shape and implement many of the major pollution prevention and community outreach programs in Southern California over the past decade.

## RELATED PROJECT EXPERIENCE

### EPA FISH CONTAMINATION EDUCATION COLLABORATIVE

Stephen directed the fish contamination education collaborative for the US Environmental Protection Agency, which in 2010 won the national PR industry award for best community service campaign in the country (PRSA Silver Anvil)

### STATEWIDE PLASTICS DEBRIS PROJECT

Stephen served on the advisory board for the Statewide Plastics Debris Project a joint project sponsored by the State Water Resources Control Board, the California Coastal Commission, the Algalita Marine Research Foundation, and the H. John Heinz Center for Science, Economics, and the Environment.

### SANTA MONICA BAY

Stephen chaired the Santa Monica Bay regional task force to address water quality issues from wastewater treatment systems in the northern Santa Monica Bay. The task force included stakeholders from the State, County, and local officials in addition to environmental groups and community leaders. The task force released its recommendations and was able to obtain a State grant of approximately \$1 million to implement its key recommendations.

### STATE WATER RESOURCES CONTROL BOARD

Stephen participated as a part of a stakeholder group assisting the State Water Resources Control Board on the development of regulations for AB 885, addressing on-site wastewater management statewide.

### STATEWIDE STORMWATER TASKFORCE

Stephen served as chair of the Statewide Storm Water Taskforce Committee on Public Involvement and Public Participation, a program that helped coordinate public education efforts Statewide on water quality issues.

### WORKSHOPS AND SPEAKING ENGAGEMENT

Collaborated with Professor P. Wesley Schultz to conduct workshops on outreach and behavior change for local municipalities across the State and country sponsored by CalRecycle on the west coast and on the east coast by US EPA's superfund program.





# ERICA MAHGERFTEH, MPH

STRATEGIC DIRECTOR



S.GRONER ASSOCIATES, INC.

## EDUCATION

Master of Public Health in Community Health Sciences  
UCLA Fielding School of Public Health  
2017

Bachelor of Arts in Communication  
USC Annenberg School for Communication & Journalism

## EXPERIENCE

### SUMMARY:

- 12 years community engagement experience
- 12 years project management experience

### WORK HISTORY:

S. Groner Associates, Inc. (SGA)  
Strategic Director, 2006 – Present

Health Services Advisory Group  
2013 - 2015

## SKILLSET

### Management



### Communication



### Leadership



### Strategic Planning



## ABOUT ERICA

As a Strategic Director, Erica is called upon to set the strategy and work plans for projects, negotiate contracts, lead a team of staff to execute tactics, serve as the direct point of contact with the client and manage contract budgets. She has extensive experience managing and assisting over a dozen contracts related to marketing and public outreach. Erica also has a Master in Public Health in Community Health Sciences. She aims to create behavioral and community health campaigns to tackle current and emerging public health issues.

## RELATED PROJECT EXPERIENCE

### DEPARTMENT OF PUBLIC HEALTH SANTA CLARA COUNTY

The Department of Public Health of Santa Clara County has embarked on a campaign to reduce the consumption of sugary beverages among Latino communities in Santa Clara. For this advertising and community outreach campaign, Erica is working with a local community organization (SOMOS Mayfair) to increase awareness of the health issues and to also deter families from consuming too many sugary beverages.

### CHILDREN AND FAMILIES COMMISSION OF ORANGE COUNTY

Erica led the SGA team for a strategic communications assessment and development of a framework plan. She conducted an assessment of the current communications programs and activities. Afterwards, she provided an objective and efficient review and analysis of the Commission's current communications strategies and content. She also provided insight and recommendations for a communications plan that focuses on policy and advocacy issues that support the goal that all children are healthy and ready to learn when they enter school.

### HEALTH SERVICES ADVISORY GROUP

Erica was nominated as the communication team's representative in companywide strategic planning sessions. She ensured documentation and reporting was done in accordance with the Centers for Medicare & Medicaid Services (CMS) contract requirements. She developed a tool that CMS deemed a best practice - marketing personas of seniors with chronic conditions (e.g., heart disease, diabetes) to assist healthcare professionals in connecting with these audiences. She also conducted an audience analysis of Medicare-aged residents in anticipation of a community health fair to identify topic areas that were critical in helping to reduce health disparities.



# CAROLINA GONZÁLEZ

## PROJECT MANAGER



### EDUCATION

B.A. in Mass Communications  
Universidad Catolica Andres Bello,  
Caracas. Venezuela

Associate Degree in Arts Miami Dade  
College

### EXPERIENCE

#### SUMMARY:

- 10 years media relation experience
- 9 years project management experience

#### WORK HISTORY:

S. Groner Associates, Inc. (SGA)  
Project Manager, 2015 – Present

American Civil Liberties Union of Florida  
Communications Officer 2012 - 2015

### SKILLSET

#### Management



#### Communication



#### Leadership



#### Social Media



### ABOUT CAROLINA

Carolina is a project manager with extensive experience in media relations, public education, community awareness, and campaign development. She is also a native Spanish speaker using her bilingual abilities to conduct successful outreach to the Latino community. She was the co-founder and co-director of Esperanza Venezuela Foundation, an organization that raised awareness about street violence in Venezuela through art. Before working at SGA, González was the communications officer and official spokesperson for American Civil Liberties Union of Florida.

### RELATED PROJECT EXPERIENCE

#### LOS ANGELES COUNTY CLEARWATER TUNNEL PROJECT

In 2012, the Los Angeles County Sanitation Districts' (Sanitation Districts) Board of Directors approved the Clearwater Project. The Project consists of the construction of a new tunnel to protect public health and the environment. Carolina manages the project's community and stakeholder outreach. She develops strategic action plans to successfully engage residents and businesses along the construction route by promoting the project's benefits.

#### CITY OF IRVINE ENVIRONMENTAL PROGRAMS

Carolina manages all the community outreach and public education efforts for the City of Irvine Environmental Programs. She has developed a wide array of award-winning projects for the City ranging from solid waste reduction to energy conservation. To increase community engagement and buy-in for the actions, ordinances, and resolutions that the City developed and implemented, SGA utilized a mix of solutions ranging from web-based tactics to media relations to traditional outreach techniques.

#### PAINTCARE RECYCLING CAMPAIGN - LATINO

Carolina managed the implementation of two Paintcare pilot programs in Los Angeles. She conducted outreach to the local Latino communities across a range of media platforms in Spanish and encouraged the recycling of used paint materials through awareness and education. As part of this effort, she produced Spanish videos to effectively communicate with residents in a manner that could relate to: family, safety and neighborhood commitment.

#### SAN BERNARDINO COUNTY PUBLIC EDUCATION

Carolina coordinates public outreach and media efforts for San Bernardino County's Pet Waste Campaign which encourages residents to properly dispose of dog wastes to prevent stormwater pollution. She also redesigned the County's website and has developed numerous public education outreach material for San Bernardino County's Household Hazardous Waste sector.



