

GENERAL PLAN UPDATE

PARKS, PUBLIC FACILITIES, AND PUBLIC SERVICES

EXISTING CONDITIONS REPORT | JULY 2020



INTRODUCTION

This section describes key public services and facilities that the City of Culver City (City) provides to residents. Public services and facilities include parks, recreation facilities, fire protection and emergency services, schools, government facilities, and civic and cultural facilities. At the time of publishing this report, Culver City residents and decision-makers are engaged in conversations about the future role of policing in Culver City. In response to these conversations, the General Plan update (GPU) team reallocated project funding to facilitate ongoing community discussions on policing and will conduct additional analysis to determine how to address policing, inclusion, and equity in the General Plan. Existing conditions on Police Department facilities will be addressed in the results of those efforts.

ISSUES AND OPPORTUNITIES

The following is an initial list of issues and opportunities that will be expanded and further analyzed in subsequent phases of the GPU.

- **Park service.** The city is generally better served by parks than neighboring cities. In addition to City parks, Culver City residents have access to parks operated by other public agencies and privately-owned public open spaces.
- **Park access.** About 35% of residents are within a convenient walking distance, a quarter mile, from a park. Some neighborhoods, including Studio Village, Washington Culver, and McLaughlin do not have any parks.
- **Draft Parks and Recreation Master Plan.** The City produced a draft Parks and Recreation Master Plan (PRMP) in 2009, but City Council never adopted it. This GPU should incorporate relevant policy recommendations.
- Park and Recreation funding. The City's parks and recreational facilities are undermaintained. The Parks, Recreation, and Community Services Department (PRCS) lacks funding to undertake capital improvements and maintain parks. For example, the Veterans Memorial Building is in high demand and is an aging structure in need of maintenance. The building is currently inadequate to meet the needs of the community; however, no major improvements are planned. There is a clear need to identify innovative solutions to address these deficiencies while recognizing the budget constraints the City faces. The updated General Plan could identify methods to alleviate these challenges for all parks and recreational facilities. Potential options include strengthening the City's agreement with the Culver City Unified School District (CCUSD) for greater access to school sports fields and classrooms for recreational programming, restructuring residential park impact fee calculations, and requiring impact fees or dedications from non-residential development.
- **Population growth.** The city is experiencing population growth and increased development, which affects public facilities and services provided for city residents. For public services, population growth associated with new development is increasing calls for service from Culver City Fire Department (CCFD), with added traffic congestion also affecting emergency response times in certain areas of the city. The GPU presents an opportunity for the City to address the challenges in meeting response time goals.

• School enrollment. Though schools that serve students in Culver City are not expected to exceed their enrollment capacity by the General Plan horizon year of 2045, these campuses need major upgrades and improvements in the coming years, requiring significant monetary investment and administrative staff time. The City could facilitate these improvements because of its role in issuing land use and construction permits.

PARKS AND RECREATIONAL FACILITIES

The City offers a variety of parks and recreational facilities for residents, employees, and visitors to enjoy. The City's PRMP, drafted in 2009, was envisioned as a blueprint to expand, improve, and maintain park and recreational facilities. Though the PRMP was never adopted, it provides analysis and recommendations that will be reexamined during this GPU process. Characteristics of existing facilities, including their deficiencies, are described in this section.

PARKS

CITY PARKS

The City owns and operates two community parks, seven neighborhood parks, and five parkettes/mini parks within city limits. Parks are listed in Table 1 and depicted in Figure 1. In total, the City owns and maintains 91.5 park acres. The PRMP classifies parks in the city as follows:

- **Regional Parks** are large recreation areas designed to serve the entire region beyond the city limits. The State of California owns and operates regional parks in or near the Culver City (see Other Parks section).
- **Community Parks** are usually between 15 and 40 acres. Community parks are designed to serve people within a 2- to 3-mile radius. They provide for a variety of passive and active uses.¹ Community parks may include sports fields (lit or unlit), basketball courts, restrooms, indoor facilities, picnic areas, and specialized facilities (such as dog parks and skateparks).
- Neighborhood Parks are usually between 3 and 15 acres and are intended to serve neighborhood residents within a mile of the park. Neighborhood parks may have playgrounds, picnic areas, trails, open grass areas for passive use, outdoor basketball courts, and multi-use open grass areas for sports.
- **Parkettes/Mini Parks** are less than 3 acres. They are typically designed for use by small children or as green oases in the middle of an urban context. Parkettes/mini parks may have open grass areas, playgrounds, and a small picnic area.

