RFP-0125
DEVELOPMENT, OPERATION AND MANAGEMENT OF
CITY PARKING ASSETS, REMOTE PARKING FACILITIES AND SHUTTLE VEHICLE SERVICES
to support the
City of Inglewood Transportation Management and Operations Plan
for the City’s Sports and Entertainment District

Request for Proposals
Release Date: Thursday, January 10, 2019
www.cityofinglewood.org

Mandatory Pre-proposal Conference:
Wednesday, January 23, 2019
2:00 PM to 4:00 PM PST
City of Inglewood, Community Room A
One Manchester Boulevard, Inglewood, CA 90301
Must RSVP via email only:
ParkingAndShuttleServicesRFP-0125@CityofInglewood.org

Deadline to Submit Questions Regarding the RFP:
Wednesday, January 30, 2019
Via email only:
ParkingAndShuttleServicesRFP-0125@CityofInglewood.org

Responses to Questions Posted to City of Inglewood website:
Friday, February 1, 2019
To be posted on the City of Inglewood website:
www.cityofinglewood.org

Deadline for Submitting Proposals and Relevant Materials:
2:00 PM PST, Thursday, March 21, 2019
*SUBMITTAL DEADLINE EXTENDED*

Contact Person During Proposal Period:
Michael Tate, Purchasing and Contract Services Manager,
City of Inglewood
Email: ParkingAndShuttleServicesRFP-0125@CityofInglewood.org
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INVITATION TO SUBMIT PROPOSALS (Specifications and Conditions Governing Award)

The City of Inglewood solicits and will receive proposals duly filed as provided herein for a qualified Proposer to provide for the operation and management of City parking assets, remote parking facilities with shuttle vehicle services, and a centralized parking reservation system to support the City’s Sports and Entertainment District, as specified in the Request for Proposals (RFP).

The City issued an RFP as a DRAFT to be updated and finalized after 30 (thirty) days of its release. During that time, the City of Inglewood accepted questions and comments in writing from potential Proposers ahead of the mandatory pre-proposal conference scheduled for Wednesday, January 23, 2018 at 2pm at Inglewood City Hall, Community Room A, One Manchester Boulevard, Inglewood, CA 90301. City then issued the original RFP. This Addendum 1 updates and amends the original RFP.

Questions and comments are to be submitted in writing via email only (ParkingAndShuttleServicesRFP-0125@CityofInglewood.org) and will be answered and responded to in an addendum to be posted on the City of Inglewood website, it will also be made available in hard copy in the Office of Purchasing at Inglewood City Hall.

Each proposal shall be submitted and completed in all particulars and must be packaged and addressed as set forth in Section 5.0 of this RFP.

In submitting a proposal, the Proposer agrees the proposal will remain valid for 180 days after the deadline for submission of proposals and may be extended beyond that time by mutual agreement.

Attention is directed to the provisions of Sections 1777.5 and 1777.6 of the Labor Code concerning the employment of apprentices by the Contractor or any subcontractor under them. The Contractor or any subcontractor shall comply with the requirements of said sections in the employment of apprentices.

The following conditions and terms apply:
1. The City reserves the rights set forth in Section 9.0 of this RFP;
2. Below and attached are detailed specifications and conditions for proposal submission;
3. The contract will provide that if any provisions of the contract are violated, the City, after suitable notice, may cancel the contract and make arrangements to have services supplied by others;
4. The RFP, Addenda and questions and responses will be made available on the City of Inglewood website; and
5. Cost for developing the qualifications and creating presentations are entirely the responsibility of the submitting individual or firm and shall not be chargeable in any manner to the City of Inglewood.

Artie Fields, City Manager

Date 2-20-18
1.0 THE OPPORTUNITY
The City of Inglewood is seeking proposals from an experienced parking and transportation service operator or operator team to support the City with the development, operation and management of a coordinated event transportation plan for the Inglewood Sports and Entertainment District. The City of Inglewood Transportation Management and Operations Plan (TMOP) shall include the utilization of satellite parking lots, provision of shuttle services, an online parking reservation system, and a robust marketing and information dissemination program to support NFL game day event transportation at the Inglewood Sports and Entertainment District.

The Inglewood Sports and Entertainment District venues include downtown Inglewood, The Forum, the Los Angeles Stadium and Entertainment District at Hollywood Park, which includes a 70,000-seat arena, a 6,000-seat entertainment venue within Hollywood Park, a mixed-use development, and the Hollywood Park Casino. If approved, the Inglewood Sports and Entertainment District will also include the proposed Inglewood Basketball and Entertainment Center.

The City’s TMOP is designed to create an effective, comprehensive access, circulation and traffic management plan for residents, visitors, and businesses on National Football League (NFL) game days. The City has identified the need for satellite parking and a shuttle system for venues in the Inglewood Sports and Entertainment District. Accordingly, the City of Inglewood has established the following goals for this opportunity:

• Support strategic, coordinated and flexible parking operations on NFL game days in coordination with the Los Angeles Stadium and Entertainment District (LASED) at Hollywood Park;
• Identify clean, safe and secure remote parking facilities and provide reliable shuttle service between identified remote parking lots and the LASED at Hollywood Park using coach transport busses;
• Create an intuitive, innovative, cutting edge centralized parking reservation system accessible online and via a Parking App on iOS and Android;
• Publicize and promote the new system and parking options through local and regional jurisdictions, transit, sports, and event production websites, and other media outlets; and
• At the City’s election, expand the scope of this opportunity to include such operations in support of other events at LASED at Hollywood Park or at other venues in the Inglewood Sports and Entertainment District.

The successful Proposer will have the following core responsibilities respecting parking and shuttle operations on NFL game days subject to the terms of the Management Agreement (Agreement) to be awarded as a result of this RFP:

• Identify parking lots and obtain City approval that the lots meet City standards. The satellite parking sites may or may not be within the City of Inglewood;
• Develop agreements with remote parking lot owners, and coordinate with operators or owners of identified remote parking facilities; and if required, operate and manage remote lots;
• Include and market City-owned parking supply in the TMOP plan to support increased revenue on NFL game days. Evaluate system upgrades, such as Parking Access and Revenue Control System (PARCS) at City lots, to support NFL game days;
• Coordinate and manage the deployment of a bus fleet or shuttle vehicles to provide reliable service between identified remote parking lots and the City’s shuttle/transit access center proposed to be located on a 4-acre civic site at the intersection of Prairie Avenue and Arbor Vitae Street (the “City’s Transit Plaza”);
• Create, operate and maintain a centralized online parking reservation platform to support a customer friendly, convenient, efficient, and reliable remote parking and shuttle system;
• Operate and maintain the City’s Transit Plaza on NFL game days; and
• Develop a financial plan for the parking management system, including shuttle operations, that is designed to provide full funding or full cost recovery for the program for the term of the Agreement to the extent feasible.

The Agreement will provide for the potential expansion of such services, via mutually approved amendment or change order, to other events at LASED at Hollywood Park or at other venues in the Inglewood Sports and Entertainment District.

In addition, the successful Proposer will demonstrate proficiency and experience in designing and sustaining successful parking and transportation programs, familiarity with state-of-the-art technology, creative marketing strategies, and an ability to develop innovative and adaptive solutions where appropriate. The City desires the Proposer or Proposer Team demonstrate experience and/or history of working within the City of Inglewood or surrounding areas, and successful experience managing transportation for major sports and entertainment events in the United States.

The Agreement will be for a term of five (5) years, with two (2), two-year performance-based extensions at the sole discretion of City Council, for a potential aggregate term of nine (9) years.

This RFP provides specific instructions regarding proposal format and other requirements. Pertinent data about the specific operations and the City of Inglewood are also included. Additional information, terms and conditions are provided in the Appendices section.

2.0 BACKGROUND

2.1 City of Inglewood
The City of Inglewood is approximately 9.1 square miles in size and is located in southwestern Los Angeles County. Its population is approximately 110,000 and is home to a number of world-famous venues such as The Forum and the soon to be completed Los Angeles Stadium and Entertainment District (LASED) at Hollywood Park, the newest NFL venue in the country.

An exciting transformation is underway in the City of Inglewood as it becomes “The City of Champions” and is redefined as a world-class sports and entertainment center in the greater Los Angeles region. The revitalized Forum now hosts the largest entertainment acts in the country. The redevelopment of approximately 298 acres at Hollywood Park includes new residential, commercial, and recreational uses, and its centerpiece will be the Los Angeles Rams and Los Angeles Chargers’ new NFL stadium currently under construction. Additionally, in 2018 the Los Angeles Clippers of the National Basketball Association (NBA) announced they would move their headquarters to the City of Inglewood and released a proposal to build a new training facility and basketball arena, and a new state-of-the-art, Frank Gehry designed music and cultural campus for the LA Phil’s Youth Orchestra Los Angeles (YOLA) recently broke ground in Inglewood.

The City intends to manage this growth in a sustainable and responsible way, ensuring that residents, businesses and visitors have convenient and efficient access to its new destinations and resources. The City is now working in collaboration with the stadium’s operator, local and regional transit agencies, adjacent jurisdictions, and parking lot providers, to develop a comprehensive, coordinated event transportation management program in advance of the NFL stadium opening day 2020.

The Metro Crenshaw/LAX Line is set to open summer 2020, enhancing transit access to the City. Building on the tremendous progress Metro has made to develop the County’s regional rail network and to create more transportation options associated with the opening of the Crenshaw/LAX Line, Inglewood is updating its
transportation infrastructure and circulation system, exploring capacity improvements through the City’s Intelligent Transportation System (ITS) to more effectively manage major arterial streets, working to enhance Metro and municipal bus operations and services to the City, and developing proposals for an automated people mover system to directly connect the City’s major entertainment and activity centers to the Metro Regional Rail System.

The completion of the Crenshaw/LAX Line into Inglewood will increase access to public transportation for local residents as well as visitors by extending light rail transit from the existing Expo Line at Crenshaw/Exposition Boulevards to the Metro Green Line at Aviation/Century Boulevards. The approximately 8.5-mile light rail transit line will include eight (8) new transit stations at Expo/Crenshaw, Martin Luther King, Jr., Leimert Park, Hyde Park, Fairview Heights, Downtown Inglewood, Westchester/Veterans, Aviation/Century, and will provide a transit connection to Los Angeles International Airport (LAX) via the City of Los Angeles’ Automated People Mover (APM) system at the Airport Metro Connector 96th Street Transit Station. Three stations are located in Inglewood including the Fairview Heights station, Downtown Inglewood station, and Westchester/Veterans station. To address critical “last mile” gaps, the City has proposed an APM system, known as the Inglewood Transit Connector Project to connect the City’s entertainment and activity centers directly to the Metro Downtown Inglewood station.

To address the increased traffic on NFL game days, the City is now working diligently to prepare for the stadium’s opening day in 2020 by developing a comprehensive Inglewood Sports and Entertainment District TMOP in collaboration with stadium operators, key stakeholders, and other transportation and transit agencies. Preliminary analysis indicates that game days could generate more than 10,000 additional trips in AM peak hours, and more than 15,000 additional trips during PM peak hours. While the NFL stadium will provide more than 9,000 parking spaces, consistent with the Hollywood Park Specific Plan requirements, the TMOP will establish and identify off-site satellite parking with shuttle service, increase transit service to the City on NFL game days, and establish other access plans for Transportation Network Companies, taxis, and other transit modes as critical options to the City’s entertainment and activity centers.

The Selected Proposer of this RFP will work collaboratively with the City to implement a coordinated Transportation Management and Operations Plan together with the Stadium operator and will continue to revise and refine plans as the program is implemented.

2.2 Existing Parking Resources in Inglewood
The City of Inglewood owns and operates several parking facilities near the Sports and Entertainment District with +1,400 available spaces (Table 2.2). In addition, there are approximately 40 (forty) available public parking lots active within a two-mile radius offering an additional +17,000 spaces (Appendix I).

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**Table 2.1: Current City of Inglewood Parking Rates at City-owned lots**

<table>
<thead>
<tr>
<th>City of Inglewood Parking</th>
<th>Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Civic Center Garage</td>
<td>$1.00 each 30 (thirty) minutes</td>
</tr>
<tr>
<td>One Manchester Blvd</td>
<td>$7.50 daily maximum</td>
</tr>
<tr>
<td>Inglewood, CA 91301</td>
<td></td>
</tr>
<tr>
<td>Locust Street Garage</td>
<td>$1.00 each 30 (thirty) minutes</td>
</tr>
<tr>
<td>115 S. Locust St</td>
<td>$10.00 daily maximum</td>
</tr>
<tr>
<td>Inglewood, CA 91301</td>
<td></td>
</tr>
<tr>
<td>Senior Center Garage</td>
<td>$5.00 each one (1) hour</td>
</tr>
<tr>
<td>333 Queen Street</td>
<td>$25.00 daily maximum</td>
</tr>
<tr>
<td>Inglewood, CA 90301</td>
<td></td>
</tr>
</tbody>
</table>

**Remainder of Page Intentionally Left Blank**
Table 2.2: City of Inglewood Parking Inventory (subject to change or may be updated)

<table>
<thead>
<tr>
<th>Lot No.</th>
<th>Location / Address</th>
<th>Spaces</th>
<th>Comments / Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Manchester @ 7th (2901 W. Manchester Blvd)</td>
<td>12</td>
<td>Community Police, 11 + 1 ADA</td>
</tr>
<tr>
<td>2</td>
<td>Manchester @ 12th (3363 W. Manchester Blvd)</td>
<td>86</td>
<td>Next to Animo High School</td>
</tr>
<tr>
<td>3</td>
<td>Redondo Blvd. @ West Blvd</td>
<td>101</td>
<td>Metro construction</td>
</tr>
<tr>
<td>4</td>
<td>Civic Center Library</td>
<td>189</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Kelso Street between La Brea &amp; Market</td>
<td>34</td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Nutwood B/O Market (268 Market Street)</td>
<td>25</td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Regent @ Market</td>
<td>0</td>
<td>Currently under contract</td>
</tr>
<tr>
<td>8</td>
<td>La Brea @ Kelso</td>
<td>73</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Eucalyptus @ Oak</td>
<td>40</td>
<td>North of Florence Avenue</td>
</tr>
<tr>
<td>10</td>
<td>Market St. N/O Manchester</td>
<td>6</td>
<td>Downtown area (metered)</td>
</tr>
<tr>
<td>11</td>
<td>119 E. Arbor Vitae (Lot G)</td>
<td>30</td>
<td>Near Maple Avenue</td>
</tr>
<tr>
<td>12</td>
<td>101 W. Arbor Vitae (Lot F)</td>
<td>0</td>
<td>Closed (9 spaces) (Grevillea)</td>
</tr>
<tr>
<td>13</td>
<td>180 W. Arbor Vitae (Lot E)</td>
<td>36</td>
<td>Corner with Walnut Street</td>
</tr>
<tr>
<td>14</td>
<td>155 W. Arbor Vitae (Lot D)</td>
<td>21</td>
<td>Corner with Fir Avenue</td>
</tr>
<tr>
<td>15</td>
<td>300 W. Arbor Vitae (Lot C)</td>
<td>41</td>
<td>Corner with Eucalyptus Ave.</td>
</tr>
<tr>
<td>16</td>
<td>327 W. Arbor Vitae (Lot K)</td>
<td>13</td>
<td>Near to Rosewood Avenue</td>
</tr>
<tr>
<td>17</td>
<td>439 W. Arbor Vitae (Lot H)</td>
<td>22</td>
<td>Near to Cedar Avenue</td>
</tr>
<tr>
<td>18</td>
<td>500 W. Arbor Vitae (Lot I)</td>
<td>17</td>
<td>Corner of Cedar Avenue</td>
</tr>
<tr>
<td>19</td>
<td>569-571 W. Arbor Vitae (Lot J)</td>
<td>10</td>
<td>Corner with Oak Street</td>
</tr>
<tr>
<td></td>
<td><strong>Total Number of Surface Lot Spaces:</strong></td>
<td>756</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Lot No.</th>
<th>Location / Address</th>
<th>Spaces</th>
<th>Comments / Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>One Manchester Boulevard</td>
<td>265</td>
<td>Civic Center Garage (plus 200 PD)</td>
</tr>
<tr>
<td>2</td>
<td>115 South Locust Street</td>
<td>300</td>
<td>Locust Street Garage</td>
</tr>
<tr>
<td>3</td>
<td>333 East Queen Street</td>
<td>151</td>
<td>Senior Center Garage</td>
</tr>
<tr>
<td></td>
<td><strong>Total Number of Structure Spaces:</strong></td>
<td>716</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL OFF-STREET CITY PARKING INVENTORY:</strong></td>
<td>1,472</td>
<td></td>
</tr>
</tbody>
</table>

*The City of Inglewood currently has active parking agreements and contracts with local businesses which may preclude some of the above-mentioned lots or spaces from being available or suitable for use as required in this RFP. Proposal responses must not conflict with existing City parking service agreements and other contractual obligations.