# LY NGUYEN, MFA

## CREATIVE STRATEGIST



S. GRONER ASSOCIATES, INC.

### EDUCATION

MFA, Creative Writing  
Goucher College, MA

B.S., Biology  
Loyola University, LA

### EXPERIENCE

#### SUMMARY:

- 12 years marketing and communications experience
- 8 years Creative Director

#### WORK HISTORY:

S. Groner Associates, Inc. (SGA)  
Sr. Project Coordinator, 2016 – Present

Omni Advertising  
Creative Director 2012 – 2016

### SKILLSET

Creative Concepts



Production



Writing



Management



### ABOUT LY

Ly has a strong advertising and marketing background with a proven track record of success as a Creative Strategist. He has developed original ideas and concepts and convert those concepts into fully conceptualized print, TV, radio and digital campaigns. He deftly combines creative strategies with sound metrics and analytics to create innovative marketing strategies. His audio and video production experience allows him to efficiently organize and direct commercial shoots and production.

### RELATED PROJECT EXPERIENCE

#### CLEARWATER TUNNEL PROJECT

In 2012, the Los Angeles County Sanitation Districts' (Sanitation Districts) Board of Directors approved the Clearwater Project. The Project consists of the construction of a new tunnel to protect public health and the environment. Ly helped develop the outreach strategy as well as designing and formatting the final Short Term Outreach Plan.

#### CITY OF IRVINE ENVIRONMENTAL PROGRAMS

Ly has developed successful, multifaceted marketing outreach materials for the City targeting residents and businesses. The messaging was focused on developing awareness of the program's goals and on building engagement. Ly wrote and helped design brochures and mailers. He also wrote and produced an infographic video to promote the City's effort to help business with recycling organic wastes.

#### CITY OF LOS ANGELES STORMWATER PROGRAM

Ly helped develop the creative social media messaging and strategy for LA Stormwater's Watershed Moment project. He also helped guide the production of short videos aimed at residents to realize their "watershed" moments so that they can change their pollution causing behavior.

#### SAN MATEO COUNTYWIDE WATER POLLUTION PREVENTION PROGRAM

Ly composes educational blog articles and press releases to help San Mateo County agencies, businesses, and residents keep stormwater runoff clean and to reduce environmental impacts to neighborhoods, creeks, the Bay, and the ocean.

#### CITY OF SANTA MONICA

Ly helped the City craft a school outreach program to teach elementary, middle and high school students about stormwater pollution and prevention utilizing assembly presentations, new teaching curriculum and revamped educational website.



# MARY GAMBOA

SR. GRAPHIC AND WEBSITE DESIGNER



S. GRONER ASSOCIATES, INC.

## EDUCATION

B.A. in Studio Art, Minor in Digital Art,  
University of California, Irvine

## EXPERIENCE

### SUMMARY:

- 8 years graphic design and layout
- 10 years web design
- 12 years marketing

### WORK HISTORY:

S. Groner Associates, Inc. (SGA)  
Sr. Graphic/Web Designer  
2010 – Present

Threeink Design  
Freelance Graphic and Web Designer,  
2008 – 2010

## SKILLSET

### Graphics



### Web Design



### Creativity



### Management



## ABOUT MARY

Mary Gamboa has more than 10 years' experience developing innovative graphic designs, websites, and visual marketing solutions. Mary is an experienced graphic designer and layout specialist who developed and managed the visual designs for both the *Be the Street* and Los Anglers campaigns. She successfully developed the Green Business logo for the US Zero Waste Business Council. She was responsible for creating and designing the websites for Riverside County Stormwater Program and Clearwater Tunnel Project.

## RELATED PROJECT EXPERIENCE

### LOS ANGELES HOUSING & COMMUNITY INVESTMENT DEPARTMENT (HCIDLA)

Mary designed and developed the complete rebranding of all materials for HCIDLA. Initially beginning with their core logo, Mary subsequently developed distinct images for each of HCIDLA's sub programs and rebranded all materials, brochures, and letterheads to ensure a coherent feel to their programs.

### BE THE STREET

Mary was the lead designer for this innovative and visual campaign. Created in partnership with the Bay Area Stormwater Management Agencies Association (BASMAA), Be the Street was a litter abatement program targeted at Bay Area youth. The campaign relied heavily on branding and images so that the different aspects of the campaign (online, offline, Facebook, events, etc.) were all immediately recognizable. *Be the Street* won the 2014 CASQA award for Best Stormwater Outreach program.

### US ZERO WASTE BUSINESS COUNCIL

Mary developed the logo for Green Businesses recognized by the US Zero Waste Business Council. This logo recognizes companies that produce products with net-zero waste during production. The logo was created in consultation with partners from Disney, Whole Foods, Sierra Nevada Beer, and other nationwide brands.

### UNITED STATES EPA AND FISH CONTAMINATION EDUCATION

Mary developed numerous branded materials for a range of FECE programs including the Los Anglers brand, contamination tip cards, FCEC logo, and fliers and poster promoting annual events. Collectively, the cohesive branding allowed the range of programmatic pieces to come together into an effective, overarching program that addressed the human health risk posed by the Palos Verdes Superfund site.

### DIRECT BRANDING

Mary manages and maintains SGA's internal web design and marketing materials. As manager, Gamboa sets the creative visual direction and tone.



# ANGIE LEE

## PROJECT COORDINATOR



### EDUCATION

B.A. in Environmental Policy  
University of California San Diego

### EXPERIENCE

#### SUMMARY:

- 5 years social media experience
- 4 years marketing and communications experience

#### WORK HISTORY:

S. Groner Associates, Inc. (SGA)  
Sr. Project Coordinator, 2015 – Present

UCSD Procurement & Contracts Small  
Business Sustainability  
Intern, 2013 – 2014

### SKILLSET

#### Social Media



#### Planning/Organizing



#### Digital Outreach



#### Communication



### ABOUT ANGIE

Angie is a marketing professional with tremendous experience in online marketing and outreach coordination. From social media to video production to community meetings, she possesses the skillset to help SGA's clients successfully communicate and engage with their stakeholders. Before working at SGA, Angie worked for her alma mater, UCSD, in their Procurement and Contract department and wrote grants for Plant with Purpose, a nonprofit organization focused on reversing deforestation and poverty around the world.

### RELATED PROJECT EXPERIENCE

#### CITY OF LOS ANGELES SANITATION FOOD WASTE DIVERSION PILOT PROGRAM

In order to increase landfill diversion, LASAN is conducting several pilots for the diversion of food waste. One of these programs is the residential food waste in-sink disposal pilot program. Angie coordinates the survey and outreach effort for over 500 Westchester residents to gauge interest regarding the food waste diversion pilot program. She is also responsible for coordinating community events for resident pilot participants.

#### SAN BERNARDINO COUNTY PUBLIC EDUCATION

Angie helped coordinate the rebranding of the County's stormwater campaign and all promotional materials relating to the "Where water meets community" campaign. She also contributed to the new website design. In addition to these project duties, she is responsible for organizing all outreach efforts for the pet waste and Household Hazardous Waste campaigns. Angie also handles the County's social media account. With her help, the County's Facebook followers has grown to over 14,000.

