



Proposal for

GENERAL PLAN UPDATE

Kimley»Horn

Expect More. Experience Better.

Prepared for :

**CITY OF
HAWTHORNE**

Ms. Maria Majcherek
Senior Planner
City of Hawthorne
4455 West 126th Street
Hawthorne, CA 90250

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Suite 2050
Los Angeles, CA 90017
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COVER LETTER

APRIL 15, 2025

Re: Proposal for General Plan Update

Dear Ms. Majcherek and Members of the Selection Committee,

The **City of Hawthorne** (City) is seeking a qualified consultant to prepare a comprehensive GP Update (GPU) that reflects community priorities, complies with state mandates, and supports equitable, sustainable growth. Kimley-Horn is pleased to submit a proposal with a highly qualified team experienced in delivering integrated planning, policy, and environmental services for public agencies throughout Southern California. Together with our subconsultants, **Kelly & Associates Management Group, The Robert Group, and TCA Architects, Inc.**, we bring a full-service team with deep expertise in General Plans (GPs), Housing Elements, Specific Plans, zoning, economic development, urban design, meaningful community engagement, and environmental compliance.

Kimley-Horn recently supported the City with a range of planning efforts, including conducting a **Vehicle Miles Traveled (VMT) analysis** in accordance with SB 743 and City-specific guidelines, preparing the **Comprehensive Safety Action Plan**, and leading an ongoing **City-wide parking analysis**. In addition, our team members have contributed to the environmental documentation for various projects throughout the City. These experiences reflect our deep understanding of the City's goals to develop a forward-thinking, community-driven, and implementable GPU. We offer the following strengths for your consideration:

- Specialists in Community Design, Policy, and Implementation.** The Kimley-Horn team has demonstrated expertise in community design and local government land use policy and implementation. Our collective team will enable the City to take advantage of our ability to find creative solutions that can be effectively implemented and managed over time. We incorporate a "360-degree" perspective, seeking to find balance among the community's design, environmental, social, and fiscal needs.
- An Approach Tailored to Your Success.** The Kimley-Horn team will work closely with City staff to provide the services needed to effectively analyze and support policies and programs that are aligned with your community's vision. We are committing the resources of our qualified and experienced team to help the City establish, implement, and manage its vision over time. We create strong interpersonal relationships within communities and with stakeholders, resulting in a mutually enjoyable and rewarding work effort. Kimley-Horn will provide local coordination from our Los Angeles and Orange offices, where our planning staff is supported by extensive in-house technical resources that are available to provide additional support if needed.
- Comprehensive and Experienced Team.** **Surabhi Barbhaya, AICP, LEED AP** (Kimley-Horn); **Laura Forinash, PE, TE** (Kimley-Horn); **Rita Garcia** (Kimley-Horn); **Christina Monzer** (The Robert Group); **William Kelly** (Kelly & Associates Management Group); and **Chris Williams** (TCA Architects); are experienced senior members of our team with decades of experience in land use planning, economics, transportation, urban design, environmental documentation and public engagement. The discipline leads will be supported by a core group of experienced professionals who have direct expertise with various aspects of a GPU.
- Plans That Don't Sit on the Shelf.** We deliver actionable, user-friendly policy documents rooted in community vision and designed for implementation. Our work results in plans that are embraced by the public, approved by decision-makers, and positioned for real-world impact. Moreover, our California Environmental Quality Act (CEQA) documentation will be structured and written to facilitate streamlining environmental review of future development projects.

We appreciate the opportunity to submit this proposal to the City and welcome the opportunity to work with you as a trusted advisor and experienced planning consultant. Please do not hesitate to contact **Surabhi Barbhaya, AICP LEED AP** at 949.426.8886, surabhi.barbhaya@kimley-horn.com, or at the address listed above if you have any questions or require additional information.

Sincerely,

KIMLEY-HORN AND ASSOCIATES, INC.


Surabhi Barbhaya, AICP LEED AP
Project Manager


Jacob Glaze, PE
Vice President/Senior Associate

A. TABLE OF CONTENTS

Cover Letter	1
A. Table of Contents	1
B. Executive Summary	2
C. Qualifications	6
D. Narrative	13
E. Schedule	29

GENERAL PLAN UPDATE

B. EXECUTIVE SUMMARY

Background

Called “the most beautiful suburban town” in 1906, the City of Hawthorne offered hardworking families a simple, child-friendly way of life. The City, incorporated in 1922, was named after the American novelist Nathaniel Hawthorne. Early developers envisioned a quiet suburb that benefited from its proximity to the growing aerospace industry. Hawthorne quickly grew into a hub for aviation and defense-related manufacturing, with major employers like Northrop Corporation shaping its economic landscape during and after World War II. This growth fueled rapid residential expansion and transformed Hawthorne into an urbanized city. Over the years, the City continued to evolve, blending its industrial roots with new commercial developments, the tech boom, housing growth, and improvements to transportation infrastructure.



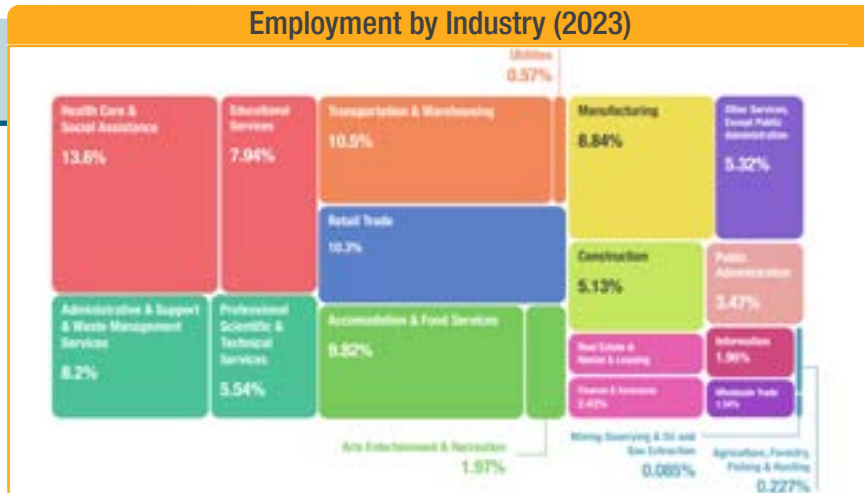
Today, Hawthorne is a diverse and vibrant community with a resident population of approximately 88,000 persons, spanning approximately six square miles. Its strategic location near Los Angeles International Airport (LAX) and access to major freeways (I-405 and I-105) make it a key player in the regional economy, particularly in the logistics and distribution sectors, with warehousing and freight operations playing a significant role. Aerospace, technology, logistics, manufacturing, and retail drive the local economy. The City is home to SpaceX, Honeywell Aerospace, and the Tesla Design Center, bolstering its reputation as an innovation hub. Hawthorne also maintains a strong presence in manufacturing, especially in aerospace components and industrial equipment. In addition, retail, healthcare, and education provide vital employment opportunities. Commercial hubs along Hawthorne Boulevard and Rosecrans Avenue serve as key business centers. To support the planned future growth and revitalization of its Downtown area, the City has launched an ambitious City Hall expansion and modernization project, which includes a public park and event space.

Understanding the Challenges and Functions of the General Plan Update

The GP is a foundational document that functions as a road map for achieving the City’s long-term vision for their community by guiding policy and land use decisions. The GP was last comprehensively updated in 1990, although individual elements have undergone updates since. Despite these updates, several elements remain outdated, reflecting the City’s landscape from over three decades ago.

While Hawthorne’s current GP is generally broad and flexible, some of its policies appear to reinforce existing land uses, circulation patterns, and other conditions, effectively promoting the status quo.

The GPU should establish a vision for the next 25 to 30 years, be forward-thinking and avoid preserving the current conditions just because they exist now. Instead, it should create room for flexibility and innovation in how land is used, how people move around, and how the City evolves.



Hawthorne faces regional and local challenges, including economic shifts, housing affordability, infrastructure constraints, and regulatory requirements, which affect the City’s growth and housing goals. A comprehensive GPU will help the City address these issues, create sustainable solutions, and enhance residents’ quality of life. This proactive approach aims to build a dynamic, adaptable framework that prepares Hawthorne for future uncertainties with resilience and strategic foresight.

Housing

At the regional level, California’s ongoing housing crisis has led to strict state mandates requiring cities to accommodate more housing, particularly affordable units. Hawthorne must meet its Regional Housing Needs Allocation (RHNA) obligations of 1,374 units after credits, as identified under the 6th Cycle Housing Element. Additionally, the City’s proximity to high-growth employment centers—such as Los Angeles International Airport (LAX), “Silicon Beach,” which spans from Santa Monica to Playa Vista, and major aerospace and tech hubs—creates increasing demand for workforce housing. Employees working at companies like SpaceX, the Tesla Design Center, and logistics centers need nearby housing, adding pressure for higher-density development.

Many of Hawthorne’s residential neighborhoods feature small, tightly packed lots with aging housing stock, making them prime candidates for redevelopment. However, newer development trends often require lot consolidation, which can be challenging due to outdated zoning standards and a lack of strong

GENERAL PLAN UPDATE

incentives. To drive redevelopment, the City can introduce targeted incentives such as density bonuses for lot consolidation, reduced parking requirements, and development fee waivers or deferrals. Additionally, offering expedited permitting, flexible zoning overlays, and financial support for rehabilitation projects can encourage investment and facilitate the revitalization of these underutilized properties. These incentives can help unlock the full potential of Hawthorne's residential areas while aligning with the City's broader development goals.

The GPU can support RHNA obligations and workforce housing needs by promoting higher-density, mixed-use, and transit-oriented developments (TOD); facilitating infill housing; and encouraging the redevelopment of aging residential areas. The GPU can also help balance land uses, minimize conflicts, foster economic growth, recommend zoning code updates, and provide a framework for development incentives, while preparing for the 7th Cycle Housing Element and future RHNA allocations.

Transportation Network and Traffic Congestion

Another key regional challenge is traffic congestion. Hawthorne's location along the I-405 and I-105 freeways and its role as a key transit corridor result in heavy commuter traffic. Without proper planning, increased housing development could exacerbate congestion and increase pressures on transit infrastructure. Environmental justice and climate resiliency are also growing concerns, as the City faces air quality issues due to proximity to freeways and industrial activities, along with urban heat island effects and limited green space. The GPU can help mitigate traffic congestion and environmental challenges by promoting multimodal transportation, green infrastructure, and air quality improvements to enhance sustainability and equity. Between 2019 and 2023, Hawthorne recorded 1,028 crashes, including 8 fatal and 72 severe injury crashes. Notably, pedestrian-involved crashes totaled 140, with fatal and serious injuries more than tripling during this period.

Kimley-Horn has recently developed a Comprehensive Safety Action Plan for the City, to address traffic safety concerns and position the City for future state and federal safety funding. We will also explore the use of **Enhanced Infrastructure Financing District** to fund a wide range of infrastructure improvements.

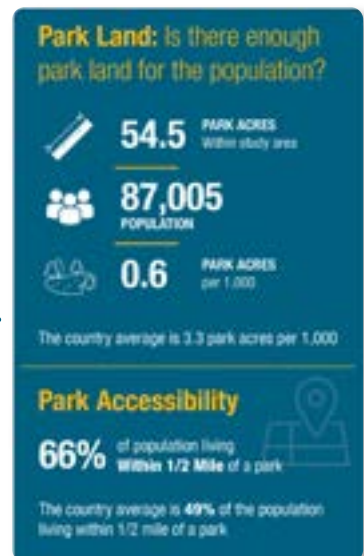
With the development of **SoFi Stadium**, the **Intuit Dome**, and the revamped **Kia Forum**, Inglewood is rapidly transforming into a premier sports and entertainment hub. Hawthorne can strengthen its connection to Inglewood's stadium district by improving transit links, first-last-mile connections, shuttles, bike lanes, and park-and-ride options.



City of Hawthorne Total Crashes (2019-2023)

Open Space

According to the Los Angeles Countywide Comprehensive Park & Recreation Needs Assessment, only 66% of the population in the City of Hawthorne lives in half a mile distance of a park. Based on the current population and the higher density of the City there are only 0.6 acres per 1,000 residents compared to the 3.3 acres average in Los Angeles County. This puts enormous pressure on existing parks. As new development takes place, creative ways of including park space will need to be explored given the already built-out nature of the City. These may include pocket parks & parklets, joint-use agreements with schools and other institutions, green roofs & vertical parks, street greening & linear parks, adaptive reuse of underutilized sites, integrating publicly accessible open space into mixed-use and other development projects. We will also look at permanent or temporary closing of streets to create public gathering spaces.



