DATE: November 29, 2016

TO: Mayor and Council Members

FROM: City Manager

SUBJECT: Professional Services Contract with The Robert Group

RECOMMENDATION:
It is recommended that the Mayor and Council Members award an eighteen (18) month professional services contract to The Robert Group to prepare Traffic and Neighborhood Management Plans, and a Strategic Funding Plan to accommodate event attendees in an amount not to exceed $300,000.

BACKGROUND:
The City of Inglewood has been selected by the National Football League (NFL) to be the host site of an 80,000 seat stadium. This stadium will be the home of the Los Angeles Rams and possibly an additional NFL team. In order to accommodate event attendees, the City of Inglewood and the Los Angeles County Metropolitan Transportation Authority (MTA) City will prepare Traffic and Neighborhood Management Plans, as well as a Strategic Funding Plan (Plans) to provide for the orderly ingress and egress of event attendees.

On October 11, 2016, the City Council approved the funding agreement of $300,000 between the City and MTA to fund hiring a City Representative and to prepare the Plans described above.

DISCUSSION:
The City currently does not have the expertise to prepare the Plan, and therefore staff recommends that the City Council award a professional services agreement with the Robert Group.

The Robert Group team has extensive knowledge and experience working with MTA and preparing Plans. The Robert Group has more than 21 years of experience developing and implementing public engagement and consensus building efforts on complex projects, as well. Clients include Los Angeles World Airports (LAWA), CalTrans, City of Los Angeles (Public Works, Planning, Parks and Recreation Departments). In addition, the Robert Group has on its team Chris Robert (25 years of community outreach and transportation experience), Michael Meyer (39 years of transportation planning experience), and Norm Emerson, of Emerson & Associates (35-years of transportation related experience).

The abbreviated Scope of Work includes:
- Prepare Special Event Traffic Management Plan
- Prepare Neighborhood Traffic Management Plan
Mayor and Council Members
Agreement with The Robert Group
November 29, 2016

- Development and Implementation of Strategic Funding Plan
- Staff Support

The Robert Group is a highly specialized professional services firm and therefore is exempt to the competitive bid requirements as addressed in the City of Inglewood Municipal Code, Chapter 2-Administration, Article 5-Purchasing, Section 2-198.1. Exceptions to Competitive Bidding Requirement, (g) Professional Services, where it reads, “Nothing shall be construed to preclude the city from awarding a written contract for professional type services, as defined by case or statutory law, without complying with the provisions of this Article. The term “professional services” means services entailing a high degree of specialized technical or mental skill. Such services include attorneys, physicians, architects, engineers, appraisers, accountants, collection agency, detective agency, draftsman, mortuary, hospitals, escrow agency, travel agency, insurance broker, employment agency, advertising agency, real estate, chiropractic and optometry.

The term of the proposed agreement will be for eighteen (18) months. The total fees for the agreement shall not exceed $300,000.

FINANCIAL/FUNDING ISSUES AND SOURCES:
Sufficient appropriations are available in the Fiscal Year 2016/2017 Annual Budget under Account Code No. 220.100.p700.44860 (Grants Fund – Capital Projects – Stadium Project Planning & Improvements – Contract Services). Upon approval of the agreement, a purchase order will be established.

LEGAL REVIEW VERIFICATION: _____
This report, in its entirety, has been submitted to, reviewed and approved by the Office of the City Attorney.

FINANCE REVIEW AND VERIFICATION: _____
This report, in its entirety, has been submitted to, reviewed and approved by the Finance Department.

DESCRIPTION OF ATTACHMENTS:
Attachment No. 1: Agreement
Attachment No. 2: Proposal
APPRAVAL VERIFICATION SHEET

PREPARED BY:
Louis A. Atwell, P.E., Public Works Director

COUNCIL PRESENTER:
Louis A. Atwell, P.E., Public Works Director

DEPARTMENT HEAD APPROVAL: 
Louis A. Atwell, Public Works Director

ASSISTANT CITY MANAGER APPROVAL:
David L. Esparza, Asst. City Manager/CFO

CITY MANAGER APPROVAL:
Artie Fields, City Manager
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Count: 1
ATTACHMENT NO. 1
AGREEMENT NO.: _____

THIS AGREEMENT is made and entered into this ______ day of ________,
2016, by and between the CITY OF INGLEWOOD (the “City”), a municipal corporation, One
Manchester Boulevard, Inglewood, California 90301; and THE ROBERT GROUP, INC., (the
“Consultant”) a California corporation with its place of business located at 3108 Los Feliz
Boulevard, Los Angeles, California 90039-1507.

REQUITALS

WHEREAS, the City is in need of a professional to provide professional strategic support
relating to Metro’s Goal Line Task Force and other related activities (the “Project”); and
WHEREAS, the services the City seeks from the Consultant are of a professional nature
WHEREAS, the Consultant holds itself out as capable and competent to provide such
consulting services as the City requires.

NOW, THEREFORE, the City and the Consultant (hereinafter collectively referred to as
the “Parties”) hereto mutually agree as follows:

ARTICLE 1 – SCOPE OF SERVICES

The Consultant shall:

1. Provide strategic support relating to Metro’s Goal Line Task Force and other related
activities in accordance with Exhibit “A,” Consultant’s nine (9) page Proposal
(specifically, pages 2-4 inclusive), dated September 29, 2016. Exhibit “A,” is
incorporated herein by this reference as if set forth in full.

2. In the event of a conflict, ambiguity, or inconsistency, the order of precedent shall
be:

a. This Agreement shall prevail over Exhibit “A.”

3. Provide all labor, office space, transportation, materials, tools, machinery,
equipment, and other items and services necessary to properly perform the
services contemplated by this Agreement.

4. Ensure that all personnel engaged by the Consultant to perform the services
contemplated by this Agreement shall be properly licensed.
5. Agree to comply with and be bound by all applicable federal, state, county and local laws, rules and regulations.

6. Obtain, at its own expense, all necessary licenses and permits, including but not limited to those required by the City of Inglewood, to perform the services contemplated by this Agreement.

ARTICLE 2 – CITY’S DUTIES

The City hereby promises to provide all access, data, records, and documents reasonably within its possession or control as are necessary for the Consultant to perform the services contemplated by this Agreement.

ARTICLE 3 – TERM

The Term of this Agreement is for eighteen (18) months from contract award.

ARTICLE 4 – COMPENSATION

1. The Consultant shall be paid a not-to-exceed amount of three hundred thousand Dollars ($300,000), for work faithfully performed. Said Compensation is pursuant to the following rates:

   Chris Robert/The Robert Group $200/hr.
   Norm Emerson/Emerson & Associates $200/hr.
   Michael Meyer/Subcontractor $200/hr.

2. The Consultant shall invoice the City every thirty (30) calendar days for services contemplated hereunder and which have been completed within that thirty (30) day period.

3. Fees in Article 4 of this Agreement represent full compensation for the Consultant’s services rendered and include all compensation for any expenses incurred by the Consultant for providing services including but not limited to travel, logging, food, clerical, photo copying, telephone, and any other related expenses.

4. The Consultant shall invoice the City within ten (10) working days after the termination of this Agreement. The City shall pay the Consultant in the ordinary
course of the City business, and agrees that it will use its best efforts to avoid all unnecessary delays in processing the Consultant's invoices.

5. All invoices shall contain:
   a. date of invoice;
   b. sequential invoice number;
   c. City Agreement number;
   d. project code number and title;
   e. description of services billed under this invoice;
   f. position title and hours worked;
   g. total amount for invoiced services;
   h. total amount billed to date;
   i. total amount remaining on the Agreement, and total Agreement amount.

6. The Consultant shall be responsible for the cost of supplying all documentation necessary to verify the monthly billings to the satisfaction of the City and shall certify, on each invoice, that it is entitled to receive the amount invoiced.

7. The Consultant agrees that cost shall not be the overriding factor when assigning its personnel to a task. However, the Consultant shall nevertheless provide the services contemplated by this Agreement in a cost effective manner when and where reasonable.

8. The Consultant agrees that, should work be performed outside the Scope of Services without the prior written approval of the City, such work shall be deemed a gratuitous effort on the part of the Consultant, and the Consultant shall have no claim against the City for reimbursement.

**ARTICLE 6 – TERMINATION**

This Agreement shall be subject to termination by the City upon its own discretion, or when conditions encountered during the work contemplated hereunder make it impossible or impracticable to proceed, or when the City is prevented from proceeding with the Agreement.
by law or by official action of a public authority, or if the City fails to authorize the necessary
funds in any fiscal year budget covering the term of the Agreement.