#### CITY OF LOS ANGELES STORMWATER PROGRAM

Angie is responsible for organizing and training SGA's Outreach Specialists to help promote stormwater awareness during multiple community events in Los Angeles. She also organizes LA's Kid's Ocean Day which brings together over 2000 students and teachers to bring awareness of how stormwater pollution can harm our oceans. To help promote the event, Angie developed the social media content and organized media coverage.

#### CITY OF IRVINE ENVIRONMENTAL PROGRAMS

Angie has worked on multiple public education and community awareness campaigns for the City ranging from energy conservation to recycling organic material to services the City offers for its senior residents. On all these campaigns, she has coordinated and oversaw the development and execution of all digital and print materials.

#### ORANGE COUNTY PUBLIC WORKS

Angie helped coordinate the reconstruction of the Department's old campus infrastructure to a greener and more environmentally-friendly infrastructure. She also worked with engineers to create easily accessible and understandable informational signage to inform public of the changes when they come for the campus tours.



### Task 1. Consultant Familiarization with the General Plan

Before SGA develops any community engagement and outreach strategies, we will invest time and effort to review and become familiar with the City's current General Plan, the Vision statement, and current State requirements to provide opportunities for the involvement of the community.

In addition to this research, SGA will also spend time understanding the City's current public engagement efforts in terms of the General Plan. We will conduct a background and situational analysis. The situational analysis will take a snapshot view of the City's communication efforts and find out where things stand. This analysis can help us understand the context for the City's public engagement and identify the strategic goals we will work toward. The information gathered will be used to:

- Look at the wider context of the City's outreach efforts, what is driving it, and what it needs to achieve
- Review the actions currently undertaken to meet the General Plan Update's targets
- Identify what we need to do and by when

We will conduct a series of interviews with elected officials, city staff, and neighborhood leaders to provide insight on the public engagement process, including the best times and locations to hold meetings, contact information for key stakeholder groups that should be involved in the process, and key issues that are likely to be important within the community. We will ask questions like these:

1. What are the City's strongest assets?
2. What are its current challenges?
3. When should we hold public meetings (time of day/day of week) to maximize involvement (recognizing this may be different in each neighborhood)?
4. Where should we hold public meetings (note: we will be conducting citywide meetings)?
5. Do you maintain any email distribution or contact lists?
6. Who are other key stakeholders we should be speaking to directly as part of this community engagement?
7. Are there any issues the consultant team should be aware of before conducting the community engagement?

This first stage is important because it will give us the factual evidence we need to develop the City's engagement strategy, provide baseline information from which we can set targets, and help direct the budget to the area with the most return on investments.

SGA also has the capabilities to attend and record notes and crucial findings at all Steering Committee meetings. As needed by the City, we can compile these notes into user-friendly reports.

### Task 2. Community Engagement and Outreach Program Preparation

SGA recognizes that including community feedback and input are critical components of the City's

General Plan Update process. Providing the opportunity for public input encourages residents to be invested in the future of their community and helps ensure that recommendations developed as part of the General Plan Update are implemented and sustained over time.

Based on City staff input, SGA will prepare a tailored Community Engagement and Outreach Program (Outreach Program) with the goal of reaching the whole community through a range of outreach methods and activities. The Outreach Program will:

- Introduce the overall outreach process and engagement tools;
- Discuss outreach goals as well as lessons learned through previous engagement efforts by the City;
- Review the proposed activities and methods for engagement, communications responsibilities, and the schedule of outreach activities in relation to key dates, meeting cycles for official bodies (e.g. Planning Commission, City Council, interdepartmental staff meetings, etc.) and events in the community;
- Review and refine the list of interest groups, stakeholders, key advisors, and the format of future community meetings;
- Establish methods for communicating with City staff and stakeholders.

The goals and objectives of the Outreach Program are:

- To engage and empower community members in the visioning and planning process for their community.
- To build capacity in the community so that the community can guide and support implementation of the updates for the General Plan for the next generation of Newport residents.
- To achieve broad demographic and geographic representation from community members and other stakeholders.
- To achieve an end product that has community support and ownership because community members feel that their voice has been heard
- To engage the community in a planning process that results in sustainable recommendations after a new general plan is adopted.
- To involve stakeholders and the general public at key points with interactive participation that ranges from one-on-one activities, to informed committees and to large scale community meetings and activities.
- To develop easily understood informational materials that are language and culturally appropriate.

In our proposed Outreach Program, SGA will reach out to various targeted stakeholder groups throughout the City using a variety of outreach activities to engage and inform the entire community. Community members will have a chance to share information, gather feedback, and have a meaningful role in shaping the future vision for the City of Newport Beach. Feedback and input received as part of a city-wide outreach effort will be incorporated into a comprehensive report and supplied to the City.

We will include the following tactics as listed in the RFP:

- Preparation and maintenance of an interactive online webpage/portal.
- Develop appropriate user-friendly educational materials.

- Facilitate a minimum of seven visioning workshops, at least one in each Council District.
- Facilitate individual stakeholder meetings, as required.
- Develop digital engagement such as virtual town hall meetings, citywide and neighborhood-centric on-line surveys, and use of various social media platforms.
- Develop a schedule for implementation of the Outreach Program.

We have also proposed several innovative methods of driving active participation from the community:

## **INTERACTIVE TEXT**

Interactive text messaging platforms, such as Textizen, uses SMS text messages to conduct simple and short surveys. . SGA will develop a brief survey and encourage residents to respond to the survey with advertising or notices where people sit, standstill, or generally have their phones out (examples: transit stops, in-transit ads, cafe table tops, daycare centers, or corner stores.) We can also develop direct mail pieces asking residents to respond from a postcard, door-to-door flyer, or utility bill inserts. The ad or direct mail piece will engage participants with a hook, usually a yes or no question that gets them interested or emotional enough to respond through the topic or the phrasing. Once they respond to the first question, a series of 4-5 multiple choice questions follow by text. The ads or direct mail pieces can be mailed to the stakeholder database, and posted in City Hall, community centers, the transit center, bus shelters, and in businesses. Once engaged in a survey, Textizen will allow us to send survey respondents reminders about city-wide public meetings.

## **MEETINGS-IN-A BOX: NEIGHBORHOOD & COMMUNITY ORGANIZATIONS**

There will be numerous visioning workshops and stakeholder meetings scheduled and/or will occur throughout the course of the project. While it is not feasible for the City to attend/participate in every existing event or organizational meeting, it is important to capture additional viewpoints and feedback to the extent possible. The “meeting in a box” concept (described below) is designed for community groups and neighborhood associations to gather at a convenient time and share thoughts about the future of Newport.

SGA will provide Meeting-in-a-Box materials in the form of a pre-made kit, to representatives of neighborhood organizations or events, as identified throughout the project. The kit will contain everything needed for organizations to host their own discussions, including instruction sheets for facilitators, discussion questions, and worksheets for participant responses. These materials will be designed to help each organization prepare and implement their own meeting, including information about the project and suggestions for techniques to solicit feedback from participants.