City of Hawthorne Open Space Statistics

Limited Vacant Land

Hawthorne is a built-out city with limited vacant land, making it difficult to accommodate new housing without rezoning or redeveloping underutilized commercial and industrial areas. Balancing job retention/creation with housing production is a key challenge, as the City seeks to promote economic stability while addressing housing shortages. Additionally, rising housing demand has led to increasing rents and displacement of lower-income residents. Development pressures, particularly near LA Metro stations and transit corridors, could contribute to gentrification, making it harder for long-term residents to continue affording housing. The GPU can play a crucial role by guiding strategic redevelopment in underutilized commercial and industrial areas, particularly near LA Metro stations and along transit corridors, to accommodate housing while retaining jobs.

GENERAL PLAN UPDATE

Downtown Development

The City updated its Downtown Specific Plan before the pandemic, but a fresh evaluation may be needed to address implementation challenges and adapt to evolving housing, economic, and transportation trends. Key redevelopment opportunities, such as the Hawthorne Plaza Mall, have stalled and require a comprehensive reevaluation to align with shifting market dynamics and emerging community needs. Transforming the mall site and its surrounding areas into a vibrant mixed-use town center, complemented by enhanced streetscape improvements, could serve as a catalyst for revitalizing the area and attracting much-needed investment. Additionally, integrating forward-thinking transportation solutions, such as micromobility options and potential transit expansions, into the street design and parking standards will create a more dynamic, walkable, and connected downtown. This approach can foster a lively urban core that meets the demands of modern residents, businesses, and visitors.



TOD/Adjacent Development

Hawthorne is served by three Los Angeles County Metropolitan Transportation Authority (LA Metro) rail stations with varying potential for TOD. Crenshaw Station is adjacent to industrial and commercial uses constrained by the airport’s Runway Protection Zone, and single-family neighborhoods severely limiting TOD opportunities. The Hawthorne/Lennox Station is designated as part of the Hotel Hub in the Downtown Hawthorne Specific Plan, where the City could consider TOD projects. Lastly, the Redondo Beach Station offers the most promising opportunity, with a considerable amount of underutilized land and a Metro parking lot to support TOD.

To support TOD, Hawthorne can build on the existing Mixed-Use Overlay Zone designed to reduce automobile dependence by promoting residential and commercial uses near these Metro stations. Although progress has been gradual, the City has experienced an uptick in higher-density residential and commercial developments, aligned with state mandates encouraging housing near transit. The Multiyear Subregional Program (Northeast Hawthorne Mobility Improvement Project) is also working to improve first/last-mile connections to the Green Line station, while the City has developed an active transportation plan for the Crenshaw station area. The 2022 Bicycle Master Plan should be reevaluated and enhanced to increase connectivity in the other two station areas to promote TOD.

Additionally, recent legislation such as Senate Bill 79 supports the development of multifamily housing near transit hubs by enabling upzoning and rezoning in transit-rich areas. The GPU aims to elevate these efforts by identifying, follow-up studies, incentives, and zoning changes within a half-mile radius of the stations to foster TOD.

Commercial and Retail Uses

The City of Hawthorne has an oversupply of commercial and retail space relative to both current market conditions and projected future demand. This imbalance has led to persistently underutilized retail centers, high vacancy rates, and fragmented commercial corridors. The excess inventory not only limits opportunities for economic growth but also contributes to blight, reduces tax revenue potential, and hinders the City’s ability to attract quality tenants and vibrant mixed-use development.

Hawthorne can reposition underutilized retail areas by encouraging adaptive reuse, focusing retail in strategic nodes, and allowing transitions to higher-demand uses such as tech, biotech, and logistics. These sectors can bring jobs, attract investment, and generate long-term tax revenue, while reducing commercial vacancies and revitalizing key corridors.

Industrial and Warehousing

The arrival of SpaceX transformed Hawthorne into a major player in the space industry. By 2021, the company became the City’s largest employer, with over 6,000 employees, attracting a growing cluster of aerospace firms and startups. Hawthorne’s location near LA’s “Silicon Beach,” home to over 500 tech companies, has further drawn interest from developers and tech firms, fueling economic momentum.

However, heavy reliance on a few large employers, particularly in aerospace and logistics, creates economic vulnerability. To build long-term resilience, the City must diversify its economy beyond its current industrial base. Hawthorne is well-positioned to expand into clean technology, creative industries, advanced manufacturing, the entertainment industry, and healthcare services. Growing sectors such as green construction, urban agriculture, life sciences, and digital



GENERAL PLAN UPDATE

media could also offer new opportunities. Supporting small businesses, encouraging entrepreneurship, and leveraging partnerships with nearby academic and innovation institutions can further broaden the City’s economic base. The City should prioritize mixed-use development, sustainable infrastructure, and workforce development programs aligned with emerging industries. Improved mobility, resilience planning, and strategic economic incentives will be critical to maintaining Hawthorne’s competitiveness in a rapidly evolving regional economy.

Getting Ready for Olympics 2028

While Hawthorne is not slated to host any Olympic events directly, its location near key venues means residents and visitors will have convenient access to various competitions and cultural events. Hawthorne businesses may experience increased demand, particularly in the hospitality and retail sectors, due to their proximity to Olympic venues and tourist activities. However, the Olympics could increase housing demand in Hawthorne, driving up rents and attracting short-term rentals. Without safeguards, this may worsen affordability and displacement for existing residents.



Citywide Branding Strategy

A citywide branding effort for Hawthorne presents an opportunity to redefine its identity and showcase its unique assets, such as its central location, diverse community, and growing innovation economy. By developing a cohesive brand that reflects Hawthorne’s history, cultural vibrancy, and forward-looking vision, the City can strengthen its presence in the region, attract investment, and build civic pride. A strong brand can also unify messaging across departments, support economic development goals, and help create a more consistent and engaging experience for residents, businesses, and visitors alike.

i Example Branding Statement
Hawthorne: *Rooted in Diversity, Powered by Innovation, Positioned for the Future.*

The GPU can anchor Hawthorne’s brand by embedding its identity—diverse, innovative, and future-ready—into policies, land-use strategies, and community design. Tools such as signature streetscape improvements, welcoming gateways, enhanced open spaces, and the creation of a vibrant town center can physically express the brand throughout the City. By aligning future development with this identity, the GPU fosters a strong sense of place, attracts investment, and builds civic pride.



GENERAL PLAN UPDATE

C. QUALIFICATIONS

Firm Overview

Kimley-Horn is a nationally recognized, full-service planning, environmental, and engineering consulting firm with more than 8,600 professionals across 149 offices, including 14 in California. Since our founding in 1967, we have grown steadily by providing high-quality, client-focused services rooted in integrity, innovation, and collaboration. Our continued growth and 58-year history of stability are a direct result of our unwavering commitment to public agencies and their evolving needs.

We offer a multidisciplinary team of planners, urban designers, CEQA specialists, engineers, and public outreach professionals who collaborate seamlessly across disciplines and geographies. Kimley-Horn's single-profit center structure allows us to quickly mobilize technical experts from across the firm to meet client needs without internal barriers, enabling the City of Hawthorne to benefit from the attention of a local team backed by national resources.



Subconsultant Team

To complement Kimley-Horn's in-house capabilities, we have partnered with three highly respected firms with deep local experience. We have worked extensively with these firms on GP, Specific Plan, and CEQA projects throughout California, enabling seamless coordination and unified project delivery.



Kelly & Associates Management Group

The Kelly & Associates Management Group (KAMG) was formed in 2011 to give public sector organizations the help they need to craft unique, creative solutions to the problems confronting their constituents. Since then, KAMG has proven its effectiveness in helping clients assess the environment, determine stakeholders, identify potential challenges, figure out the best courses of action, and develop sound implementation strategies. While KAMG has been sought out by a number of public agencies for its work in organizational assessment and personnel management, the firm has made its mark by working with elected officials and their staffs in the development of comprehensive strategic plans and economic development strategies. Recently the firm completed work on Hawthorne's **2023 Economic Development Strategy**.



The Robert Group

The Robert Group (TRG), a DBE/MBE/SBE/WBE/LBE certified California corporation, is a public affairs firm with expertise in community engagement, stakeholder outreach, and strategic communications. TRG develops comprehensive outreach approaches that build consensus and increase community participation on many projects of regional importance. TRG has over 30 years of experience developing and implementing public engagement and consensus-building efforts on complex projects with stakeholders who often start with divergent views. TRG recognizes that complex projects require creative and innovative approaches, and we know the importance of thorough, strategic public engagement activities that motivate wide-ranging participation and facilitate an environment for the development of feasible solutions with strong public support. TRG emphasizes the need for creativity, innovation, and a commitment to adapt to ever-changing local environments. TRG understands the critical importance of effectively engaging communities and key groups, managing communications and outreach efforts and developing clear and visually appealing collateral materials. TRG has previously worked with the City previously on its **Downtown Specific Plan Project**.



TCA Architects, Inc.

With over 250,000 multifamily units designed across 85+ cities, TCA Architects, Inc. (TCA) has been shaping high-density, mixed-use, multifamily housing, TODs, and hospitality environments since 1993. TCA thrives on challenging projects and takes pride in creating vibrant, award-winning communities. Their designs are powered by cutting-edge technological expertise, spanning interiors, master planning, design, documentation, and construction administration for a wide range of building typologies. Through an internal studio structure, in-house design reviews, and a rigorous quality management program, they uphold the highest standards of quality on every project. With four West Coast studios and a team of 105 professionals, TCA continues to shape projects nationwide.

GENERAL PLAN UPDATE

Team Organization and Structure

Our proposed team has been carefully selected based on the City's priorities: inclusive and meaningful community engagement, legally defensible CEQA documentation, compliance with State mandates, and effective integration of planning, land use, mobility, and economic development. Detailed resumes for each of these staff members, including names, titles, and past experience, are provided in a separate upload, per the RFP.