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2.3 Potential Satellite/Offsite Parking Lot Opportunities

To address game day parking needs, the City TMOP team has conducted preliminary analyses and parking surveys and has identified several potential park and ride and remote parking lots for Proposers to further consider. The sites displayed on the map below (Figure 2.2) and listed in Appendix H are illustrative of potential remote parking sites, adjacent to freeways, which may provide regional access to the City and assist in the management and operation of game day circulation. The proposed locations are exemplary of potentially viable satellite parking sites due to their strategic location in relation to the major venues in the City. These sites have not been finalized but represent the type of desired geographic distributional split of satellite parking lots that may be deemed necessary for a successful TMOP.

Figure 2.2: Potential Satellite/Offsite Parking Lot Sites (see also Appendix H)
3.0 SCOPE OF SERVICES
The NFL Stadium is set to open Fall 2020. To create an effective TMOP by opening day, the City of Inglewood is requesting Proposers to assist the City with the following scope of services:

3.1 Remote Parking Lot Operations
The Proposer will assist in finalizing agreements with remote parking lot owners to ideally secure 15,000 parking spaces to supplement parking provided at the new NFL stadium and other new venues. Remote lots should be located near major arterials to provide easy public access and minimal travel time to the entertainment and activity centers, with sufficient space to accommodate shuttle staging, and the lot must make itself available for use during NFL game days or nights. The lots must be maintained to a high standard of cleanliness and safety, including but not limited to, security lighting, cameras, and experienced on-site staff to manage potential public disturbances or unauthorized tailgating. It will be necessary to coordinate with owners or operators of identified remote parking facilities to negotiate terms for the use of their lots, and to manage operations when they are in use. Management of remote lots may include revenue collection and the provision of staffing, security, cleaning services, and/or such other tasks as negotiated with owners.

The City requests a consistently branded, uniform bus or shuttle vehicle operation linking all remote lots with the LASED at Hollywood Park that provides reliable service for patrons.

To date, the City has initiated preliminary discussions with transit agencies and area parking sites for the use of parking facilities located along Century Boulevard in the Gateway Los Angeles Business Improvement District (BID), parking facilities in the City of Hawthorne, potential parking facilities at certain Inglewood Unified School District properties, parking at nearby local community colleges, and other satellite parking lots. The Proposer will assist the City to continue with these discussions with remote lot providers and transit agencies (see Appendix H), help finalize parking agreements and shuttle services, and to secure their availability and use on NFL game days. Agreements with owners of remote parking lot providers and transit agencies must include commitments to support the execution of the terms of the Agreement and should be negotiated in consultation with the City to ensure that the selected remote parking lots are safe, clean, secure, and meet the City’s minimum standards.

3.2 City Parking Lots
The selected Proposer will assist the City with the marketing and promotion of City-owned parking lots to build customer awareness, increase revenue, add value to its parking sites in close proximity to the City’s major venues. The selected Proposer should coordinate with contracted City parking lot operators to include the parking inventory in the City owned lots in the central parking reservation system and recommend parking pricing or necessary upgrades for City lots for NFL game days. The Proposer should develop TMOP branding opportunities that can be used by the City to assist with the increased utilization of City lots on NFL game days. Include specific recommendations for improved branding opportunities for City Lots.

3.3 Shuttle Fleet Operations
The Proposer shall be responsible for the entire shuttle service program including subcontracting of services and will coordinate and deploy a bus fleet or shuttle vehicles able to accommodate at least 38 to 57 passengers per vehicle to provide reliable service between identified remote parking lots and the LASED at Hollywood Park. In order to establish a reliable system of remote parking and access to major venues in the City, a shuttle fleet must be deployed to provide the connection. The operation and maintenance of the fleet will be the responsibility of the Proposer, and proof of safety, insurance and maintenance must be provided to the City. Vehicles must be clean, comfortable, easily accessed, and must comply with the Americans with Disabilities Act (ADA). Bus routing and fleet plans will be evaluated and approved by the City, as well as frequency of service,
hours of operation, and security safeguards such as a video monitoring system. Staging for shuttles must be provided at each remote lot and at the City’s Transit Plaza at the Civic Site located at Hollywood Park. Each vehicle must have clear signage, be easily recognizable to patrons, and must be operated by knowledgeable, qualified drivers.

The selected Proposer will assist the City with collaboration efforts to best coordinate access routes, and will work with Metro and any other appropriate transit agency such as the City of Los Angeles Department of Transportation (LADOT), the County of Los Angeles Traffic Division, and Caltrans, to facilitate fast and efficient travel, potentially through the use of such tools as dedicated lanes on major arterials and synchronized signal technology to improve travel time. The City will also coordinate with the Stadium operator to accommodate Stadium shuttle operators at the Transit Plaza as necessary.

The Proposer must comply with all federal, state and local regulatory requirements, and must obtain and maintain all permits, certificates and licenses required for bus or shuttle fleet operations. Proposers should be aware that in order to provide the bus or shuttle services the successful Proposer may be required to obtain authorization as a passenger stage carrier from the California Public Utilities Commission.

3.4 Centralized Parking Reservation System
The Proposer will create, operate and maintain an intuitive, centralized online parking reservation platform that is web-based and includes a mobile App for iOS and Android. The system should be a convenient, efficient and reliable remote parking and shuttle system that is secure and protects the user’s data through encryption. This system will be critical to the overall success of parking management operations between identified remote parking lots and the LASED at Hollywood Park. It must be designed carefully to describe parking options, costs, and locations to allow customers to make informed choices. It must be robust enough to handle the convergence of multiple events without glitches, and it must provide a coordinated approach to finding convenient parking while efficiently managing access to all available spaces.

This system must be customer friendly, easy to navigate, and reliable, providing users with a simple one-stop site to arrange and pay for parking. Once established, information and updates about the reservation system must be disseminated through a clear, concise, and wide-ranging marketing campaign to maximize use and to ensure its effectiveness. The City will facilitate coordination with venue operators and will also coordinate with elements of the operating plan. Recommendations on the most functional system should include options such as the most efficient internet access, advertising and real-time information dissemination support, a plan to accommodate vehicles without pre-booked reservations, staffing requirements with hours of operation, and a preliminary financial plan that includes fees, payment and processing information, and website integration; describe an information dissemination and marketing strategy including digital, social media, press strategy and promotional links; and provide details on customer information capture, loyalty programs and transaction and revenue trends.

The City will work in close coordination with the Stadium operator on an overall Event Transportation Management and Operations Plan. Accordingly, it is anticipated that the Centralized Parking Reservation System developed by the Selected Proposer have the ability to be integrated and compatible with the Stadium’s parking reservation system.

3.5 Transit Plaza at the Hollywood Park Civic Center
The Proposer will assist the City with the planning, programming, operations, cleaning and general maintenance of the City’s Transit Plaza, designed to be a shuttle/transit access center, proposed at a City-owned 4-acre Civic Center site at Hollywood Park (see Figure 3.1), located at the intersection of Prairie Avenue and Arbor Vitae.
Street. This centrally located site will serve as the hub for transit coordination activities in the area. It will be the shuttle drop-off and pick-up location. Efficient operation of parking and circulation at the Transit Plaza will facilitate visitors’ travel to and from the site, and it will be the first impression many visitors have of Inglewood’s new attractions. It is critical to design and implement a plan for this property that achieves the City’s objective of managing multi-modal trips, providing easily understandable and convenient access for visitors, and including the right mix of services to support customer needs. These may include, but are not limited to, information kiosks, refreshments, rest rooms, seating areas, landscaping, wi-fi connections, ATM’s, and additional items to be determined. The Proposer shall include a strategy to include access fees or user fees to help offset the costs of the overall shuttling services. The selected Proposer will assist the City of Inglewood to collaborate with area transit agencies and the NFL stadium in order to maximize and leverage potential shuttling resources.

The development and operation of the Transit Plaza must conform to all requirements of the Hollywood Park Specific Plan and associated conditions of approval and mitigation. It is anticipated that the City of Inglewood will prepare and process the plot plan review consistent and in compliance with the Hollywood Park Specific Plan and prepare or identify previously approved environmental clearances pursuant to the California Environmental Quality Act (CEQA) for the Transit Plaza, and design, develop and construct the City Transit Plaza Site. As part of the Agreement, the selected Proposer will be required to meet certain general maintenance standards, which may include (but not be limited to) requirements to provide janitorial services, trash collection services, and overall site clearing of debris on game days. It is a vital component of this RFP that the Transit Plaza facilities be maintained in a first-class manner, as it is the gateway to the LASED.
3.6 Financial Plan
The City’s objective is to select a Proposer that will be able to fully fund the program development and implementation during the term of the Agreement and, if feasible, generate revenue for the City.

Based on this objective, the Proposer shall include in its Proposal a financial plan for the parking management system for NFL game days. The elements of the financial plan are described in Section 5.7 of this RFP.

3.7 Communications, Advertising and Marketing Plan
Proposals must include a branding, advertising, and overall communications plan for satellite lots and City parking facilities to successfully promote the TMOP shuttle services. The plan should outline strategies and
ideas for digital and print media marketing, creation of social media sites, signage, branding, logos, and promotional events. The plan should also include partnership communication strategies with the stadium operators, NFL teams, and other sponsors. All marketing and advertising will be reviewed in advance and must be approved by the City.

The City and Selected Proposer will coordinate with the Stadium operator on all communications, advertising, marketing and signage plans, including both wayfinding and off-site advertising signage. No off-site advertising signage will be permitted by the operator of the Transit Plaza without prior approval from the City of Inglewood.

3.8 Local Hire Preferences
The City of Inglewood strives to connect all Inglewood residents to employment opportunities throughout the City, including those who may face barriers to employment. The City encourages Proposer teams to consider crafting a targeted local hire program in an effort to create vocational pathways and employment opportunities for local City residents. The Proposal must include a preliminary local hiring plan. While not a minimum requirement of this RFP, the City recommends the Proposer team strive to achieve 35% local worker hiring goal to maximize the employment of qualified persons and facilitate local resident access to City projects and City economic development activities. Moreover, the City encourages the use of local hire and local vendors to demonstrate the Proposer Team’s knowledge of local community transportation needs, and/or history and experience serving the City of Inglewood or the surrounding areas.

4.0 THRESHOLD RESPONSIVENESS REQUIREMENTS; MINIMUM QUALIFICATIONS

4.1 Threshold Responsiveness Requirements
A written submittal to this RFP will be the primary basis on which the City will consider its award for the contract. Therefore, Proposers should be thorough, detailed, and as concise as possible when responding to each proposal item and proposals must be complete and responsive to all items identified in this RFP. In the written proposal, Proposers must include responses to all proposal items requested and Proposer’s concept must be aligned with the proposed system. Proposers will not be able to add to or modify their proposals after the proposal due date, except in response to any request for clarifications from the City. The City may deem a Proposer non-responsive if the Proposer fails to provide all required documents and copies or for any other reason the proposal does not fully comply with the requirements, instructions and rules contained in this RFP.

4.2 Minimum Qualifications
Proposers bidding on this RFP must meet the minimum qualifications outlined in this section and included within the proposal. All information and documentation provided is subject to verification.

1. Proposer must demonstrate that they have managed transportation programs for major sports and entertainment or special event venues in the United States requiring coordination and management of remote parking supply and shuttle operations within the last five years.

2. Proposer must demonstrate that they have been regularly and continuously engaged in the business of providing shuttle and/or parking services for the past three (3) years.

3. Proposer must demonstrate that they are currently in compliance with all State of California Department of Transportation and/or US Department of Transportation rules, laws, and regulations. If awarded the contract, Proposers must provide documentation of ongoing compliance with applicable rules, laws and regulations.

4. Proposer demonstrates in its financial statements, including financial statements of any guarantor(s) the Proposer includes in its proposal, sufficient financial strength to properly perform its tasks and obligations contemplated by this RFP.
Proposer will be asked to provide proof of all professional permits, licenses, and credentials necessary to perform the services specified in this RFP. Any shuttle drivers directly employed by or contracted under the Proposer must be licensed per state and federal licensing requirements and all drivers must be at least 21 (twenty-one) years of age.

5.0 SUBMITTAL REQUIREMENTS
Prior to submitting, all Proposers must attend a mandatory pre-proposal conference scheduled for Wednesday, January 23, 2019 at 2:00 PM PST, Inglewood City Hall, One Manchester Boulevard, Inglewood, CA 90301.

Written responses to this RFP must be prepared as specified below. Respondents should follow the checklist provided in the appendices section to ensure that all requirements are met. The Proposal must include completed forms set forth in Appendices B, C, D and F. No changes to responses may be made after the submittal deadline.

1. One (1) signed original and four (4) copies of the proposal are to be mailed to the Office of Purchasing Division at the City of Inglewood (complete address listed below) received on or before 2:00 PM PST on Thursday, March 21, 2019. Original must be clearly marked “original” and copies clearly marked “copies”;
   Note: Any responses received after this date will not be considered by the City.

2. Proposals are to be printed double-sided, each section separated by clearly marked tabs, and shall not exceed 25 (twenty-five) pages excluding table of contents, cover letter and authority to propose, table of contents, attachments, and tabs;

3. Printed responses, other than the financial plan, shall be enclosed in one sealed package with the name and address of the respondent in the upper left-hand corner and marked “DEVELOPMENT, OPERATION AND MANAGEMENT OF CITY PARKING ASSETS, REMOTE PARKING FACILITIES AND SHUTTLE VEHICLE SERVICES FOR CITY TMOP” and must include one (1) flash drive pre-loaded with a PDF version of the final proposal, attachments and financial statements;

4. The printed financial plan shall be enclosed in a separate sealed package with the name and address of the respondent in the upper left-hand corner and marked “FINANCIAL PLAN FOR REMOTE PARKING FACILITIES AND SHUTTLE VEHICLE SERVICES FOR CITY TMOP” and must include one (1) separate flash drive pre-loaded with a PDF version of the financial plan and attachments; and

5. The response shall be signed by an officer, or officers, authorized to execute legal documents on behalf of the respondent and the complete package submitted to:
   Office of Purchasing Division, City of Inglewood, 8th Floor
   One Manchester Boulevard, Inglewood, CA 90301
   Attn: Michael Tate, Purchasing and Contract Services Manager

Each firm is responsible for the timely delivery of any response. Additionally, the City will not be responsible for the delivery of any proposal to the wrong address or City department. Each firm assumes all risks and/or consequences of an incorrect delivery or an untimely delivery of a proposal.

