

CivicCenter Group

SUMMARY OF QUALIFICATIONS

CivicCenter Group — Company Profile and Experience

CivicCenter Group — provides consulting and management services in areas of community and economic development, research, civic communications, outreach, planning and organizational strategies. Focused on results that go well beyond traditional assessment and analysis, the team concentrates on developing "actionable" strategies and implementation. Principal Robert Scott and his team work as advisors, strategic partners, and conveners, engaged in collaborative efforts to enhance quality of life, education, transportation, infrastructure and economic prosperity in regions, cities, and local communities.

Teamwork — The CCG team has a strong core of academic and personal knowledge relating to the Southern California area. Issues such as transit and transportation range back to Southern California's original Pacific-Electric streetcars and interurban coaches that once criss-crossed the region. CCG is closely associated with strategic partner organizations whose experience in the area dates back as far back as 1948.

These years of intense involvement in the Southern California region provide an in-depth understanding of the people, places and issues that affect the area's quality of life. Strategic planning and implementation expertise ranges from organizational formation and management, to public policy, civic infrastructure, land use and government relations.

Placemaking

Placemaking is a multi-faceted approach to the planning, design and management of public spaces. Put simply, it involves looking at, listening to, and asking questions of the people who live, work and play in a particular space, to discover their needs and aspirations. This information is then used to create a common vision for that place. Placemaking capitalizes on a local community's assets, inspiration, and potential, ultimately creating good public spaces that promote people's health, happiness, and well being — Projects for Public Spaces

CivicCenter Group and its team of civic entrepreneurs have been engaged in regional and local placemaking for several decades. In that time they have taken the basic community development model to a whole new level, including regional stewardship, economic development, improvement of civic infrastructure, and responsive governance. A "complete place" offers access to transportation, health care, education, and promotes community prosperity and overall quality of life.

The Valley Economic Alliance — Founding Chair/CEO — Scott was the founding chair and CEO of the Alliance, which is a §501(c)(3) public charity with a board of directors and board of governors broadly representing the region's stakeholders and two-million residents. Among the Alliance's participating strategic partners are the cities

of Burbank, Calabasas, Glendale, Los Angeles and San Fernando. During its 20-year existence, the Alliance has built a formidable mix of public, private and not-for-profit investors and stakeholders. Working with the Alliance, the team has been instrumental in establishing cross-jurisdictional and interagency collaboration in the region.

San Fernando Valley Statistical District — Founder — Scott devised a method by which outlying geographic areas could be identified in the governmental and demographic scheme. This began with the recognition and promotion of the San Fernando Valley Statistical District by the City of Los Angeles and State of California (Gov.C.§11093); followed by coordination with the County of Los Angeles and U.S. Census Bureau to establish the San Fernando Valley Census County Division (CCD). This has provided specialized data sets, and is now a regular feature of the Census Bureau's American Community Survey.

San Fernando Valley Council of Governments — Executive Director — Efforts to establish a San Fernando Valley Council of Governments were begun in 2001 as a deliverable from the *Vision2020:San Fernando Valley* project led by Scott. In a remarkable showing of unity, the cities of Burbank, Glendale, Los Angeles, San Fernando, Santa Clarita; and the County of Los Angeles, agreed to join together to take on issues of regional significance, to provide enhanced regional stewardship, and to amplify the voice of the combined Santa Clarita and San Fernando valleys.

The SFV COG is a regional governmental Joint Powers Authority founded over a ten-year span under the guidance of Robert Scott who went on to lead the agency. During his tenure as Executive Director of the SFV COG, he brought the jurisdictions together and established numerous advantageous relationships with organizations, agencies, individuals, donors and sponsors. Operational momentum built dramatically from a zero-based budget in July of 2010, to a \$100,000 reserve in 2013, all while establishing a very rigorous networking and programming portfolio. This was a remarkable cash position for a young agency with a limited dues base. Aside from special events, most of this was derived from management efficiencies and the numerous extra-contractual tasks that were undertaken as a means of economizing during the early stages of the organization.