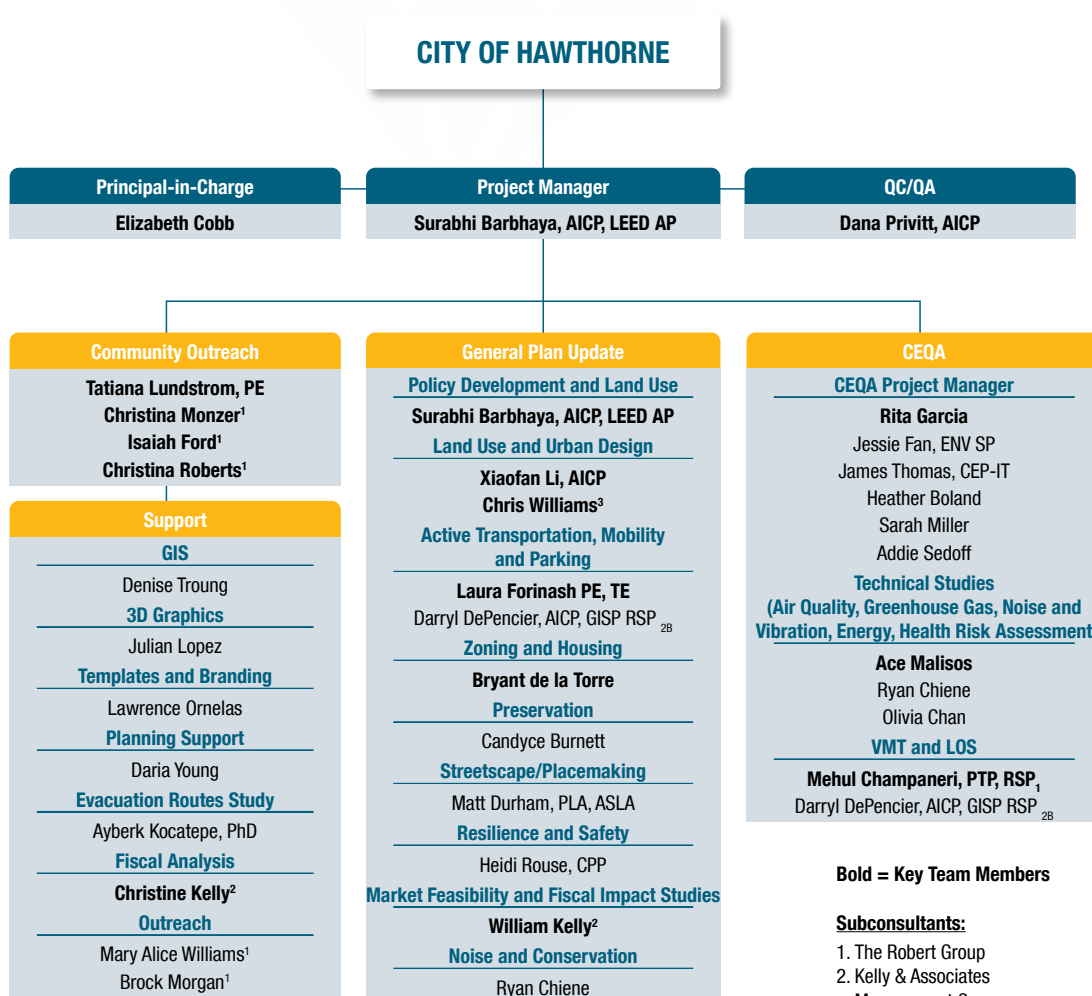
<p>Surabhi Barbhaya, AICP, LEED AP <i>Project Manager and Policy/Development and Land Use Lead</i></p>	<p>In her role as Project Manager, Surabhi will oversee all aspects of the GPU and will serve as the City's primary point of contact. She will lead coordination among planning, outreach, and environmental teams; will manage the project schedule, budget, and deliverables; will facilitate interagency and subconsultant collaboration; and will provide strategic oversight to align GPU tasks with State mandates and Hawthorne's community priorities.</p> <p>She will lead the policy development and land use planning components, integrating community input, market research, and regulatory requirements. She will develop and analyze land use alternatives, will contribute to visioning and guiding principles, and will coordinate closely with the transportation and housing teams to align future land use with circulation, economic development, and climate goals.</p>
<p>Elizabeth Cobb <i>Principal-in-Charge</i></p>	<p>Elizabeth will serve as Principal-in-Charge, providing senior-level oversight and strategic guidance on planning direction and approach. She will act as the primary point of contact for the City at the executive level, offering leadership throughout the project. Elizabeth will review key milestones and major deliverables, contributing strategic input and final approvals. She will support the team in navigating challenges and facilitating conflict resolution as needed. Additionally, she will lead high-level messaging efforts and foster trust with the public and partner agencies.</p>
<p>Dana Privitt, AICP <i>Quality Control/Quality Assurance</i></p>	<p>Dana will lead Kimley-Horn's internal quality assurance/quality control review process for all GPU deliverables. She will review work products for legal defensibility, consistency with CEQA and State law, clarity, and technical soundness. She will confirm accuracy and alignment of planning documents and CEQA analyses with current legislation and best practices.</p>
<p>Rita Garcia <i>CEQA Project Manager</i></p>	<p>Rita will lead preparation of the Program Environmental Impact Report (PEIR) and will coordinate all technical studies. She will oversee CEQA strategy, scoping, and legal defensibility throughout the environmental review process. Rita will manage interagency coordination and preparation of the PEIR in alignment with the GPU and all applicable statutes.</p>
<p>Laura Forinash, PE, TE <i>Circulation Element Lead</i></p>	<p>Laura will prepare Level of Service (LOS) Vehicle Miles Traveled (VMT) analysis per SB 743 and City guidelines. She will oversee coordination with the Southern California Association of Governments (SCAG)'s travel demand model, will quantify per capita and per employee VMT, and will assess consistency with the City's transportation and sustainability goals. She will work with the mobility team to evaluate transportation strategies and mitigations.</p>
<p>Xiaofan Li, AICP <i>Land Use Lead</i></p>	<p>Xiaofan will prepare and refine the land use alternatives and final land use map. He will provide technical expertise in urban design, zoning, and land use strategy. He will identify infill and redevelopment opportunities and will evaluate the land use implications of TOD and mixed-use development.</p>
<p>Tatiana Lundstrom, PE <i>Community Outreach Lead</i></p>	<p>Tatiana will collaborate with TRG to design and implement a robust, inclusive community engagement program that meets the City's goals for equity and broad participation. She will help develop engagement tools and materials, will facilitate virtual and in-person meetings, and will coordinate with City staff to align outreach with project milestones and deliverables.</p>
<p>Ace Malisos <i>Technical Studies Lead</i></p>	<p>Ace will coordinate and prepare CEQA technical studies, including air quality, greenhouse gas emissions, noise, energy, and utilities. He will work closely with the planning and CEQA teams to promote technical consistency across environmental analyses and GPU policies. He will provide data to support modeling, mapping, and mitigation planning.</p>
<p>Bryant de la Torre <i>Zoning and Housing Lead</i></p>	<p>Bryant will support the integration of the Housing Element and State housing mandates into the GP. He will prepare zoning code and map amendments and will confirm that housing goals are addressed throughout the GPU. He will also work on other elements and policies to maintain consistency.</p>

GENERAL PLAN UPDATE

<p>Mehul Champaneri, PTP, RSP, <i>VMT Lead</i></p>	<p>Mehul will serve as the lead for VMT, calibrating and analyzing travel demand models, and developing thresholds, methods, and tools for SB 743 Compliance. He will also be responsible for LOS analysis for land use alternatives.</p>
<p>Kelly & Associates Management Group (KAMG) <i>Economic Development and Market Analysis</i></p>	<p>KAMG will lead land use market research and development of economic strategies. They will build upon their recent work on the City’s 2023 Economic Development Strategy, bringing deep knowledge of Hawthorne’s market conditions and opportunities.</p>
<p>The Roberts Group (TRG) <i>Community Outreach</i></p>	<p>TRG will provide bilingual, equity-focused engagement support. They will bring local insight and proven experience from Hawthorne’s Downtown Specific Plan and other regional planning efforts.</p>
<p>TCA, Architects, Inc. (TCA) <i>Urban Design</i></p>	<p>TCA will support the development of area plans, transit-oriented development (TOD) concepts, and land use alternatives. They will specialize in visualization and design strategies to bring focus areas and policy concepts to life.</p>

In addition, we have identified alternate and support staff for each discipline to maintain responsiveness throughout the three-year project timeline. A detailed organization chart is provided below.

Organizational Chart



GENERAL PLAN UPDATE

Kimley-Horn's Relevant Experience

Traffic Engineering On-Call, City of Hawthorne

Kimley-Horn has been providing traffic engineering staff augmentation services since 2022. Kimley-Horn is assisting the City in completing multiple capital improvement projects, including the traffic signal design of over 15 intersections along Hawthorne Boulevard, El Segundo Boulevard, Imperial Highway, and Rosecrans Avenue. Kimley-Horn also assists the City with presenting to City Council and in day-to-day traffic engineering matters including traffic calming requests, speed hump requests, traffic signal complaints, pedestrian enhancements, on-street parking inventory, all-way stop control warrants, access management for private development, and school circulation.

VMT Implementation, City of Hawthorne

Kimley-Horn assisted the City of Hawthorne with a comprehensive VMT analysis and mitigation strategy to support compliance with California Senate Bill 743 (SB 743). The analysis utilized SCAG's travel demand model to assess VMT impacts for the City and surrounding regions, helping to establish appropriate thresholds for VMT per capita and VMT per employee. Kimley-Horn created thematic screening maps to visually represent VMT data, enabling the City to assess whether potential projects could be excluded from further VMT analysis. Additionally, Kimley-Horn developed a VMT reduction and mitigation strategy, evaluating various Travel Demand Measures (TDMs) based on their effectiveness in reducing VMT, following the latest California Air Pollution Control Officers Association (CAPCOA) guidelines. Documentation, including VMT Analysis Guidelines, was prepared for the City to aid in future VMT assessments. Finally, Kimley-Horn tailored a version of the TREDLite tool, an online platform designed to estimate VMT impacts and potential mitigation strategies based on project characteristics.

Safety Action Plan, City of Hawthorne

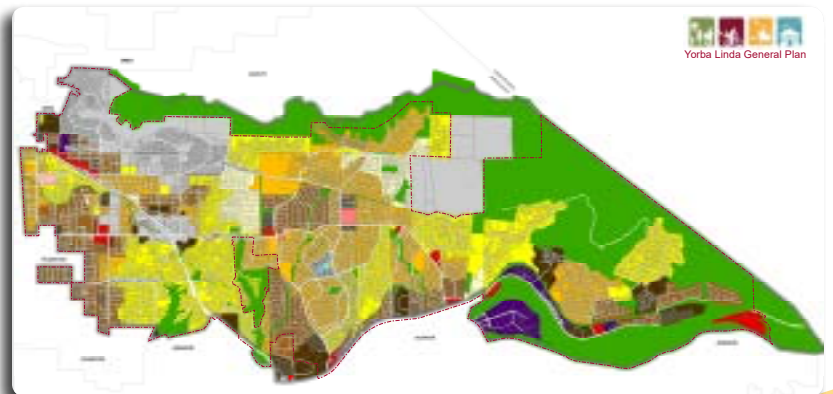
Kimley-Horn developed a Comprehensive Traffic Safety Action Plan for the City of Hawthorne, funded by a Safe Streets and Roads for All (SS4A) planning grant, to address traffic safety concerns and position the City for future state and federal safety funding. The plan focused on identifying factors contributing to local traffic collisions, with an emphasis on both systemic and site-specific safety issues. To assess crash patterns and identify high-risk locations, Kimley-Horn analyzed crash data from sources like the Statewide Integrated Traffic Records System (SWITRS) and UC Berkeley's Transportation Injury Mapping System (TIMS). The development process included a thorough review of federal safety guidelines and alignment with national and state safety initiatives such as Vision Zero and the Safe System Approach.



The plan incorporated input from City staff, stakeholders, and the community, emphasizing equity and addressing environmental justice concerns for disadvantaged populations. Safety goals and objectives were established to guide the development of strategies aimed at reducing traffic injuries and fatalities. Kimley-Horn created a toolbox of countermeasures, combining infrastructure and behavioral solutions to address the City's most pressing safety needs. A comprehensive public outreach program was implemented, engaging the community through surveys, events, and social media. Kimley-Horn is finalizing the plan for review and adoption by the City Council.

GPU and Parks and Recreation Master Plan, Yorba Linda, CA

Kimley-Horn staff worked with the City of Yorba Linda to update its GP and Parks and Recreation Master Plan. The GP process included extensive engagement with the community, advisory committees, and a variety of stakeholders. The process also featured an extensive level of digital engagement. As part of the planning process, the Kimley-Horn team developed a comprehensive Parks and Recreation Master Plan that was recently adopted by the City Council. The Parks and Recreation Master Plan provides extensive guidance for park development and management to meet the needs of the community over the next 20 years.



GENERAL PLAN UPDATE

MainPlace Mall Transformation Specific Plan and Addendum Technical Reports, Santa Ana, CA

Kimley-Horn prepared a Specific Plan, CEQA documentation, and technical studies, a subdivision map, and engineering studies for the transformation of MainPlace Mall in Santa Ana. The project is a prime example of the evolving retail landscape, adapting to modern consumer demands and urban trends. As traditional retail spaces face declining foot traffic, MainPlace Mall aims to reinvent itself by integrating residential, office, and entertainment components with its retail offerings.

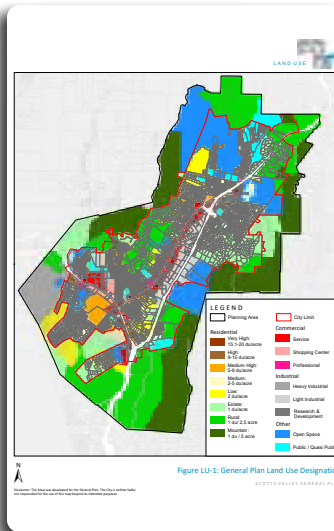
The project will introduce up to 1,900 multi-family residential units, 400 hotel rooms, 750,000 square feet of office uses, and 270,000 additional square feet of retail uses. The project includes pedestrian-friendly outdoor spaces and entertainment hubs, such as theatres and dining areas. By focusing on experience-driven retail and blending it with other functions, the mall seeks to become a destination that meets the needs of modern shoppers, residents, and professionals alike.

This redevelopment aligns with broader trends in placemaking, where retail centers are being repurposed into vibrant, multifunctional urban spaces that foster community interaction. The emphasis on walkability, mixed-use development, and entertainment demonstrates the mall's shift towards creating a lively, urbanized environment, contributing to Santa Ana's growth as a regional hub. This transformation signals the future of retail: adaptive, experiential, and intertwined with the fabric of the surrounding community.