The Proposer shall pay for all costs associated with the proposal preparation. The City shall not pay for or reimburse any costs relating to the proposal preparation or presentations.

5.1 Pre-Proposal Conference
The purpose of the mandatory pre-proposal conference is to discuss the requirements and objectives of this DRAFT RFP and respond to questions. The pre-proposal conference is scheduled on:
Date: Wednesday, January 23, 2019
Time: 2pm
5.2 Cover Letter and Authority to Propose
Include a cover letter to identify the Proposer, name the key point of contact and provide evidence that the signor has legal authority to enter into binding contracts on behalf of the Proposer Team. The letter must be on official company letterhead, identify the Proposer’s legal structure, and be signed by the person or persons who have legal authority to bind the firm in contractual matters with the City (see Appendix D). The cover letter must include a list of all Addenda to this RFP posted on the City’s website and the Proposer’s certification that it has received all such Addenda. It must also contain signor’s contact information as well as a copy of the Corporate Resolution or other appropriate evidence of authority to bind the identified firm. The City reserves the right to reject any proposal that contains an unsigned cover letter and/or submits incomplete documentation (not included in final page count; recommended it not exceed three (3) pages).

5.3 Table of Contents
Each Proposal must include a Table of Contents indicating section headers and pages and indicate any attachments or materials included in the Proposal (not included in final page count).

5.4 Executive Summary
The Executive Summary is a brief statement of key features of the Proposal, team qualifications and evidence of understanding of the scope and services to be provided. Proposers must describe the Proposer Team’s strengths and qualifications, capacity to complete the scope of work, key experience, and expertise and a statement explaining why the Proposer’s proposal would be the best selection and why their system model would best serve the City’s parking management and operations needs (not to exceed three (3) pages).

5.5 Proposer Team
1. Provide an organizational chart of the key team members, identifying a Prime Proposer that will be responsible for all contract matters (the Prime Proposer’s authorized representative should be the same as the signor of the cover letter and authority to propose);
2. Explain how the Proposer will assemble (or has assembled) a complete team (including all necessary consultants) with the experience and capacity to carry out the responsibilities of the Proposal;
3. Describe Proposer Team experience developing parking operations and management systems, of similar scope and size, within California or elsewhere, and include relevant examples;
4. If applicable, describe Proposer Team’s experience working together on parking operations and management projects successfully;
5. Describe Team knowledge of local community transportation needs, and/or history and experience serving the City of Inglewood or the surrounding areas; and
6. Provide a preliminary local hiring plan for advancing the City’s local hiring goal for the services.
5.6 Statement of Work
Proposers must provide a statement of work and description of the Proposer Team’s approach and methodology for the following scope of services as described above:

1. Secure remote parking supplies; coordinate with operators and/or owners of identified remote parking facilities and/or operate and manage remote lots;
2. Coordinate and manage a bus fleet and/or shuttle vehicles to provide reliable service between identified remote parking lots and the LASED at Hollywood Park;
3. Promote City owned parking lots so as to build customer awareness, add value, and increase City parking revenue during NFL game days;
4. Create, operate and maintain a centralized online parking reservation platform to support the customer-friendly, convenient, efficient and secure remote parking and shuttle system;
5. Operate and maintain the City’s Transit Plaza on NFL game days as a shuttle/transit access center; and
6. Coordinate with key stakeholders including but not limited to City staff, stadium operators, stadium tenants, and other relevant agencies such as Los Angeles Department of Transportation (LADOT), Caltrans, and Metro.

5.7 Financial Plan
The City’s objective is to select a Proposer that will be able to fully fund development and implementation of the program during the term of the Agreement and, if feasible, generate revenue for the City.

Based on this objective, the Proposer must develop and describe in its Proposal a financial plan for the parking management system, including potential fees for use of remote parking lots (with estimates or examples of parking fee schedules), shuttle operations, operations of the Transit Plaza, and costs associated with the online parking reservation system and marketing effort. The financial plan should include descriptions of remote lot usage, including costs for potential rents, staffing, security and cleaning. The financial plan shall also include a provision for maximum flexibility in variable and demand-based pricing and a description of robust and configurable reporting and forecasting tools to the extent feasible. Creative approaches to financial support for the plan are welcomed, and the City is requesting innovative financial strategies that will produce sufficient revenue to support the parking and shuttle program and could generate revenues to the City as well as cover a combination of sources including, but not limited to, advertising revenue, shuttle and parking fees, small retail options, transportation grant funds, or any other customer supported sources.

The Proposer should provide a summary of the financial plan and sufficient documentation to:

1. Demonstrate a comprehensive understanding of costs associated with the requirements of the RFP and proposed Agreement to the extent feasible;
2. Detail all costs associated with carrying out responsibilities under the contract; and
3. Demonstrate sufficient capital or investments, and sources thereof, to finance and fully-fund development and implementation of the parking and shuttle system and operations.

5.8 Financial Statements
The Proposer shall submit financial statements of the Proposer or, if the Proposer is a newly formed entity, of the lead member of the Proposer team. The Proposer may, but is not required, to offer in its proposal one or more guarantees from parent companies. If parent guarantees are offered, the Proposer shall identify the guarantor(s) and include financial statements of each guarantor. The financial statements must cover the three most recent fiscal years and the most recent quarterly financial statements if available, and must be prepared according to Generally Accepted Accounting Principles. All financial statements must include a balance sheet, income statement, statement of changes in cash flow, and footnotes. All financial statements must have been
audited by a licensed public accountant or, if not audited, accompanied by a notarized statement from the Chief Financial Officer certifying the accuracy of the financial information contained in the statements and attachments provided. In addition to the financial statements, the Proposal must include a written certification, with original signature of the Chief Financial Officer for each entity providing financial statements, certifying that there has occurred no material adverse change in financial condition since the latest financial statements, except for any such changes specifically described in the certification.

5.9 Communications, Advertising and Marketing Plan
Proposals must include a preliminary communications, advertising and marketing plan that includes the following:

1. Description of Proposer's experience developing and implementing innovative branding and promotional strategies;
2. Proposer's well-crafted communications approach to marketing the City's parking program; and
3. Executive summary of a marketing plan, which shall summarize:
   a. Proposer's understanding of the City's branding, communications, advertising, and marketing needs;
   b. Proposer's understanding of local and regional demographics and the local/regional competitive environment;
   c. Outline of optimal advertising revenue opportunities;
   d. Proposer's strategy, timeline, and goals for capitalizing on advertising opportunities; and
   e. Costs associated with branding, marketing, advertising, and promotional campaigns.

5.10 References and Relevant Project History
The Proposer must provide five (5) references, preferably from similar projects either ongoing or completed within the last ten (10) years. The City of Inglewood, in its sole discretion, reserves the right to contact and verify all references, and to request additional supporting information and/or documentation from the Proposer. References must include the following (see Appendix C for formatting guidelines):

1. List local, county, state, federal, or entity name, and describe the work produced
2. List contact person(s) – primary contact should be an individual with direct knowledge of contract and service performance; include direct phone and email
3. Provide examples of work produced – include any relevant press, advertising, images or web links

6.0 EVALUATION AND SELECTION PROCESS
The City will conduct an initial review and evaluation of each Proposal for responsiveness as set forth in Section 4.1 of this RFP and for satisfaction of the minimum qualifications set forth in Section 4.2 of this RFP. All Proposals that are responsive and meet all the minimum qualifications will be evaluated on the basis of professional experience, qualifications and services to be performed. If a Proposal is non-responsive or fails to satisfy any of the minimum qualifications, then the City may reject the Proposal and disqualify it from further evaluation and consideration for award, and the corresponding Proposer will be so advised.

The written proposal, and potentially an oral interview, will be evaluated using the following weighted criteria:

1. Qualifications, Background and Experience of the Proposer Team 35 pts
2. Statement of Work and Methodology 25 pts
3. Financial Plan 20 pts
4. Communications, Advertising, and Marketing Plan 20 pts

Total: 100 pts
6.1 Evaluation Criteria
Below is a description of criteria to be evaluated.

1. Qualifications, Background and Experience of the Proposer Team (35 pts)
   - The extent to which the Proposer has provided a credible plan to assemble and engage all necessary team members;
   - The extent to which the Proposer has included key members that collectively demonstrate strong expertise and capacity in both the development and operation of a large-scale parking management system;
   - The quality and relevance of professional qualifications, capabilities, project experience, education, and accomplishments of project managers and key staff, and knowledge of local community transportation needs, and/or history and experience serving the City of Inglewood or the surrounding areas.
   - Proposer has provided a list of five (5) clients deemed to be satisfactory by the City of Inglewood; and,
   - The extent to which references were able to provide feedback and information regarding the Proposer’s experience and qualifications based on similar projects and/or services as outlined in this RFP; and
   - The extent to which the Proposer has provided a credible preliminary local hiring plan for meeting the City’s goal for the services.

2. Statement of Work and Methodology (25 pts)
   - System Design:
     - The extent to which the proposed design is innovative and supports the City’s TMOP and its goal to provide an effective circulation and traffic plan on NFL game days;
     - The extent to which the proposal addresses NFL game day parking needs and provides sufficient remote parking spaces to supplement parking provided at the LASED at Hollywood Park; and
     - The extent to which the Proposer has outlined a credible development schedule that is phased appropriately, can be properly executed, evidences the team’s grasp of the necessary elements of this RFP, and meets the deadline to be fully operational by the date of the first NFL game at the stadium.
   - Remote Parking Sites and Shuttle Services:
     - The extent to which the proposed remote parking sites are safe, clean, secure and meets the City’s minimum standards;
     - The extent to which the proposed remote parking sites integrate and promote City owned lots and is designed to maximize City parking revenue; and
     - The extent to which the proposed shuttle services offer the best plan for the deployment of a bus fleet or shuttle vehicles able to provide reliable service between identified remote parking lots and the LASED at Hollywood Park.
   - Online Reservation Services:
     - The extent to which the proposed system supports pre-paid online booking and parking reservation services, and includes a plan to accommodate or address vehicles that did not pre-pay or book online;
     - The extent to which the Proposer has provided an online, on-demand booking and parking reservation system that is intuitive and easily accessible through desktop, tablet, smartphone, and is compatible with iOS and Android;
• The extent to which the Proposer provides for a robust online transaction system that accepts multiple payment options through web or smartphone applications (such as digital wallets and direct bank transfers); and
• The extent to which the Proposer demonstrates the ability to develop an online system that protects the consumer’s privacy and financial information.

3. Financial Plan (20 pts)
• The extent to which the Proposer demonstrates sufficient capital or investments, and sources thereof, to fully fund development and implementation of the parking and shuttle system and operations;
• The extent to which the Proposer demonstrates a comprehensive understanding of costs and revenues associated with the requirements of the proposed RFP and contract;
• The extent to which the Proposer provides a detailed, concise outline of all costs associated with carrying out the responsibilities associated with the scope of services under the contract;
• The extent to which the Proposer provides for a creative finance strategy that capitalizes on maximizing growth and revenue opportunities; and
• The extent to which the Proposer provides for an effective variable pricing strategy based on anticipating and understanding the customer’s behavior.

4. Communications, Advertising, and Marketing Plan (20 pts)
• The extent to which the Proposer provides a clear outline for an innovative branding and marketing strategy that successfully informs all targeted local and regional users;
• The extent to which the Proposer presents a creative marketing strategy that utilizes all forms of digital and print media, social networking sites, and profile-raising events to ensure that the new system is successfully promoted;
• The extent to which the Proposer creates a brand that is unique to this project, original in its design, and easily recognizable to users.

6.2 Proposal Revisions
City may, at any time after receipt of Proposals and prior to final award of the Agreement, determine that it is appropriate to request changes to responsive Proposals that fall within a competitive range as determined by City (“Proposal Revisions”). Before requesting any such Proposal Revisions, City will engage in separate discussions (either in writing or in person through one-on-one meetings) with each responsive Proposer falling within the competitive range. If Proposal Revisions are requested, the term “Proposal,” as used in this RFP, shall mean the original responsive Proposal, as modified by the Proposal Revision. City will complete its evaluation and scoring following receipt of the Proposal Revisions.

7.0 DEVELOPMENT OF FINAL AGREEMENT
Inglewood plans to issue a proposed Agreement following evaluation of the proposals. At its election, the City may include in the Agreement the successful Proposer’s financial proposals, the promises, commitments and concepts set forth in the successful Proposer’s Proposal, and any other provisions as necessary to achieve the City’s best interests as determined by the City in its sole discretion. The successful Proposer will be subject to the terms of the Agreement.

7.1 Agreement Negotiation and Execution
The City of Inglewood intends to enter into an Agreement with the selected Proposer based upon evaluation criteria defined herein. After the evaluation process is completed, the City will initiate a good faith negotiating
period by written notice to the selected Proposer. The negotiating period will be for up to 90 days from the date of the written notice. If the Agreement in form acceptable to the City is not executed by the selected Proposer within the set time period, the City reserves the right to extend the time period, to cease negotiations and initiate negotiations and enter into an Agreement with the next ranked Proposer (with continuation of this process with lower-ranked Proposers as necessary), or to cancel this procurement.

Sections 8.6, 8.7, 8.8, 8.11, 8.12 and 8.14 of this RFP set forth certain topics (among others) that will be addressed in the Agreement. While such Sections set forth City’s standardized provisions for typical City contracts, Proposers can expect that the actual terms of the Agreement may vary from such Sections. For example, City will include in the Agreement insurance requirements based on its analysis of the types and limits of insurance coverage that are good industry practice for protection against risks of liability to third parties and of property damage to City assets presented by the services and operations under the Agreement. Such limits of insurance may be significantly higher than those stated in Section 8.8, and Proposers should take this into consideration in estimating costs in their financial plans.

Upon the commencement date of the Agreement, Inglewood will provide updated information on existing parking resources, City parking operations, fees, systems and revenue, internet capabilities and options, operating plan elements, inter-agency coordination status and issues, and any other data, information or materials necessary to the implementation of a successful parking management and shuttle services plan subject to the terms and conditions of the Agreement.

8.0 GENERAL PROVISIONS
The City of Inglewood hereby extends an invitation to submit a proposal, in accordance with this Request for Proposal (RFP), to provide labor and or materials for the designated service. Furthermore, the City makes no representation that any agreement will be awarded to any firm responding to this request. There are no expressed or implied obligations for the City to reimburse responding firms for any expense incurred in preparing a proposal in response to this request. All information submitted to the City of Inglewood shall become property of the City and will be returned to the Proposer at the City’s option.

8.1 Payment Terms
Standard payment shall be made by City check.

8.2 Inglewood Business Tax Certificate
The vendor agrees to, at all times during the performance of the Agreement, obtain and maintain an Inglewood City Business Tax Certificate. The purchase of the Certificate must be made prior to the rendering of services and a copy of the Certificate must be forwarded to the Purchasing Division.

8.3 Sales Tax
The City of Inglewood is subject to the payment of sales tax. All suppliers will be required to include in your proposal/price quote the City of Inglewood sales tax rate of 10%. If a Proposer fails to include the City’s sales tax rate in their proposal, the City will add the 10% amount to the proposal for evaluation purposes.

8.4 Request for Information
Firms shall provide any and all information requested by the City to assist in determining the Proposers’ ability to provide quality services as outlined in Section 3.0 Scope of Services.
8.5 Basic Eligibility
To be eligible to enter into the Agreement, the successful Proposer must be licensed to do business in the State of California and must not be debarred suspended, or otherwise ineligible to contract with the City of Inglewood.

8.6 Insurance Requirements
When a contractor does work under a City purchase order, the managing department must have on file valid certificates of insurance and the required endorsements. The department must submit the required certificates and endorsements to the City Clerk, who will then forward the documents to the City Attorney’s Office for review.