In the event of such termination, the City shall pay the Consultant an amount which
equitably reflects the proportion of work completed by the Consultant, provided that in no
event shall the compensation paid pursuant to this paragraph exceed the amount which would
have been payable pursuant to Article 4 of this Agreement.

ARTICLE 7 – NOTICES

Any notice given pursuant to this Agreement shall be deemed received and effective on
the date personally delivered or, if mailed, five (5) days after deposit of the same in the
custody of the United States Postal Service, when properly addressed, posted and deposited in
the United States mail addressed to the respective Parties as follows:

CITY:

Yvonne Horton,
City Clerk
City of Inglewood
One Manchester Boulevard
Inglewood, California 90301-1750

CONSULTANT:

Christine M. Robert, President
The Robert Group, Inc.

3108 Los Feliz Boulevard
Los Angeles, California 90039-1507

WITH COPY TO:

Public Works Director,
One Manchester Boulevard
California 90301-1750

AGENT FOR SERVICE OF PROCESS

William Weinberger
30th Floor, 555 South Flower Street
Los Angeles, California 90071

The Consultant may from time to time designate another address, addressee or Agent
for Service of Process and shall, in such instances, notify the City in writing within ten (10)
calendar days of such designation. Notwithstanding any contrary language in this Agreement,
changes, modifications, updates or amendments to any name, title or address in this Article
shall not require the City Council action.

///
ARTICLE 8 – INSURANCE REQUIREMENTS

The Consultant shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Consultant, his agents, representatives, employees or subcontractors. The cost of such insurance shall be borne by the Consultant. Failure to maintain or renew coverage or to provide evidence of renewal may be treated by the City as a material breach of contract.

Minimum Scope of Coverage

Coverage shall be at least as broad as indicated below:

1. Insurance Service Office Commercial General Liability coverage (occurrence form CG 00 01 11 85 or 11 88).

2. Insurance Service Office Form Number CA 00 01 06 92 covering Automobile Liability, Code 1 (any auto).

3. California and Employer’s Liability Insurance.

4. Errors and Omissions Liability Insurance appropriate to the Consultant’s profession.

Minimum Limits of Insurance

The Consultant shall maintain these policies during the course of this Agreement and shall cause all parties supplying services, labor, or materials to maintain the following insurance in amounts not less than those specified below:

1. General Liability (Including General Liability (Including operations, products and completed operations)): $1,500,000 per occurrence for bodily injury, personal injury and property damage. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this project/location or the general aggregate limit shall be twice the required occurrence limit.

2. Automobile Liability: $1,500,000 per accident for bodily injury or property damage.

3. Employer’s Liability: $1,000,000 per accident for bodily injury or disease.

4. Errors and Omissions Liability: $1,500,000 per claim.
a. The “Retro Date” must be shown, and must be before the date of the contract or beginning of contract work.

b. Insurance must be maintained and evidence of insurance must be provided for at least five (5) years after completion of the contract work.

c. If coverage is canceled or non-renewed and not replaced with another claims-made policy form with a “Retro Date” prior to the contract effective date, the Consultant must purchase “extended reporting” coverage for a minimum of five (5) years after completion of contract work.

d. A copy of the claims reporting requirements must be submitted to the City for review.

**Deductibles and Self-Insured Retentions**

Any deductibles or self-insured retentions must be declared to and approved by the Inglewood City Attorney’s office. At the option of the City, either the insurer shall reduce or eliminate such deductibles or self-insured retentions with respects to the City, its officers, officials, employees and volunteers; or the Consultant shall provide a financial guarantee satisfactory to the Inglewood City Attorney’s Office guaranteeing payment of losses and related investigations, claims administration and defense expenses.

**Other Insurance Provisions**

The general liability policy and automobile liability policy are to contain, or be endorsed to contain, the following provisions:

1. The City of Inglewood, its officers, officials, employees and volunteers are to be covered as insureds with respect to liability arising out of automobiles owned, leased, hired or borrowed by or on behalf of the Consultant; and with respect to liability arising out of work or operations performed by or on behalf of the Consultant including materials, parts or equipment furnished in connection with such work or operations. General insurance, liability coverage can be provided in the form of an endorsement to the Consultant’s insurance, or as a separate owner’s policy (forms CG 20 10 11 85 or CG 20 26 11 85).
2. For any claims related to this project, the Consultant’s insurance coverage shall be primary insurance with respect to the City, its officers, officials, employees and volunteers. Any insurance or self-insurance maintained by the City, its officers, officials, employees or volunteers shall be in excess of the Consultant’s insurance and shall not contribute to it.

3. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be canceled by either party, except after thirty (30) days prior written notice has been given to the City by certified mail, return receipt requested.

4. Coverage shall not extend to any indemnity coverage for the active negligence of the additional insured in any case where an agreement to indemnify the additional insured would be invalid under Subdivision (b) of Section 2782 of the Civil Code.

Acceptability of Insurers

Insurance is to be placed with insurers with a current A.M. Best’s rating of no less than A:VII.

Verification of Coverage

The Consultant shall furnish the City of Inglewood with original certificates and amendatory endorsements affecting coverage required by this clause. All certificates and endorsements are to be received and approved by the Inglewood City Attorney’s Office before work commences. The City reserves the right to require complete, certified copies of all required insurance policies, including endorsements effecting the coverage required by these specifications at any time.

Subcontractors

The Consultant shall include all subcontractors as insureds under its policies or shall furnish separate certificates and endorsements for each subcontractor. All coverages for subcontractors shall be subject to all of the requirements stated herein.

ARTICLE 9 – INDEMNIFICATION

The Consultant 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, to the extent caused in whole or in part by any negligent act or omission, recklessness or willful misconduct of the Consultant, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, except where caused by the active negligence, sole negligence, or willful misconduct of the City.

If any action or proceeding is brought against Indemnitees by reason of any of the matters against which the Consultant has agreed to indemnify Indemnitees as provided above, the Consultant, upon notice from the City, shall defend Indemnitees at the Consultant’s expense by counsel acceptable to the City, such acceptance not to be unreasonably withheld. Indemnitees need not have first paid for any of the matters to which Indemnitees are entitled to indemnification in order to be so indemnified. The insurance required to be maintained by the Consultant under this Article shall ensure the Consultant’s obligations under this section, but the limits of such insurance shall not limit the liability of the Consultant hereunder. The provisions of this Article shall survive the expiration or earlier termination of this Agreement and shall exist for four (4) years beyond the termination or completion of the Consultant’s work.

ARTICLE 10—AUDIT

The Consultant shall maintain any and all records or documents pursuant to this Agreement, and the same shall be made available for inspection, audit and copying, at any time during regular business hours, upon written request by the City or its designated representatives. Copies of such documents or records shall be provided directly to the City for inspection, audit and copying when it is practical to do so; otherwise, unless an alternative is mutually agreed upon, such documents and records shall be made available at the City’s address indicated for receipt of notices in this Agreement.

ARTICLE 11—BOOKS AND RECORDS

The Consultant shall maintain any and all documents and records demonstrating or relating to the Consultant’s performance of services pursuant to this Agreement. The Consultant shall maintain any and all ledgers, books of account, invoices, vouchers, canceled
checks or other documents or records evidencing or relating to work, services, expenditures
and disbursements charged to the City pursuant to this Agreement. Any and all such
documents or records shall be maintained in accordance with generally accepted accounting
principles and shall be sufficiently complete and detailed so as to permit an accurate
evaluation of the services provided by the Consultant pursuant to this Agreement. Any and all
such documents or records shall be maintained to the extent required by laws relating to
audits of public agencies and their expenditures.

ARTICLE 12 – OWNERSHIP OF DOCUMENTS

All documents provided by the City to the Consultant to assist in the provision of the services
contemplated by this Agreement, as well as all documents prepared, developed or discovered
by the Consultant in the course of providing any services pursuant to this Agreement including
but not limited to plans, drawings, sketches, original studies, surveys, reports, data, notes,
computer files, files and all other documents are and shall remain the sole property of the City
and may be used, reused or otherwise disposed of by the City without the permission of the
Consultant. Upon completion, expiration or termination of this Agreement, the Consultant
shall give the City all such documents, including but not limited to plans, drawings, sketches,
original studies, surveys, reports, data, notes, computer files, files and all other such
documents. All plans and specifications prepared under this Agreement shall become the
property of the City upon completion of the work or termination of the Agreement.