GP, EIR, and Climate Action Plan, Scotts Valley, CA

Kimley-Horn worked with the City of Scotts Valley to provide an update to the City's GP, which was last updated in 1994. Nestled at the base of the Santa Cruz Mountains, Scotts Valley's roots are grounded in strong community and family values. In addition to its vibrant, small-business job base, it is within easy commuting distance of well-paying Silicon Valley jobs. It is also in close proximity to natural beauty and recreation opportunities offered by the beaches and open space of the greater Monterey Bay. As part of the community outreach effort, four magazine-style "fact sheets" were prepared to provide context and identify potential issues for feedback from the public. Kimley-Horn also prepared a web-based survey that was completed by more than 800 residents and resulted in some 175 pages of written comments. A strategic assessment of land uses was prepared to identify the highest and best use for remaining vacant and underdeveloped parcels, with an emphasis on greater densities in and around proposed Town Center and along transit corridors. Preparation of the plan included the development of a city-wide traffic model, preparation of the climate action plan, and preparation of a programmatic EIR; all prepared by Kimley-Horn.



Ivy Station TOD (Washington Boulevard and National Boulevard Street Off-site and On-site Improvements), Culver City, CA

Ivy Station TOD in Culver City is a landmark mixed-use project with 500,000 square feet of office, residential, hotel, and retail space, plus 3,000 square feet of public open space. Upper Ivy features 200 modern apartments, including penthouses and townhomes with rooftop decks, offering residents exclusive amenities and discounts at the on-site hotel and retailers. The 240,000 square feet of office space is leased to WarnerMedia, home to employees from HBO, HBO Max, and other networks. The Shay, a 148-room boutique hotel, offers gathering spaces and a rooftop deck. The 2,900 square foot Transit Plaza serves as a key transit hub for metro, bus, and bike commuters.

Kimley-Horn provided civil engineering services for the project, including entitlement support, grading, drainage, and utility design. They also worked on public street improvements and traffic engineering, coordinating with Culver City, Los Angeles, and Metro to address street widening, bike lane connections, and off-site infrastructure improvements along National Boulevard. The National Boulevard widening improvements provide bike lane connection between the existing Class I Bike Path, near Wesley Street and National Boulevard, and the Class I Bike Path at a metro station at Exposition Boulevard and Venice Boulevard, per Metro's Expo Phase II project.



GENERAL PLAN UPDATE

GPU, EIR, and Commercial District Vision Plan, Rolling Hills Estates, CA

While with her previous firm, Surabhi Barbhaya worked on the GPU for the City of Rolling Hills Estates. The update reflects the City’s vision and includes a strong focus on enhancing sustainability, complying with changes in state law, and improving the Plan’s usefulness. The GP is organized around “placemaking” and sustainability while maintaining the guiding principles needed to preserve the unique character and identity of the City.

One of the most significant features of the GP is the vision plan for the Commercial District, which promotes a walkable mixed-use district with a range of activities and uses, including housing, retail, offices, dining, hotels, entertainment, and a central community gathering space is envisioned as a hub for the district. A new mixed-use overlay district was designed to balance desired densities with the needs and character of the City. A density bonus program with associated community benefits was developed to incentivize developers to build affordable housing.



Red Hill Corridor Specific Plan and EIR, Tustin, CA

Kimley-Horn collaborated with the City of Tustin to complete the Red Hill Avenue Specific Plan. The corridor serves as a key entrance into the community. The plan was aimed at revitalizing the Red Hill Avenue area. The plan covers a 43.11-acre area, including 7.32 acres of roadway right-of-way, and proposes up to 500 additional dwelling units and 325,000 square feet of non-residential uses. The development focuses on mixed-use projects, integrating residential and commercial spaces to create a vibrant, walkable community. Key components of the plan include streetscape improvements such as new medians, landscaping, and Class II bike lanes to enhance safety and aesthetics. The plan also emphasizes sustainable development practices and aims to improve connectivity within the area. The plan includes parks, promenades, and village greens to provide recreational areas and foster community interaction. The project is divided into phases to provide orderly growth and minimize disruption to existing residents and businesses.

The plan was developed with extensive public input, including a series of public workshops and community engagement sessions. These efforts helped incorporate community concerns and suggestions were considered in the final plan. The project underwent a thorough review process to confirm alignment with the community’s vision and regulatory requirements.



Town Center Redevelopment Specific Plan and EIR, Santa Clarita, CA

While with her previous firm, Surabhi Barbhaya worked on the Town Center Specific Plan for the City of Santa Clarita. The plan aims at redeveloping the existing underutilized and partly vacant mall site and shaping the next generation of the Town Center that will include a thriving district with a mix of uses, experiential retail spaces, housing options, employment centers, and civic spaces connected with a variety of mobility options and accessible to pedestrians, cyclists, motorists, and transit riders. This is being strategically planned with awareness of changing retail and office trends, recognizing that some existing commercial uses are vital to Santa Clarita’s economy. The Plan will further establish and enhance the Town Center as a regional destination for employment, entertainment, dining, retail, and services. It will create a balanced mix of uses within the Town Center that combine commercial and service opportunities with a robust residential environment, creating a more livable and pedestrian-oriented space, and provides a long-term vision for development within the most intensive commercial and residential district within the City of Santa Clarita.



2021–2029 Housing Element Update and Implementation Program, Chino, CA

Kimley-Horn assisted the City of Chino with the 6th Cycle Housing Element Update with the help of HCD. The City is considering significant growth due to draft RHNA allocations and must navigate limitations imposed by local growth control legislation. The Kimley-Horn team developed a unique outreach program in response to COVID-19 and is engaging an Ad Hoc Housing Committee through the planning process. Kimley-Horn is assisting in refining previously adopted rezoning programs to accommodate new state law requirements to address implications of the recent Clovis decision.

GENERAL PLAN UPDATE

Rancho Los Amigos South Campus, Specific Plan, Downey, CA

Kimley-Horn collaborated with the City of Downey on the development of a TOD Specific Plan for the 171-acre Rancho Los Amigos South Campus. This plan aims to revitalize and repurpose the existing site, establishing it as a high-intensity regional employment center. A key feature will be the future West Santa Ana Branch (WSAB) METRO station, which will integrate residential, commercial, retail, and recreational land uses to create a dynamic, mixed-use environment.

The Specific Plan included extensive existing conditions analysis of the project area to inform land use and design strategies focused on fostering a compact, multimodal community by promoting sustainable design principles and enhancing the pedestrian experience. It seeks to provide a diverse mix of cultural uses, public spaces, and outdoor activities, while strengthening connections with surrounding neighborhoods and improving mobility options. It celebrates the unique history and character of Downey and positions the City as a competitive candidate to secure grant and alternative funding opportunities to support its long-term development vision.

Kimley-Horn engaged the community in outreach activities and worked closely with the County of Los Angeles, METRO, and the City of Downey to align with the broader goals of the County's development plans and METRO's WSAB corridor extension.



Douglas Park (Former Boeing Facility) Development Project, Long Beach, CA

Kimley-Horn provided comprehensive master planning, environmental, civil engineering, and traffic services for the 260-acre mixed-use project on the former McDonnell-Douglas site in the cities of Long Beach and Lakewood. The development has transformed the former Boeing aircraft manufacturing site into a dynamic mixed-use area. The project includes industrial buildings, office spaces, retail areas, and a hotel. The development has created thousands of jobs and attracted companies to relocate their headquarters to Long Beach. Key components include Pacific Pointe Northwest, a mixed-use project with industrial buildings and office spaces, and Ford's Advanced Electric Vehicle Development Center, a 250,000-square-foot facility for electric vehicle research and design. The Airway office campus adds 60,000 square feet of contemporary office space in an indoor-outdoor setting. The project has enhanced the local economy and has provided new opportunities for businesses and residents in the area.



VOX at Cumulus, Los Angeles, CA



Located directly adjacent to the La Cienega/Jefferson Expo Line, VOX at Cumulus is a comprehensive residential and commercial mixed-use project that embodies all the defining characteristics of a TOD. The site plan and architecture respond directly to the urban scale, fabric, and culture of its surroundings. The design is inspired by the notions of progress, change, and motion: the La Cienega frontage undulates back and forth to create a dynamic façade and to help break up the mass. VOX is a 7-story type III podium building, with access to 160,000 square foot of indoor and outdoor amenities. The heart of the project features a publicly accessible 1-acre park, the Zocalo, and is flanked by 100k square foot of commercial space, anchored by a new Whole Foods Market. In addition to providing a space for community events, such as movie nights and hosting food trucks, the Zocalo also serves to capture stormwater and reduce the heat island effect. Those elements go hand-in-hand with more than 1,700 solar panels built into the complex, which helped the property achieve GreenPoint Rated Platinum status. The master plan of the 11.4 Acre Cumulus District is guided by the principles of connectivity and placemaking.



Santa Ana Vision 100, Santa Ana, CA



At the heart of Orange County lies the Civic Center in Santa Ana, surrounded by a rich and diverse history in downtown Santa Ana. Recent years have witnessed a remarkable rejuvenation of the area, marked by new infrastructure, development initiatives, and the ongoing construction of a train line connecting Garden Grove to the Santa Ana station. However, the Civic Center itself, with its mix of city, county, state, and federal properties, presents a unique challenge due to complex ownership



GENERAL PLAN UPDATE

arrangements. These convoluted property lines have posed a significant obstacle to cohesive design, resulting in a lack of unified vision for the center of the Civic Center. Recognizing an opportunity to harmonize the various property interests and leverage underutilized land, the City of Santa Ana embarked on a mission to forge a unified design concept. TCA was entrusted with the task of delineating this vision within a tight three-week timeframe. The goal was to create compelling graphics and a video flythrough to present to the Santa Ana City Council in a private session. TCA developed preliminary sketches outlining a master plan concept centered around a centralized plaza/park, serving as a focal point for all Civic Center uses. Integral to the plan was the construction of a new Santa Ana City Hall, necessitating the decommissioning of the existing facility, which had reached the end of its serviceable life. Through strategic restructuring of parking agreements and land allocation, new parcels would be unlocked for residential, hotel, and convention center developments. This bold and vibrant concept has generated considerable momentum and sparked numerous discussions within the community, signaling a promising future for the Santa Ana Civic Center as a thriving hub of activity and innovation.

D. NARRATIVE

Approach to Planning Process

We recognize that planning decisions have long-term effects on the urban environment and the overall quality of life. Our team will collaborate closely with the City to develop thoughtful, sustainable solutions that meet local needs while improving livability. We believe in a strategic, yet adaptable, approach tailored to bring each community's vision to life. Our approach focuses on the following steps for the City's GPU.



Approach to Land Use and Circulation Element Updates

The Land Use and Circulation Elements serve as a foundational components of the GP, with updates to these elements influencing changes across other elements. Recently, the City adopted a Housing Element that needs to be integrated into the GPU. This update goes beyond aligning with the Housing Element or complying with state law; it aims to explore new opportunities and respond to emerging trends and future market conditions, positioning the City for long-term success and upcoming RHNA cycles. To support this, we have partnered with **KAMG** to conduct market research and develop a roadmap for effective land use alternatives. The firm has recently helped the City with its **2023 Economic Development Strategy** and has a deep understanding of the City's broader development vision.

Linking land use to mobility is crucial for Hawthorne to address congestion and improve connectivity, as well as attract investment. This requires a focus on TOD, mixed-use zoning, and complete streets that support walkability and multimodal travel. Strategic investments in first/last-mile solutions, protected bike lanes, and transit access will enhance mobility while easing congestion. Freight and industrial movement must balance economic growth with community livability through smart curb management and sustainable logistics, supported by community-driven engagement and alignment with regional policies.

As the City embarks on the comprehensive update of the GP, it is critical to incorporate several key policy topics within the Land Use and Circulation Elements, aligning them with the elements listed below.

- Mixed-Use Development
- Land Use Flexibility
- Lot Consolidation Incentives
- TOD
- Redevelopment and Balancing Land Uses
- Economic Diversification and Growth of Tech and Other Industries
- Diverse and Affordable Housing Stock
- Adaptive Reuse, Intensification, and Replacement of Uses
- Walkability and Connectivity
- Complete Streets and Mobility
- Green Building Standards
- Climate Adaptation Strategies
- Open Space and Urban Greening
- Placemaking and Public Realm Improvements
- Visual Enhancement of Key Corridors
- Equitable Development Policies
- Integration with Airport Master Plan

GENERAL PLAN UPDATE

Approach to Other GP Element Updates

Updates to Hawthorne’s GP elements will be driven by revisions in the Land Use Element, Circulation Element, the recently adopted Housing Element, and requirements for compliance with state laws. Our approach to updating other elements will be to follow LCI GPU guidelines and make sure that the GPU complies with all state mandates listed below.