Required Insurance Coverage:
The contractor and/or its subcontractor shall obtain and maintain at its expense, until completion of performance and acceptance by City, the following insurance placed with an insurer admitted to write insurance in the state of California or a non-admitted insurer on State of California’s List of Surplus Lines Insurers (LSLI) and the non-admitted insurer must have a rating of, or equivalent to, A: VIII by A.M. Best Company:

a. Commercial General Liability
   Commercial General Liability (equivalent in coverage scope to Insurance Services Office, Inc. (ISO) form CG 00 01 11 85 or 11 88) in an amount not less than $1,500,000 per occurrence and $2,000,000 general aggregate. Such insurance shall include products and completed operations liability, independent contractor’s liability, broad form contractual liability, and cross liability protection. The “City of Inglewood, its officials, employees, and agents” must be separately endorsed to the policy as additional insureds on an endorsement equivalent to Insurance Services Office, Inc. (ISO) forms CG 20 10 11 85 of CG 20 26 11 85.

b. Commercial Automobile Liability
   Commercial Automobile Liability (equivalent in coverage scope to ISO form CA 00 01 060 92) in an amount not less than $5,000,000 combined single limit per accident for bodily injury and property damage covering Auto Symbol 1 (Any Auto). If an automobile is not used in connection with the services provided by the contractor, the contractor should provide a written request for a waiver of this requirement.

c. Workers’ Compensation and Employer’s Liability
   Workers’ Compensation as required by the California Labor Code and Employer’s Liability in an amount not less than $1,000,000 per accident.

Required Insurance Documentation:

a. Certificate of Insurance
   The contractor must provide you with a Certificate of Insurance evidencing the required insurance set forth above. The Certificate Holder must be the "City of Inglewood," and the Certificate Holder’s address must be the address of the City of Inglewood.

b. Endorsements
   In addition to the Certificate of Insurance, the contractor must provide the following endorsements:

Cancellation Notice Endorsements:
Each policy must be endorsed to provide that the policy shall not be cancelled or non-renewed by either party or reduced in coverage or limits (except by paid claims) unless the insurer has provided the City with written notice thirty (30) days prior to cancellation or ten (10) days written notice for cancellation due to nonpayment of premium.
Primary and Non-contributory Coverage Endorsements:
The general liability and (if required) professional liability policies must be endorsed to provide that each policy shall apply on a primary and non-contributing basis in relation to any insurance or self-insurance, primary or excess, maintained by or available to the City or its officials, employees and agents.

Waiver or Modification of the Insurance Requirements:
Any waiver or modification of the insurance requirements can only be made by the City Attorney. All waivers or modifications request are reviewed on a case-by-case basis.

8.7 Indemnification
The Proposer shall indemnify and hold harmless the City and its officers, employees, and volunteers from and against all claims, damages, losses and expenses including attorney fees arising out of the performance of the work described herein, caused in whole or in part by any negligent act or omission of the operator, anyone directly or indirectly employed by any of them or anyone for whose acts may be liable, except where caused by the active, sole negligence, or willful misconduct of the City.

If any action or proceeding is brought against Indemnities by reason of any act of the matters against which consultant has agreed to indemnify Indemnities as provided above, vendor, upon notice from City, shall defend Indemnities at Proposer’s expense by counsel acceptable to City, such acceptance not to be unreasonably withheld.

8.8 Non-Discrimination
No discrimination shall be made in the employment of persons working on behalf of or as an agent for the City of Inglewood because of the race, religious creed, color, national origin, ancestry, physical disability, mental disability, medical condition, genetic information, marital status, sex, gender identity, gender expression, age, sexual orientation, or military and veteran status or any other legally protected class except as provided in Section 12940 of the Government Code, and every vendor for the City of Inglewood violating this section is subject to all the penalties imposed for a violation of this chapter (California State Labor Code §1735: Discrimination in Employment Because of Race, Color, etc.).

8.9 Award of Contract
Evaluations will be based upon evaluation criteria defined herein listed in this document under Section 6.0 EVALUATION AND SELECTION PROCESS. The City may select a limited number of Proposers for in-person interviews before completing evaluations and awarding a contract to the successful Proposer.

8.10 Execution of Agreement
A Proposer to whom award is made shall furnish all services in accordance with the provisions hereof and within the time stated in the proposal. If a Proposer to whom an award is made fails or refuses to enter into the contract as herein provided or to conform to any of the stipulated requirements in connection therewith, an award may be made to the Proposer whose proposal is next most acceptable to the City. Such Proposer shall fulfill every stipulation embraced herein as if he/she were the party to whom the first award was made. A corporation to which an award is made will be required, before the contract is finally executed, to furnish evidence of its corporate existence and of its rights to conduct business in the state of California.

8.11 Termination of Agreement
The City may terminate the contract at its own discretion or when conditions encountered make it impossible or impracticable to proceed, or when the City is prevented from proceeding with the contract by law, or by official action of a public authority.
8.12 Right of City to Withhold Payment
The City may withhold or nullify the whole or any part of any payment due the vendor to such extent as may reasonably be necessary to protect the City from loss as a result of:
1. Defective materials not remedied in accordance with provisions of specifications
2. Claims or liens filed or reasonable evidence indicating probable filing of claims or liens
3. Whenever the City shall, in accordance herewith, withhold any monies otherwise due the vendor, written notice of the amount withheld, and the reasons therefore shall be given the vendor, and, when the vendor shall remove the grounds for such withholding, the City will pay to the vendor, within 35 calendar days, the amount so withheld

8.13 Duration of Agreement
The duration of the agreement shall be for a term of five (5) years, with two (2) possible extensions of two (2) years each at the sole discretion of City Council based on performance, for a potential aggregate term of nine (9) years.

8.14 Choice of Law/Venue
This agreement shall be interpreted, construed and governed according to the laws of the State of California. In the event of litigation between the parties, venue in state trial courts shall lie exclusively in the County of Los Angeles, Superior Court, Southwest District, located at 825 Maple Avenue, Torrance California 90503-5058. In the event of litigation in the United States District Court, venue shall lie exclusively in the Central District of California, in Los Angeles, California.

8.15 Addenda (Revisions to the RFP and/or Responses to Questions and Comments)
In the event that it becomes necessary to clarify or revise this RFP, such clarification or revision will be by Addendum. Any Addendum will become part of this RFP and part of any contract awarded as a result of this RFP. Any questions submitted after the pre-proposal conference will be addressed and the answers will be posted online. All Addenda and responses will be posted on the City of Inglewood website, as detailed herein.

All Addenda and responses will be issued on the City of Inglewood’s “Open Bids and RFPs” web page. To access Addenda and responses, use the following webpage address, and then click on the RFP number listed on the cover page of this document:

https://www.cityofinglewood.org/Bids.aspx

There are no dates designated for the release of any Addenda or for the posting of any questions and/or responses. Therefore, interested Proposers should check the above-referenced Purchasing and Services Division’s “Open Bids and RFPs” webpage on a daily basis. Interested Proposers with no access to the internet should call the Purchasing and Services Division to inquire about any issued Addenda and responses. It is the Proposer’s responsibility to either check the above-referenced City webpage or call the Purchasing and Services Division to obtain any Addenda and responses.

8.16 Proposal Preparation Costs
The Proposer shall pay for all costs associated with a proposal preparation. The City shall not pay for or reimburse any costs relating to the proposal preparation.
8.17 Protest Procedures
Award of the Agreement is subject to Section 2-198 of the City Municipal Code. Any Proposer that believes it has lawful grounds for protest of the award must register its protest and objections at City Council hearing pursuant to Section 2-198. The decision of the City Council will be final.

9.0 RESERVATION OF RIGHTS; DISCLAIMERS

9.1 Reserved Rights
The City reserves to itself all rights (which rights shall be exercisable by the City in its sole discretion) available to it under applicable law, including without limitation, with or without cause, and with or without notice, the right to:

(a) develop the parking and shuttle program in any manner that it, in its sole discretion, deems necessary;
(b) accept or reject any or all of the Proposals, responses, supplemental information or data, other submittals, or any parts thereof, received from Proposers at any time;
(c) issue Addenda, supplements, and modifications to this RFP in whole or in part;
(d) cancel this RFP and procurement and commence a new procurement for part or all of the parking and shuttle program, without incurring any costs, obligations or liabilities;
(e) terminate evaluations of Proposals received at any time;
(f) negotiate with a Proposer without being bound by any provision in its Proposal or other submittal provided in connection with this procurement, and suspend or terminate negotiations at any time;
(g) elect not to commence or continue negotiations with any responding Proposer;
(h) if the City is unable to negotiate an Agreement to its satisfaction with a Proposer, elect to negotiate in succession with the next highest rated Proposer(s), terminate this procurement and pursue other developments or solicitations relating to the parking and shuttle program, or exercise such other rights under applicable law, as the City deems appropriate;
(i) negotiate with a Proposer to include in the Agreement concepts, approaches, ideas, designs, systems, procedures and other matters contained in or derived from any other Proposal, without compensation or liability to the other Proposer;
(j) modify the procurement process (with appropriate notice to Proposers);
(k) request during the evaluation process additional information or clarification or correction of information previously submitted in response to this RFP;
(l) require confirmation of information furnished by a Proposer, require additional information from a Proposer concerning its Proposal, and require additional evidence of technical and financial capability to perform the intended scope of services;
(m) seek and obtain information or data, from any source, that may assist the City in evaluating the Proposals, and investigate the qualifications and Proposal of any Proposer;
(n) appoint evaluation committees to review and make recommendations regarding the Proposals, and seek the assistance of outside technical, financial and legal experts and consultants in connection with the Proposal evaluations;
(o) hold meetings and conduct discussions and correspondence with one or more of the Proposers regarding their Proposals;
(p) disclose information contained in a Proposal to the public;
(q) approve or disapprove additions, deletions or changes in the organization, firms and/or key personnel identified in the Proposal of any Proposer;
(r) accept a Proposal other than that which requests the lowest public funds from the City or offers the highest revenue payments to the City;
(s) waive informalities, irregularities, deficiencies and omissions in or in connection with Proposals;
(t) accept and review a non-conforming Proposal;
(u) modify any dates set or projected in the RFP;
(v) not issue a notice to proceed after execution of the Agreement;
(w) disqualify any Proposer for violating any rules or requirements of the procurement set forth in this RFP, or in any other communication from the City in connection with this procurement;
(x) exercise any other right reserved or afforded to the City under this RFP or applicable laws or regulations; and,
(y) add or modify the City’s reserved rights in Addenda to this RFP.

9.2 Disclaimers
This RFP does not commit the City to enter into a contract or proceed with the procurement described herein. In no event shall the City be bound by, or liable for, any obligations with respect to the project and services described herein until such time (if at all) that a contract, in form and substance satisfactory to the City, has been authorized by the City Council and executed by the City.

In submitting a proposal in response to this RFP, Proposer is specifically acknowledging and accepting the foregoing disclaimers.

10.0 APPENDICES AND ATTACHMENTS
Appendix A: Instructions to Proposers
Appendix B: Designation of Subcontractors
Appendix C: References Template
Appendix D: Declaration for the Proposer
Appendix E: Non-Collusion Declaration
Appendix F: Potential Remote Parking Lot Providers and Transit Agency Resources
Appendix G: List of Parking Areas

Attachment 1: Questions and Answers – Draft RFP Comment Period
Attachment 2: Questions and Answers – Post Pre-Proposal Conference
Attachment 2a: Amended Additional Questions and Answers – Post Pre-Proposal Conference
APPENDIX A: INSTRUCTIONS TO PROPOSERS

Before submitting your proposal, have you properly completed the following? ✓

1. **PROPOSAL**
   - Have you responded to the proposed scope of services? ___________________
   - Have you submitted all requirements per this Request for Proposals? ___________________
   - Are Proposal materials and financial statements prepared and submitted as requested? ___________________
   - Is Proposal properly signed and dated? ___________________

2. **CONTRACT COMPLIANCE**
   - Have you completed the non-collusion affidavit? ___________________
   - Is the non-collusion affidavit properly signed by a Company Officer? ___________________
   - Have you examined, and do you understand the requirements and submittals to be furnished on the project? ___________________

3. **BUSINESS TAX CERTIFICATE**
   - Are you aware of Inglewood Business Tax Certificate? ___________________

4. **REFERENCE LIST**
   - Have you completed the Reference List? ___________________

5. **DESIGNATION OF SUBCONTRACTORS**
   - Have you listed all subcontractors (if applicable)? ___________________

6. **APPENDICES**
   - Have you reviewed the Appendices section and completed all forms? ___________________
APPENDIX B: DESIGNATION OF SUBCONTRACTORS

In compliance with the Subletting and Subcontracting Fair Practices Act (commencing at Section 4100 of the Public Contract Code) and any amendments thereof, each quote shall set forth below: (a) the name and location of the place of business of each subcontractor who will perform work labor, and or render service to the vendor in or about the construction of the work or improvement to be performed under this contract in an amount in excess of one-half of one percent of the vendor's total quotation, and (b) the portion of the work which will be done by each subcontractor under this act. The vendor shall list only one subcontractor for each such portion as is defined by the vendor in this quotation.

If a vendor fails to specify a subcontractor or if a vendor specifies more than one subcontractor for the same portion of work to be performed under the contract in excess of one-half of one percent of the vendor's total quotation, the vendor shall be deemed to have agreed that he/she is fully qualified and will perform that portion themselves.

No vendor whose quotation is accepted shall (a) substitute any subcontractor, (b) permit any subcontract to be voluntarily assigned or transferred or allow it to be performed by anyone other than the original subcontractor listed in the original quotation, or (c) subcontract any portion of the work in excess of one-half of one percent of the vendor's total quotation as to which his/her original quotation did not designate a subcontractor, except as authorized in the Subletting and Subcontracting Fair Practices Act. Subletting or subcontracting of any portion of the work in excess of one-half of one percent of the vendor's total quotation as to which no subcontractor was designated in the original quotation shall only be permitted in cases of public emergency or necessity, and then only after a finding reduced to writing as a public record of the authority awarding this contract setting forth the facts constituting the emergency or necessity.

Subcontractors and/or major equipment suppliers

<table>
<thead>
<tr>
<th>Company/Subcontractor Name</th>
<th>Address &amp; City</th>
<th>Type of Service</th>
<th>License No. (if applicable)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
APPENDIX C: REFERENCES FOR WORK COMPLETED ON SIMILAR PROJECTS (Provide five (5) references using the format below)

<table>
<thead>
<tr>
<th>Organization/Agency:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
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</tr>
<tr>
<td>Contact Person:</td>
<td></td>
</tr>
<tr>
<td>Phone:</td>
<td></td>
</tr>
<tr>
<td>Email:</td>
<td></td>
</tr>
<tr>
<td>Project Description:</td>
<td></td>
</tr>
<tr>
<td>Project Budget:</td>
<td></td>
</tr>
<tr>
<td>Project Dates:</td>
<td></td>
</tr>
<tr>
<td>Scope of Work Provided by the Proposer:</td>
<td></td>
</tr>
<tr>
<td>Relevant Project Materials, Web Links, Press Links:</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organization/Agency:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Address:</td>
<td></td>
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<tr>
<td>Contact Person:</td>
<td></td>
</tr>
<tr>
<td>Phone:</td>
<td></td>
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<tr>
<td>Email:</td>
<td></td>
</tr>
<tr>
<td>Project Description:</td>
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<tr>
<td>Project Budget:</td>
<td></td>
</tr>
<tr>
<td>Project Dates:</td>
<td></td>
</tr>
<tr>
<td>Scope of Work Provided by the Proposer:</td>
<td></td>
</tr>
<tr>
<td>Relevant Project Materials, Web Links, Press Links:</td>
<td></td>
</tr>
</tbody>
</table>
APPENDIX D: DECLARATION FOR THE PROPOSER

I declare, under penalty of perjury under the laws of the State of California, that I am an authorized agent or officer of the entity submitting this proposal and, in such capacity, I am empowered to submit this proposal on behalf of (entity):

__________________________________________________________________________
Proposer/Operator Firm

I also verify that all information submitted and contained herein is true and correct to the best of my knowledge and belief.