ARTICLE 13 – INDEPENDENT CONTRACTOR

The Consultant enters into this Agreement as an independent contractor and not as an
employee of the City. The Consultant shall have no power or authority by this Agreement to
bind the City in any respect. Nothing in this Agreement shall be construed to be inconsistent
with this relationship or status. All employees, agents, contractors or subcontractors hired or
retained by the Consultant are employees, agents, contractors or subcontractors of the
Consultant and not of the City. The City shall not be obligated in any way to pay any wage
claims or other claims made against the Consultant by any such employees, agents,
contractors, or subcontractors, or any other person resulting from performance of this
Agreement. The City shall not have the right to direct and control the manner and means in which the Consultant carries out the work contemplated by this Agreement. The City shall not train nor provide instruction to the Consultant for the carrying out of the services contemplated by this Agreement.

ARTICLE 14 – NON-ASSIGNABILITY

The expertise and experience of the Consultant are material considerations for this Agreement. The City has an interest in qualifications of and capability of the Consultant which will fulfill the duties and obligations imposed under this Agreement. In recognition of that interest, the Consultant shall not assign or transfer this Agreement or any portion of this Agreement or the performance of any of the Consultant’s duties or obligations under this Agreement without the prior written consent of the City. Any attempted unauthorized assignment shall be ineffective, null and void, and shall constitute a material breach of this Agreement entitling the City to any and all remedies at law or in equity, including summary termination of this Agreement. The Consultant shall not assign any interest in this Agreement and shall not transfer any interest in the same whether by assignment or novation, without prior written approval of the City.

ARTICLE 15 – EQUAL EMPLOYMENT

The Consultant agrees that during the performance of this Agreement, it will not discriminate against any employee or applicant for employment because of race, color, religious creed, national origin, ancestry, sex, sexual orientation, age, physical handicap, medical condition or marital status.

ARTICLE 16 – CHANGES, AMENDMENTS AND MODIFICATIONS

No change, amendment or modification to this Agreement shall be effective unless in writing and signed by the Parties hereto.

ARTICLE 17 – SEVERABILITY

In the event that any condition or covenant herein is held to be invalid or void by any court of competent jurisdiction, the same shall be deemed severable from the remainder of the Agreement and shall in no way affect any other covenant or condition herein contained as
long as the invalid provision does not render the Agreement meaningless with regard to a
material term in which event the entire Agreement shall be void. If such condition, covenant,
or other provision shall be deemed invalid due to its scope or breadth, such provision shall be
deemed valid to the extent the scope or breadth is permitted by law.

ARTICLE 18 – WAIVER

Waiver by any party to this Agreement of any term, condition, or covenant of this
Agreement shall not constitute a waiver of any other term, condition, or covenant. Waiver by
any party of any breach of the provisions of this Agreement shall not constitute a waiver of any
other provision, nor a waiver of any subsequent breach or violation of any provision of this
Agreement. Acceptance by the City of any work or services by the Consultant shall not
constitute a waiver of any of the provisions of this Agreement.

ARTICLE 19 – ENTIRE AGREEMENT

This Agreement is the entire, complete, final and exclusive expression of the Parties
with respect to the matters addressed therein and supersedes all other Agreements or
understandings, whether oral or written, entered into between the Consultant and the City
prior to the execution of this Agreement. No statements, representations or other
Agreements, whether oral or written, made by any party which are not embodied herein shall
be valid and binding unless in writing and duly executed by the Parties or their authorized
representatives.

ARTICLE 20 – GOVERNING 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.

ARTICLE 21 – MISCELLANEOUS

The Parties waive any benefits from the principle of contra proferentem and
interpreting ambiguities against drafters. No party shall be deemed to be the drafter of this Agreement, or of any particular provision or provisions, and no part of this Agreement shall be construed against any party on the basis that the particular party is the drafter of any part of this Agreement.

This Agreement may be executed in counterparts, and when each party hereto has signed and delivered at least one such counterpart, each counterpart shall be deemed an original and, when taken together with the other signed counterparts, shall constitute one Agreement, which shall be binding upon and effective as to all Parties hereto.

Article titles, paragraph titles or captions contained herein are inserted as a matter of convenience and for reference, and in no way define, limit, extend, or describe the scope of this Agreement or any provision hereof.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement as of the date and year first above written.

CITY OF INGLEWOOD

____________________________
James T. Butts, Jr.,
Mayor

ATTEST:

____________________________
Yvonne Horton,
City Clerk

APPROVED AS TO FORM:

____________________________
Kenneth R. Campos,
City Attorney
ATTACHMENT NO. 2
September 29, 2016

Mr. Louis Atwell  
Public Works Director  
City of Inglewood  
One Manchester Blvd.  
Inglewood, CA 90301

Re: Proposal to Provide Strategic Support to City of Inglewood Specific to “Metro’s Goal Line Task Force” and other Metro-related Activities

Dear Mr. Atwell:

The Robert Group (TRG), in conjunction with Norman Emerson of Emerson & Associates, and Michael P. Meyer, is pleased to submit this proposal to provide consulting services to the City of Inglewood. This proposal is aimed at assuring “Metro’s Goal Line Task Force” devotes appropriate resources to the City to ensure the 2019 opening of the “Stadium” is ready to provide the full range of transit options and street and roadway enhancements critical to accommodating the anticipated traffic associated with stadium-related events.

TRG, a DBE/MBE/SBE/WBE certified California corporation, is a public affairs firm with expertise in community engagement, stakeholder outreach, and strategic communications. Norman Emerson and Michael P. Meyer bring over 50 years of exceptional public policy, transportation planning and traffic engineering experience to the Team.

Thank you for the opportunity to submit this proposal. TRG looks forward to assisting the City on this and future exciting projects. Please contact me at (323) 669-9300 or crobert@therobertgroup.com, should you have any questions.

Sincerely,

The Robert Group

Christine M. Robert  
President

Cc: Norm Emerson  
    Michael P. Meyer
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## APPENDIX

- Team Resumes
1.0 | TEAM TRG

About Team TRG

The Robert Group (TRG) has over 25 years of experience as a public affairs firm with expertise in community engagement, stakeholder outreach, and strategic communications. We develop comprehensive outreach approaches that build consensus and increase community participation on many projects of regional importance. TRG has decades of experience with developing and implementing public engagement and consensus building efforts on complex projects with stakeholders—often with divergent views. TRG recognizes that the more complex a project, the more creative and innovative solutions must be to guarantee success. TRG knows the importance of thorough, strategic public engagement activities that motivate participation and generate feasible solutions with broad public support.

Our areas of expertise include developing leading-edge, yet comprehensive public engagement programs for transportation, planning, public health, and economic and community development projects, as well as for master plans and projects that require environmental clearance. The services we provide include public engagement and strategic consensus-building; media relations; focus group facilitation; collateral material design and development; multi-lingual translation services; stakeholder identification; database development and maintenance; web-based and multi-media meeting facilitation; and social media management. TRG is especially proud that in 2010 the Westside Subway Extension Project was recognized “as an example of government innovation” and bestowed a “Bright Ideas” award by Harvard University, and more recently Metro’s Regional Connector was honored by the National Association of Environmental Professionals as its 2014 recipient for Public Involvement Excellence.

Norman Emerson, Principal of Emerson & Associates, has more than 35 years of experience at the federal, state, and regional levels working with key decision-makers on transportation projects of national, statewide and regional significance. His wide range of experience has included serving as Executive Assistant for Policy and Transportation to former Los Angeles Mayor Tom Bradley, being appointed as Regional Representative for the U.S. Secretary of Transportation, Federal Region IX (Arizona, California, Hawaii, Nevada), serving on the Board of Directors of the Southern California Rapid Transit District during development of the Wilshire Corridor Subway project, and consulting to Los Angeles County Metropolitan Transportation Authority (Metro) on the Measure R America Fast Forward initiative.

Michael P. Meyer, T.E. has managed transportation planning and traffic engineering projects of increasing importance during his 38 years as a transportation consultant. His wide ranging client base includes both the public and private sector and he is frequently a member of multi-disciplinary teams developing integrated land use and transportation plans. Various projects that have been managed by Mr. Meyer include the Metro Orange Line Busway Extension, Santa Monica Boulevard Transit Parkway Project and Downtown Los Angeles Transportation Access Plan and New Street Design Standards in Los Angeles, Westside Subway Extension Consensus Building Effort, San Fernando Valley North-South Transit Corridor Study, Ontario Agricultural Preserve Transportation Implementation Plan, and Neighborhood Traffic Management projects in Long Beach, Pasadena, Beverly Hills, San Marino and around Dodger Stadium.
2.0 | PROJECT APPROACH

The following paragraphs describe our proposed approach to the scope of services:

Task 1. Inglewood Traffic Management Plans

In this task, The Robert Group Team will prepare traffic management plans that are geared toward managing special event traffic as it arrives and departs from the stadium on the arterial network, as well as a neighborhood traffic management plan that is designed to discourage the use of local residential streets by stadium traffic.