- Open Space Element Update (SB 1425)
- Extreme Heat (AB 2684)
- Wildlife and Habitat Connectivity (AB 1889)
- Designated Truck Routes (AB 98)
- Global Warming Solutions Act (AB 32, 2006)
- Climate Change Adaptation (SB 379, 2015)
- 2030 Greenhouse Gas (GHG) Emissions Target (SB 32, 2016)
- Local Hazard Mitigation Plan Integration (AB 2140, 2006)
- Flood Control (AB 162, 2007; SB 5, 2007; AB 70, 2007; AB 156, 2007)
- Sustainable Communities/Housing (SB 375, 2008; SB 575, 2009; AB 2694, 2024)
- Complete Streets Act (AB 1358, 2008)
- Fire Hazards (SB 1207, 2010; SB 1241, 2014)
- Expedited Infill Development (SB 226, 2011)
- Transportation Impacts (SB 743, 2013)
- Sustainable Groundwater Management Act (AB 1739, 2014)
- Tribal Cultural Resources (AB 52, 2014; SB 18, 2002)
- Planning for Healthy Communities Act (SB 1000, 2016)
- Hazard Mitigation Planning and Safety Element (AB 747, 2019; SB 99, 2019)
- Climate Pollution Reduction in Low-Income Homes Initiative (SB 1035, 2018)
- Active Transportation Requirements for Circulation Plans (SB 932, 2022)

Safety and Environmental Justice Elements

Recent updates to the Safety Element and the newly adopted Environmental Justice Element have addressed several state mandates listed above. Our approach will focus on maintaining compliance with these mandates and other elements while also incorporating any newly emerged requirements

Economic Development Element

The City maintains an Economic Development Element and updates its Economic Development Strategic Plan every four years. **KAMG**, which has recently prepared **Hawthorne’s 2023 Economic Development Strategy**, will help develop this element. The team will work collaboratively to develop land use scenarios that can produce the highest and best use for the available and underutilized land and integrate economic development into all City decisions. The Strategic Plan highlights many opportunities for economic growth such as considering “startup centers” in and around the airport, and along corridors, making Hawthorne a “digital city”, updating municipal and zoning codes, and streamlining processes. The GPU will build upon existing initiatives while establishing a forward-thinking economic development strategy. This strategy will not only inform future updates to the City’s strategic plan but also project a **25 to 30 year horizon**, shaping scenarios that align with the City’s long-term vision for growth and sustainability.

Approach to Public Engagement

A critical component of this update is robust public engagement. The City aims to involve a diverse array of stakeholders—including homeowners, renters, business owners, industrialists, youth, seniors, veterans, and individuals experiencing homelessness—to reflect the community’s collective vision. Innovative outreach methods, alongside traditional approaches, are needed to foster active participation and cultivate broad support for the project.

We recognize that Hawthorne’s diverse population requires an inclusive, focused approach to community engagement. Understanding the community’s diversity in age, culture, and perspectives, we plan to streamline activities, offering efficient, targeted interactions that respect residents’ time and energy. Our engagement will prioritize quality over quantity, emphasizing clear, concise sessions through varied formats, such as virtual options, quick surveys, and pop-up events, to make participation accessible and meaningful for everyone. We have partnered with **TRG**, whose deep expertise in local demographics and engagement stems from their work on key City projects, such as the **Downtown Specific Plan**, and ongoing outreach efforts in neighboring communities.



GENERAL PLAN UPDATE**Approach to CEQA**

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Kimley-Horn's approach to CEQA compliance is founded on two key strategies: 1) continual data exchange and a seamless transition from preparation of the Existing Conditions Report and technical studies to the GPU, and to environmental analysis; and 2) assigning qualified discipline leads qualified to oversee the work, which we accomplish by leveraging our vast in-house resources and expertise. Such ongoing team collaboration minimizes duplication of effort, increases efficiency, improves technical quality and accuracy, and streamlines document preparation. Our scope was developed to maximize efficiency and cost-saving opportunities through concurrent preparation of the Existing Conditions Report, GPU, and Program Environmental Impact Report (PEIR) baseline conditions. The PEIR will include a comprehensive analysis of the GPU's environmental effects, including consideration of cumulative impacts. This will allow the City to evaluate broad policy alternatives and program-wide mitigation measures early in the process, avoiding duplicative reconsideration of basic policy matters. The PEIR will be a foundational legacy

document for the City. Kimley-Horn will write the PEIR as a Tier 1 document to streamline environmental review of future development. The PEIR will include clear assumptions and conclusions supported by substantial evidence; a thorough and defensible analysis of a clearly defined and consistent "CEQA Project"; detailed development yields; and effective and enforceable programmatic mitigation measures. We will provide this data such that future developments can be "tiered," once verified as being within the scope of the PEIR's environmental effects, thereby avoiding unnecessary documentation and reducing the need for subsequent environmental analyses.

Three-Year Phased Approach

Our approach to adjusting the timeline is informed by the annual availability of funds for this project. We are working with a projected three-year timeline, structuring outreach efforts and deliverables to establish clear milestones at the end of each year. This provides a smooth and well-defined progression, with each phase building toward the next, aligned with funding cycles and project objectives.

Approach to GP Presentation

At Kimley-Horn, we believe that a GP should be more than a dense policy document—it should be a **vision board for the City's future**, helping people see what their community will look like in the coming decades. Too often, these plans are written in highly technical language that only planners and policymakers can understand. Instead, they should be designed as **engaging storybooks**, filled with **eye-catching graphics**, **clear explanations**, and **examples** that connect with residents of all ages.

SCOPE**Task 0: Project Initiation and Management****Task 0.1: Kick-off Meeting**

The Kimley-Horn team will hold an in-person kick-off meeting with the City project management team to review and refine the scope of work, project schedule, communications protocol, and deliverables. The team will also discuss staff expectations, data needs, and the community outreach approach. After the meeting, the team will tour the City with staff to gain street-level insights for the GPU and PEIR.

Deliverables

- ✓ Kick-off meeting agenda and summary
- ✓ Data needs memorandum
- ✓ City tour summary

Task 0.2: Project Coordination

The Kimley-Horn team will hold monthly virtual coordination meetings with City staff. We will prepare agendas, summaries, and action items for each meeting to align with the project schedule. Ongoing communication will be maintained via email and phone calls. A dedicated SharePoint site on Microsoft Teams will be set up for document sharing and review.

Deliverables

- ✓ Monthly virtual coordination meetings (up to 36)
- ✓ Meeting agendas and summaries
- ✓ Link to SharePoint site (Microsoft Teams)

GENERAL PLAN UPDATE**Task 0.3: Project Management**

Surabhi Barbhaya, AICP, LEED AP, will manage the project's daily operations, including coordination with subconsultants and task leaders. Her coordination and management responsibilities will include tracking progress, managing invoicing and reports, maintaining project files, and maintaining alignment with the scope and schedule.

Deliverables:

- ✓ Monthly invoices
- ✓ Progress reports

Task 1: Existing Conditions**Task 1.1: Existing Conditions Report**

A comprehensive report on existing conditions is foundational to the update of Hawthorne's GP. This analysis will help guide land use alternatives and policy development, while focusing on alignment with state law and Office of Land Use and Climate Innovation (LCI) guidelines for GPU. We will also include Sphere of Influence (SOI) areas in our analysis. This data will also inform the CEQA analysis. Kimley-Horn will prepare an Existing Conditions Report that will include:

Task 1.1.1: Historical Context

This section will provide an overview of Hawthorne's history, highlighting key milestones such as its early settlement following the Rancho San Pedro land grant, its growth as a center for the aerospace industry in the mid-20th century, and its urbanization fueled by transportation networks like interstate highways and Los Angeles International Airport (LAX). The City's transition from a quiet suburban town to a hub for aviation and defense-related manufacturing and now an aerospace, technology, and logistics hub will be discussed, alongside its evolving economy. The section will also address the impact of demographic changes, including the transition from a "sundown town" to the rise of diverse immigrant populations, that has shaped the City's cultural identity. In recent decades, Hawthorne's urban fabric has been reshaped by commercial development and efforts to revitalize older neighborhoods. The City's role in the broader Los Angeles region, its connections to neighboring cities, and its integration into regional infrastructure and economic networks will also be discussed.

Task 1.1.2: Social Landscape

This section will provide a demographic trends report that includes analysis of population growth, diversity, age distribution, and socioeconomic factors. Special attention will be given to community needs, housing affordability, and equity in access to services. A review of public health metrics, including access to healthcare, recreational amenities, and overall well-being, will be included. The report will also assess the role of public spaces in fostering social cohesion.

Task 1.1.3: Economic Evaluation

This section will include an analysis of Hawthorne's current economic base, including key employers, employment trends, and the potential for growth in emerging sectors such as aerospace, logistics, cleantech, and innovation. Insights will be provided into the retail, hospitality, and local business ecosystem, including an evaluation of the impact of the rise of e-commerce and remote work. The Kimley-Horn team has access to advanced tools such as **Environmental Systems Research Institute (ESRI) Business Analyst**, and **CoStar**, in addition to KAMG's deep insight into local economic trends and opportunities in the City having worked on the City's Economic Development Strategy. This will provide valuable insights into demographic, economic, and market trends, enabling data-driven analysis and strategic decision-making for development opportunities. We have also provided an optional fiscal analysis task of land use alternatives.

The analysis will inform the Economic Development Element update by building on the Economic Development Strategy Plan, identifying industry strengths, growth opportunities, job training needs, and market trends. Data-driven insights will guide strategies for business retention, diversification, industry attraction, and economic resilience.

Task 1.1.4: Land Use and Development Patterns

This section will present an analysis of the built environment of Hawthorne and will include the following:

- Land use analysis, including existing land uses, GP designations, zoning, land use regulations, Specific Plan areas, including the Downtown Specific Plan, past and future growth trends, role of accessory dwelling units (ADUs) in providing housing supply, and recent and proposed development projects
- Urban design analysis, including views, vistas, scenic resources, architectural features, gateways, streetscapes, cultural centers, major geographic features, major community features, natural landform features, and open space
- Mapping of the neighborhoods, districts, and corridors in the City to identify and create a typology of places based on the land use, urban form, and character of each area
- Integration of Hawthorne Municipal Airport Master Plan
- Detailed land use analysis of up to 3 focus areas

GENERAL PLAN UPDATE

The analysis will result in the identification of underutilized land, revitalization areas, and older neighborhoods that are ripe for redevelopment. It will help assess the City's growth capacity in alignment with projections, community needs, and sustainability goals. It will examine affordability challenges, redevelopment opportunities, and the feasibility of mixed-use, higher-density developments to support future housing demand, along with commercial and industrial growth prospects.

Task 1.1.5: Community Character

This section will evaluate the urban form characteristics of the City's neighborhoods, districts, and corridors, which will be described and documented visually. This will consider historic preservation efforts, parcel size, street connectivity, intersections, building density and massing, architectural character and diversity, and streetscape and open space amenities. Distinct categories of urban forms will be depicted on a base map.

Task 1.1.6: Transportation and Mobility

This section evaluates Hawthorne's mobility network through a complete streets approach, focusing on congestion along key corridors such as Hawthorne Boulevard, Rosecrans Avenue, Crenshaw Boulevard, Imperial Highway, Aviation Boulevard, and El Segundo Boulevard, which connect the City to surrounding areas. We will document the existing active transportation network based on the City's 2022 Bicycle Master Plan and ongoing initiatives like the 1st/Last Mile connection to the Hawthorne/Lennox LA Metro Green Line Station, the Northeast Hawthorne Mobility Improvement Project, and planned Crenshaw Boulevard upgrades.

»» TractionTravel

Additionally, we will review the ongoing citywide parking study, led by Kimley-Horn, to assess the impact of on-street parking on traffic flow. Crash data analysis will be conducted using the Transportation Injury Mapping System (TIMS). To assess overall traffic patterns, we will leverage big data sources such as Replica for pedestrian and bicycle volume estimates and Kimley-Horn's proprietary TractionTravel tool for real-time travel trends. This analysis will be used for LOS analysis to be performed for up to ten (10) intersections to evaluate land use alternatives and circulation changes. We will also analyze the Circulation Element through the lens of **Assembly Bill (AB) 98**, identifying designated truck routes that avoid sensitive receptors.