BY:

__________________________________________________________________________
Signature

__________________________________________________________________________
Printed Name

__________________________________________________________________________
Position/Title

__________________________________________________________________________
Date of Execution
APPENDIX E: NON-COLLUSION DECLARATION

The undersigned hereby declares and says:

That he/she has not, either directly or indirectly, entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive proposal offered in connection with the contract described below.

(Full description of contract):

____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________
____________________________________________________________________________________

I declare, under penalty of perjury under the laws of the State of California, that the foregoing is true and correct to the best of my knowledge.

Executed at ________________________________ , California, on

(Month & Date)____________________________, 20____.

____________________________________________
Signature of Officer or Authorized Agent

____________________________________________
Print Name and Title of Officer or Authorized Agent
APPENDIX F: POTENTIAL REMOTE PARKING LOT PROVIDERS AND TRANSIT AGENCIES

Potential Remote Parking Lot Providers:
Note: This list is illustrative and represents the targeted, available parking supply within a reasonable distance from the City of Inglewood and its Entertainment District.

1. **Gateway to Los Angeles Business Improvement District (BID)** – Laurie Hughes, Executive Director, Gateway to LA, (310) 216-7328, lhughes@gatewaytoala.org
   - Wally Park
   - The Parking Spot
   - Airport Center
   - Easy Park
   - QuikPark LAX
   - Park Air Express

2. **Wateridge Office Park** – Stephen Lindgren, Vice President of Western Region, Lincoln Properties, (213) 542-8253, slindgren@lpc.com

3. **Los Angeles Southwest College** – Dan Hall, Vice President, Administrative Services, halldb@lasc.edu

4. **Hawthorne Plaza Mall** – Stacey Brenner, Principal, Brenner Consulting Group, (818) 970-5710, stacey@brennerconsultinggroup.com

5. **El Camino College** – Brian Fahnestock, Vice President Administrative Services, (310) 660-3593 ext 3107, bfahnestock@elcamino.edu

6. **Howard Hughes Center** – Diego Bolivar, Facility Manager, SP+ Parking, (310) 417-4623, dbolivar@spplus.com

Transit Agencies:
Proposers are encouraged to explore parking and shuttle service options and to collaborate with area transit agencies, including but not limited to those listed below.

1. **Culver City** – Diana Chang, Transportation Manager, diana.change@culvercity.org

2. **City of Gardena** – Ernie Crespo, GM/Transit Director, ecrespo@gardenabus.com

3. **City of Lawndale** – Mike Estes, Director of Community Services, mestes@lawndalecity.org

4. **City of Long Beach** – Shirley Hsiao, Service Planner, shsiao@lbtransit.com

5. **Los Angeles County Metro** – Scott Greene, Transportation Planning Manager, greenes@metro.net

6. **City of Redondo Beach** – Joyce Rooney, Transit Operations and Transportation Facilities Manager, joyce.rooney@redondo.org
## APPENDIX G

### LIST OF PARKING AREAS

<table>
<thead>
<tr>
<th>No.</th>
<th>Facility</th>
<th>Location</th>
<th>Parking Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Casino</td>
<td>3883 Century Blvd</td>
<td>1,670</td>
</tr>
<tr>
<td>2</td>
<td>Church</td>
<td>546 Florence Ave</td>
<td>350</td>
</tr>
<tr>
<td>3</td>
<td>Church</td>
<td>9550 Crenshaw Blvd</td>
<td>160</td>
</tr>
<tr>
<td>4</td>
<td>Church</td>
<td>425 La Brea Ave</td>
<td>100</td>
</tr>
<tr>
<td>5</td>
<td>Church</td>
<td>3647 104th St</td>
<td>100</td>
</tr>
<tr>
<td>6</td>
<td>Church</td>
<td>333 Florence Ave</td>
<td>100</td>
</tr>
<tr>
<td>7</td>
<td>Church</td>
<td>3141 Manchester Blvd</td>
<td>80</td>
</tr>
<tr>
<td>8</td>
<td>Church</td>
<td>321 Eucalyptus Ave</td>
<td>80</td>
</tr>
<tr>
<td>9</td>
<td>Church</td>
<td>102 Kelso St</td>
<td>60</td>
</tr>
<tr>
<td>10</td>
<td>Church</td>
<td>400 Century St</td>
<td>50</td>
</tr>
<tr>
<td>11</td>
<td>City Hall</td>
<td>1 Manchester Blvd</td>
<td>500</td>
</tr>
<tr>
<td>12</td>
<td>City Lot</td>
<td>1170 Maple St</td>
<td>200</td>
</tr>
<tr>
<td>13</td>
<td>Courthouse</td>
<td>1 Regent St</td>
<td>300</td>
</tr>
<tr>
<td>14</td>
<td>Medical</td>
<td>555 Hardy St</td>
<td>1,300</td>
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<tr>
<td>15</td>
<td>Medical</td>
<td>323 Prairie Ave</td>
<td>520</td>
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<tr>
<td>16</td>
<td>Office</td>
<td>9800 La Cienega Blvd</td>
<td>780</td>
</tr>
<tr>
<td>17</td>
<td>Office</td>
<td>170 Market St</td>
<td>300</td>
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<tr>
<td>18</td>
<td>Office</td>
<td>10101 Mansel Ave</td>
<td>150</td>
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<tr>
<td>19</td>
<td>Office</td>
<td>100 Nottwood St</td>
<td>100</td>
</tr>
<tr>
<td>20</td>
<td>Public Parking</td>
<td>3363 Manchester Blvd</td>
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</tr>
<tr>
<td>21</td>
<td>Retail</td>
<td>3419 Century Blvd</td>
<td>2,450</td>
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<tr>
<td>22</td>
<td>Retail</td>
<td>3603 Century Blvd</td>
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<tr>
<td>23</td>
<td>Retail</td>
<td>3340 W Century Blvd</td>
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<tr>
<td>24</td>
<td>Retail</td>
<td>2900 Imperial Hwy</td>
<td>1,000</td>
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<tr>
<td>25</td>
<td>Retail</td>
<td>3560 Century Blvd</td>
<td>830</td>
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<td>26</td>
<td>Retail</td>
<td>3150 Imperial Hwy</td>
<td>500</td>
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<tr>
<td>27</td>
<td>Retail</td>
<td>500 Manchester Blvd</td>
<td>350</td>
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<td>230 Market St</td>
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<td>29</td>
<td>Retail</td>
<td>3150 Imperial Hwy</td>
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<tr>
<td>30</td>
<td>Retail</td>
<td>1002 Maple St</td>
<td>160</td>
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<tr>
<td>31</td>
<td>Retail</td>
<td>208 Arbor Vitae St</td>
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</tr>
<tr>
<td>32</td>
<td>Retail</td>
<td>10801 Prairie Ave</td>
<td>150</td>
</tr>
<tr>
<td>33</td>
<td>Retail</td>
<td>10100 Crenshaw Blvd</td>
<td>150</td>
</tr>
<tr>
<td>34</td>
<td>Retail</td>
<td>3003 Manchester Blvd</td>
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</tr>
<tr>
<td>35</td>
<td>Retail</td>
<td>10508 Prairie Ave</td>
<td>80</td>
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<tr>
<td>36</td>
<td>School</td>
<td>10500 Yukon Ave</td>
<td>300</td>
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<tr>
<td>37</td>
<td>School</td>
<td>155 Keiso St</td>
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<tr>
<td>38</td>
<td>School</td>
<td>401 Inglewood Ave</td>
<td>120</td>
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<tr>
<td>39</td>
<td>School</td>
<td>901 Maple St</td>
<td>100</td>
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<tr>
<td>40</td>
<td>School</td>
<td>10935 Spinning Ave</td>
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<td>41</td>
<td>School</td>
<td>701 Grace Ave</td>
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<tr>
<td>42</td>
<td>School</td>
<td>10417 Felton Ave</td>
<td>70</td>
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<td>43</td>
<td>School</td>
<td>120 Regent St</td>
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<td>44</td>
<td>School</td>
<td>430 Venice Way</td>
<td>50</td>
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<td>45</td>
<td>School</td>
<td>3600 Imperial Hwy</td>
<td>50</td>
</tr>
<tr>
<td>46</td>
<td>Vacant</td>
<td>3160 84th Pl</td>
<td>220</td>
</tr>
<tr>
<td>47</td>
<td>Vacant</td>
<td>328 Inglewood Ave</td>
<td>100</td>
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</table>

### City of Los Angeles

<table>
<thead>
<tr>
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<th>Facility</th>
<th>Location</th>
<th>Parking Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>48</td>
<td>Church</td>
<td>1842 108th St</td>
<td>90</td>
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<tr>
<td>49</td>
<td>Church</td>
<td>9505 Haas Ave</td>
<td>70</td>
</tr>
<tr>
<td>50</td>
<td>Office</td>
<td>10139 La Cienega Blvd</td>
<td>1,050</td>
</tr>
<tr>
<td>51</td>
<td>Public Parking</td>
<td>2105 74th St</td>
<td>70</td>
</tr>
<tr>
<td>52</td>
<td>School</td>
<td>1850 90th St</td>
<td>50</td>
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</table>

### City of Hawthorne

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<thead>
<tr>
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<th>Facility</th>
<th>Location</th>
<th>Parking Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>53</td>
<td>Church</td>
<td>4560 115th St</td>
<td>60</td>
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<tr>
<td>54</td>
<td>Retail</td>
<td>2551 120th St</td>
<td>360</td>
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### Lennox (LA County)

<table>
<thead>
<tr>
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<th>Facility</th>
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<th>Parking Spaces</th>
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<tbody>
<tr>
<td>55</td>
<td>Retail</td>
<td>10819 Hawthorne Blvd</td>
<td>100</td>
</tr>
<tr>
<td>56</td>
<td>School</td>
<td>10319 Firmona Ave</td>
<td>200</td>
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<tr>
<td>57</td>
<td>School</td>
<td>11050 Larch Ave</td>
<td>130</td>
</tr>
<tr>
<td>58</td>
<td>School</td>
<td>4125 108th St</td>
<td>100</td>
</tr>
<tr>
<td>59</td>
<td>School</td>
<td>11033 Buford Ave</td>
<td>100</td>
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</tbody>
</table>

### LA Metro

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<thead>
<tr>
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<th>Location</th>
<th>Parking Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>60</td>
<td>Parking</td>
<td>11901 Crenshaw Blvd</td>
<td>500</td>
</tr>
<tr>
<td>61</td>
<td>Parking</td>
<td>11191 Larch Avenue</td>
<td>600</td>
</tr>
</tbody>
</table>

*Total parking spaces: 21,940

[1] Parking spaces within 0.5 mile of the Stadium: 6,120
[2] Parking spaces within 0.5-1 mile of the Stadium: 5,870
[3] Parking spaces within 1-1.5 miles of the Stadium: 5,220
[4] Parking spaces within 1.5-2 miles of the Stadium: 4,730
**City of Inglewood Parking RFP-0125 | Attachment 1: Questions and Responses**

## Development, Operation and Management of City Parking Assets, Remote Parking Facilities and Shuttle Vehicle Services to Support the City of Inglewood Transportation Management and Operations Plan for the City’s Sports and Entertainment District

<table>
<thead>
<tr>
<th>#</th>
<th>Question</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>How many event days per year are estimated?</td>
<td>Estimated 20 NFL game days Estimated 15 small to medium sized Los Angeles Stadium and Entertainment District (LASED) events.</td>
</tr>
<tr>
<td>2</td>
<td>What is the minimum number of passengers each shuttle bus must accommodate?</td>
<td>Goal is to maximize capacity; Transit Plaza is expected to accommodate 45’ buses (46 seats), 60’ buses (57 seats), and 40’ buses (38-40 seats).</td>
</tr>
<tr>
<td>3</td>
<td>Will every shuttle bus be required to transport ADA passengers?</td>
<td>Proposals must meet ADA accessibility requirements and at least one ADA compliant shuttle must be made available, within a reasonable amount of time, during shuttle operation hours.</td>
</tr>
<tr>
<td>4</td>
<td>Will the City provide the funds necessary to lease offsite facilities or establish a budget for the operator to pursue offsite spaces?</td>
<td>No. See Section 5.7 of the RFP.</td>
</tr>
<tr>
<td>5</td>
<td>Have the offsite facilities identified in the RFP already agreed to participate in the parking program?</td>
<td>No. See Section 3.1 of the RFP.</td>
</tr>
<tr>
<td>6</td>
<td>Will the City of Inglewood reserve the right to separate and choose the best “3.4 Centralized Parking Reservation System” proposed by the RFP respondents?</td>
<td>No.</td>
</tr>
<tr>
<td>7</td>
<td>Will the City of Inglewood reserve the right to separate and choose the best “3.7 Communications, Advertising and Marketing Plan” proposed by the RFP respondents?</td>
<td>No.</td>
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<td>8</td>
<td>Regarding the requirement that proposal responses not conflict with existing City agreements (Pg. 9), can you disclose which facilities are under such agreements and the nature/scope of each?</td>
<td>Civic Center Garage, Locust Street Garage, and Senior Center Garage are managed by L&amp;R Group of Companies (Joe’s Auto Parks) and are under agreement through spring 2021; other City owned lots are managed in-house, of which approximately 80 spaces are permitted to local businesses and school staff.</td>
</tr>
<tr>
<td>9</td>
<td>Are the ownerships of the listed properties (Pg. 10, 2.3) already aware of potential use of their facilities for the proposed use on game days?</td>
<td>Yes. Potential satellite parking lot owners and managers within the region have been approached about their interest and/or ability to provide parking during LASED events.</td>
</tr>
<tr>
<td>10</td>
<td>Have there been any discussions with private property owners regarding available parking supplies, lease terms, rates, etc. on game days?</td>
<td>Yes. Private parking lot owners and managers within two miles of the LASED project have been surveyed about their interest and/or ability to provide parking services during LASED events.</td>
</tr>
<tr>
<td>11</td>
<td>If any of the identified remote lots do not meet desired safety requirements, such as security lighting, cameras, etc., will the City subsidize such installations and are these implementation costs to be included as part of this proposal (Pg. 11, 3.1)?</td>
<td>No. See Section 3.1 of the RFP.</td>
</tr>
<tr>
<td>12</td>
<td>Can a sample use agreement or lease be provided as an attachment to the final RFP for the potential privately owned parking facilities?</td>
<td>No. See Section 3.1; selected Proposers will draft and execute leases based on their City-approved negotiated terms with privately owned parking facilities.</td>
</tr>
<tr>
<td>13</td>
<td>Can you provide a list of parking lot operators associated with all City-owned lots (Pg. 11, 3.2)?</td>
<td>1. L&amp;R (operations management of the Civic Center Garage, Senior Center Garage, and Locust Street Garage) 2. Serco (parking enforcement)</td>
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<tr>
<td>14</td>
<td>Regarding the proposed Transit Plaza, are there any preliminary plans that can be provided as part of the final RFP (Pg. 12, 3.5)?</td>
<td>Yes. The Transit Plaza is currently in the preliminary design phase.</td>
</tr>
<tr>
<td>15</td>
<td>For proposal clarity and eventual ease of evaluation, will the City provide a template/format for the financial proposal?</td>
<td>No. See Section 5.7 of the RFP.</td>
</tr>
<tr>
<td>16</td>
<td>Will the City entertain a mutual termination contract for both parties?</td>
<td>Yes. 30 days’ notice if termination is initiated by the City, and 90 days’ notice if the termination is initiated by the selected Proposer.</td>
</tr>
<tr>
<td>17a</td>
<td>Will we [selected proposer] be responsible for the contracts for satellite lots (page 5) or will that agreement be directly with the city?</td>
<td>Parking agreements with privately owned satellite and offsite parking facilities will be executed between the selected Proposer and the facility owner/manager. See Section 3.1 of the RFP.</td>
</tr>
<tr>
<td>17b</td>
<td>If not, will the City reimburse the operator for any long-term terms negotiated if the City should cancel contract before the term?</td>
<td>Yes.</td>
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<tr>
<td>18</td>
<td>Will there be a parking office available for operator?</td>
<td>No, not currently. However, the City will consider providing the selected Proposer with office space.</td>
</tr>
<tr>
<td>19</td>
<td>For the shuttles/buses – if the contract is terminated before 5 years will the city pay for any unamortized costs of shuttles/buses?</td>
<td>No.</td>
</tr>
<tr>
<td>20</td>
<td>To develop a parking management system that is full cost recovery, will the shuttle trips have a cost to the user?</td>
<td>Selected Proposers are asked to develop a financial plan that seeks to achieve full cost recovery. Accordingly, it is anticipated that proposals may include a cost to the user.</td>
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<tr>
<td>21</td>
<td>For the Centralized Parking Reservation System – will this in any way tie to the stadium? OR is this an independent City Run system?</td>
<td>The RFP is currently for an independently operated City of Inglewood system. The City will work in close cooperation and coordination with the Stadium development and operations team. Therefore it is anticipated that the selected Proposer’s reservation system may be integrated into a LASED reservation system.</td>
</tr>
<tr>
<td>22</td>
<td>Is there a contract to review in advance of the proposal?</td>
<td>The City can provide a copy of their standard contract to Proposers who request it.</td>
</tr>
<tr>
<td>23</td>
<td>Does the city of Inglewood plan to incorporate DBE goals for the Parking and Shuttle Services RFP-0125? If Yes, what would be the percentage?</td>
<td>Disadvantaged Business Enterprise (DBE) certification is not required, however, the City encourages all qualified proposers, and in particular local companies to submit their proposals.</td>
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ATTACHMENT 2: POST PREPROPOSAL
CONFERENCE RFP QUESTIONS AND RESPONSES