1.1 Prepare Special Event Traffic Management Plan

The purpose of this task will be to develop a plan to provide drivers and traffic management staff with real-time traffic conditions data that will allow staff to adjust traffic control devices to respond to traffic patterns and to provide real time traffic data and guidance to drivers to avoid congestion and quickly complete their journeys. The traffic management plan will supplement the City of Inglewood’s day-to-day traffic management plans that deal with typical commute patterns. It will be designed to accommodate major inbound flows of traffic before events and major outbound flows of traffic after events at the Forum or Rams’ Stadium. The special events traffic management plan will include additional elements, such as reversible lanes, that cannot typically be used to address commute traffic that is not as highly peaked in directionality as is event traffic.

The types of traffic control devices that will be included in the special event traffic management plan will include reversible lanes, dynamic (changeable) message signs on key roadways, special event signal timing plans for the traffic signal system, closed circuit television cameras for monitoring traffic, highway advisory radio messaging, and web-based mobile applications for traffic conditions and preferred access routes. It will also identify the best locations for stationing of traffic control officers. The key roadways around the Stadium/Forum area that will be included in the plan include Century Boulevard, Prairie Avenue, Arbor Vitae Street, Crenshaw Boulevard, La Brea Avenue/Hawthorne Boulevard, Manchester Boulevard, and any other roadways that access parking facilities. The details of which types of treatments would be appropriate for each corridor will be determined during preparation of the special event traffic management plan. The plan will also be coordinated with the parking access controls at all event parking structures/ lots to take advantage of options for reversible lanes at the access points to such facilities.

1.2 Prepare Neighborhood Traffic Management Plan

In this task, The Robert Group Team will identify traffic management devices that will make it harder for stadium-related traffic to cut through residential neighborhoods on the way to or from the stadium. A traffic management tool box will be developed that will include measures such as turn prohibitions (permanent or game-day only), stop signs, diverters, speed humps and other such devices. A key component of the development of a neighborhood traffic management plan will be outreach to the affected neighborhoods, particularly because anything that is implemented to prevent/reduce cut-through traffic will also make it more difficult for local residents to get to/from their homes. The flip side of that argument is, however, that neighborhood traffic management measures implemented to address
special event traffic will also have day-to-day benefits to those neighborhoods in terms of traffic calming that will help maintain/enhance the quality of life and safety in the neighborhoods.

The Robert Group Team will meet with City staff to identify the neighborhoods most likely to be affected by cut-through traffic. Potential locations for traffic control devices will be developed by the team and presented to City staff, including Police and Fire Department representatives to make sure that all can live with the types of traffic restrictions that could be presented to the public. Following agreement on a draft set of traffic calming measures, the Team will present them to the public in meetings in/near the affected neighborhoods. Based on public feedback, the neighborhood traffic management plan will be updated and readied for implementation. It should be noted that neighborhood traffic management planning needs to be undertaken with the need for flexibility in mind. The Team will do its best to anticipate how traffic will re-route in response to the neighborhood traffic management measures and how neighbors will react to potential restrictions, but there is typically the need to adjust the program in response to conditions in the field. The Robert Group Team will work with City staff to adjust the program as necessary following the first special event in the stadium. The Robert Group Team will prepare traffic management

Deliverables:
- Draft and Final Traffic Existing Conditions Report
- Draft and Final Traffic Impacts Report
- Draft and Final Traffic Management Plan

Task 2. Development and Implementation of Strategic Funding Plan

Develop a Funding Plan to identify additional non-City funding sources and mechanisms needed to pursue transportation and traffic management related measures associated with operation of the Inglewood Stadium and surrounding area. The Plan will identify a range of potential state and federal funding sources and opportunities along with a set of strategic actions to pursue and access the identified sources. For example, the new Federal FAST Act contains funding provisions supporting grant funds to improve the management of traffic utilizing state of the art technology, including ITS and other innovative technologies. At the state level, the State Legislature recently enacted a range of new programs funded by “cap and trade” auction revenues, targeted to “Disadvantaged Communities.” Additionally, the State Legislature is meeting in a special session focusing on consideration a multi-billion state transportation funding program. The City of Inglewood could be a direct beneficiary of this new transportation funding initiative.

Deliverable:
- Development and Implementation of City of Inglewood Transportation Funding Plan

Task 3. Staff Support to “Metro’s Goal Line Task Force”

- Attend internal coordination meetings as needed associated with providing full staff support to Metro’s Goal Line Task Force;
- Attend, as City’s representative, Metro’s Goal Line Task Force meetings;
- Report directly to City Administrator and coordinate efforts of impacted departments including Public Works, Planning and other departments as needed; and
- Coordinate, as needed, with other impacted stakeholders including Hollywood Park Land Company (and their various tenants including NFL franchise(s)), future retail, residential, business and entertainment tenants and Madison Square Garden's Inglewood Forum.
3.0 | RELEVANT QUALIFICATION

Team TRG Relevant Projects

THE ROBERT GROUP

TRG has an extensive track record of leading public outreach efforts for projects of regional significance on behalf of a diverse pool of clients including, but not limited to: Metro’s Purple Line Extension, Regional Connector and Expo LRT; LAWA’s Landside Access Modernization Program; municipalities such as the Cities of Los Angeles, West Hollywood, Santa Monica, Pasadena and Compton; and, large infrastructure projects for private developers such as the Hollywood Park Land Company.

Turner-Hunt: Inglewood Stadium – Inglewood, CA

In January 2015, the Hollywood Park Land Company unveiled plans to develop 298-acres in the heart of Inglewood by adding a world-class, energy efficient, NFL-ready stadium and performance venue alongside the long-planned residential, commercial, and entertainment district. These proposed enhancements to the original Master Plan required a ballot initiative and the support of a majority of Inglewood voters. TRG led community outreach and coalition building efforts during this initial phase of signature gathering in anticipation of a 2015 ballot initiative and local election.

Anchored at the northeast corner of Century Boulevard and Prairie Avenue, construction of this project is expected to create thousands of jobs and generate tens of millions in tax revenues – all at no cost to Inglewood taxpayers and without city subsidies. TRG is currently leading community outreach efforts for the Turner Hunt team, engaging local residents, community and business leaders, and interested stakeholders as construction continues at the site in anticipation of the 2019 season.

<table>
<thead>
<tr>
<th>Key Personnel</th>
<th>Christine Robert (Project Manager), Clarissa Filigoiun, Randal Curtis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Reference</td>
<td>Michelle Smith Ballard, Turner Construction, 424.750.3598, <a href="mailto:mballard@tcco.com">mballard@tcco.com</a></td>
</tr>
<tr>
<td>Project Duration</td>
<td>2016 to 2019 (Ongoing)</td>
</tr>
</tbody>
</table>


In September 2005, the Hollywood Park racetrack was purchased by Bay Meadows Land Company for $260 million. Shortly after that transaction was completed, a new entity, Hollywood Park Land Company (HPLC) was established and assumed ownership. The 238-acre site, anchored at the northeast corner of Century Boulevard and Prairie Avenue was formerly the home of the much loved and celebrated thoroughbred racetrack, grandstands and viewing pavilion, gaming casino and surrounding parking lots. A combination of factors, including declining attendance at thoroughbred race tracks, competition from ever evolving gaming options and establishments, and the possible relocation
of an NFL franchise or professional soccer team signaled that the once glamorous thoroughbred horse racing industry was facing extinction surely in Inglewood and possibly throughout the entire state of California.

While the site was approved in 2009 as a 238-acre mixed-use project, the 2014 purchase of an adjacent 60 acres parcel by a private developer, who also happened to be the majority owner of the NFL’s St. Louis Rams franchise, allowed the Hollywood Park Land Company to re-envision how this now 298 acre parcel might better serve both the City of Inglewood and the Southern California region as a whole.