SCAG Subregion — Scott originally coordinated with the City of Los Angeles, gaining the agreement of the city council to allow unprecedented bifurcation of the city as a Southern California Association of Governments planning subregion. The purpose was to treat the geographic areas north of the Santa Monica Mountains as distinct places, as viewed in the context of the greater region. The SCAG Regional Council voted in 2007 to create a new 15th subregional area for the San Fernando and Santa Clarita Valleys, which under the aegis of the SFV COG, was defined in 2012 to coincide with the SFV COG's official boundaries.

Metro Subregion — Scott also led the initiative to coordinate with, and by resolution of the Los Angeles County Metropolitan Transportation Authority (Metro), to create a new subregional area for the San Fernando and Santa Clarita Valleys. This was formalized to share the SFV COG Boundaries in April of 2012.

Mobility Matrix — The regional *Mobility Matrix* is the brainchild of Robert Scott and grew out of his decades of work on regional transportation issues. The main purpose is to build a multi-dimensional regional transportation matrix that covers issues of need, and ultimately determines how resources are deployed. When viewed over time conclusions can be drawn as to how to best combine equity with system efficiency. To the extent subregions can make their case, they are more likely to achieve "geographic equity" as funding mechanisms and measures are developed, or as resources such as grants and loans emerge.

Services Provided — It is from this foundation that CCG continues to provide services to clients. The team has extensive experience developing networks and relationships with stakeholders in cities, communities and suburbs of Southern California. This is supplemented with networks cultivated through myriad partnering organizations and agencies.

Team members have a solid record of performance in these works. They have conducted, facilitated and provided staff support for board meetings, maintained schedules, arranged facilities and logistics, developed quorums, and coordinated programming. When policy or content gaps are identified, CCG can offer creative solutions, content and recommendations to accommodate and smooth the flow of business.

Robert L. Scott — Principal — serves as a public policy and planning resource, assisting businesses, non-profits, cities and communities in strategic planning and structuring—with emphasis on actionable and effective strategies. In addition to developing special projects, research and reports, the team services include feasibility, impact, and needs assessments—providing solutions for business, community and economic development.

Scott currently serves under contract as the President and CEO of the San Fernando Valley Community Foundation, and from mid-2010 to mid-2013 served as the founding Executive Director of the San Fernando Valley Council of Governments, a Joint Powers Agency that includes the cities of Burbank, Glendale, Los Angeles, San Fernando, Santa Clarita, and the County of Los Angeles.

Since 1994 Scott has been the principal in a series of research and strategy projects relating to public policy and governance. More often than not, these have been funded by grants, benefactors and civic sponsorships. CCG has been contracted in various capacities and partnerships to oversee public policy work, issues and studies. Typically, arrangements are configured, and the team assembled, to meet the needs of each project.

Legal, Technical and Management Experience — Counsel — In addition to his consulting, civic and management expertise, Scott also has 30-plus years focusing on the practice of enterprise law, organizations, non-profits and civic infrastructure. He has earned an "AV Preeminent" by Martindale-Hubbell in its peer review rated process, indicating the "highest possible rating in both legal ability & ethical standards, reflecting the confidential opinions of members of the bar and judiciary. "He is a long-term member of the California Bar Association, U.S. District Court Bar, U.S. Supreme Court bar, and has served as judge pro tem for the Los Angeles Superior Court.

As a licensed real estate broker and former president of the Los Angeles City Planning Commission, he is uniquely qualified to deal with land use and the controversy that surrounds it, as well as the challenges of regional economic development.

Mulholland Institute — Principal — Scott is the director of the Mulholland Institute and is a director at The Valley Economic Alliance where he served as founding chair/President, and where oversees the implementation of *Vision2020:San Fernando Valley*, a long-range strategic planning project for the region. Over the last 15 years the institute has fielded an impressive array of academics and public policy experts in support of its research and projects. As a public policy center, it provides objective research, information and education on issues relating to governance, prosperity and the quality of life in Southern California communities. Publications have included: *Prosperity Tomorrow, The Changing Face of the San Fernando Valley, Reforming Our Schools, Interstate-5 Corridor Strategy for Community and Economic Development, California Regional Networks, Rightsizing Regional and Local Governments* and multiple visioning strategies for local centers.