Development, Operation and Management of City Parking Assets, Remote Parking Facilities and Shuttle Vehicle Services to Support the City of Inglewood Transportation Management and Operations Plan for the City’s Sports and Entertainment District

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<td>1</td>
<td>Can we assume that the management of the new NFL stadium will share their season ticket database with whoever wins the marketing assignment? Also, will they include links to off-site parking directions in any email communications to season ticket holders and individual game ticket purchasers?</td>
<td>The Stadium operator is working in close collaboration with the City of Inglewood and its Transportation Management Operations Plan (TMOP), which includes the coordination of data sharing, such as season ticket databases and email communications to season ticket holders and purchasers.</td>
</tr>
<tr>
<td>2</td>
<td>Possible off-site parking lots and garages are identified in the RFP for within and without City of Inglewood. Are there any opportunities or requirements to connect the shuttle system to transit connections within and without City of Inglewood?</td>
<td>There are no requirements, however, Metro is considering options for a Metro operated shuttle system that connects their stations to the Transit Plaza in Inglewood. There may be opportunities for the selected Proposer to collaborate with Metro as part of the on-going planning of their potential shuttle system.</td>
</tr>
<tr>
<td>3</td>
<td>Are shuttle connections to the nearest Metro stations to the stadium required, or will these be provided by others?</td>
<td>There is no requirement for connecting directly to Metro stations, however, the City is working to increase transit service from stations to the stadium. The Proposer team is encouraged to collaborate with the City as part of the on-going planning of a potential Metro shuttle system.</td>
</tr>
<tr>
<td>4</td>
<td>What will be the e-scooter and e-bike environment onsite at the stadium?</td>
<td>Currently, e-scooters/bikes are not licensed to operate within the City of Inglewood.</td>
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<td>5</td>
<td>How will the City of Inglewood manage new mobility services as they try to access the stadium for events?</td>
<td>The only “mobility services” the City of Inglewood has considered are e-scooters and e-bikes; currently those are not licensed to operate within the City. Should there be other mobility services to take into consideration, the City will address them accordingly.</td>
</tr>
<tr>
<td>6</td>
<td>Have you spoken with the City of Sacramento about their SacPark program for event parking at Golden 1 Arena?</td>
<td>The City has prepared the TMOP in coordination with national stadium vendors and operators including, but not limited to the City of Sacramento.</td>
</tr>
<tr>
<td>7</td>
<td>Is it expected that the proposer enters into a Letter of Intent (LOI) with each identified satellite parking lot prior to the submittal of the proposal? If yes, is the awarded proposer going to have sole negotiating rights with these stated satellite lots?</td>
<td>It is up to the Proposer on when to enter into an LOI with off-site lots. The Proposer will be required to negotiate with off-site parking lots. The City does not expect to secure the sole negotiating rights.</td>
</tr>
<tr>
<td>8</td>
<td>It is expected that all proposers will be reaching out and proposing operating agreements with all the same satellite parking lot owners. Is there a contingency plan of action, if multiple operators contract with different satellite lots (based on cost proposal, prior business relationships, etc.)?</td>
<td>The City is requesting the Proposer teams to recommend the most innovative and feasible plan. The City does not control satellite lots or who lot operator/owners enter into agreements with.</td>
</tr>
<tr>
<td>9</td>
<td>If we are not the awarded proposer and we are still able to procure satellite event parking, will the City (1) authorize this use, and (2) allow us to run our own shuttles and utilize the City’s Transit Plaza on event days (at no cost to the City)?</td>
<td>City anticipates using access fees for transit plaza use. All proposed off-site parking must meet City/RFP standards, and must be vetted by the City (i.e parking lot and access route); the City anticipates granting the awarded proposer exclusive rights to the Transit Plaza but may consider additional or other uses for the Transit Plaza, which could trigger fees if operational demand allows sufficient capacity.</td>
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<td>10</td>
<td>Will the City and/or the Rams and/or Chargers have any input regarding the fees charged for parking, or will the operator be allowed to dictate those fees themselves?</td>
<td>No. Fees will be determined by the operator but are expected to be developed in close coordination with teams and the City.</td>
</tr>
<tr>
<td>11</td>
<td>Please clarify any additional items that will be included in the City’s Transit Plaza, such as gates, office space, fueling station, etc.?</td>
<td>The Transit Plaza will include a number of amenities for users including wayfinding signage, lighting, and potentially access to on-site or off-site restrooms.</td>
</tr>
<tr>
<td>12</td>
<td>Will subcontractors need to fill out any of the required forms? If yes, which ones?</td>
<td>Yes. Assume all forms.</td>
</tr>
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Development, Operation and Management of City Parking Assets, Remote Parking Facilities and Shuttle Vehicle Services to Support the City of Inglewood Transportation Management and Operations Plan for the City’s Sports and Entertainment District

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<tr>
<td>1</td>
<td>Will there be an opportunity to meet with Stadium Operators, Public Transit Officials, or other Key Stakeholders that are involved in this process prior to the submission deadline?</td>
<td>We encourage you to reach out to the Offsite Parking Owner/Operators and Transit Agency contacts we listed in the RFP – Appendix F. Proactive outreach with stakeholders is highly recommended, prior to submission.</td>
</tr>
<tr>
<td>2</td>
<td>Please clearly identify the City-owned parking facilities and the amount of spaces that are impacted by parking agreements or contracts with local businesses?</td>
<td>City owned parking facilities are listed on page 8 of the RFP. The City has a number of agreements for utilization of City spaces during typical business hours.</td>
</tr>
<tr>
<td>3</td>
<td>Would the City consider amending the contract with L&amp;R (Civic Center Garage, Senior Center Garage, and Locust Street Garage) to grant the TMOP Operator the right to operate these facilities on game days to manage special event activity only?</td>
<td>The City will work with the Parking and Shuttle Program Operator and with L&amp;R to attempt to place parking facilities operations with the Parking and Shuttle Program operator on game and large event days.</td>
</tr>
<tr>
<td>4</td>
<td>Please provide any preliminary or conceptual designs for the transit plaza?</td>
<td>Preliminary designs for the Transit Plaza are included in the Pre-Proposal Conference presentation, which is currently available for download on the City of Inglewood website: <a href="http://www.cityofinglewood.org/bids">www.cityofinglewood.org/bids</a>. These conceptual designs are being updated based on Transit Agency feedback.</td>
</tr>
<tr>
<td>5</td>
<td>Can the City provide copies of the most recent Traffic Impact studies that have been completed as part of the development?</td>
<td>Below is included a February 2015 Transportation and Parking Plan from Linscott Law &amp; Greenspan on the Hollywood Park Stadium Alternative Project.</td>
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<td>6</td>
<td>What is the proposed gameday rate structured for the 9,000 &quot;on-site&quot; parking spaces that will be provided by the stadium?</td>
<td>Unknown, stadium parking rates are controlled by the stadium operator.</td>
</tr>
<tr>
<td>7</td>
<td>How was the 15,000 off-site space need developed? Was this determined through a parking consultant study or needs assessment? If so, can copies of the supporting studies be made available?</td>
<td>The City is evaluating mode splits and parking, and looking for maximum amount of potential offsite parking.</td>
</tr>
<tr>
<td>8</td>
<td>How are the parking lots at the Forum factored into the overall parking supply for the NFL Stadium? Will the Forum Lots be open on game days and compete with the off-site facilities?</td>
<td>Parking lots belonging to or managed by The Forum are not part of this RFP, and not included in NFL Stadium parking supply.</td>
</tr>
<tr>
<td>9</td>
<td>Is the acceptance of cash required by the City at any of the off-site lots, or is it the intent that all transactions will be made through the on-line reservation system?</td>
<td>The City is looking for most efficient system for offsite parking, and requests all Proposers include all transaction options.</td>
</tr>
<tr>
<td>10</td>
<td>Should the cost for any customer amenities such as concessions or portable restrooms, be included as part of the Financial Plan or would they be handled separately in the future?</td>
<td>Costs should be included if they are central components for Proposers.</td>
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<tr>
<td><strong>11</strong> Is it the City’s intent to structure a deal with the Operating Partner that puts some/all of our costs at risk?</td>
<td>As Addendum No. 1 states, the City’s objective is to select a Proposer that will be able to fully fund the program development and implementation during the term of the Agreement and, if feasible, generate revenue for the City. If, however a Proposer determines that it will require a subsidy beyond revenue generated from operations in order to deliver the services, its financial plan should provide an estimate and explanation of the amount of subsidy needed. A proposal will not be considered non-responsive because a subsidy is requested, but the subsidy will be taken into consideration in evaluating the financial plan.</td>
<td></td>
</tr>
<tr>
<td><strong>12</strong> With regards to security requirements for each of the remote lots, will security cameras suffice or is physical security presence the intent?</td>
<td>Proposers are expected to identify lots that are safe and secure, and may include security cameras and/or security guard staffing.</td>
<td></td>
</tr>
<tr>
<td><strong>13</strong> Can the presentation from the pre-bid meeting be made available?</td>
<td>The presentation is currently available for download on the City of Inglewood website: <a href="http://www.cityofinglewood.org/bids">www.cityofinglewood.org/bids</a></td>
<td></td>
</tr>
<tr>
<td><strong>14</strong> Please confirm that the 25-page requirement includes double sided print, so essentially 50 pages total printed front and back on 25 sheets of paper?</td>
<td>The 25 page requirement can be double spaced, therefore making the final proposal a total of 50 pages – on 25 sheets of paper.</td>
<td></td>
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TRANSPORTATION AND PARKING PLAN

HOLLYWOOD PARK STADIUM
ALTERNATIVE PROJECT
City of Inglewood, California
February 2015

LLG Ref. 5-14-0132-1

Prepared by:

David S. Shender, P.E.
Principal
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TRANSPORTATION AND PARKING PLAN

HOLLYWOOD PARK

STADIUM ALTERNATIVE PROJECT

City of Inglewood, California

February 2015

1.0 INTRODUCTION

This report provides a Transportation and Parking Plan (the “Plan”) for the stadium (the “Stadium”) proposed at Hollywood Park. The Stadium would be the core component of the “Stadium Alternative Project” outlined in the proposed new Chapter 6 of the Hollywood Park Specific Plan that is included in a voter-sponsored initiative in the City of Inglewood. Figure 1 shows the proposed Stadium location within the Specific Plan site. The Stadium is assumed to open in September 2018.

The Stadium is proposed to accommodate seating for approximately up to 80,000 patrons. While the Stadium could be designed for a variety of events, for the purposes of this study, a venue designed for professional football with 75,000 patrons was assumed. Additional seating and/or accommodations could be provided for special events such as a NBA All-Star game, NFL Super Bowl or NCAA Final Four. Other sporting events and concerts could also be accommodated at the Stadium throughout the year.

The City of Inglewood has significant experience in accommodating and handling special event traffic flows, from major horse racing events at the former Hollywood Park racetrack, to sporting events and concerts at the Forum. This Plan builds upon that prior experience and outlines the additional measures that could be taken to ensure safe and efficient travel to and from the Stadium by event patrons and employees, while minimizing traffic impacts to non-Stadium attendees. The Plan includes accommodations for regular football games (typically held on Sundays), as well as smaller events at the Stadium that are expected to occur during weeknights and weekends throughout the year.

1.1 Stadium Capacity and Event Days

For this study, total fixed seated capacity at the Stadium is assumed to be approximately 75,000 seats. Of this total, approximately 35% of the seating may be set aside as “premium seating”, including preferred access and parking.

The Stadium could allow for an expanded temporary seating capacity of around 80,000 seats (e.g., for concerts, NCAA Final Four, and the Super Bowl). Total capacity, including standing room, could be in excess of 100,000 for these unique events.
FIGURE 1
LOCATION OF STADIUM

LEGEND

- Stadium

SOURCE: HART | HOWERTON

NOT TO SCALE

LINSCOTT, LAW & GREENSPAN, engineers

HOLLYWOOD PARK STADIUM ALTERNATIVE PROJECT TRANSPORTATION AND PARKING PLAN
In addition to football games (10 annually), it is estimated there could be approximately 103 additional events (i.e., 113 total events) utilizing the sports and entertainment area each year, as follows:

- 8 events with attendance of 50,000 or more
- 20 events with attendance between 10,000 and 25,000 patrons
- 75 events with attendance of up to 6,000 patrons at the performance venue adjacent to the Stadium
2.0 LOCAL AND REGIONAL TRANSPORTATION RESOURCES

The Stadium location is uniquely served by a variety of transportation options for persons traveling to and from the project site. These resources, as summarized below, each contribute to the Plan.

- **Adjacent roadway arterial network**, including Prairie Avenue, Century Boulevard, Manchester Boulevard and Crenshaw Boulevard – many of which operate under the Los Angeles County Traffic Signal Synchronization Program and provide direct access to the regional freeway system.

- **Nearby freeways**, including the I-405 (1.5 miles to the west), the I-105 (1.5 miles to the south) and I-110 (3.5 miles to the east), which provide interchanges to the arterial roadway network (Century, Manchester, Prairie and Crenshaw) that lead directly to the Stadium site.

- **Extensive transit network** including:
  - Metro Green Line light rail (2 miles to the south);
  - Metro Crenshaw Line light rail (0.75 miles to the north, opening in 2019); and
  - Metro Bus Lines adjacent to the Stadium site on Prairie, Century and Manchester, plus Metro Rapid Service on nearby La Brea Avenue and Crenshaw Boulevard.