The Meeting-in-a-Box format is intended for established organizations and neighborhood groups and is not appropriate for individuals (there will be numerous opportunities for individuals to provide feedback). SGA will work with City staff to identify key contacts within interested community and neighborhood organizations. We would provide Meeting-in-a-Box materials to the identified contacts. We would also provide self-addressed paid envelopes for the organization to send back the materials.

### **Task 3. Capturing Community Desires**

During the community engagement and outreach, SGA will help the City facilitate the meetings and workshops and capture the community input and feedback. At the conclusion of the Listen and Learn process, SGA will compile the community responses in a thorough, comprehensible, and user-friendly report to guide the City with potential updates to the General Plan.

The following are the tasks SGA will complete to facilitate the workshops and meetings while recording the community sentiments:

#### **Task 1: Meeting/Workshop Preparation**

SGA will plan and coordinate the workshop logistics with the City's Steering Committee.

- Meet to discuss goals and objectives for meeting or workshop
- Layout meeting plan (specific items and timing)
- Draft agenda
- Assist in coordinating logistics
- Develop meeting or workshop materials

#### **Task 2: Meeting/Workshop Facilitation**

SGA will facilitate the meeting and discussion of agenda items.

- Facilitate meeting or workshop
- Coordinate/facilitate input and recommendations
- Record meeting notes, develop consensus statement, and other community recommendations

#### **Task 3: Meeting/Workshop Follow-Up**

SGA will draft summaries of meetings and compile into a preliminary report.

#### **Task 4: Draft Community Input Guide**

SGA will compile notes, comments, and input into a comprehensive report.

- Present to Steering Committee
- Compile report based on "Priority Issues" (i.e., longer term goals and objectives)
- Incorporate staff comments and stakeholder input from the workshops

#### **Task 5: Final Community Input Guide**

SGA will include feedback and input from Steering Committee to develop a final Community Input Guide.

## ANTICIPATED WORK SCHEDULE

<b>TASK 1: FAMILIARIZATION GENERAL PLAN</b>	<b>PROPOSED PROJECT SCHEDULE</b>
Pre-Project strategy planning	July 2019
Kick off meeting with City	July 2019
Conduct situational analysis, interview City and stakeholders	July - August 2019
Review and research General Plan, Vision Statement, State requirements	July - August 2019
Develop work plan and finalize schedule	July - August 2019
Attend Steering Committee meetings	August 2019 – February 2020

<b>TASK 2. COMMUNITY ENGAGEMENT AND OUTREACH PROGRAM</b>	<b>PROPOSED PROJECT SCHEDULE</b>
Develop Outreach Program plan and schedule	August 2019
Preparation and maintenance of an interactive online webpage/portal	August - September 2019
Develop appropriate user-friendly educational materials	September 2019 – February 2020
Facilitate visioning workshop	September 2019 – February 2020
Facilitate individual stakeholder meeting	September 2019 – February 2020
Develop digital and social media engagement	September 2019 – February 2020
Develop and maintain interactive text messaging platforms	September 2019 – February 2020
Develop and mail out Meeting-in-a Box	September 2019 – February 2020

<b>TASK 3. CAPTURING COMMUNITY DESIRES</b>	<b>PROPOSED PROJECT SCHEDULE</b>
Draft Community Input Guide to Steering Committee	March 2020
Finalize Community Input Guide	March 2020



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## SGA EXPERIENCE

Over the years, SGA has had the privilege to develop and implement engagement and outreach plans for various government entities. We have included several different case studies that demonstrate our abilities to not only increase awareness but to engage residents and stakeholders to respond.

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### SANTA MONICA BAY RESTORATION PLAN UPDATE

#### Reference:

Dr. Shelley Luce, CEO - Heal the Bay (former Executive Director of the Santa Monica Bay Restoration Foundation)

310-451-1500 x108 , [sluce@healthebay.org](mailto:sluce@healthebay.org)

#### **01. THE CHALLENGE**

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A comprehensive update to the Bay Restoration Plan (BRP) was developed in order to acknowledge the many completed actions and areas of substantial progress since the original Plan. More importantly, the update addressed remaining roadblocks and challenges as well as newly emerging issues. The updated BRP laid out the strategies and partners for advancing Bay and watershed restoration over the next 5 years, approximately. The updated BRP consisted of 14 goals, 67 objectives, and 170 milestones to fulfill SMBRC's mission to "improve water quality, conserve and rehabilitate natural resources, and protect the Bay's benefits and values."

SGA helped build public-private partnerships, facilitate a stakeholder-driven consensus process, and raised public awareness in order to restore and preserve the Bay's many beneficial uses are key objectives of the SMBRC.

#### **02. THE SOLUTION**

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SMBRC is an independent non-regulatory state agency whose mission is to improve water quality, conserve and rehabilitate natural resources, and protect the Bay's benefits and values. The SMBRC is a unique coalition of governments, environmentalists, scientists, industry and the public.

SGA, notably Stephen Groner, facilitated a committee on behalf of SMBRC to address concerns and solicit feedback for the update. He brought together a diverse range of regional stakeholders including the City of Malibu, elected officials, the California Regional Water Quality Control Board, the City and County of Los Angeles (representing both building and public health officials), and special interest groups like Heal the Bay and local industry representatives to form a committee.

#### **03. THE RESULTS**

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After examining the issue, Stephen helped the committee come to a consensus on how to best address all the issues concerning the health of the Bay. He helped develop and formalize a plan to

address needs and concerns of the various stakeholders. He also assisted the committee to apply for and win an \$800,000 Clean Beach Initiative Grant to fund the committee recommendations and implement all four stages of the updated plan. The third stage of the plan, and the most crucial for the program to be sustainable, was developing a protocol for interagency coordination with an emphasis on the City of Malibu and the Regional Water Quality Control Board. This stage was achievable because both agencies were brought in early during the committee development.

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## **CLEARWATER TUNNEL PROJECT - LA COUNTY SANITATION DISTRICTS**

### **Reference:**

Environmental Outreach Strategies

Adi Liberman, adi@eoscal.com, 310-846-8884

### **01. THE CHALLENGE**

The Sanitation Districts of Los Angeles County wanted to implement an outreach plan such that a positive relationship with affected communities is maintained throughout construction and tunneling activities updates are effectively communicated to the public.

### **02. THE SOLUTION**

The Clearwater Project includes a new 7-mile long tunnel that will be almost entirely underneath public right-of-way (streets). Construction started in 2018 in Carson and will finish in 2025 at Royal Palms Beach, where the tunnel will be connected to existing outfalls. The construction project is necessary to fulfill the Districts' mission to protect public health and the environment.

SGA created and implemented a community engagement and outreach plan that included the best strategies to communicate with the Districts' constituents. These strategies involve face-to-face meetings, e-mails, newsletters, social media, and town halls/roundtables meetings. In developing the outreach plan, we followed these guidelines:

- Early and continual public involvement
- Inclusionary practices in activities and notification
- Collaboration with other agencies and local governments
- Convenient meeting times and locations
- Reasonable access to information
- Timely notice of public involvement activities, including appropriate review and comment periods
- Acknowledgment and consideration of public comments

At the outreach events, we worked with Districts staff to answer questions, explained any existing or upcoming construction plans, and provided outreach materials. Constituents were able to voice their concerns and provide feedback to Districts staff about construction noise, traffic, and activities.