Los Angeles City Planning Commission — President — Scott was called upon by Los Angeles Mayor Richard Riordan in 1993 to head up the Los Angeles City Planning Commission. He oversaw the complete revision of the city General Plan Framework, thirty-five Community Plan updates, and numerous specific plans, along with design overlays, scenic corridors, large commercial and residential developments, and a wide array of special cases. He was kept on the commission by Mayor James Hahn as well, allowing the completion of ongoing projects that included implementation of planning department changes under the new city charter.

Permit Streamlining — Chairman — The Los Angeles City Council created its Permit Streamlining Task Force in 1992 to help make the city more competitive for economic growth and job development. Scott was put in charge of this campaign as well. At its conclusion, the Task Force strategy was merged with the Mayor's Development Reform Commission report. These documents paved the way for an increase in availability of housing and encouraged economic opportunity in the city.

Charter Reform in the City of Los Angeles — Architect for Change — Scott worked with Mayor Richard Riordan and Attorney/Commissioner David Fleming at the launch of the successful re-writing of the Los Angeles City Charter. A major focus was Scott's plan to decentralize decision-making in the sprawling 469 square mile city with the creation of a system of *Neighborhood Councils* and *Area Planning Commissions*. After several years of debate and the creation of two reform panels, the new charter was ultimately adopted by voters.

Placemaking and Regionalism — Project Director — Being active for many years with Collaborative Regional Initiatives and the James Irvine Foundation's regional stewardship movement, Scott was instrumental in bringing a new value system to Southern California and valley areas. He worked aggressively with civic entrepreneur Nick Bollman and the California Center for Regional Leadership in developing Community Indicators and Sustainable Community Strategies. This included a comprehensive publication that outlined the concept and profiled California's *Regional Collaboratives*.

Redistricting and Legislative Reform — A host of state statutes, municipal ordinances and resolutions have been championed, and in many cases, authored by Scott. He originated "truth in bonding" legislation that requires heightened scrutiny in local bond measures and their accounting. He has been active in legislative redistricting and reform for 40 years. In addition to leading the creation of a San Fernando Valley Statistical District, a Southern California Association of Governments (SCAG) Planning Subregion, a Metro Subregion, and the founding of the San Fernando Valley Council of Governments, he serves on SCAG's Subregional Coordinators, Compass Blueprint, Global Land Use & Economy (GLUE) and Vision LA committees.

Valley Economic Development Center (VEDC) — Chairman — an economic development corporation forging long-term relationships in the community while contracting with the City of Los Angeles and various agencies of the State of California to conduct programs supporting commercial rehabilitation, accessible business loans, and local economic planning. VEDC has grown to become the largest non-profit business development corporation in the metropolitan Los Angeles area. During his tenure, a vast amount of community center improvement was implemented leading to a national award from the U.S. Department of Commerce.

Advocacy Activities — Consultant/Advocate — Scott has spent the last four decades advocating for change and developing strategies to improve the quality of life and economic prosperity in Southern California communities. Whether it was working with Howard Jarvis in the original grass roots committee to control property taxes, or taking on the defenders of the status quo on job killing over-regulation, he has been a prime mover.

Education and Career Opportunities — What appeared impossible 25 years ago is now reality, thanks in part to Scott's involvement with public schools, community colleges and universities. Charter Schools in the district were launched through the development and facilitation of a large contingency of activists and volunteers. A number of educational innovations were set forth in the *Reforming Schools* event and report, that would lead to major changes in K-12 education.