- **Los Angeles International Airport (LAX)**, which provides convenient access via taxis, shuttles and limousines for teams, league officials, and visiting fans.

- **On-site and adjacent parking facilities**, including both resources directly controlled by the project and other resources that may be vacant and made available on a commercially reasonable basis to serve event patrons1.

*Figure 2* provides a summary of the local and transportation resources available to serve the Stadium.

---

1 For example, NFL games typically occur on Sundays, with infrequent events on Monday or Thursday evenings. The adjacent Forum does not typically have evening events on those nights. In addition, the Forum currently uses a portion of the Specific Plan site for overflow parking for Forum events. Therefore it is reasonable to assume that events could be coordinated such that the Forum parking as well as City-owned property south of Century Boulevard could be available for the Stadium on game days, and the Stadium parking could be utilized by the Forum when it schedules capacity events. Of course, the final parking arrangements are necessarily subject to negotiation.
FIGURE 2
LOCAL & REGIONAL TRANSPORTATION RESOURCES

SOURCE: HART | HOWERTON

NOT TO SCALE

LINSKOTT, LAW & GREENSPAN, engineers

HOLLYWOOD PARK STADIUM ALTERNATIVE PROJECT TRANSPORTATION AND PARKING PLAN
3.0 **TRAVEL MODE SPLIT**

In developing the Transportation and Parking Plan, it is important to reasonably forecast the travel modes that Stadium patrons and employees will utilize when traveling to and from the site. To prepare this assessment, data was reviewed from other recent traffic studies for stadia\(^2\) that include mode split data at existing sports facilities, as well as forecasts of mode split at proposed and recently constructed stadiums. The transportation data was reviewed at existing and proposed sports facilities located in California, as well as other urban areas across the country.

*Table 1* below provides the forecast mode split related to patrons travelling to and from the site on peak event days (75,000 patrons). The forecast was prepared based on review of available literature, and in consideration of the available transportation network in and around the Stadium site vicinity. The percentage mode split was applied to a typical 75,000 attendee game to determine the number of patrons travelling by each mode.

![Table 1](image)

*Figure 3* summarizes the forecasted travel mode split for the Stadium. These figures are based on “opening” day projections for year 2018. As previously noted, in 2019, the Crenshaw light rail line is expected to be completed, with one stop – at Florence/La Brea – located less than a mile from the Stadium site. Following completion of the Crenshaw line, and based on its close proximity to the Stadium site, the relative proportion of travel by public transit to the Stadium is expected to increase (e.g., up to 15% of patrons), thereby reducing travel by private automobile. By comparison, at the recently opened Levi’s Stadium in Santa Clara – which has one light rail line located near the stadium, nearby regional rail service, as well as local bus service – the overall public transit usage has ranged from 15 to 20%\(^3\). Thus, the initial forecast of 10% transit use by Stadium patrons is considered reasonable.


\(^3\) *Transit Service & Ridership*, Santa Clara Valley Transportation Authority – Levi’s Stadium Transit Program Committee, December 17, 2014.
In addition to the Stadium patrons, approximately 3,000 employees are expected for a typical large sporting event, including food vendors, security, and other game day support staff. For these employees, it is estimated that 80% would travel by private automobile and 20% by public transit.

The following sections provide additional details of the Plan for accommodating the forecast demand for each travel mode for patrons and employees.
4.0 ON-SITE AND OFF-SITE PARKING

4.1 Private Automobile Parking
As shown in Table 1, it is estimated that 63,750 patrons will travel by private automobile. The following assumptions and principles were used in developing the parking plan for the Stadium:

- Based on the review of available literature, it is reasonable to estimate that vehicle occupancy for patrons travelling to the Stadium will average three (3) persons per car.\(^4\) Thus, approximately 21,250 parking spaces would be needed to accommodate the Stadium patrons expected to travel by private automobile.

- As previously noted, approximately 35% of the 75,000 seats (26,250 seats) would be “premium” seating. Conservatively assuming that all of the premium seating attendees arrive by private automobile, the need for approximately 8,750 parking spaces would be generated. It is assumed that these parking spaces – the cost of which would be bundled with the game ticket – would be provided on-site.

- For attendees in the non-premium seating areas, the parking strategy assumes that persons driving to the site will want to park and either: 1) walk a distance no more than one mile (e.g., a 20-minute walk) between their vehicle and the Stadium; or 2) utilize a shuttle service for parking lots located more than a mile from the Stadium.

- The full capacity of approximately 21,250 parking spaces for the Stadium would only be used approximately 18 times per year (e.g., for the 10 large sporting events plus approximately 8 other events that may attract 50,000 or more attendees). It would be inefficient to construct a vast expanse of parking lot that would become an underutilized and empty area for more than 95% of the year, particularly given the proximity of other parking facilities that could be shared with this venue. Thus, to the extent reasonable and feasible, the parking strategy includes spaces provided specifically for Stadium use, as well as identification of “shared” parking spaces on-site (i.e., within the area subject to the amended Hollywood Park Specific Plan) and off-site, local area parking (with shuttle service provide to those lots located outside the desired 20-minute walk distance).

\(^4\) By comparison, the Shared Parking manual published by the Urban Land Institute recommends a planning ratio of 3.3 patrons per vehicle for pro football stadiums. Thus, the assumption of 3.0 patrons per car for the Stadium is conservative (“worst case”).
Based on the above, Table 2 provides the following parking strategy for patrons driving to the Stadium. The location of parking is also shown in Figure 4.

### Table 2
Parking Strategy for Stadium Patrons
Opening Year 2018

<table>
<thead>
<tr>
<th>Parking Location</th>
<th>Parking Supply</th>
</tr>
</thead>
<tbody>
<tr>
<td>Game Day Designated Parking On-Site within Hollywood Park Specific Plan Area</td>
<td>9,000</td>
</tr>
<tr>
<td>Other On-Site Parking within the Hollywood Park Specific Plan Area (Excluding Residential Zone)</td>
<td>3,670</td>
</tr>
<tr>
<td>Local Area Event Parking</td>
<td>7,100</td>
</tr>
<tr>
<td>Other Local Area Parking (within one mile)</td>
<td>13,000</td>
</tr>
<tr>
<td>Other Local Area Parking (outside one mile)</td>
<td>18,500</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>51,270</strong></td>
</tr>
</tbody>
</table>

As shown in Table 2 above, approximately 51,270 spaces are identified to serve the Stadium, of which approximately 33,000 spaces are located within a mile of the site. The strategy of identifying a minimum of 21,250 vehicle parking spaces within a 20-minute walk of the Stadium is reasonable in comparison to the proximate parking supply at other football stadiums in California. These include:

- Rose Bowl, Pasadena: 16,000 – 20,000 parking spaces (based on parking stacking arrangement on adjacent golf course)

- Qualcomm Stadium, San Diego: 19,000 parking spaces

- Levi’s Stadium, Santa Clara: 20,000 parking spaces (anticipated demand per traffic study)

In general, the 9,000 designated parking spaces on-site would be sufficient for most events held at the Stadium throughout the year. Typically, off-site parking would only be utilized for events at the Stadium expected to attract more than 25,000 attendees.
FIGURE 4
LOCATION OF PARKING AREAS

SOURCE: HART | HOWERTON

NOT TO SCALE

LINSCOTT, LAW & GREENSPAN, engineers

HOLLYWOOD PARK STADIUM ALTERNATIVE PROJECT TRANSPORTATION AND PARKING PLAN
The Stadium parking locations identified in *Table 2* are described below in further detail.

- **On-Site Stadium Parking.** Approximately 9,000 parking spaces would be available on the site of the amended Hollywood Park Specific Plan for use by Stadium patrons on event days. These parking spaces could include: 1) dedicated Stadium spaces within the Sports and Entertainment district; 2) parcels used as temporary parking sites until developed during the course of build-out of the Specific Plan; and/or 3) parking spaces to be shared with other on-site uses developed as part of the Specific Plan, such as office buildings that would have a weekday daytime use of the parking, as compared to the Stadium which would have a weeknight and weekend need for parking. This ensures that land designated for parking within the Specific Plan area is used efficiently, and unnecessary duplicative parking is not constructed. Further, to most efficiently direct vehicles to the on-site parking areas, as well as to limit motorist confusion and congestion, the parking areas on-site would be pre-sold and pre-assigned to Stadium attendees, primarily patrons in premium seating areas.

Outside of game days, these spaces would be used by Stadium personnel (teams, Stadium operations, etc.). For game days, except for players and other team and league executives, these parking spaces would be used by patrons. As previously stated, on event days most Stadium employees will park off-site at a lot to be identified by the Stadium operators, with shuttle service provided.

- **Other On-Site Parking.** In addition to the 9,000 designated on-site parking spaces, there are approximately 3,670 additional parking spaces proposed to be provided on-site for the retail and casino uses. The retail and casino parking spaces are intended to serve the peak parking demand generated by these components. However, during high attendance events at the Stadium, it is likely that parking demand generated by the on-site retail and casino components will be below peak levels, thereby making excess parking spaces available for Stadium patrons.

- **Local Area Event Parking.** The Forum is located immediately north of the Stadium, across Pincay Drive and provides approximately 3,500 parking spaces on its site. Historically, the Forum has used the parking at Hollywood Park (including the northern 60 acre parcel) as overflow parking for its events, and vice versa. It is assumed that this type of arrangement could continue, although if it did not, there are sufficient other local parking resources to accommodate the total parking demand. In addition, there are multiple parcels of City-owned land located south of Century Boulevard in the vicinity of the Stadium site. Most of these sites have been cleared and designated for use as overflow event parking pursuant to a lease between the City and the Forum. It is estimated that these lots can accommodate up to 3,600 parked vehicles in a self-parked configuration. To the extent Forum or City lots are used for parking, pedestrian traffic management would be put in place to assist safe crossing over Century Boulevard and Pincay Drive.
• **Local Area Parking.** There is a significant supply of existing (and future) parking located near the Stadium site, both within and adjacent to the City of Inglewood (See Figure 4). Much of this parking is not used (or minimally utilized) during the times when some Stadium patrons may take advantage of their availability. This includes parking associated with office buildings and government buildings. Other commercial retail uses may choose to make excess parking available at their sites. These local area parking spaces were historically utilized in the Stadium area when the Forum hosted the Lakers and Kings, and when the Hollywood Park Racetrack had high attendance events. As shown on Figure 4, approximately 31,500 local parking spaces have been identified to potentially serve the Stadium for high attendance events. This does not include any residential or street parking. Of this local supply, at least 13,000 spaces are located within an approximately 20-minute walk of the Stadium site. Thus, it is reasonable to assume that there is more than sufficient supply to provide the approximately 5,150 parking spaces in the local area that would be needed for Stadium patrons. For those parking facilities located more than a 20-minute walk from the Stadium, the Stadium operator will coordinate with the parking provider to offer shuttle bus service.

**4.2 Employee Parking**

As previously noted, approximately 3,000 employees are expected to be needed for sporting event days. Of these employees, 80% (2,400 persons) are expected to travel via private automobile and 20% (600 persons) traveling via public transit. For the employees travelling in private automobiles, the assumed vehicle occupancy is expected to be 1.5 persons per car, thereby generating the need for 1,600 spaces.

During events, most employees will be required to park off-site (similar to shopping mall employees parking off-site during the Christmas holiday shopping season to make additional on-site parking spaces available for patrons). Only a handful of employees, such as players and team/league officials, will be authorized to park on-site. **The Stadium operator will identify available off-site parking and provide park-and-ride shuttle service for Stadium employees.** It is expected that most Stadium-related employees will require shuttle transportation well before and after a Stadium event, thereby limiting travel by shuttle vehicles during the peak inbound and outbound traffic flows related to Stadium patrons.

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5 It is noted that the Stadium parking demand forecast herein is for “Opening Year” conditions in 2018. With completion of the Crenshaw Line (scheduled for 2019) – including its proposed stop located less than a mile from the Stadium – it is reasonable to foresee that the use of local area parking spaces will diminish in favor of additional Stadium patrons traveling via public transit.
4.3 Charter Bus Parking

As shown on Table 1, approximately 3,750 Stadium patrons (or 5% of the total patrons) are expected to travel via charter bus. This may consist of tour groups (e.g., visiting team fans travelling with a group, which includes transportation to and from their hotel), as well as long distance park-and-ride operation similar to what is provided for the Hollywood Bowl. Based on an assumed occupancy of 50 passengers per bus, the Stadium could generate up to 75 charter buses during high attendance events.

During the Stadium events (i.e., the time period between patron drop-off and pick-up), the tour buses will require parking. Many local tour bus operators will direct their buses to park at their yards (or affiliated locations). For the buses that require parking, the Stadium operator will assist the tour bus operators in locating area parking options.

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6 By comparison, the San Francisco 49ers estimated that 10% of patrons arrived via charter bus to Candlestick Park.
5.0 **PUBLIC TRANSIT AND PARK-AND-RISE**

As noted in Table 1, approximately 10% of Stadium patrons are expected to arrive via public transit. **Figure 5** attached shows the light rail lines located within the vicinity of Hollywood Park. As shown on **Figure 2**, there are four existing and/or future light rail lines operated by Metro:

- Metro Green Line to the south;
- Metro Expo Line to the north (Phase I completed, Phase II under construction);
- Metro Crenshaw line to the northwest (under construction, service to begin in 2019); and
- Metro Blue Line to the east.

In regards to servicing the Stadium, the existing Green Line and the future Crenshaw Line provide the best opportunities to provide reasonably convenient public transit service to future venue patrons. The existing Crenshaw Station on the Green Line is approximately 2.5 miles south of the Stadium site via Crenshaw Boulevard and Century Boulevard. The future Florence/La Brea Station on the Crenshaw Line is less than a north of the Stadium site via La Brea Avenue and Manchester Boulevard.

The regional light rail network allows for relatively easy connections between lines. Thus, for example, residents of Downtown Los Angeles and Long Beach can take the Metro Blue Line and connect to the Metro Green Line to access the Stadium area. Similarly, users of the future Crenshaw Line would also allow easy access from residents who live near the Expo Line.

For users of the Green Line, a shuttle will be provided to transport attendees between the Crenshaw station and the Stadium. Similar shuttle services could be provided in the future for users of the Crenshaw Line (although some attendees may choose to walk based on the proximity of the future Florence/La Brea station to the Stadium site).

The existing Green Line Crenshaw Station can accommodate three-car trains with a capacity of 200 passengers per train car (or up to 600 passengers for each 3-car train). To provide a conservative assessment, a utilization rate of 85% (500 passengers per train) is assumed. Note that for every train carrying 500 passengers, approximately 10 buses with a capacity of 50 passengers per bus would be provided to shuttle the rail passengers to and from the Stadium site.

The Green Line (and future Crenshaw Line) is designed to have headways as short as 5 minutes (or up to 12 trains per hour). To provide a conservative assessment, it is assumed that Metro would operate 10-minute headways (6 trains per hour) based on the extra time needed to safely load and unload 500-600 passengers from a single train at one station.

Based on the assumption of 500 passengers per train and 6 trains per hour, this would result in up to 3,000 patrons in one direction on the Green Line. The Green Line terminates southwest of the Stadium site (in Hawthorne/Redondo Beach), and thus will likely not attract 100% utilization of 3-car trains from this direction. Thus, in terms of potential ridership, 3,000 passengers per hour
are assumed to arrive from the east on the Green Line and 1,500 passengers per hour are assumed to arrive from the west. Thus, 4,500 rail passengers that can be accommodated by the Green Line over a one hour period represent approximately 60% of the total 7,500 Stadium attendees expected to use public transit. As attendee arrivals and departures will occur over 2-3 hours before a sporting event, and 1-2 hours after a sporting event, the target/expectation of 4,500 light rail passengers accommodated in one peak hour is considered reasonable and feasible.