### **03. THE RESULTS**

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Throughout the project, the Districts is responsible for engaging with the public and providing up-to-date information and solicit concerns in order to minimize the disruption to businesses and residents during the construction phase. With the direction of the Districts, SGA helped develop an outreach plan that consisted of the following elements:

- Planning, Research, and Stakeholder Mapping
- Presentations, Meetings, and Public Forums
- Message + Talking Point Development
- Digital Platforms + Channels
- Collateral Development
- Media Relations

In order to achieve broad audience exposure and engagement, SGA utilized online communications through the Districts' website and social media platforms (i.e. Facebook). We redesigned the Project's website so that stakeholders could easily access program information. On Facebook, we developed content and ads to attract more followers, test messaging, and invited engaged residents, business owners, and elected officials to correspond with the Districts.



SGA has also helped with community presentations and workshops. We have assisted with developing a database of elected officials, community and environmental organizations, homeowner associations, Chamber of Commerce, and neighborhood councils. In an effort to be proactive, we reached out to these groups to address potential concerns or issues. To thwart any misconceptions about the project, SGA developed a fact sheet that stated the purpose and benefits of the project in a clear and concise manner. These fact sheets were handed out during community presentations and workshops.



PROTECTING WATERWAYS AND  
PUBLIC HEALTH THROUGH  
NEW INFRASTRUCTURE

## PROJECT OVERVIEW

The Sanitation Districts of Los Angeles County operate and maintain the Joint Outfall System (JOS), Los Angeles County's main sewer system, which collects and treats the wastewater (sewage) from over 5 million people in the Los Angeles basin. The largest wastewater treatment facility in the JOS, the Joint Water Pollution Control Plant (JWPCP) in Carson, uses two large tunnels to convey treated water to the ocean. These tunnels are nearly 60 and 80 years old.

In 2012, the Sanitation Districts' Board of Directors approved a master plan to protect local waterways by address aging critical infrastructure. This master plan, called the Clearwater Project, identified improvements needed to ensure the reliability of the JOS and provide sufficient system capacity through the year 2050. One of the key recommendations resulting from this comprehensive, multi-year effort was a new tunnel.

The Clearwater Project includes a new, 7-mile long tunnel that will be almost entirely underneath public right-of-way (streets). Construction is anticipated to start in 2018 in Carson and finish in 2025 at Royal Palms Beach, where the tunnel will be connected to existing outfalls.



## CONSTRUCTION (2018-2025)

The new tunnel will begin at the JWPCP with the construction of an access shaft. This shaft will be used throughout the project as the entry/exit point for construction workers, tunnel materials (e.g., liner segments), and equipment. Further, the shaft will be the exit point for all the excavated material. A noise barrier, approximately 20 feet in height, will be erected between the site and nearby sensitive receptors.

At Royal Palms Beach, the new tunnel will connect to the existing ocean outfalls. This work will take a little over two years to complete. All construction work will occur Monday through Friday and will mostly be underground such that, once complete, the site will look similar to pre-construction conditions. Approximately 50 parking spaces will be needed during this work. The beach will be accessible at all times.

## WHY THE CLEARWATER PROJECT?

**Aging infrastructure concerns** - The existing tunnels, which were built in 1937 and 1958, cannot be taken out of service because they are needed to continuously carry flow.

**Earthquake concerns** - The existing tunnels do not meet current earthquake standards and cross two earthquake faults.

**Overflow concerns** - The capacity of the existing tunnels was almost exceeded twice during major rainstorms, including January 2017. If the combined tunnel capacity is exceeded, partially treated or untreated wastewater would be discharged to surrounding waterways, resulting in the degradation of water quality.

## FREQUENTLY ASKED QUESTIONS

### 1. HOW LONG WILL THE CLEARWATER PROJECT TAKE?

Construction will begin in 2018 at the JWPCP in Carson. Tunneling will start in 2020 and end in 2024. Work at Royal Palms Beach to connect the new tunnel to the existing outfalls will begin in 2023. The project will conclude in 2025.

### 2. WHICH CITIES/COMMUNITIES WILL BE INVOLVED?

The tunnel will start under the southwest side of the JWPCP, then under Figueroa Boulevard, Harbor Regional Park, North Gaffey Street, Capitol Drive, Western Avenue (through South Dodson Avenue), and terminate under Royal Palms Beach. The tunnel must pass under commercial property to make the turn from Gaffey to Capitol and from Capitol to Western. The tunnel alignment passes through or near the City of Carson, City of Lomita and City of Ranch Palos Verdes as well as the communities of Wilmington and San Pedro within the City of Los Angeles.

### 3. WILL THE NEW TUNNEL RESULT IN MORE LOCAL TRAFFIC?

As part of the environmental impact analysis for this project, it was determined that potential traffic impacts will be less than significant.

### 4. WHAT ASSURANCES/GUARANTEES CAN THE SANITATION DISTRICTS PROVIDE REGARDING THE POTENTIAL FOR PROPERTY DAMAGE DUE TO TUNNELING ACTIVITIES?

For the Clearwater Project, over \$7 million will be invested in a comprehensive geotechnical monitoring system to ensure safe tunneling and avoid any property damage. Furthermore, as a public agency, we are responsible for any damage caused by our construction projects.



### 5. HOW WILL TUNNEL CONSTRUCTION AFFECT MY HOME, MY COMMUNITY, AND ME?

The Sanitation Districts will construct a tunnel utilizing a state-of-the-art, balanced pressure, tunnel boring machine (TBM). This multi-million dollar system will be specifically built for this project. The new tunnel will mostly be located within public right-of-way (e.g., under streets) and will be 30 to 450 feet deep, so there will be little to no noticeable vibration or noise. The new tunnel alignment will not pass under any homes. Tunnel construction will be closely monitored using an extensive vibration and settlement detection system, which will be installed along the tunnel alignment. Tunneling will be slowed or stopped if any significant vibration or settlement is detected. The most visible element of the project will be the access shaft at the JWPCP in Carson, which is needed to lower the TBM and construction material into the ground, remove soil from the underground excavation, and provide labor access during construction. The construction shaft site will be screened with barriers as necessary to minimize visual and noise impacts. A smaller exit shaft site is needed at Royal Palms Beach to remove the TBM and connect the new tunnel to the existing ocean outfalls.

For updates, email us at [ClearwaterProject@lacsds.org](mailto:ClearwaterProject@lacsds.org), call (877) 300-WATER, or visit our Clearwater Project Facebook page:

 [Facebook.com/ClearwaterProjectLA](https://www.facebook.com/ClearwaterProjectLA)





*You're invited to a*  
**PUBLIC WORKSHOP ON  
CLEARWATER PROJECT CONSTRUCTION**



**PUBLIC WORKSHOP ON  
CLEARWATER PROJECT CONSTRUCTION**

Construction on the Sanitation Districts of Los Angeles County's Clearwater Project begins in 2018. The project will protect local waterways by addressing aging sewer system infrastructure.