The Robert Group (TRG) led outreach efforts featuring presentations to block clubs, civic and business organizations, religious congregations, and tenant groups. TRG worked non-stop over a 45-day period in engaging local residents, community and business leaders, and interested stakeholders in an open and engaged process to generate feedback, motivate participation, and explore all potential land uses for the Hollywood Park site. Recognizing that both the NFL and competing communities had a renewed interest in bringing a professional football franchise to Southern California, TRG led efforts that culminated in a February 2015 unanimous decision by the Inglewood City Council to approve the 298 acre site to include a stadium and performing arts facility.

<table>
<thead>
<tr>
<th>Key Personnel</th>
<th>Christine Robert (Project Manager), Randal Curtis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Reference</td>
<td>Gerard McCallum, Wilson Meany, 310.382.9022, <a href="mailto:gmccallum@wilsonmeany.com">gmccallum@wilsonmeany.com</a></td>
</tr>
<tr>
<td>Project Duration</td>
<td>2009 – 2015 (Completed)</td>
</tr>
</tbody>
</table>

**Metro: Crenshaw/LAX Transit Project Joint Development Opportunity Sites – Los Angeles, CA**

The Robert Group is currently conducting public outreach for the Crenshaw/LAX Transit Project’s two Joint Development Opportunity Sites which are located at the north end of the under-construction 8.5-mile Crenshaw/LAX Transit Project. The two station opportunity sites will accommodate transit-oriented development compatible with the community while facilitating transfers from the new Crenshaw/LAX Line (underground station) to the existing Expo Line (above ground station), connecting South Los Angeles with LAX, USC, Downtown Los Angeles, Culver City, West LA, and Santa Monica. The two transit lines, once completed, will serve a significant regional ridership.

The Expo/Crenshaw station is studying two options: Site A is the current location of a Los Angeles County Probation Department facility which the County plans to relocate to re-purpose the site for transit-oriented development; and Site B is currently a construction staging ground for the Crenshaw/LAX Transit Project with development potential following completion of construction.

The Fairview Heights Station is located along Redondo Boulevard between West Boulevard and Long Street in the City of Inglewood. The City is in the process of adopting a Transit Oriented District Plan for the area that emphasizes new mixed-uses and transit-supportive infill development, introduction of new
jobs that serve the community, streetscape improvements, and architecture compatible with the scale and character of the surrounding community. Site C is the current location of a Los Angeles County Department of Public Social Services facility which the County plans to relocate to re-purpose the site for transit-oriented development. The Station is also proposed to include a 120-space surface park-and-ride facility.

<table>
<thead>
<tr>
<th>Key Personnel</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Client Reference</td>
<td>Nick Sapnonara, LA Metro, 213.922.4313, <a href="mailto:SapnonaraN@metro.net">SapnonaraN@metro.net</a></td>
</tr>
<tr>
<td>Project Duration</td>
<td>1/2016 – 12/2016 (Ongoing)</td>
</tr>
</tbody>
</table>

Los Angeles World Airports: LAX Landside Access Modernization Program – Los Angeles, CA

Los Angeles World Airports (LAWA) is in the midst of a multi-billion dollar modernization program at Los Angeles International Airport (LAX). As part of this effort, LAWA is proposing to implement the LAX Landside Access Modernization Program to keep LAX a world-class destination airport. The project consists of an automated people mover system, a consolidated rental car facility, intermodal transportation facilities, roadway improvements, as well as a connection to regional transit systems.

TRG is assisting in the public relations and community outreach efforts for this project. Early on, TRG developed a strategic outreach plan to engage stakeholders, both locally and regionally, and define critical steps to build project support on the vital project to enhance the 2nd busiest airport in the nation. Outreach has included coordinating briefings and tours with elected officials, convening an ad hoc committee, developing collateral materials, and identifying key opportunities for outreach. TRG’s efforts have helped LAWA build relationships within the community, communicate project benefits, and establish a foundation for frequent and effective public engagement.

<table>
<thead>
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<th>Key Personnel</th>
<th>Christine Robert (Project Manager), Clarissa Filgioun, Randal Curtis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Client Reference</td>
<td>Stephen Culberson, Ricondo &amp; Associates, Inc., 213.814.5440, <a href="mailto:s_culberson@ricondo.com">s_culberson@ricondo.com</a></td>
</tr>
<tr>
<td>Project Duration</td>
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<tr>
<td>Project Budget</td>
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</tr>
</tbody>
</table>

NORMAN EMERSON

LA Metro: Strategic Funding Development Program, – Los Angeles, CA

The strategic funding and financing development program was part of multi-disciplinary consulting team, working in cooperation with Metro to accelerate the Measure R program. Products generated from the collaboration included the: “30/10 Investment Plan” and America Fast Forward (TIFIA and Qualified Tax-Credit Bond) advocated by Metro for passage by the U.S. Congress.

Los Angeles 2020 Commission – Los Angeles, CA

Established by the President of the Los Angeles City Council the non-profit organization of civic and community leaders was tasked to study and report on the fiscal stability and job growth of the City of Los Angeles. The Commission was co-chaired by The Honorable Mickey Cantor and Mr. Austin Beutner. Mr. Emerson served as staff director for the Commission.
Proposal to Provide Strategic Support to
City of Inglewood Specific for “Metro’s Goal Line Task Force”

Gateway Cities Council of Governments, Strategic Transportation Plan Program—Funding and Financing Element—South Bay Cities, CA
Gateway Cities Council of Governments, Strategic Transportation Plan Program—Funding and Financing Element. A central part of developing the Strategic Transportation Plan (STP) was preparation of a comprehensive funding and financial element. The funding element includes innovative leveraging mechanisms to serve as a key tool for projects and programs identified for implementation by individual COG cities or multi-jurisdictional agreements. Mr. Emerson served as member of the consulting team responsible for the funding and financing element of the STP. Metro is utilizing the STP as a model for the current Mobility Matrix process.

Burbank-Glendale-Pasadena Airport Authority: Multi Modal Ground Access Program and Implementation and Funding Element—Burbank, CA
Emerson & Associates was selected by the Airport Authority to manage development of a Strategic Implementation and Funding Program as part of a multi-modal ground access program. As part of the of the ground access program Emerson & Associates was responsible for working closely with regional transportation partners, including Metro to access new funding to support construction of a new Regional Intermodal Transportation Center ($112.0 million), a new Metrolink Station ($5.0 million), a new pedestrian bridge ($17.0 million), and Metro funded transit oriented planning grant ($350,000).

MICHAEL P. MEYER, T.E.
Metro Orange Line Northern Extension – Los Angeles, CA
The Project Manager for the preparation of the Alternatives Analysis, Conceptual Engineering and Environmental Clearance, Final Design of key elements and preparation of Design/Build Documents for the four-mile extension of the Metro Orange Line north from Canoga/Warner Center to Chatsworth Metrolink Station. Nine alternatives were screened to two build alternatives and TSM for the EIR.

Travel Demand Forecasting – Various Cities, CA
Project Manager/PIC for dozens of model development and application projects, including multi-county and city-wide models. Examples include City of Long Beach, community plans in Los Angeles for Wilshire, Hollywood and Silverlake areas, and RIV-SAN model of Riverside and San Bernardino counties. Transit patronage modeling has been conducted for San Fernando Valley bus rapid transit routes, light rail, heavy rail and Maglelo train projects.

Freeway Cap Park Projects – Los Angeles, CA
Project Manager/PIC for freeway cap park projects in Hollywood and Downtown Los Angeles on the 101 Freeway and in Santa Monica on the I-10 freeway. Analysis included conceptual design, ramp modifications and traffic circulation issues with the freeway decks, as well as pedestrian and bicycle circulation and access to the park areas above the freeways.

Exposition LRT Phase 2 – Los Angeles and Santa Monica, CA
Principal-In-Charge for transportation analysis included in project EIR. Assisted Expo Authority and City of Santa Monica in evaluation of terminus station alternatives with VISSIM model to simulate alternative station layouts, train operations, traffic circulation alternatives and pedestrian issues.
4.0 | FEE SCHEDULE

Below are rates of proposed key personnel that will be assigned to this project.