It is estimated that approximately 45 shuttle buses will be needed to transport patrons between the Crenshaw Line station and the Stadium. As shown on Figure 6, the Stadium will coordinate with the City of Inglewood to close the section of Pincay Drive between Prairie Avenue and Kareem Court for use primarily by shuttle vehicles for loading and unloading of Green Line users. As the Pincay Drive shuttle zone is within close proximity of the Stadium site, it provides further incentive for Stadium attendees to use the Green Line in lieu of the private automobile.

Other public transit trips related to the Stadium will be accommodated using the existing Metro bus network that operates on the streets surrounding the Stadium, including on Prairie, Century, and Manchester. Additional Metro bus service is provided on La Brea and Crenshaw. Conservatively assuming that Metro operates four buses per hour (15 minute headways) in each direction on these five streets (i.e., 8 buses per hour per street), there would be 40 buses per hour operating on these streets alone, with the capacity to accommodate 2,000 additional attendees based on 50 passengers per bus.

The forecast of 7,500 event patrons arriving via public transit (mostly the Green Line) is compared to public transit ridership data for other professional football stadiums:

- Santa Clara: Approximately 10,000 patrons arrive per game (49ers) via light rail and other public transit;
- Seattle: Approximately 15,000 – 20,000 patrons arrive per game (Seahawks) via light rail;
- San Diego: Approximately 10,000 – 15,000 patrons arrive per game (Chargers) via light rail; and
- Minneapolis: Approximately 30,000 patrons are forecast to arrive per game (Vikings) via light rail at the new stadium.

At these other cities, the light rail stations are generally located within walking distance of the stadiums. For the Hollywood Park Stadium, most patrons using light rail would need shuttle buses to complete the trip. Therefore, the forecast of 7,500 transit users for Opening Year 2018 conditions is reasonable and attainable.
6.0 SHUTTLE BUS OPERATIONS

This section describes the logistics of transporting approximately 4,500 event patrons to and from Green Line Station. The departure period following the conclusion of an event is considered the “design” period as most patrons generally desire to leave within an hour following the conclusion of an event. The pre-event period is less critical as patrons will tend to arrive over a longer period (up to two hours or more), thereby dispersing inbound traffic.

In planning for the number of shuttle buses needed to transport park-and-ride and transit patrons, the following assumptions were utilized:

- A total of 45 shuttle buses accommodating 50 passengers per bus, with each bus required to make a 30-minute round-trip between the Stadium and Crenshaw transit station including allowing time for drop-off and pick-up of passengers.

- Each bus will make two (2) round-trips per hour serve shuttle passengers during the peak departure period. For example, related to an event concluding at 4:30 p.m., a shuttle bus departing at the Stadium at 4:00 p.m. is assumed (for patrons wanting to “beat traffic”), driving to the Crenshaw station, and then returning by 4:30 p.m. to pick-up additional departing patrons.

- In this way, approximately 4,500 patrons can be transported to the light rail station in one hour, with nearly all light rail patrons transported within 90 a minute period. It is expected, however, that many Stadium patrons will choose to stay on-site (to eat one of the on-site restaurants or participate in the expected after-game entertainment described in a following section), with shuttle bus provided into the early evening.

Figure 7 shows the travel route between the Stadium and the Green Line’s Crenshaw station. As shown in Figures 6 and 7, shuttle buses will be initially staged within the segment of Pincay Drive between Prairie Avenue and Kareem Court. The 45 shuttle buses estimated to be needed to transport patrons to the Crenshaw light rail station can be reasonably accommodated within this segment, with space available for charter buses used by other groups.

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7 Additional shuttles will be provided as needed to serve local area parking, and in the future, for the Crenshaw Line’s Florence/La Brea station.
FIGURE 7
SHUTTLE BUS ROUTE
GREEN LINE & CRENshaw LINE
HOLLYWOOD PARK STADIUM ALTERNATIVE PROJECT TRANSPORTATION AND PARKING PLAN

SOURCE: HART | HOWERTON

LINSCHOTT, LAW & GREENSPAN, engineers
7.0 PEDESTRIAN MOBILITY AND SAFETY

Pedestrian mobility and safety related to Stadium events is an important component of the Plan. Pedestrian movements will be accommodated in the following manner:

- **On-Site Pedestrian Paths.** Within the site of the amended Specific Plan, including the Stadium site, adequate pedestrian paths will be provided, limiting conflicts with vehicular traffic. These pedestrian paths include walkways from the Stadium facility to the on-site parking lots, as well as to the perimeter streets (Century, Prairie and Pincay) for event patrons who park off-site or use public transit to travel to and from the site. **Figure 8** highlights the pedestrian paths provided on the amended Specific Plan site.

- **Off-Site Pedestrian Accommodations.** Sidewalks adjacent to the Stadium site (e.g., on Prairie and Century) will be widened to accommodate peak pedestrian flows. In addition, the traffic signals on Prairie and Century will be updated as needed to provide appropriate and state-of-the-art pedestrian phasing equipment and crosswalk pavement markings. As needed, the Stadium operator would coordinate with the City of Inglewood to modify pedestrian lighting to improve safety and visibility.

- **Special Event Pedestrian Management.** As previously noted, for large sporting events and other high attendance events at the Stadium, the segment of Pincay Drive between Prairie Avenue and Kareem Court will be closed to through traffic. This will facilitate shuttle bus operations as well as pedestrian movements between the Stadium site and the Forum parking lot, and points north. In addition, the Stadium operator will coordinate with the Inglewood Police Department to provide traffic control personnel at key intersections surrounding the Stadium site to ensure safe pedestrian crossings.
FIGURE 8
LOCATION OF PEDESTRIAN PATHS
8.0 TRANSPORTATION IMPROVEMENTS

The Stadium project, as provided for in the Initiative, will provide numerous transportation projects adjacent to and in the vicinity of the Stadium site. The goal of the transportation improvements is to provide excess operational capacity so as to “keep traffic moving” on the key arterials, even immediately before and after events at the Stadium. Some transportation projects were previously incorporated into the approved Specific Plan, while additional measures have been added through the development agreement for the Stadium Alternative Project.

Figure 9 and Table 3 provide a summary of the transportation improvements recommended for the Stadium Alternative Project.

The transportation improvements shown in Figure 9 are outlined below:

- **Street Widening Adjacent to the Site.** The segments of Prairie Avenue and Century Boulevard adjacent to the site will be widened at intersections to provide right-turn deceleration lanes. In this way, vehicles turning into the Stadium site from Prairie and Century during the pre-event peak traffic period will not interfere with through traffic. Much of this work is already planned and underway in conjunction with the approved Hollywood Park project. With the construction of the Stadium, the existing work would be expanded further north along Prairie and the length of the right-turn lanes confirmed and adjusted if necessary for the new expected traffic volumes.

- **Off-Site Traffic Improvements.** The Stadium project will construct off-site traffic improvements to provide extra turn lanes. Typically at major intersections, left-turn traffic movements contribute to overall intersection delay. By constructing additional left-turn lanes at these intersections, delay is reduced for all motorists. To the extent a physical improvement isn’t feasible due to right-of-way acquisition or other concerns, similar mitigation may be achieved through the use of temporary traffic control devices such as cones and traffic control personnel. Specific left-turn movements to be addressed by the Stadium project include:
  - Prairie Avenue at Manchester Boulevard
  - Century Boulevard at Prairie Avenue
  - Century Boulevard at Doty Avenue
  - Century Boulevard at Crenshaw Boulevard
### Table 3
**SUMMARY OF RECOMMENDED MITIGATION MEASURES**

<table>
<thead>
<tr>
<th>Intersection</th>
<th>Approved Specific Plan Mitigation Measures</th>
<th>Recommended Additional Measures - Stadium Alternative Project</th>
</tr>
</thead>
<tbody>
<tr>
<td>La Cienega Boulevard / Manchester Boulevard</td>
<td>--</td>
<td>Fund TSSP Installation</td>
</tr>
<tr>
<td>I-405 NB Ramps / Manchester Boulevard</td>
<td>--</td>
<td>Fund TSSP Installation</td>
</tr>
<tr>
<td>I-405 NB Ramps / Century Boulevard</td>
<td>Fund TSSP Installation</td>
<td>--</td>
</tr>
<tr>
<td>La Brea Avenue / Centinela Avenue</td>
<td>Fund TSSP Installation</td>
<td>--</td>
</tr>
<tr>
<td>La Brea Avenue / Florence Avenue</td>
<td>Fund TSSP Installation*</td>
<td>--</td>
</tr>
<tr>
<td>La Brea Avenue / Century Boulevard</td>
<td>Fund TSSP Installation*</td>
<td>--</td>
</tr>
<tr>
<td>Centinela Avenue / Florence Avenue</td>
<td>Fund TSSP Installation</td>
<td>--</td>
</tr>
<tr>
<td>Prairie Avenue / Florence Avenue</td>
<td>Fund TSSP Installation*</td>
<td>--</td>
</tr>
<tr>
<td>Prairie Avenue / Manchester Boulevard</td>
<td>--</td>
<td>Widen east side of Prairie south of Manchester for a second northbound left-turn lane**</td>
</tr>
<tr>
<td>Prairie Avenue / Century Boulevard</td>
<td>Fund TSSP Installation</td>
<td>Widen south side of Century east and west of Prairie for a second eastbound/westbound left-turn lane</td>
</tr>
<tr>
<td>Kareem Court / Manchester Boulevard</td>
<td>--</td>
<td>Fund TSSP Installation; modify striping for a northbound optional left-turn/right-turn for No. 2 center lane</td>
</tr>
<tr>
<td>Doty Avenue / Century Boulevard</td>
<td>Fund TSSP Installation</td>
<td>Widen south side of Century west of Doty for a second eastbound left-turn lane</td>
</tr>
<tr>
<td>Yukon Avenue / Century Boulevard</td>
<td>Fund TSSP Installation</td>
<td>Modify striping for a northbound optional left-turn, through and right-turn for No. 2 center lane</td>
</tr>
<tr>
<td>Club Drive / Century Boulevard</td>
<td>Fund TSSP Installation</td>
<td>--</td>
</tr>
<tr>
<td>Crenshaw Boulevard / Manchester Boulevard</td>
<td>Fund TSSP Installation</td>
<td>--</td>
</tr>
<tr>
<td>Crenshaw Boulevard / Pincay Drive</td>
<td>--</td>
<td>Fund TSSP Installation</td>
</tr>
<tr>
<td>Crenshaw Boulevard / Century Boulevard</td>
<td>Fund TSSP Installation and widen west side of Crenshaw north of Century for a southbound right-turn lane</td>
<td>Widen south side of Century west of Crenshaw for an eastbound right-turn lane</td>
</tr>
<tr>
<td>Crenshaw Boulevard / Imperial Highway</td>
<td>Fund TSSP Installation</td>
<td>--</td>
</tr>
<tr>
<td>Crenshaw Boulevard / I-105 WB Ramps</td>
<td>--</td>
<td>Fund TSSP Installation</td>
</tr>
<tr>
<td>Crenshaw Boulevard / 120th Street</td>
<td>--</td>
<td>Fund TSSP Installation</td>
</tr>
<tr>
<td>11th Avenue / Century Boulevard, Van Ness Avenue / Century Boulevard, La Brea Avenue / Hyde Park Boulevard, Market Street / Florence Avenue, Centinela Avenue / Hyde Park Boulevard, and Inglewood Avenue / Century Boulevard</td>
<td>Fund TSSP Installation***</td>
<td>--</td>
</tr>
</tbody>
</table>

* TSSP already installed by City
** Property required from Forum to implement improvement. May not be feasible, and/or a minor number of Forum parking spaces (<10) may be removed. If improvement is not constructed, City staff can implement second northbound left-turn lane through temporary traffic management (e.g. traffic cones) related to Stadium events.
*** These intersections are not evaluated in traffic analysis but TSSP is needed to complete network.
• Traffic Signal Synchronization. The County of Los Angeles, in conjunction with the City of Inglewood, has installed a limited traffic signal synchronization system along corridors within the City of Inglewood (the Traffic Signal Synchronization Program or TSSP). Based on before-and-after studies conducted by the County, travel times on routes where traffic signal synchronization has been installed were reduced by 24 to 29 percent. In the City of Inglewood, the TSSP is currently installed along portions of the Prairie Avenue, La Brea Avenue and Inglewood Avenue corridors. The Stadium project will provide additional funds to complete the TSSP system (or similar), including arterials such as Crenshaw Boulevard, Century Boulevard, Manchester Boulevard and Florence Avenue.
9.0 PARKING MANAGEMENT / SPEED PARKING

A significant contributor to traffic congestion and delay related to pre-event and post-event activity at stadiums is an ineffective parking management and traffic control program. Congestion and potential safety issues arise when entering and exiting vehicles are in conflict with pedestrian movements. The Stadium operator will minimize, to the extent feasible, such interactions to ensure the safe and efficient flow of vehicular traffic during pre-event and post-event periods.

As previously noted, the City of Inglewood has significant experience in traffic handling related to special events at the Forum and prior Hollywood Park racetrack. The Stadium operator will work with the City in developing a plan, which would include the following elements:

- **Pre-Sold and Assigned Parking.** As previously noted, the Stadium-related parking on-site will be pre-sold, eliminating the delay and confusion associated with money transactions upon entry. Further, parking will be assigned to specific lots, with driving instructions provided to ticketholders to reach their parking spots. The driving directions will be developed to disperse traffic, as well as eliminate conflicting traffic movements with other vehicles and pedestrians. *Figure 10* provides an example of how a ticketholder would be directed to a specific parking lot.

- **Speed Parking.** Upon entry to the parking facility, speed parking will be implemented whereby motorists are directed to a specific parking space. This ensures maximum utilization of the parking lots and limits potential queueing of vehicles onto the adjacent street system.

- **Traffic Control at Entry/Exits.** The Stadium operator will coordinate with the Inglewood Police Department to deploy traffic control personnel at key parking entries and local intersections to assist in directing peak traffic flows during pre-event and post-event periods. Traffic control personnel will also assist in facilitating pedestrian crossings at key locations.
10.0 **PRE-EVENT ALERTS / SOCIAL MEDIA**

The importance and effectiveness of social media has been demonstrated for purposes of alerting motorists to special events that affect travel. Recently, social media was effectively utilized to advise local residents regarding the closure of Century Boulevard for the Crenshaw line construction (the “Century Crunch” in July 2014), as well as the closure of streets in Inglewood in October 2012 related to the transport of the Space Shuttle from LAX to Exposition Park. The operators of the Stadium will utilize social media and other means of communication to alert residents, business operators and other Inglewood stakeholders in advance of large sporting events and other high attendance events at the Stadium. As these events would typically occur on Sundays, when most travelers have greater flexibility in scheduling trip-making, such as shopping and recreational trips, the early alerts will allow persons not attending the Stadium events to plan their travel that would limit interaction with peak arrival and departure traffic.

10.1 **Pre-Game and Post-Game Activities**

An effective strategy in managing event traffic is the dispersal of pre-event and post-event traffic. By encouraging attendees to arrive early and stay late, and thereby spreading the inbound and traffic flows over a 2-3 hour period, the “peaking” characteristics on the local roadways are substantially reduced and more manageable.

Typical NFL pre-game activities, such as “tailgating”, will be facilitated in designated on-site areas. In addition, the Stadium operator, including businesses located in the retail center to be constructed as part of the amended Specific Plan, are expected to provide pre-game and post-game dining and entertainment activities to encourage Stadium patrons to arrive early and stay late. These pre-game and post-game activities will be beneficial for attendees who park off-site and/or who utilize public transit, and thus provide an alternative to traditional tailgating activities.