Task 1.1.7: Open Space and Recreation

The Kimley-Horn team will document and assess the existing parks and amenities across the City, using National Park Service (NPS) Standards and the Los Angeles Countywide Comprehensive Park & Recreation Needs Assessment to evaluate gaps in parks and recreational facilities. Through geographic information system (GIS) analysis, we will map parks within a five (5)-minute walking radius to identify areas with limited access to park space. We will also evaluate equitable access to parks with respect to Environmental Justice (EJ) communities, in compliance with new legislation **Senate Bill (SB) 1425**. Additionally, we will document all trails within the City to provide an overview of existing recreational resources. We will also provide a qualitative discussion on wildlife habitat connectivity in compliance with new legislation, **SB 1425 and AB 1889**. These analyses will later help in policy-level decision-making.

Task 1.1.8: Infrastructure and Public Facilities

This section will provide a high-level assessment of the quantity and distribution of parks, recreational facilities, civic buildings, community centers, and public infrastructure, including water, wastewater, and stormwater systems, to help inform land use alternatives. Assessment of infrastructure and its capacity will be limited to desktop research of existing studies and information gathered from public works and other agencies. The Kimley-Horn team also has access to CivilGrid, a construction intelligence platform that integrates utility, environmental, and geotechnical site data. This tool will allow us to analyze how existing planned land uses interact with underground utilities, providing a solid foundation for more informed and practical land use planning.

Task 1.1.9: Safety and Hazards

The City updated its Safety Element in 2022 to align with state laws. However, since then, new state laws have gone into effect, and certain amendments will be needed for the Safety Element. This includes compliance with AB 747, evaluation of evacuation routes for various hazard scenarios, and AB 2684, addressing extreme heat. Our scope includes an evacuation routes study in compliance with AB 747. We will also align the current Safety Element with the Office of Land Use and Climate Innovation (LCI) Guidelines for the GPU.

Task 1.1.10: Environmental Justice

The City has several tracts that have CalEnviroScreen 4.0 scores above 70, indicating a significantly higher pollution burden, and are designated as SB 535 Disadvantaged Communities. Per the City's Housing Element, over half (58%) of the City's households fall under the low-income category. The City developed its Environmental Justice Element in 2022 to align with state laws. We will align the Environmental Justice Element with analysis of other elements and fill in gaps as required per LCI Guidelines for GPU.

Task 1.1.11: Noise

We will work with the CEQA team to develop existing noise contours. This baseline data will inform noise contours for the final land use scenario and related policy development.

GENERAL PLAN UPDATE

Task 1.1.12: Conservation Areas

We will work with the CEQA team to examine the current state of natural resources, including water, air quality, wildlife habitats, vegetation, and soil. We will evaluate the preservation and management practices for these resources and identify any environmentally sensitive areas. The analysis will also assess the sustainability of existing conservation efforts, such as water conservation measures, waste management, and energy efficiency programs, and consider how urban growth may impact these resources. Additionally, this analysis will align with state and local conservation goals, climate adaptation strategies, and regulations to guide policies that balance resource conservation with the City’s development needs. We will also identify existing biodiversity in the City and opportunities for future wildlife habitats to promote biodiversity in compliance with **AB 1889**.

Task 1.1.13: Challenges and Opportunities

This section will identify current issues such as housing shortages, traffic congestion, and inefficient land use, along with emerging opportunities related to sustainable development, economic growth, and environmental protection.

The Existing Conditions Report will provide a baseline for evaluating the impact of proposed changes, with the aim of guiding sustainable growth while preserving Hawthorne’s unique character.

Deliverables

- ✓ Existing Conditions Report including maps, data analysis, and visual representations of key trends and findings (digital copy)

Task 2: Public Engagement

Task 2.1: Community Engagement Plan

The Kimley-Horn team will develop a comprehensive Outreach and Engagement Plan that provides a strategic blueprint for engaging communities, key groups, and interested parties. The plan will outline a milestone-driven approach to outreach, incorporating flexibility, innovation, and sensitivity to language needs, particularly for hard-to-reach and disadvantaged populations. It will detail techniques for notifying, educating, and engaging local jurisdictions and community members, as well as documenting, evaluating, and incorporating public input into the decision-making process. The plan will also recommend meeting formats, workshops, event opportunities, and strategies for enhancing participation through innovative approaches and a variety of communication methods, especially for monolingual and bilingual populations.

Deliverables:

- ✓ Draft and Final Community Engagement Plan (digital copy)

Task 2.2: Digital Engagement

Task 2.2.1: Interactive Mapping and Community Survey

We will use PublicCoordinate, Kimley-Horn’s interactive mapping and survey tool, as our primary digital engagement method. Two activities will be conducted: the first will gather input on issues and ideas, while the second will seek feedback on land use alternatives. Participants can drop pins for place-based comments, and a survey will collect non-location-based feedback.

PublicCoordinate supports project customization, multilingual translation, photo uploads, layered map views, and integrates with SurveyMonkey. It also generates formatted reports for feedback analysis. The tool can be used as an interactive activity station at workshops or pop-ups, gamifying the experience to boost engagement.

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Task 2.2.2: Webpage

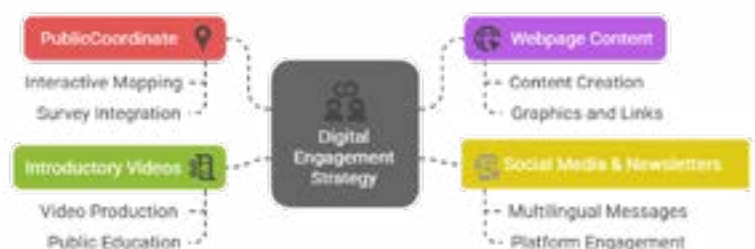
The Kimley-Horn team will create and provide content for a project webpage hosted on the City website. We will provide content, graphics, and links to engagement platforms, educational materials, resources, document review opportunities, and summaries of engagement activities to help keep the community informed and involved.

Task 2.2.3: Social Media Messaging and Newsletters

The Kimley-Horn team will collaborate with the City’s media staff to create a social media plan, with draft social media messages in English and Spanish at key project milestones. These messages will promote events, surveys, and project updates, and will be shared on the City’s social media platforms like Facebook, Instagram, Nextdoor, and Twitter.

The team will also develop content for CityBeat, press releases, and the quarterly Discover Hawthorne magazine. Note: Printing and distribution of newsletters are not included in our scope and budget, but we are happy to discuss this task with the City.

Digital Engagement Strategy for Community Involvement



GENERAL PLAN UPDATE

Task 2.2.4: Introductory Videos

We will create three short videos (2-3 minutes each) to introduce the GPU, its elements, and upcoming events. The videos may feature text-to-video animation, line drawings, images, and interviews with elected officials, City staff, stakeholders, and community leaders, and will explain the need for the update and ways to get involved. These videos will focus on educating the public on the GP process and major milestones, and can be shared on the City's social media, YouTube, and website.

Deliverables

- ✓ Link and QR code to the interactive mapping site and survey in English and Spanish (two [2] events)
- ✓ Project branding: colors, logo, fonts, tagline, and document templates
- ✓ Webpage with written and graphic materials
- ✓ Three sets of communications with social media messages, newsletters, and press releases in English and Spanish
- ✓ Three (3) introductory/educational videos in English
- ✓ Flyers describing digital participation options in English and Spanish
- ✓ Summary of digital engagement (digital copy)

Task 2.3: Community Workshops

We propose organizing a total of four (4) workshops—two (2) in person and two (2) virtual community outreach events to support equitable participation, in addition to the CEQA outreach described in Task 4.0. These in person events, held as open houses or charrette workshops, and will feature display boards, activity stations, polls, and small group discussions to gather feedback and engage a diverse cross-section of residents. An interactive mapping tool (Task 2.1) will be available on iPads, and a children's station will encourage youth participation and engagement. The virtual events will be hosted on the Zoom Webinar platform and will include simultaneous interpretation of the presentation to support multilingual participation.



Outreach Topics:

1. **Vision Establishment:** One in-person and one virtual workshop focused on education and gathering feedback on community aspirations, existing land use, issues, needs, and input on ideas for the future.
2. **Looking at the Future:** One in-person and one virtual workshop on land use scenarios, area vision concepts, mobility, and housing.
3. **Draft Plan Document:** Upload documents on website.

Note: The City will secure venues and handle notifications; Kimley-Horn will provide digital collateral for distribution.

Deliverables

- ✓ Up to two (2) in-person workshops and two (2) virtual workshops
- ✓ Meeting collateral in English and Spanish – PDF copies of flyers, fact/information sheets, and presentations
- ✓ Up to fifty (50) printed copies of one-page frequently asked questions (FAQs) for each in-person event
- ✓ Informational and activity boards – up to thirty (30) 22" x 36" informational and activity boards for all events combined
- ✓ Arrangements for interpreters
- ✓ Meeting summary (digital copy)

Task 2.4: Pop-Up Event and Intercepts

To engage a broader range of stakeholders, targeted neighborhoods and hard-to-reach populations such as limited English proficiency communities, youth, and seniors, the outreach team recommends hosting pop-up events at familiar community locations during key project milestones. This approach allows for creative engagement with people where they live, work, eat, and recreate, especially those who might not attend formal meetings. Additionally, intercept conversations at pop-up booths will be used to gather fast, useful input from these communities, particularly during high-activity periods in local parks. The outreach team will tailor participation recommendations based on anticipated reach, targeted demographics, and site-specific needs. Deliverables include up to four pop-up events or community intercepts.



GENERAL PLAN UPDATE**Deliverables**

- ✓ Up to four (4) pop-up events or community intercepts (in-person)
- ✓ Meeting collateral in English and Spanish – PDF copies of flyers, fact/information sheets
- ✓ Meeting summary (digital copy)

Task 2.5: Youth Outreach

The updated GP will have a significant impact on youth and children, as it will shape their future for the coming decades. Engaging with young residents is crucial, and our team is experienced in connecting with youth of all ages. From classroom sessions to youth workshops and camps, the Kimley-Horn team has led workshops specifically tailored for children and teens. The project team will conduct outreach activities that introduce youth to design thinking, emphasizing collaboration and ideation, while allowing them to make a real impact on their community. These activities may include workshops, engaging youth directly in their spaces, or model-building workshops using sensory-based learning methods.

Deliverables

- ✓ Up to two (2) workshops or workshop activities
- ✓ Meeting collateral in English – PDF copies of flyers, fact/information sheets
- ✓ Meeting summary (digital copy)

Task 2.6: Key Group Meetings

The Kimley-Horn team will conduct focus groups with a representative sample of key stakeholders, including community-based organizations, park and open space groups, healthcare providers, educational institutions, faith-based groups, business associations, resident groups, senior residents, cultural institutions, neighborhood organizations, transit and active transportation groups, and youth organizations. These sessions aim to provide project updates, highlight differences from previous community projects, and gather input on design needs and ideas. The team will handle all notifications and coordination leading up to the focus groups and outreach sessions.

Deliverables

- ✓ Up to three (3) Focus Group Meetings or Outreach Sessions (Virtual)
- ✓ Meeting summary (digital copy)

Task 2.7: GP Advisory Committee (GPAC) Meetings

We suggest the City create a GPAC to serve as an advisory group to the City and decision-makers. This group may include City Council and Planning Commission members, key City staff, and representatives from major employers, local businesses, housing organizations, environmental advocates, cultural leaders, neighborhood representatives, youth, seniors, and multicultural communities, and will help shape a well-rounded vision for Hawthorne's future. The Kimley-Horn team will facilitate up to eight (8) GPAC meetings scheduled strategically throughout the process to educate, maximize ideas, input, and review of deliverables by the GPAC. For scoping, we assume meetings with at least two (2) staff members.

Note: The City will be responsible for the formation of the GPAC. The Kimley-Horn team can provide input related to the right makeup of members for the committee.

Deliverables

- ✓ Attendance and participation in eight (8) GPAC meetings (4 in person and 4 virtual)
- ✓ Meeting agenda and summary (digital copy)
- ✓ PowerPoint presentation, activities, surveys, workshop materials, information packets

GENERAL PLAN UPDATE**Task 3: Preparation of GP Elements****Task 3.1: Visioning**

The GPU's visioning phase will focus on shaping and refining the community's aspirations into a cohesive vision statement and a set of guiding principles that will help shape the City's future. We believe a bold vision will provide the greatest value to the City and the residents. The Vision Statement and Guiding Principles will serve as a foundation for the update of all elements of the GP.

After the review and approval of the Existing Conditions Report, the Kimley-Horn team will guide the City through a collaborative process to confirm the long-term vision and establish guiding principles that will inform physical development and policy alternatives in response to identified issues and trends. Per the City's direction, the guidelines will also be developed by City districts.