<table>
<thead>
<tr>
<th>Principal/Firm</th>
<th>Fully Burdened Hourly Rates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chris Robert/The Robert Group</td>
<td>$300.00</td>
</tr>
<tr>
<td>Norm Emerson/Emerson &amp; Associates</td>
<td>$300.00</td>
</tr>
<tr>
<td>Michael Meyer/Subcontractor</td>
<td>$200.00</td>
</tr>
</tbody>
</table>

ASSUMPTIONS:
- Dedicated 20 hours per month per Principal (Robert & Emerson)
- Traffic Study Consultant, as needed, dedicated 15 hours per month (Meyer)
- Contract not to exceed $300,000
- Anticipated duration 18-24 months
- Rates not subject to change over project duration
APPENDIX

1. RESUMES

   The Robert Group Team
   • CHRISTINE ROBERT
   • NORMAN EMERSON
   • MICHAEL P. MEYER

2. CERTIFICATE OF INSURANCE
CHRISTINE ROBERT

PRESIDENT

TRG Team Member Since: 1993
Years of Experience: 25+ years

EDUCATION

- BS, Public Administration - University of Southern California
- MBA, University of California at Berkeley, Walter A. Haas School of Business

SPECIALIZED PROFESSIONAL COMPETENCE

Christine is the founder and president of The Robert Group (TRG), a public affairs consulting firm specializing in community outreach, public education, legislative advocacy, and economic development. She has an extensive background in governmental affairs and the public sector, which is complemented by over 25 years of community involvement. Christine has also served on the Board of the City of LA Transportation Commission after serving numerous years on the Board of the LA Community Redevelopment Agency. She maintains strong business and personal ties throughout LA County.

Prior to founding TRG, Christine gained significant experience in transportation and large public works projects as Senior Administrative Analyst at the LA County Metropolitan Transportation Authority (Metro). She also served as Manager of Government and Public Affairs at the agency where she conducted presentations to community groups; monitored and analyzed transportation projects and legislative issues of concern to city, state and federal local elected officials; coordinated public outreach efforts to keep communities informed of transportation projects; and developed and implemented project action plans with city, state and federal elected officials and their staff.

Christine spent four years in Washington, DC on the staff of the late Congressman Julian Dixon. In addition, when Dixon was named President of the Congressional Black Caucus Foundation, he recruited her to serve as Interim Executive Director of the foundation, where she managed and recruited for the Congressional Fellows Program and Congressional Intern Program.

PROJECT EXPERIENCE

- Housing Authority for the City of Los Angeles (HACLA): Jordan Downs Community Master Plan
- City of Los Angeles Department of Community Planning: re:code LA
- LA County Department of Public Works: LAC + USC Medical Center Campus Plan
- LA County Department of Public Works: Olive View Medical Center Campus Plan
- LA County Department of Public Works: Harbor-UCLA Medical Center Campus Master Plan
- LA County Department of Public Works: Martin Luther King, Jr. Medical Center Campus Master Plan
- Madison Square Garden: The Forum
- LA County Metro: Rosa Parks Transit Station Improvements Environmental Review
- LA County Metro: Willowbrook/Rosa Parks Transit Improvement Project
• City of Los Angeles Department of Public Works, Bureau of Engineering: Los Angeles River Revitalization Master Plan
• Former Community Redevelopment Agency of the City of LA (CRA | LA): Mid-City Crenshaw Vision & Implementation Study
• Station Master Plan
• Hollywood Park: City of Champions Revitalization Initiative
• Hollywood Park Land Company: Hollywood Park Master Plan
• City of Compton: Compton Creek Regional Garden Park Master Plan
• Los Angeles World Airports (LAWA): Landside Access Modernization Program
• LA County Metropolitan Transportation Authority (Metro): Airport Metro Connector
• LA County Metro: Willowbrook/Rosa Parks Transit Improvement Project
• LA County Metro: Imperial/Wilmington/Rosa Parks Metro Rail Station Transit Oriented District (TOD) Plan
• LA County Metro: Harbor Subdivision Transit Corridor Study/South Bay Metro Green Line Extension
• LA County Metro: Exposition Light Rail Transit Study (Phases 1 & 2)
• LA County Metro: I-710 Major Corridor Study
• LA County Metro: Crenshaw Corridor Short Term Enhancements Project
• LA County Metro: San Fernando Valley North/South Transit Corridor Study
• LA County Metro: Union Station Master Plan
• LA County Department of Public Works: Harbor-UCLA Medical Center Campus Master Plan
• LA County Department of Public Works: LA County: LAC + USC Medical Center Campus Plan
• LA County Department of Public Works: Olive View UCLA Medical Center
• LA to Pasadena Metro Gold Line: Public and Business Impacts Mitigation and Public Information Plan
• Los Angeles World Airports: LAX Landside Access Modernization Program
• San Francisco Municipal Railway: Central Subway
• Amtrak: LA Union Station Run-Through Tracks Project
• City of Carson: Avalon Boulevard Interchange Modification at I-405 Freeway
• Madison Square Garden: The Forum
• Port of LA: "Bridge to Breakwater" Waterfront and Promenade Project
• Southern California Association of Governments (SCAG): La Cienega Blvd Corridor Project
• West Basin Municipal Water District: Construction Outreach Services for the Ashwood Park Lateral Pipeline Project
As Principal of Emerson & Associates, Mr. Emerson has more than 35 years of experience at the federal, state, and regional levels working with key decision-makers on transportation projects of national, statewide and regional significance.

His wide range of experience has included serving as Executive Assistant for Policy and Transportation to former Los Angeles Mayor Tom Bradley, being appointed as Regional Representative for the U.S. Secretary of Transportation, Federal Region IX (Arizona, California, Hawaii, Nevada), serving on the Board of Directors of the Southern California Rapid Transit District during development of the Wilshire Corridor Subway project, and consulting to Los Angeles County Metropolitan Transportation Authority (Metro) on the Measure R *America Fast Forward* initiative. Mr. Emerson has been engaged in interagency and intergovernmental coordination associated with a range of rail transit and intermodal passenger rail projects including: Purple Line Subway; Los Angeles Union Station Transit Center; Alameda Transportation Corridor, I-105 Century Freeway Intermodal Project, Los Angeles International Airport (LAX) Master Plan, and Port of Los Angeles Intermodal Transportation Plan. Mr. Emerson has demonstrated clear success in leading and/or being a member of teams that have secured approximately $1.5 billion in project-related regional, state, and federal funding along with private-sector financial support for complex intermodal mega-projects.

Additionally, Mr. Emerson has a proven ability to merge policy and technical work from specialized teams into strategies for implementation and funding, and a documented success building technical and policy consensus focusing on major transit projects, intermodal ground access, and transit center development.

Recently, Mr. Emerson worked in a consultant capacity with the Office of the Deputy Administrator; Federal Railroad Administration (FRA) associated with development of major federal transportation investments in California, including a high-speed rail program. Mr. Emerson provided policy support to the FRA Deputy Administrator and FRA Regional Office (Sacramento) in matters dealing interagency and intergovernmental coordination. During this period Mr. Emerson worked closely with officials of the California State Transportation Agency and California High Speed Rail Authority.
Additionally, Mr. Emerson monitored key policy and legislative matters in both Sacramento and Southern California associated with large federal funding commitments made by the Obama Administration. During this time Mr. Emerson had interactions with other federal agencies involved in passenger rail development including the Federal Transit Administration (FTA).

A representative profile of projects Mr. Emerson has been engaged include:

**Los Angeles County Metropolitan Transportation Authority: Strategic Funding Development Program.** The strategic funding and financing development program was part of multi-disciplinary consulting team, working in cooperation with Metro to accelerate the Measure R program. Products generated from the collaboration included the: “30/10 Investment Plan” and America Fast Forward (TIFIA and Qualified Tax-Credit Bond) advocated by Metro for passage by the U.S. Congress.

**Los Angeles 2020 Commission.** Established by the President of the Los Angeles City Council the non-profit organization of civic and community leaders was tasked to study and report on the fiscal stability and job growth of the City of Los Angeles. The Commission was co-chaired by The Honorable Mickey Cantor and Mr. Austin Beutner. Mr. Emerson served as staff director for the Commission.

**Gateway Cities Council of Governments, Strategic Transportation Plan Program—Funding and Financing Element.** A central part of developing the Strategic Transportation Plan (STP) was preparation of a comprehensive funding and financial element. The funding element includes innovative leveraging mechanisms to serve as a key tool for projects and programs identified for implementation by individual COG cities or multi-jurisdictional agreements. Mr. Emerson served as member of the consulting team responsible for the funding and financing element of the STP. Metro is utilizing the STP as a model for the current Mobility Matrix process.