Above-ground construction will be limited to the southwest end of our Joint Water Pollution Control Plant in Carson and at Royal Palms Beach in San Pedro.

**Workshop topics will include:**

- ✓ How the project will protect the environment
- ✓ Our plans to minimize impacts from construction activities
- ✓ Ways you can stay engaged

This workshop is primarily intended for communities near the Joint Water Pollution Control Plant. The next workshop will be held in Carson. Other workshops for communities further south will be held in the coming months.

🖥️ [clearwater.lacsd.org](http://clearwater.lacsd.org) • 📞 (877) 300-WATER • 📘 ClearwaterProjectLA • ✉️ [clearwater@lacsd.org](mailto:clearwater@lacsd.org)

**MARCH 27 AT 6:30 PM**  
**WILMINGTON SENIOR CENTER**  
**1371 EUBANK AVENUE**  
**WILMINGTON, CA 90744**



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# WATTS RE:IMAGINED, WATTS NEIGHBORHOOD REVITALIZATION – COUNTY OF LOS ANGELES

## Reference:

Chris Jordan, Executive Director, Grant Housing & Economic Development - Grant AME Church  
323-564-0410, cjordan@granthousing.org

## 01. THE CHALLENGE

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For many, Watts is synonymous with the folk art towers of the same name and the mass civil unrest that engulfed the LA County neighborhood 50 years ago. A new partnership steered by Watts-based Grant EDC (a nonprofit connected to the Grant AME Church) and the Natural Resources Defense Council's Urban Solutions program, and in collaboration with several other local organizations, sought to revitalize the neighborhood and strengthen the community by remaking its buildings and streetscapes so that they were more inviting to pedestrians and more connected to parks, green spaces, and transit. The ambitious goal was to turn Watts into “a thriving neighborhood that its residents deserve.”

SGA was brought in to help create new branding, and develop and implement new communication strategies to promote the revitalization of the historic neighborhood of Watts with developments that focused on quality of life, social equity, economic opportunity, and environmental sustainability.

## 02. THE SOLUTION

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SGA created new branding and communication strategy for Watts Re:Imagined. Our goal was to create a look, feel, voice and narrative that helped Watts Re: Imagined meet its multi-faceted goals. Watts Re: Imagined had two major goals:

1. Leverage the visibility of the 50th anniversary of the Watts Riots to promote brand recognition and a widespread understanding of the Watts Re:Imagined vision.
2. Garner interest and support from stakeholders, politicians, and potential investors to bring the Watts Re:Imagined plan to life.

Through a strategic, integrated communications and outreach effort, SGA informed, engaged, and promoted Watts Re:Imagined to the local community and the greater Los Angeles public. We achieved enthusiastic support from Watts Community Studio Los Angeles City Council District 15, City of Los Angeles Community Redevelopment Agency Plan, Central Avenue Master Plan and Corridor Study CRA/LA, Watts Greenstreets Rivers and Mountains Conservancy, Watts Watershed Annenberg Foundation and Los Angeles and San Gabriel Rivers Watershed Council, Watts Charrette Watts Re:Imagined, Watts Our Town Los Angeles Department of Cultural Affairs and National Endowment for the Arts, Watts Health Assessment Kaiser Permanente, Creative Housing Associates, and Kounkuey Design Initiative.

This project showcases one of SGA's incredibly important skill sets: the ability to hit the ground running. SGA found and nurtured the voice of the campaign, developed a social media suite, built a mobile responsive website, created new branding material, developed a communication plan and events master calendar that tied together the plans of various stakeholders and contributors, produced an editorial calendar of content that could honor the range of voices that needed to be heard, and successfully managed the ongoing promotion up until the 50th Anniversary of the Watts Uprising.