CCG worked with the San Gabriel Valley Partnership and the San Fernando Valley Economic Alliance in two separate efforts to host forums and create strategic plans for reform, and for the promotion of a "culture of education" within communities. Recognizing the need to support and improve access to careers through community colleges and occupational centers, the team identified the need for a critical focus on workforce development.

Additional Projects and Partnerships

- San Fernando Valley Community Foundation (Since 2003)
- Valley International Trade Association (Since 1995)
- Valley Leadership Institute (Since 1995)
- Mulholland Institute (Since 2000)
- The Valley Green Team (Since 2007)
- The Valley Green Building Task Force (Since 2008)
- Valley Green Agenda Task Force (Since 2007)
- San Fernando Valley Transportation Strike Force (2000-2001)

Key Recognition

44th Annual Fernando Award - Fernando Award Foundation given to one individual each year for lifetime achievement and regional dedication. The Fernando Award is the highest award for volunteerism in the San Fernando Valley and is supported by the Valley Chambers of Commerce, other civic and philanthropic organizations, along with private individuals and corporations located in the San Fernando Valley.

Stanley Lintz Memorial Award for Outstanding Dedication to the Legal Profession and the San Fernando Valley Community over many years, 1999. It is the Bar Association's highest award.

Community Award, Southland Regional Association of Realtors with its highest award, 2002.

Harmon G. Ballin Award for community service honors an active VICA member who has made an outstanding contribution to the community through their long-term community service activities. Valley Industry & Commerce Association award, 2002.

Walter Mendenhall Man of the Year (Daily News) Award to cite that man or woman who gave most unselfishly to make the town a better place in which to work and live.

"**AV Preeminent**" rating by Martindale-Hubbell in its peer review rated process, indicating the "highest possible rating in both legal ability & ethical standards, reflecting the confidential opinions of members of the bar and judiciary."

American Institute of Architects - National Award Winner, Panorama City Concept Plan, AIA Component Award - Government Affairs Overall Program, 2005 - In conjunction with the valley AIA chapter and Jerry Pollak, AIA

U.S. Dept. of Housing and Urban Development - National Merit, Vitalize Van Nuys (Valley Economic Development Center), 1984

25 Most Influential Business Leaders in the San Fernando Valley, San Fernando Valley Business Journal, 2001

Selected Projects and Publications - Works for Hire

Northeast San Fernando Valley Study (2003) Assessment and strategy for economic development in the underserved areas of the valley — Los Angeles Economic Development Corporation, Partner

Interstate-5 Corridor, Community and Economic Development Plan (2007) Making connections between the northeast San Fernando Valley and the industry-rich Santa Clarita and southeast San Fernando Valley — Cooper Communications, Partner

Interstate-5 Corridor, Economic Development Plan II (2009) Guided efforts to create an actionable strategy for the I-5 corridor, building on previous works. Provided policy direction to the newly-forming San Fernando Valley Council of Governments — Southern California Association of Governments, Partner

Northridge Vision, Suburban Villages (2010-) A long-term vision centered on the University Village area of Northridge adjacent to CSUN — Bureau of Street Services, CD-12, City of Los Angeles, Partners

Valley Transit Summits A series of summits convened to review findings, including the Curitiba Brazil bus transit system, and inform the debate, resulting in consensus for the construction of the highly successful Metro Orange Line, Metro, LAMTA, Partners

Workforce San Gabriel Valley (2003) Complete needs assessment and regional education strategy wrought from community collaboration — San Gabriel Valley Economic Partnership, Partner

Rightsizing Local and Regional Governments: Methods and Models for Representative Local Governance (2001) Convocation of international experts on the function and formation of local governments, resulting in an unprecedented and authoritative report that drove future municipal reforms — Reason Public Policy Institute, Partner

California Regional Network: Working Together (2003) A comprehensive publication outlining the concept and profiling California's *Regional Collaboratives* — California Center for Regional Leadership, Partner

Biotechnology and Biomedical Clusters (2001) Summit event and publication — Assessment and analysis of the burgeoning biotech and biomedical cluster developing along the US-101 (SR-134) corridor, extending from the San Gabriel Valley into Camarillo — The Training Alliance of Community Colleges, Partner