**Burbank-Glendale-Pasadena Airport Authority: Multi Modal Ground Access Program and Implementation and Funding Element.** Emerson & Associates was selected by the Airport Authority to manage development of a Strategic Implementation and Funding Program as part of a multi-modal ground access program. As part of the of the ground access program Emerson & Associates was responsible for working closely with regional transportation partners, including Metro to access new funding to support construction of a new Regional Intermodal Transportation Center ($112.0 million), a new Metrolink Station ($5.0 million), a new pedestrian bridge ($17.0 million), and Metro funded transit oriented planning grant ($350,000).
Port of Los Angeles: Rail and Intermodal Transportation Funding Development and Implementation Program. As part of the Port’s rail and intermodal capital investment program, an interdisciplinary team of port staff and consultants were engaged to develop a strategic approach to funding major intermodal transportation projects. Mr. Emerson served in a consulting management role in the development and implementation of the funding program.

Alameda Corridor Transportation Joint Powers Authority: Alameda Transportation Corridor Rail Project Funding/Financing Plan and Implementation Program. A multidisciplinary team was engaged to prepare comprehensive funding and financing program and strategy. The financing plan served as the framework to secure a U.S. Department of Transportation federal loan guarantee to support construction of the 26-mile corridor project. Mr. Emerson was co-project manager for the consulting team responsible for development and implementation of the $3.5 billion funding and financing program. In addition, Mr. Emerson served in a consulting capacity as ongoing part of the project management team during the implementation and operations of ACTA.

Prior to establishing his consulting firm, Mr. Emerson held positions in the both the public and private sectors, including:

- Executive Director, Joint Committee on Open Space Lands, California State Legislature
- Executive Assistant/Director of Research and Policy, Office of Los Angeles Mayor Tom Bradley
- Regional Representative (Federal Region IX) to U.S. Secretaries of Transportation Brock Adams and Neil Goldschmidt
- Senior Project Coordinator, Century Freeway Project, U.S. Department of Transportation
- Manager of Planning and Analysis, Atlantic Richfield Company (ARCO)
- Executive Director, Greater Los Angeles Transportation Coalition
- Vice President of Public Affairs, The Voit Companies

In addition, Mr. Emerson has served on the Board of Directors for the Southern California Rapid Transit District, the Board of Commissioners for City of Los Angeles Transportation Commission, and the Community Redevelopment Agency of Los Angeles. He has also served in an advisory capacity to the U.S. Congress, U.S. Department of Transportation, RAND Corporation, National Academy of Sciences, California Business, Transportation & Housing Agency, California Transportation Commission, and the Southern California Leadership Council.

Some of Mr. Emerson’s special commendations include: the Secretary’s Award for Meritorious Achievement, Office of the Secretary, U. S. Department of Transportation;
Resolution for Service, California State Senate, State of California; Scoville Award, American Society for Public Administration, Los Angeles Chapter; and Commendations for Service from the City of Los Angeles.
EXPERIENCE SUMMARY

Mr. Meyer has managed transportation planning and traffic engineering projects of increasing importance during his 38 years as a transportation consultant. His wide ranging client base includes both the public and private sector and he is frequently a member of multi-disciplinary teams developing integrated land use and transportation plans. Recent projects that have been managed by Mr. Meyer include the Metro Orange Line Busway Extension, Santa Monica Boulevard Transit Parkway Project and Downtown Los Angeles Transportation Access Plan and New Street Design Standards in Los Angeles, Westside Subway Extension Consensus Building Effort, San Fernando Valley North-South Transit Corridor Study, Ontario Agricultural Preserve Transportation Implementation Plan, and Neighborhood Traffic Management projects in Long Beach, Pasadena, Beverly Hills, San Marino and around Dodger Stadium. For Caltrans, Mr. Meyer managed projects related to signal design, ramp meter design, telephone communications, CCTV design, and traffic data collection. Mr. Meyer has developed transportation plans for transit oriented developments and he is well-versed in complete streets and context sensitive design principles. Mr. Meyer has prepared transportation analyses for environmental documents on projects such as the Metro Red, Blue, Green and Expo Lines, LA Coliseum Renovation, Saint John's Hospital, Our Lady of Angels Cathedral, and numerous retail and commercial office developments.

PROJECT EXPERIENCE

Transportation Planning

Project Name and Location: Metro Orange Line Northern Extension, Los Angeles

Project Role: Project Manager for the preparation of the Alternatives Analysis, Conceptual Engineering and Environmental Clearance, Final Design of key elements and preparation of Design/Build Documents for the four-mile extension of the Metro Orange Line north from Canoga/Warner Center to Chatsworth Metrolink Station. Nine alternatives were screened to two build alternatives and TSM for the EIR. The build alternatives included on-street dedicated bus-only lanes on Canoga Avenue and an off-street Busway alternative on Metro-owned railroad right-of-way with a parallel bikeway/pedestrian pathway. Following award of the Design/Build contract, Mr. Meyer served as project liaison during the Design/Build phase of the project, which was completed ahead of schedule and below budget.

Project Name and Location: Travel Demand Forecasting

Project Role: Project Manager/PIC for dozens of model development and application projects, including multi-county and city-wide models. Examples include City of Long Beach, community plans in Los Angeles for Wilshire, Hollywood and Silverlake areas, and RIV-SAN model of Riverside and San Bernardino counties. Transit patronage modeling has been conducted for San Fernando Valley bus rapid transit routes, light rail, heavy rail and Maglelo train projects.

Project Name and Location: Freeway Cap Park Projects, Los Angeles County

Project Role: Project Manager/PIC for freeway cap park projects in Hollywood and Downtown Los Angeles on the 101 Freeway and in Santa Monica on the I-10 freeway. Analysis included conceptual design, ramp modifications and traffic circulation issues with the freeway decks, as well as pedestrian and bicycle circulation and access to the park areas above the freeways.

EDUCATION
MA, Transportation Planning & Public Policy, University of California, Berkeley, 1977

BS, Civil Engineering, University of California, Berkeley, 1974

PROFESSIONAL REGISTRATIONS
Traffic Engineer, California #1390, 1979

EMPLOYMENT HISTORY
Iteris, Inc.
Principal/Vice President

DKS Associates
Principal

PROFESSIONAL AFFILIATIONS
Institute of Transportation Engineers
American Planning Association
Women’s Transportation Seminar
Congress for the New Urbanism
Project Name and Location: Southern California Heavy Duty Truck Model
Project Role: Principal-In-Charge of development of a truck forecasting model for southern California. The model was developed for the Southern California Association of Governments (SCAG) to cover the five county region and is integrated into the regional model.

Project Name and Location: Mid-City Westside Transit Corridor, Los Angeles, Beverly Hills, Culver City, Santa Monica
Project Role: Principal-In-Charge for transportation analysis of the Wilshire and Expo Corridors in MIS and EIR phases. Managed before and after studies for Wilshire BRT dedicated peak period lane.

Project Name and Location: El Monte Transit Center TOD
Project Role: Principal-In-Charge of transportation planning for mixed use residential/commercial/entertainment development on the site of the existing El Monte transit terminal.

Project Name and Location: Livermore Circulation Element & Downtown Plan
Project Role: Principal-In-Charge of transportation analysis for the Circulation Element and Downtown Specific Plan prepared as part of the General Plan Update. Key issues included calming of through traffic in the downtown area and protection of undeveloped and agricultural lands.

Project Name and Location: Downtown Los Angeles Access & Circulation Study
Project Role: Project Manager for a study which analyzed access issues related to the freeway ring around Downtown Los Angeles and circulation within Downtown. A key issue was one-way versus two-way street circulation patterns. New street standards, respective of historic and permanent high-rise buildings were developed on a block-by-block basis.

Project Name and Location: Access Minneapolis
Project Role: Principal-In-Charge for preparation of the long range transportation master plan for Minneapolis, including context sensitive street design plan based on street type and place type.

Project Name and Location: Port of Los Angeles Transportation Master Plan
Project Role: Principal-In-Charge of transportation planning for Port of Los Angeles. Analysis includes existing conditions baseline and forecast of future traffic demands, including truck volumes, and development of conceptual infrastructure improvements.

Project Name and Location: Coastal Transportation Corridor Specific Plan, Los Angeles
Project Role: Project Manager for development of the first transportation improvement and mitigation program (TIMP) in the City of Los Angeles. The fee program funds transportation improvements in the area west of the I-405 from Los Angeles Airport to Santa Monica.

Project Name and Location: Sepulveda Tunnel Alternatives Analysis, LAX
Project Role: Principal-In-Charge of transportation analysis for the EIR/EIS evaluating alternative ways to increase capacity on Sepulveda Boulevard in the Los Angeles Airport area.