Deliverables

- ✓ Draft Vision Statement (digital copy)
- ✓ Draft Guiding Principles memo (digital copy)

Task 3.2: Land Use and Circulation Alternatives

The Kimley-Horn team will develop up to two (2) land use and circulation alternatives that will address the key issues distilled from the existing conditions assessment, Housing Element update, review of planning documents, and public outreach efforts. Alternatives will be selected through multiple conversations with staff and decision-makers. We will explore and evaluate each alternative against a wide range of criteria such as population density, jobs, fiscal impact, LOS, VMT, infrastructure needs, natural hazard risks, and GHG emissions. In particular, we will review and update existing land use regulations to better align with current market conditions, with a focus on fostering economic growth and development opportunities. The Kimley-Horn team will conduct a review of current land use regulations, identifying any that are out of sync with market conditions or that restrict desirable development opportunities.

By way of various outreach and presentation settings, the Kimley-Horn team will present the alternatives and criteria outcomes to the community and decision-makers. All amendments to land use related to the housing element update will be reflected in both scenarios and carried forward into the final scenario. While they may not be plans to annex the Sphere of Influence (SOI) areas at this time, we will establish rezoning for these areas that is consistent with the character and land uses of adjacent neighborhoods.

Each alternative will include a description of land use categories, buildout assumptions, changes to circulation, and conceptual diagrams, summarized in a report with full-color maps, illustrations, and imagery of key concepts. The scenario results will be used by other modeling tasks, such as transportation demand modeling, and fiscal impact analysis. We will present and compare conceptual alternatives using a combination of two-dimensional diagrams, three-dimensional illustrations, photographs, tables, matrices, and narratives. Through this process, the City will ultimately define a preferred land use scenario that will become the basis for drafting the GP.

The Kimley-Horn team will develop up to two integrated mobility network alternatives aligned with parallel land use alternatives, using a customized street typology that defines up to 10 roadway types and modal priorities tailored to Hawthorne's diverse contexts. These alternatives will include cross-sections showing treatments for each roadway type and will be informed by the City's mobility goals, existing conditions, modeling outputs, and stakeholder input. The Kimley-Horn team will review and revise the City's roadway classification system and incorporate relevant plans from local, regional, and state agencies. Using a City-focused version of the SCAG model, the Kimley-Horn Team will conduct sensitivity runs and will generate key metrics like average weekday traffic, volume-to-capacity ratios, and mode share to guide the LOS analysis. Based on this, as well as the key growth areas, LOS analysis will be conducted for up to 10 intersections to evaluate the impacts and iteratively refine land use and mobility strategies. This integrated process will support informed decision-making by evaluating each network alternative against multimodal performance metrics and key policies.

We have also included an optional task for conducting a **Fiscal Impact Analysis of the Land Use Alternatives on the General Fund (see Optional Task B)**. If incorporated into the scope, this task will support the City in evaluating the financial implications of each alternative, providing valuable insight into how different land use scenarios may affect the City's long-term fiscal health and service delivery capacity.

Deliverables

- ✓ Land use and circulation alternatives, maps, and built area calculations
- ✓ Street Typologies (up to ten [10])
- ✓ LOS analysis for up to two (2) alternatives and ten (10) intersections
- ✓ Descriptive memo for each alternative, including assumptions (digital copy)

GENERAL PLAN UPDATE**Task 3.3: Administrative Draft**

The Kimley-Horn team will prepare an Administrative Draft GPU for initial review by City staff. This draft will be organized into separate chapters, with an Introduction chapter highlighting the City's historic roots and transformation over decades; the need for the GPU; and its alignment with other relevant documents; a Vision Statement; and guiding principles. Subsequent chapters will align with the current elements. Each of these chapters will include an introduction, an assessment of existing conditions (pulled from the Existing Conditions Report), identification of key issues, and a set of goals, policies, and action items. A list of potential policy areas is provided in the Approach section. Additionally, we will provide a narrative explaining the rationale and intended application of these policies where needed, accompanied by any necessary appendices. During preparation of the Existing Conditions Report and Administrative Draft, we will reflect the recently adopted Housing Element, Safety Element, and Environmental Justice Element that have recently been adopted in each chapter. All chapters will follow the guidance of the latest LCI guidelines and relevant state laws. City staff shall review the Administrative Draft and provide a single set of consolidated comments to the Kimley-Horn team.

Deliverables

✓ Administrative Draft (digital copy)

Task 3.4: Public Review Draft

Upon City staff's review of the Administrative Draft, the Kimley-Horn team will meet with City staff to discuss the comments. The team will then integrate the suggested revisions to produce a public review draft of the GPU, which will be presented at Planning Commission and City Council hearings. At this stage, changes are expected to be minimal, addressing public comments and any findings from the PEIR process. No additional chapters or sections are anticipated within the scope.

Note: The preparation of staff reports and resolutions is not included in this task. However, the Kimley-Horn team is available to review and provide feedback on these documents. If needed, we can submit a proposal to fully handle the preparation of reports and resolutions.

Deliverables

✓ Public Review Draft (digital copy)

Task 3.5: Final GPU Document

After public hearings with the Planning Commission and City Council, and once City staff confirms final changes, the Kimley-Horn team will refine the draft GP to produce the final version. Revisions at this stage are anticipated to be minimal, focusing on adjustments identified during the public hearing process to alignment with community input and City Council directives.

Deliverables

✓ Final GPU: one (1) Word, one (1) PDF, and one (1) print copy

Task 4: Environmental Analysis

This scope assumes the following:

- Analysis of one preferred land use scenario
- Baseline conditions, Project Description, and approach will not change once the City issues Authorization to Proceed (ATP) with the PEIR
- For each CEQA deliverable, and unless otherwise noted, Kimley-Horn will:
 - Submit to the City electronically
 - Respond to two reconciled sets of City comments, both in Microsoft Word redline format — additional review cycles are excluded
 - Provide a “redline copy” that reflects the proposed edits and responds to City comments
 - Provide a “check copy” for City approval prior to finalizing

Task 4.1: CEQA Project Initiation**Task 4.1.1: PEIR Kick-Off Meeting**

Kimley-Horn will conduct a PEIR Kick-Off Meeting with the City to agree on the basic project elements (i.e., “CEQA Project” definition). The meeting will also include a discussion of PEIR schedule and City review and approval protocols.

GENERAL PLAN UPDATE**Task 4.1.2 Agency Consultation:**

In collaboration with the City, Kimley-Horn will identify relevant agencies and stakeholders, then conduct discussions to support the early stages of environmental analysis, issue delineation, and impact avoidance and minimization.

Deliverables

- ✓ Kick-Off Meeting Agenda
- ✓ Kick-Off Meeting Minutes and Action Items
- ✓ Data Needs Technical Memorandum (TM) (digital copy)

Task 4.2: PEIR Project Management

A Kimley-Horn environmental project manager will manage and supervise the PEIR project team and will be the point of contact with City staff concerning the PEIR. The project manager will be responsible for overall coordination with technical and support staff and consultants toward completion of the PEIR.

Kimley-Horn will prepare a CEQA Project Schedule using Smartsheet to track each deliverable, review cycles, and major milestones (e.g., Project Description, Technical Studies, Administrative ISMND, and public hearings). We will collaborate with City on an ongoing basis to maintain the Schedule through the assumed duration of the Project's environmental clearance.

Deliverables

- ✓ CEQA Project Schedule

Task 4.3: Defining the CEQA Project

In collaboration with the City, Kimley-Horn will define the "CEQA Project," which will be based on the preferred land use scenario (see Task 3.2 above), and, for the PEIR, will involve a comprehensive GPU. Many of the Project's programs will involve City policies and supporting actions that would not involve changes resulting in physical impacts. Others—such as land use designation, zoning, and/or density/intensity changes—would change development yields and buildout, resulting in physical impacts. Kimley-Horn will define the CEQA Project using "bookends." The CEQA Project will be sufficiently conservative to reduce future need for further environmental review, yet not overly conservative so that the Project is hindered by excessive impacts or mitigation.

The Project Description will detail the Planning Area's location, environmental setting, background and history, characteristics, discretionary actions, goals and objectives, implementation program, phasing, agreements, and required permits and approvals, based on readily available information. The exhibits necessary to communicate the Project's key characteristics will be included.

Deliverables

- ✓ Draft and Final Project Description (digital copy)

Task 4.4: Tribal Cultural Communications

Kimley-Horn will provide SB 18 and AB 52 Native American communications assistance, as directed by the City. Kimley-Horn will contact the Native American Heritage Commission (NAHC) to request a Sacred Lands File (SLF) Search and an SB 18 list of Native American tribes and individuals to contact. Using the NAHC SB 18 list, Kimley-Horn will draft SB 18 letters and distribute them on behalf of the City. Using the City's California Native American AB 52 tribal contacts list, Kimley-Horn will draft AB 52 letters for City distribution. Noticing results will be incorporated into the PEIR.

A request for consultation would require the City to enter a consultation process. This task excludes consultation. Should the City request tribal consultation assistance from Kimley-Horn, additional scope and fee will be required.

Deliverables

- ✓ SB 18 and AB 52 Consultation Letters
- ✓ Tribal Correspondence PEIR Appendix

GENERAL PLAN UPDATE**Task 4.5: Technical Studies****Task 4.5.1: Air Quality**

Kimley-Horn will model and analyze the GPU's air quality impacts. This analysis will identify the existing air quality environment, which will inform the Existing Conditions Report, the applicable regulatory framework, and assess the GPU's long-term air quality impacts in accordance with South Coast Air Quality Management District (SCAQMD) regulations and standards. We will model criteria pollutant emissions using the California Emissions Estimator Model (CalEEMod) based on the preferred land use scenario, trip generation, and VMT data. Modeled emissions will be compared to SCAQMD thresholds. Construction emissions will be discussed qualitatively, as it is speculative to analyze construction impacts at the program level. Carbon monoxide hotspots will also be assessed qualitatively. The Planning Area's existing and potential future sources of toxic air contaminants will be addressed. The GPU's consistency with the latest applicable Air Quality Management Plan (AQMP) will be evaluated.

Task 4.5.2: Energy Impacts/CEQA Appendix F

CEQA requires an EIR to describe, where relevant, the wasteful, inefficient, and unnecessary consumption of energy caused by a project. This section will programmatically analyze existing energy consumption (to inform the Existing Conditions Report) and project energy consumption associated with operations, buildings, and transportation-related energy under the proposed GPU.

Task 4.5.3: GHG Emissions

Kimley-Horn will model and analyze the GPU's GHG emissions. Emissions will be based on the preferred land use scenario and the resulting trip generation and VMT data. This analysis will identify the existing GHG environment to inform the Existing Conditions Report, the applicable regulatory framework, and assess long-term GHG emissions impacts in accordance with California Air Pollution Control Officers Association (CAPCOA) and SCAQMD guidance. Climate change protocols are constantly evolving. As such, climate change impacts will be analyzed using the latest guidance and regulations. Consistency with the City's Energy Action Plan (EAP), State Scoping Plan, and the Regional Transportation Plan and Sustainable Communities Strategy (RTP/SCS) will also be evaluated. The analysis will include emissions inventories, GHG reduction measures, and implementation procedures.

Task 4.5.4: Noise and Vibration

Kimley-Horn will model and analyze the community's existing and future noise levels. This analysis will identify the existing noise environment (including noise measurements and traffic noise modeling) and the applicable regulatory framework. Kimley-Horn will evaluate construction noise based on a programmatic understanding of the Project (i.e., using general assumptions and a single development phase). An analysis of construction vibration impacts will be based on the Federal Transit Administration (FTA) vibration analysis guidance. On-site noise-generating activities will be analyzed at a programmatic level for potential impacts, referencing the applicable Land Use Noise Compatibility Matrix and Interior/Exterior Noise Guidelines. Using traffic data, we will analyze the existing and future traffic noise levels adjacent to Planning Area arterials and highways. Noise contours will be developed for arterial and highway segments relative to the roadway centerline.

Task 4.5.5: Transportation (Trip Generation, Distribution, and VMT)

Kimley-Horn will prepare a Trip Generation and Distribution Memorandum, which will inform the air quality and noise analyses. The memorandum will estimate trip generation for existing and proposed land uses based on Institute of Transportation Engineers (ITE) trip generation rates. The memorandum will quantify the net change (increase or decrease) in trip generation for the Project, along with anticipated trip distribution.