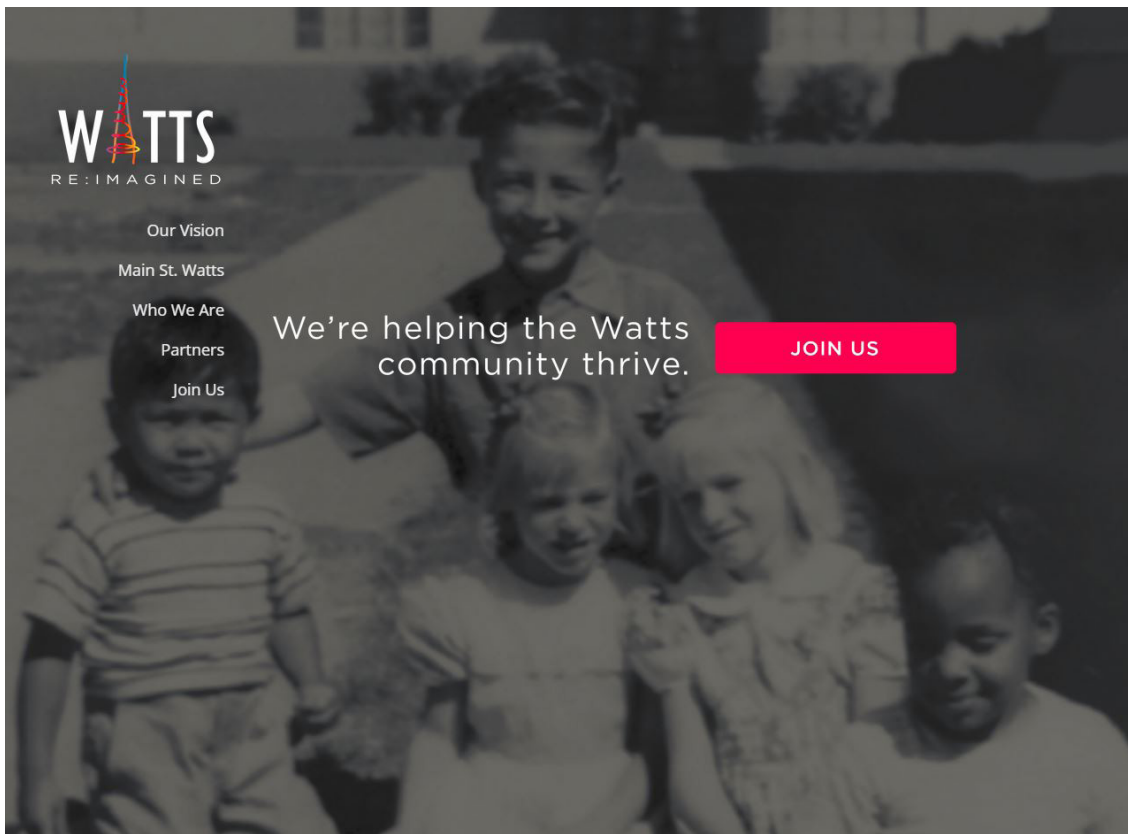
### **03. THE RESULTS**

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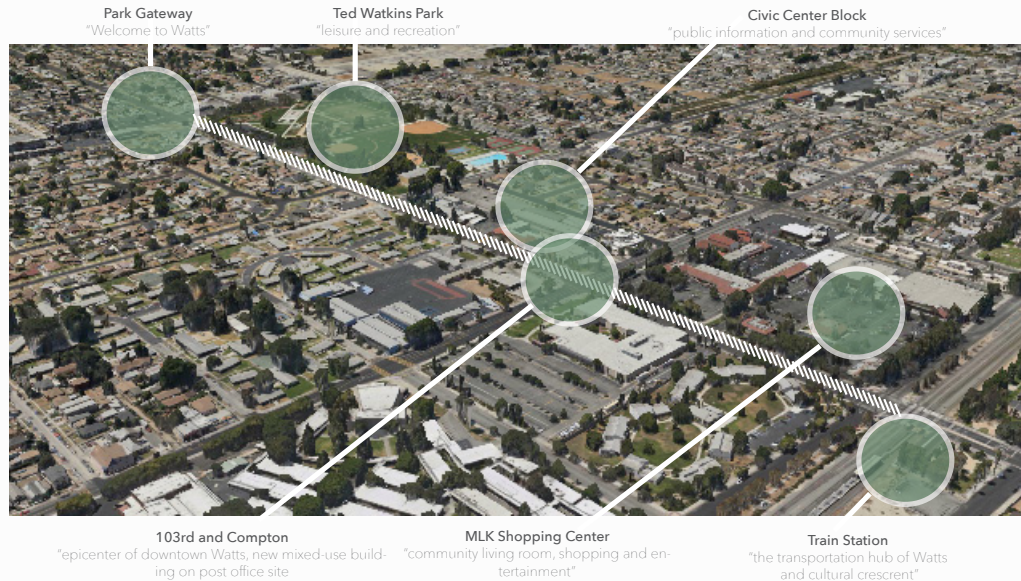
From SGA's review of existing materials, the client survey, and attendance of the strategic planning meetings, SGA was able to create an effective a Strategic Communications Plan. The Plan outlined the strategic and tactical objectives of the program and set out metrics for what success would look like. It also included a more detailed timeline and any additional deliverables that were later identified as necessary. This document was updated quarterly as the understanding of the project evolved.

We produced a brief report each quarter synthesizing the key findings. These documents were a key check-in for the team to make sure all parties were working in concert. The results of these check-ins were used to update the Strategic Communications Plan.

At the conclusion of the project, SGA delivered a comprehensive report on project activities, deliverables, metrics and recommendations for future projects, based on our experience working on the project. This closeout document served as a final update to the Strategic Communication Plan and creative brief, ensuring that the Watts Re:Imagined team had the most comprehensive understanding of the communication strategy and a stable foundation on which to build more growth.



## main street vision:



18



Our Vision  
Our Scope  
Who We Are  
About Watts  
Engaged Network  
Contact Us  
News

## Who We Are

Watts Re:Imagined is a community-based improvement initiative led by Grant Housing & Economic Development Corp (Grant EDC) and the Natural Resources Defense Council (NRDC) Urban Solutions program.

Grant EDC is a non-profit connected to [Grant AME Church](#), which will celebrate 110 years in Watts in 2016. [NRDC](#) is an international environmental and public policy organization and the [Urban Solutions](#) program focuses on building healthy, sustainable cities.

We're grateful to have these highly-skilled organizations lending their expertise and creativity to the project.

- Creative Housing Associates (CHA)
- Estolano LeSar Perez Advisors (ELP)
- Kounkuey Design Initiative (KDI)
- S. Groner Associates, Inc. (SGA)
- Global Green USA





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# ECONOMIC DEVELOPMENT PROJECT – DOWNTOWN LONG BEACH ASSOCIATES

## Reference:

Downtown Long Beach Associates  
Kraig Koian, 562-436-4259, kraigk@dlba.org

## 01. THE CHALLENGE

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The Downtown Long Beach Associates (DLBA) wanted to better understand the manner and extent to which visitors of Downtown Long Beach use the area. DLBA wanted statistically significant answers to questions to the visitor's purpose of the visit, duration, economic factors, intended activities while in the region, and perceptions of Downtown Long Beach. These answers would be used for future economic development and public realm programming.

To gather these answers, SGA conducted pedestrian intercept surveys over the span of three years to better understand the demographic and behavioral trends of the various user groups in Downtown Long Beach.

## 02. THE SOLUTION

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SGA designed the survey to track changes over time with the pedestrian responses. The changes would then be used to further refine and demonstrate the success of economic development initiatives. In addition to understanding the demographic, economic, and behavioral perspectives of visitors to Downtown Long Beach (DTLB), DLBA wanted to also understand the larger narratives that embody the DTLB experience.

While the questions in the survey instrument were organized for ease of execution in the field, the findings were organized into relational bundles that considered different aspects of a visitor's relationship with DTLB. SGA took the data and then segmented it by key demographic classifications. The most important classifications were age, income, and reason for visiting DTLB.

## 03. THE RESULTS

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A total of 322 pedestrian responses were collected at 10 different survey locations across DTLB. From the economic profiles and other behavioral data, three core insights were made:

1. **Provide an Authentic Long Beach Experience.** The biggest spenders were the segments who chose to live in DTLB or chose to visit frequently (e.g. Residents and Visitors of all types).
2. **Expand the Fan Club.** Increasing the number of monthly visits was a driver of total spending. Visitors were an apt audience to increase monthly visits and, ideally, bring new visitors with them.
3. **Understand the Gaps.** Some audiences were either already captive (e.g. Wealthy Workers) or not big spenders (e.g. Typical Tourists) and their relationship with DTLB should be considered in designing any outreach efforts.

At the conclusion of the project, SGA delivered the following:

- **Strategic Plan.** A strategic plan was created with the DLBA for each survey cycle. This strategic plan culminated with the identification of 10 survey sites, 6 of those being primary survey sites.
- **Completed Survey.** A target of 322 completed surveys was secured.
- **Data Set.** A scrubbed and cleaned data set was provided to DLBA along with a codebook to assist in interpreting the data or conducting future analyses. This data set was produced after the full range of QA/QC controls were employed.
- **Draft Report.** A draft report was provided to DLBA covering key analyses and findings of the survey.
- **Final Report.** A final report was provided to DLBA summarizing all key finding and work produced. The final report included an appendix that contains all original analyses, graphs, and data.

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# PROPOSAL ATTACHMENTS

## ATTACHMENT A: STATEMENT OF COMPLIANCE

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**Instructions:** Each proposal must be accompanied by a signed Statement of Compliance. The Proposer must sign one, and only one of the declarations stated below and remit as part of your Proposal as Attachment A.

**No Exceptions.** The undersigned declares that the Proposal submitted by (Name of Firm) S. Groner Associates to prepare and execute a community outreach program with the goal of receiving and documenting the community's desire for change with respect to its General Plan as described in the RFP was prepared in strict compliance with the instructions, conditions, and terms listed in the RFP, Scope of Services and Draft Agreement with no exceptions taken.