Project Name and Location: NAFTA Impacts, International Border Transportation Planning
Project Role: Project Manager for comparative analysis of Mexican and California transportation planning procedures for San Diego Association of Governments.

Project Name and Location: Circulation Element Updates
Project Role: Project Manager for Circulation Element Updates in the Cities of Long Beach, Solvang, Santa Monica, Hermosa Beach, Claremont, San Bernardino, Santa Barbara, and San Marino. Several included EIR's, neighborhood traffic management programs, and fee programs to implement improvements.
Project Name and Location: Green Line Transit Circulator Feasibility Study, El Segundo
Project Role: Project Manager for study to develop plan for transit access improvements to the Green Line for the El Segundo Employers Association. Shuttle service was initiated upon the opening of the Green Line.

Project Name and Location: Westside Cities Transportation Planning
Project Role: For six years, served as Project Manager for transportation policy analysis for the Cities of Beverly Hills, Culver City, Santa Monica and West Hollywood, providing input to regional policy documents, developing traffic impact study guidelines, pedestrian safety tool box, taxi licensing program, and other focused studies.

Project Name and Location: Community Plan Updates
Project Role: Project Manager for a transportation improvement and mitigation programs (TIMP) to accommodate future build out of the Wilshire Community Plan Area, the Hollywood Community Plan Area, Silverlake Community Plan Area and Central City (Downtown Los Angeles) area.

Traffic Engineering

Project Name and Location: On-Call Traffic Engineering
Project Role: Principal-In-Charge for on-call contracts for Caltrans Districts 7 and 8. Assignments included Signal Design, Ramp Metering, CCTV, and Fiber Optic Communications Design.

Project Name and Location: Dodger Stadium Area Improvement Plan
Project Role: Project Manager for study to improve access to the stadium and internal circulation, plus reduce impacts on surrounding residential neighborhoods.

Project Name and Location: I-80/American Canyon Rd/Hiddenbrooke Pkwy Project Study Report (PSR), Vallejo
Project Role: Project Manager for the traffic engineering input to this study evaluating the long-term need for improvements at a diamond interchange at the City of Vallejo/County of Napa border.

Project Name and Location: I-5 Interim High Occupancy Vehicle (HOV) Project. Southeast Los Angeles County
Project Role: Project Manager for the analysis of traffic impacts associated with the interim HOV project on I-5 between Orange County and I-710. Analysis included parallel arterial streets, freeway interchanges and mainline, and both construction impacts and permanent changes in traffic patterns.

Project Name and Location: Main Street Pedestrian Improvements, Santa Monica.
Project Role: Principal-In-Charge for the analysis of pedestrian safety improvements along Main Street in the Civic Center area of Santa Monica.

Project Name and Location: I-15/I-40 Interchange Reconstruction, Barstow
Project Role: Principal-In-Charge for the transportation analysis of the reconstruction of this freeway-to-freeway interchange. Analysis included impacts of trucks and RVs, preparation of a TMP, and design of signals and signing and striping.

Project Name and Location: Ontario New Model Colony Transportation Implementation Plan
Project Role: Project Manager responsible for preparation of the roadway implementation plan for the former Ontario Agricultural Preserve, which will be developed to house a population of 100,000. The plan included detailed alignment studies, cost estimates and development of a fee program.

Project Name and Location: Santa Monica Boulevard Transit Parkway, West Los Angeles.
Project Role: Project Manager for a Major Investment Study, followed by EIR and Project Report for the reconstructions of Santa Monica Boulevard (SR 12) in West Los Angeles. Two parallel roadways will be reconstructed as a Classic Boulevard
Michael P. Meyer – continued

with bike lanes and transit priority, plus major urban design upgrades and neighborhood traffic management. Consensus on the preferred project was developed through an extensive community outreach effort.

Transit Analysis

Project Name and Location: Exposition LRT Phase 2, Los Angeles/Santa Monica.
Project Role: Principal-In-Charge for transportation analysis included in project EIR. Assisted Expo Authority and City of Santa Monica in evaluation of terminus station alternatives with VISSIM model to simulate alternative station layouts, train operations, traffic circulation alternatives and pedestrian issues.

Project Name and Location: Multi-modal Planning Studies San Fernando Valley East-West: Transit Corridor Major Investment Study (MIS).
Project Role: Principal-In-Charge for several studies and environmental documents addressing alternate modes in the east-west corridor from North Hollywood to Warner Center. Studies addressed the extension of the Red Line Subway, light rail, and busway alternatives.

Project Name and Location: San Fernando Valley North-South Transit Corridor MIS
Project Role: Project Manager for the analysis of north south bus rapid transit (BRT) alternatives, which will connect to the Ventura Rapid Bus and east-west transitway. Alternatives include use of a railroad right-of-way, mixed flow buses with signal priority, and dedicated peak period bus lanes.

Project Name and Location: Stockton Boulevard Bus Rapid Transit, Sacramento
Project Role: Project Planner for travel demand analysis, land use issues, and alternatives analysis on the Stockton Boulevard Corridor south of Sacramento.

Project Name and Location: Los Angeles Airport-Palmdale High Speed Train.
Project Role: Project Manager for development of patronage forecasts for a proposed privatization high-speed rail project.

Project Name and Location: Westside Subway Extension Transit Corridor, Los Angeles & Beverly Hills.
Project Role: Project Manager for consensus building effort on the alternatives analysis evaluating extension options for the Metro Purple Line or Metro Red Line subways to the sea. Created project messaging and public presentations and participated in station area design committees.

Project Name and Location: Mid-City/Westside Transit Corridors, Los Angeles & Culver City.
Project Role: Principal-In-Charge for transportation analysis of bus rapid transit (BRT) on Wilshire Boulevard and light rail or BRT on the Exposition Corridor, both extending west from downtown Los Angeles to Santa Monica.

Project Name and Location: Transit Oriented District Studies.
Project Role: Project Manager for transportation components of several TOD studies in Los Angeles. These included the areas around a busway station on South Broadway, a light rail station in Lincoln Heights, and four Red Line stations in Hollywood.

Project Name and Location: Red Line Eastern Extension FEIR/FEIS, East Los Angeles
Principal-In-Charge for transportation analysis of the Red Line extension to East Los Angeles. Analysis included traffic and parking impacts, construction impacts, and bus-rail interface planning.

Project Name and Location: Orange County Taxi Administration Program.
Project Role: Project Manager for the development of policies and procedures for the consolidated taxi administration program at the Orange County Transportation Authority (OCTA).
Traffic Impact Studies

Project Name and Location: Anaheim Garden Walk.
Project Role: Project Manager for transportation planning and impact analysis for the retail/entertainment complex across Harbor Boulevard from Disneyland.

Project Name and Location: 9900 Wilshire Boulevard Condominiums, Beverly Hills.
Project Role: Project Manager for transportation planning and impact analysis of the residential project proposed at the Robinsons-May site in Beverly Hills. Project alternatives were evaluated to develop a project with less traffic generation than the existing store.

Project Name and Location: Las Lomas Mixed-Use Development, Los Angeles.
Project Role: Project Manager for transportation analysis of the Las Lomas project north of the intersection of the I-5 and Route 14 freeways. Development of a $150 Million transportation mitigation program, including a new Metrolink station, new interchange on I-5, widening of existing arterials and development of new parallel roadways along I-5 to reduce freeway impacts.

Recent Publications/Presentations

"Metro Orange Line Extension – Four Years Early and $61 Million Under Budget“, ITE Western District Meeting, Phoenix, AZ., July 2013

"The Metro Orange Line Extension – Building on Success" ITE District 6 Meeting, Denver, CO., July 2009

CERTIFICATE OF LIABILITY INSURANCE

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFER NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

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Wood Gutmann & Bogart
License #0679263
15901 Red Hill Ave., Suite 100
Tustin CA 92780

INSURED
The Robert Group
3108 Los Feliz Blvd
Los Angeles CA 90039

INSURER A: Sentinel Insurance Company Ltd
INSURER B: Admiral Insurance Co.
INSURER C: Hartford Acc & Indemnity Co
INSURER D:
INSURER E:

COVERAGES
CERTIFICATE NUMBER: 1722579711
REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERMIT, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HERIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

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DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
The City of Inglewood is named as additional insured on the General Liability per attached SS 00 08 04 05 as required by written contract subject to the terms and conditions of the policy.

CERTIFICATE HOLDER
City of Inglewood
One Manchester Boulevard
Inglewood CA 90301

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

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