Kimley-Horn will also perform a VMT analysis per SB 743 for the GPU's proposed land use mix, consistent with the City's VMT Analysis Guidelines. Given the magnitude of land use changes anticipated with the GPU, the VMT analysis will be performed using the Southern California Association of Governments (SCAG) travel demand model rather than the City's VMT Analysis Tool. Kimley-Horn will determine the average VMT per capita, VMT per employee, and total VMT for each land use, as applicable. Each land use type's VMT performance will be compared to the City's thresholds to determine whether the GPU's land use mix results in a significant impact. If a significant VMT impact is identified, Kimley-Horn will develop mitigation measures to reduce the impact to the extent feasible.

Deliverables

- ✓ Administrative Draft and Public Review PEIR Technical Appendices (digital copy)

GENERAL PLAN UPDATE**Task 4.6: Notice of Preparation and Scoping Meeting****Task 4.6.1: Notice of Preparation**

Because a determination has already been made that an EIR is required for the Project, preparation of an Initial Study is not needed to make that determination. Therefore, Kimley-Horn will prepare an “expanded” Notice of Preparation (NOP), which will contain additional information to help recipients understand the Project and CEQA process, and to offer meaningful input to the City. The NOP will include CEQA-required components (e.g., Project location and description, and environmental issues to be addressed in the PEIR), as well as the date and location of the Scoping Meeting. See also Task 4.7 below regarding NOP posting.

Task 4.6.2: Scoping Meeting

Kimley-Horn will organize a Scoping Meeting to be held during the 30-day NOP review period. We will prepare a PowerPoint presentation providing the following: a description of the CEQA process; a Project overview; key issues to be evaluated in the PEIR; and identification of opportunities for public input and PEIR review. Following the presentation, the meeting’s focus will be on receiving comments. Comments received at the Scoping Meeting (and in response to the NOP) will be evaluated during Administrative Draft PEIR preparation. At the conclusion of the public comment period, Kimley-Horn will work with the City to determine if Project modifications or adjustments should be considered early in the process to address regulatory or community issues and avoid potentially significant impacts.

Note: The City will secure the venue, Kimley-Horn will provide digital collateral for distribution.

Deliverables

- ✓ Draft and Final Expanded NOP
- ✓ PowerPoint Presentation
- ✓ Comment Forms

Task 4.7: CEQA Notices and State Clearinghouse Forms

Public agencies must submit all CEQA environmental documents to the State Clearinghouse (SCH) for publication to CEQAnet. Kimley-Horn will work with the City to obtain Submitter access to the CEQA Submit online platform. Kimley-Horn will complete the following CEQA notices and SCH forms for the Project: Notice of Preparation (NOP); Notice of Availability (NOA); Notice of Determination (NOD); SCH Notice of Completion (NOC) and Environmental Document Transmittal; and LCI Summary Form. Kimley-Horn will file these notices along with the Project’s PEIR to CEQAnet and the County Clerk on behalf of the City. The notices will be distributed to responsible, trustee, and interested agencies, community groups, and individuals. Distribution will be based on a City-provided distribution list. This scope excludes payment of California Department of Fish and Wildlife (CDFW) fees, radius mailing, and newspaper notice.

Deliverables

- ✓ Draft and Final Notices

Task 4.8: Draft PEIR

The Draft PEIR will include the following sections:

- Executive Summary
- Introduction and Purpose
- Project Description
- Basis for Cumulative Analysis: The analysis will likely involve a list of past, present, and probable future projects producing related or cumulative impacts. The geographic context for each environmental issue area will be identified.
- Environmental Analysis: Building on the NOP’s findings, Kimley-Horn will conduct a programmatic analysis of the Project’s potentially significant effects on the environment. The environmental analysis will be based on the Project Description, the technical studies, readily available data, and results from additional research. The significance criteria and thresholds used to evaluate each issue will be identified and patterned after recently amended State CEQA Guidelines Appendix G. The environmental analysis will consider all Project phases, including planning, acquisition, development, and operation. The analysis will consider the whole action involved with the Project—on-and off-site; project-and cumulative-level; direct and indirect; and short-term construction and long-term operational impacts. Explanations will be provided for all thresholds, including “No Impact” responses, as concluded in the Initial Study. The environmental analysis will identify and focus on the Project’s significant environmental effects, as well as environmental issues raised during the scoping process (NOP comment letters, Public Scoping Meeting, and other relevant and valid informational sources).

GENERAL PLAN UPDATE

For each significant adverse impact, the environmental analysis will identify proposed GPU policies and feasible mitigation measures, which could avoid or lessen a potentially significant adverse impact. The PEIR will contain a detailed analysis of the following preliminary list of environmental issue areas:

- Aesthetics
- Air Quality
- Cultural Resources
- Energy
- Geology and Soils
- Greenhouse Gas Emissions
- Hazards and Hazardous Materials
- Hydrology and Water Quality
- Land Use and Planning
- Noise
- Population and Housing
- Public Services
- Recreation
- Transportation
- Tribal Cultural Resources
- Utilities and Service Systems

Each issue area will include the following subsections: Introduction; Regulatory Setting; Methodology; Environmental Setting; Impact Thresholds and Significance Criteria; Impacts and Mitigation Measures; Cumulative Impacts; Significant Unavoidable Impacts; and References.

- Other CEQA Considerations (i.e., Significant Environmental Effects Which Cannot be Avoided, Significant Irreversible Environmental Changes; and Growth Inducing Impacts)
- Alternatives to the Proposed Action (No Project + Two Additional)
- Effects Found Not to Be Significant
- Organizations and Persons Consulted
- Appendices

Kimley-Horn will prepare up to twenty (20) exhibits to enhance the written text and clarify baseline conditions and Project impacts.

Deliverables

- ✓ Administrative Draft PEIR No. 1 (digital copy)
- ✓ Administrative Draft PEIR No. 2 (digital copy)
- ✓ Check Copy Draft PEIR
- ✓ Draft PEIR (digital copy)

Task 4.9: Final PEIR

Kimley-Horn will initiate preparation of the Final PEIR during the Draft PEIR's 45-day public review period. The Final PEIR will consist of the following sections:

- Introduction
- List of Commenting Persons, Organizations, and Public Agencies
- Comment Letters
- Responses to Comments: Kimley-Horn will respond to written comments received during the public review period and to additional comments concerning significant environmental issues. It is noted that the extent of public and agency comments resulting from the public review process is presently unknown. Kimley-Horn assumes up to eighty (80) hours for completion of the Administrative Responses to Comments. Should the level of comments and responses exceed the assumed effort, services will be provided on a time-and-materials (**T&M**) basis.
- Errata to the Draft PEIR, if required
- Mitigation Monitoring and Reporting Program (**MMRP**): Kimley-Horn will prepare an MMRP in coordination with the City to define appropriate monitoring steps and procedures. The MMRP Checklist will serve as the foundation of the Project's MMRP. The checklist will indicate the mitigation measure number, mitigation measure, monitoring milestone, method of verification (e.g., documentation, field checks), verification section for the initials of the verifying individual, date of verification, and pertinent remarks.

We will prepare and file the NOD with the County Clerk and SCH within five (5) days after the decision to carry out and approve the Project; see Task 4.7 above.

GENERAL PLAN UPDATE**Deliverables:**

- ✓ Administrative Final PEIR No. 1 (digital copy)
- ✓ Administrative Final PEIR No. 2 (digital copy)
- ✓ Check Copy Final PEIR
- ✓ Final PEIR (digital copy)

Task 4.10: Findings of Fact and Statement of Overriding Considerations

Kimley-Horn will prepare the Findings of Fact in accordance with State CEQA Guidelines Sections 15091 and 15093 and in a City-approved format. A Statement of Overriding Considerations will be drafted, if needed, and submitted to the City for use in the Project review process.

Deliverables:

- ✓ Findings of Fact
- ✓ Statement of Overriding Considerations (if applicable)

Task 4.11: PEIR Meetings and Hearings

The environmental project manager and one additional staff member will attend the meetings, hearings, and conference calls and represent the team, as appropriate. This task assumes up to eighty (80) hours for meetings and calls, including preparation, attendance, and follow-up, as appropriate. Should the City determine that additional time beyond the assumed amount is required, services will be provided on a T&M basis.

Assumed Meetings (virtual unless otherwise noted): 1 Project Kick-Off Meeting; 1 Scoping Meeting; 18 Progress Conference Calls; 3 Public Hearings

Deliverables

- ✓ Meeting Agenda, Minutes, and Action Items (per meeting, as appropriate)

Task 5: City Meeting Schedule and Communication**Task 5.1: Planning Commission and City Council Meetings**

The Kimley-Horn team will actively participate in up to six (6) Planning Commission meetings and six (6) City Council meetings. These meetings may include a mix of work sessions and public hearings for the adoption of the GP, as directed by the City. If the City opts to hold joint meetings of the City Council and Planning Commission, each joint session will count as one meeting. A minimum of two (2) Kimley-Horn team members will be present at each meeting.

Note: City staff will manage the preparation of public notices, staff reports, and resolutions for adoption. While drafting staff reports or resolutions is outside the scope, our team will be available to review and offer feedback on these documents as needed. If the City requires full preparation of these documents, we can provide an additional scope and fee to cover this task fully.

Deliverables

- ✓ Presentations and attendance at six (6) Planning Commission meetings
- ✓ Presentations and attendance at six (6) City Council meetings
- ✓ Draft GPU, presentation, and workshop materials (digital Copy)

Task 6: Zoning Consistency Memorandum

To support the GPU and align with its goals, policies, and programs, the Kimley-Horn team will provide recommendations for the changes to the zoning code and amendments to the zoning map. Given the uncertainty of the amendments and their reliance on the final GPU, this task will be capped at 120 hours of staff time.

Deliverables

- ✓ Zoning consistency memorandum (digital copy)

GENERAL PLAN UPDATE**Optional Tasks****Optional Task A: Focus Area Plans**

During the GPU process, the Kimley-Horn team will develop detailed focus area plans for each identified area. These plans will outline a vision and goals that define the future direction, accompanied by recommendations for land use, zoning, and development patterns based on our detailed analysis, market research, and pro formas for these specific areas. Transportation strategies will enhance mobility, connectivity, and access, while a pro forma analysis will assess the feasibility of residential and mixed-use projects, particularly for low- and moderate-income housing.

Urban design components will include building design and massing standards to create a cohesive skyline and pedestrian-friendly environment, public spaces to foster community engagement, and streetscape improvements to promote walkability and aesthetics. Architectural character and active frontages will be defined to reflect the area's identity and energize public spaces.

Economic development strategies will aim to stimulate local business and innovation, while community needs will be addressed to support residents' housing and amenity needs. Finally, the plan will include implementation steps, policies, and funding strategies to achieve the envisioned outcomes.

Optional Task B: Fiscal Impact Analysis of Land Use Alternatives

The Fiscal Analysis will be conducted for each of the two land use alternatives as well as the preferred land use scenario to provide an objective assessment of the primary and secondary economic benefits associated with the opportunity sites. This analysis will quantify anticipated impacts, including job creation, sales tax revenue, property tax contributions, and other key economic indicators, offering a comparative understanding of the fiscal implications of each alternative. The results will help inform decision-making by demonstrating the relative effectiveness of each land use scenario in generating economic benefits. However, it is important to note that these estimates are intended to provide an order-of-magnitude understanding rather than precise financial projections.

Optional Task C: Objective Design Standards

We will draft Objective Design Standards for mixed use and multifamily residential. The document will showcase a range of building types, such as courtyard bungalows, town homes, multi-story apartments with surface parking, and wrapped structures with integrated parking. It will also include architectural styles suitable for Hawthorne's context. Existing graphics from specific plans and other planning documents will be reused or updated with new graphics and additional photos incorporated so that the document is well-organized and visually engaging. Standards will be structured with mandatory and à la carte sections, allowing developers flexibility while maintaining City staff predictability. It will also include a checklist for streamlined approval process. The final standards will be well organized, simple and easy to use.

Optional Task D: Active Transportation Plan

Kimley-Horn will build on a comprehensive understanding of existing conditions to create an Active Transportation Plan that emphasizes pedestrian and bicycle connectivity, first-mile/last-mile solutions, and integration of emerging mobility options like micro-mobility. The plan will address key factors such as ADA accessibility, safe routes to schools, trail connections, and regional mobility. Streetscape enhancements, wayfinding, bike infrastructure, and shared mobility solutions will be planned with attention to safety, aesthetics, and practicality. We will assess constraints like limited right-of-way and identify feasible strategies—such as lane reallocation and traffic calming—to support multimodal access in the City. The final deliverable will be a user-friendly roadmap with visualizations, an action matrix, and prioritized recommendations to guide the City from vision to construction. Our goal is to create a living plan that advances sustainable mobility, supports future funding opportunities, and enhances quality of life in the City.



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