Vision2020 (2004 Ongoing) Extensive multi-year collaborative process involving research, launch and concluding summits, along with multiple categorical roundtables and incremental strategic findings — The James Irvine Foundation, Partner

Valley Information Project: SFV Almanac (2001) Initiative beginning with the Valley Information Project to quantify and qualify a "place" known as the San Fernando Valley. The Almanac has been widely circulated and used as a basis for Vision2020, as well as for initiatives such as creation of the SFV Statistical District, SCAG and Metro Subregions — The James Irvine Foundation, Partner

Community Indicators (2001) Promoted by the James Irvine Foundation's Sustainable Communities movement, this project assessed a number of quality-of-life factors in the region to provide a baseline for future analysis — the information was presented at an Information Summit and the publication has been widely circulated — The Valley Economic Alliance, James Irvine Foundation, Partners

Our Future Neighborhoods (2003) Housing and Urban Villages in the San Fernando Valley — Analysis of the housing demand in the region, with emphasis on suburban community development and in-fill construction. Conclusions supported development of mixed-use suburban villages and centers — Southern California Gas Company, Partner

Reforming Schools: Strategies for the LAUSD (2006) Research and report provided nine "big ideas" for school reform, summarizing volumes of research from several decades of declining performance, providing models for dramatic changes. Concluded with a major forum of educators and reformers — Los Angeles Times, Los Angeles Daily News, United Way, Unite-LA, L.A. Area Chamber of Commerce, LAEDC, The Valley Economic Alliance, The Gas Co., Nissan North America, Comcast Cable, Hilton Hotels, Mulholland Institute, Collaborative Partners

Panorama City Urban Design Assistance Team, Concept Plan (2003) A first-ever Urban Design Assistance Team to re-imagine the aging commercial area of Panorama City California. Presented at an Alliance Information Summit as well as local and national AIA events. Winner of AIA National Award — American Institute of Architects, Partner

Sun Valley Renaissance, Urban Design Assistance Team (2008) A first-ever Urban Design Assistance Team to primarily re-imagine the depleted and deteriorated industrial area of Sun Valley California. Presented at Alliance Information Summit as well as local AIA and chamber of commerce events — American Institute of Architects, Partner

Malibu Coastal Vision (2008 and 2013) A comprehensive city profile and community dialog relating to Malibu, California, yesterday, today and tomorrow — highlighting challenges and opportunities — City of Malibu, Pepperdine University and Malibu Coastal Vision, Partners

Calabasas Performing Arts Center, Feasibility — Detailed strategic plan and feasibility analysis for a proposed 300-seat performing arts center, including community roundtables and expert panels — Spotlight the Arts, City of Calabasas, Partners

The Changing Face of the San Fernando Valley, Joel Kotkin (2003) Report by Joel Kotkin and Pepperdine staff. Summit event and publication, providing an updated analysis of valley regional demographics, indicating dramatic changes in diversity, mid-century to the millennium — Pepperdine University, The Valley Economic Alliance, Partners

Panorama Place, Mixed-use Development — Fiscal and Economic Impact Study and Strategy (2007) Prospective re-use of abandoned big box retail location — retail market analysis, demographic trends and "town center" recommendations, capacity and flavor for economic drivers, fiscal impact for local jurisdiction, availability of infrastructure — Private Developer, Partner

San Gabriel Valley Living Almanac (2004) Profile of San Gabriel Valley's three dozen communities and cities, including demographics, information and discussion of elements such as education, economic development, transportation and infrastructure. Widely distributed in the region — San Gabriel Valley Economic Partnership, Rose Institute, Partners

Harnessing the Intellectual Capital of the San Gabriel Valley (2008) Roundtables, report and event profiling educational challenges and opportunities in the economically and ethnically diverse communities that make up the San Gabriel Valley — San Gabriel Valley Economic Partnership, Workforce San Gabriel Valley, Partners