  
\_\_\_\_\_  
Signature

04/20/2019  
\_\_\_\_\_  
Date

Stephen Groner, President  
\_\_\_\_\_  
Printed Name and Title

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**Exceptions.** By signing below, the Proposer acknowledges that the Proposal submitted by (Name of Firm) \_\_\_\_\_ has been prepared in consideration of and with exception to some of the terms of the RFP, Scope of Services and Draft Agreement. By signing below, the Proposer declares that the Proposal includes a statement that identifies each item to which the Proposer is taking exception or is recommending change, includes the suggested rewording of the contractual obligations or suggested change in the RFP, and identifies the reasons for submitting the proposed exception or change. The City reserves the right to reject any declarations that are not accompanied with the required documentation as described above.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Printed Name and Title

[ Attach a separate sheet(s) detailing each exception being taken ]

## ATTACHMENT B: PROPOSER INFORMATION FORM

**Instructions:** Complete the form below and remit as part of your Proposal as Attachment B.

### CONSULTANT INFORMATION

CONSULTANT/FIRM NAME: S. Groner Associates

ADDRESS FOR NOTICES: 100 West Broadway, Suite 290  
Long Beach, CA 90802

MAIN CONTACT (NAME AND TITLE): Stephen Groner, President

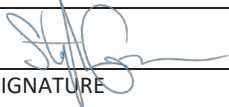
CONTACT NUMBERS: TELEPHONE: 562-597-0205 FAX: \_\_\_\_\_

E-MAIL ADDRESS: SGroner@SGAMarketing.com

### FIRM SIGNATURE AUTHORIZATION AND CERTIFICATION

Per the California Corporations Code, Business and Professions Code, the Consultant's Bylaws/Operating Agreement and/or the attached Board Resolution (if applicable), I/we hereby verify that I/we am/are (an) authorized signatory(ies) for the aforementioned Consultant and as such am/are authorized to sign and bind the Consultant in contract with the City of Newport Beach.

#### 1. CONSULTANT AUTHORIZED SIGNATORY(IES):

	Stephen Groner	President	04/20/2019
SIGNATURE	PRINT NAME	TITLE	DATE
SIGNATURE	PRINT NAME	TITLE	DATE

#### 2. SIGNATURE AUTHORIZATION IS PROVIDED IN ACCORDANCE WITH:

- ☐ Proposer's Bylaws/ Operating Agreement Section \_\_\_\_\_ ☐ Copy Attached
- ☐ Board Resolution ☐ Copy Attached
- ☒ Corporations or Business and Professions Code\*\*

\*\*If Consultant is a corporation, two (2) authorized signatories will be required on all documents submitted, unless specified in the organization's Bylaws or corporate resolution.

**IMPORTANT NOTE:** If the signature authorization status of any individual changes during the term of the contract, it is the responsibility of the Consultant to contact the City Administrator for the Consultant regarding the change and to complete and submit a new Signature Authorization Form. Incorrect information on file may delay the processing of any of the documents submitted.

## ATTACHMENT C: PROPOSAL REQUIREMENTS CHECKLIST

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*Instructions: This checklist is provided as a guide for Proposers to assemble Proposals. As closely as possible, please adhere to the following format and order when assembling proposals. Please note that part of the evaluation criteria takes into consideration the responsiveness of a proposal; proposals missing any required attachments shall be evaluated accordingly. Submittals should follow the same order and sections indicated below:*

### PART 1: TECHNICAL PROPOSAL SECTION

#### SECTION A: PROPOSER BACKGROUND

☒ **COVER LETTER**

A cover letter not to exceed two (2) pages in length shall summarize key elements of the proposal and demonstrate an understanding of the Project as requested. The cover letter shall be signed by a representative able to submit a formal offer and bid the Proposer to contractual obligations.

☒ **ORGANIZATIONAL STRUCTURE**

Provide identification of the project team, including organizational chart and resumes of each team member. The consultant's primary representative shall be available on all occasions for discussion with City staff. Specific responsibilities of each team member, along with their anticipated total effort in the projects, shall be detailed in a matrix of total hours of work for each task versus each job classification on the project. Identify key personnel from your firm, including specific personnel that would be assigned to this Project, if any. Any and all Prime Contractor and Subcontractor relationships and responsibilities must be detailed.

#### SECTION B: METHODOLOGY

☒ **PROPOSAL – METHODOLOGY**

Provide your proposed work plan, which shall address every point listed in the scope of services. The ideal work plan should provide an overview of the processes that would be utilized by your firm in facilitating this Project and demonstrate familiarity with developing similar plans. If your firm offers additional services not specifically described in the Scope of Services, provide a description of these services and the benefit they serve to the City.

☒ **ANTICIPATED WORK SCHEDULE**

Provide a comprehensive proposed project schedule, including proposed start and completion dates for each task.

#### SECTION C: PROPOSER EXPERIENCE

☒ **MINIMUM REQUIREMENT: EXPERIENCE**

Demonstrate experience with at least three (3) projects of a similar scope and nature by providing a synopsis of each project, as well as relevant exemplary work produced for each project.

☒ **REFERENCES/RECENT PROJECT HISTORY**

Provide at least three (3) references for whom your firm has performed similar services. Provide a brief synopsis of the services performed, and contact information for each reference. Emphasis will be placed on references that are local government entities. The City reserves the right to contact any references provided.

**SECTION D: PROPOSAL ATTACHMENTS**

☒ **ATTACHMENT A: STATEMENT OF COMPLIANCE**

Proposers must submit a signed Statement of Compliance with proposals. The Statement of Compliance is separated into two sections, only one of which is to be signed. The first section states that the Consultant agrees with all terms and conditions as indicated in this RFP document and/or Draft Agreement; the second section states that the Consultant intends to take exception to certain terms and conditions within the RFP document and/or Draft Agreement.

☒ **ATTACHMENT B: PROPOSER INFORMATION FORM**

☒ **ATTACHMENT C: PROPOSAL REQUIREMENTS CHECKLIST**

☒ **OTHER INFORMATION**

Include any other information you consider to be relevant to the proposal.

**PART 2: COMPENSATION PROPOSAL SECTION**

☒ **COST/FEE PROPOSAL**

Provide a not-to-exceed fee for the services to be provided and current fee schedule for each job classification. **These items shall be submitted in a separate submittal.** The fee shall be broken down showing hours for each job classification for each task, fee for each task, and shall include miscellaneous costs such as travel, duplication, clerical support, etc. The City reserves the right to eliminate any tasks from the scope of work, and reduce the not-to-exceed fee by the cost of the task eliminated.

**SUBMISSION INSTRUCTIONS**

☒ **ELECTRONICALLY TRANSMIT ONE (1) COPY OF THE TECHNICAL PROPOSAL SECTION TO RFP ADMINISTRATOR**

Proposals must be e-mailed to: [anguyen@newportbeachca.gov](mailto:anguyen@newportbeachca.gov)

☒ **ELECTRONICALLY TRANSMIT ONE (1) COPY OF THE COMPENSATION PROPOSAL SECTION TO RFP ADMINISTRATOR**

Proposals must be e-mailed to: [anguyen@newportbeachca.gov](mailto:anguyen@newportbeachca.gov)