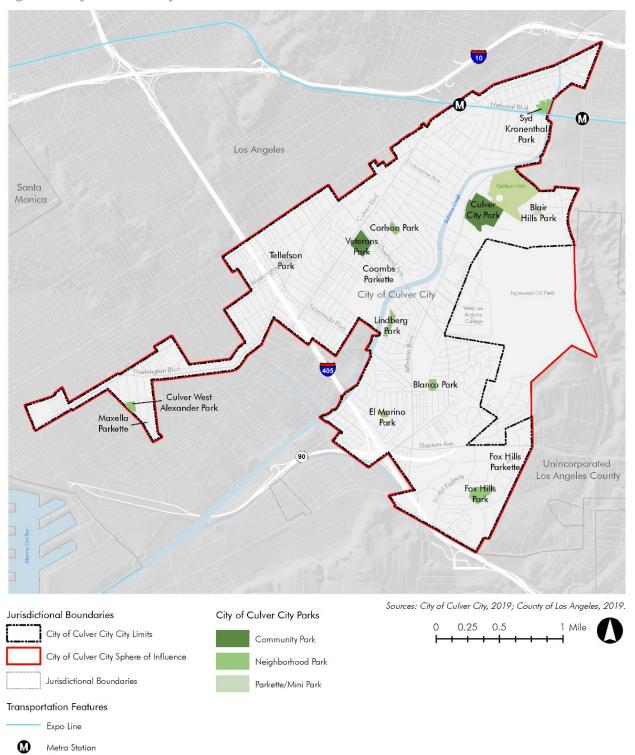
¹ The term "passive use" refers to recreational activities that do not require specialized park equipment and management, such as walking, biking, and picnicking. "Active uses" require the use of special facilities, courses, fields, or equipment. Examples of active uses include playing basketball, swimming, and using playground equipment.

Table 1: City of Culver City Parks²

Facility	Amenities	Acres	
Community Parks	5	54.5	
Culver City Park	ver City Park Play area, basketball half courts, baseball fields (including Bill Botts Field), open turf area, restroom, picnic area, skatepark, playground, trails, the Boneyard Dog Park		
Veterans Park Basketball courts (one with lights), tennis courts (with lights), softball fields (one with lights), open turf areas, handball walls, restroom, picnic shelter, playground, Veterans Memorial Building, aquatic center, teen center, community gardens, paddle tennis courts (with lights)			
Neighborhood Pa	rks	32.7	
Blanco Park	Teeball diamonds, recreation building, picnic shelter, open turf areas, walking path	3.3	
Carlson Park	Open turf area, restroom, picnic shelter, sculpture, night lighting	2.7	
Culver West Alexander Park			
El Marino Park	Playground, basketball court (with lights), handball wall, open turf area, restroom, recreation building, picnic area, ceramics hut		
Fox Hills Park	ox Hills Park Playground, basketball half courts (with lights), tennis courts (with lights), paddle tennis courts (with lights), volleyball court (with lights), softball fields, open turf areas, restroom, picnic area, fitness equipment, loop trail		
Lindberg Park	Playground, basketball court, softball fields (with partial lights), soccer field, handball wall, open turf areas, restroom, recreation building, picnic shelters	4.4	
Syd Kronenthal Park	Play area, basketball court (with lights), tennis court (with lights), paddle tennis courts (with lights), softball fields (with lights), recreation building, picnic shelters, fitness equipment, trail loop	6.0	
Parkette/Mini Pai	rks	4.3	
Blair Hills Park	lair Hills Park Playground, basketball court, softball field, restroom, picnic shelter		
Coombs Parkette	nbs Parkette No amenities, open turf area		
ox Hills Parkette Benches		0.8	
Maxella Parkette	No amenities, turf area	0.1	
Tellefson Park	Playground, open turf areas, restroom, picnic shelter	1.5	
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² Heritage Park is included in the Other Parks and Facilities section as it is not technically defined as a park.

Figure 1: City of Culver City Parks



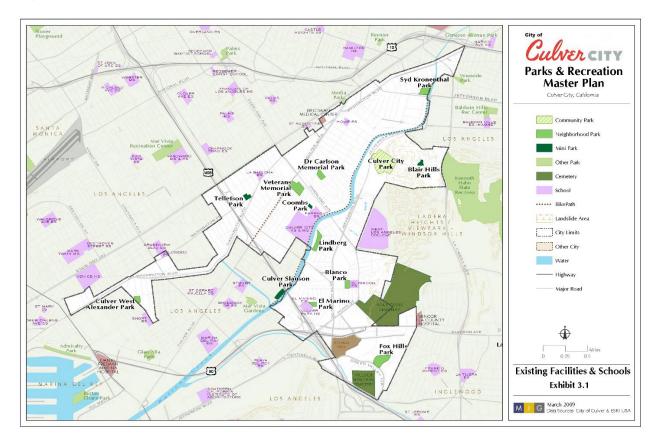
OTHER PARKS AND FACILITIES

In addition to parks, the City owns and operates three public plazas, which provide limited passive use, totaling 2.4 acres that do not count towards the City park acreage total. These plazas are Culver Steps and Plaza (0.8 acres), Heritage Park in front of City Hall (0.6 acres), and the Town Plaza (1 acre) (Culver City, 2017a).

A number of public agencies and private property owners provide park and open space access to Culver City residents. Some parks and open spaces are outside the boundaries of the city, but within a walkable distance (one half mile) of Culver City residents and workers. These facilities in total comprise about 700 acres (193 within the city limits and 506 within a half mile of the city limits) and are described below. Most facilities are mapped in Figure 2.

- State of California. The State of California's Baldwin Hills Conservancy owns and operates the Baldwin Hills Scenic Overlook, which is within the city limits and comprises 56.4 acres. The Culver City Stairs is a popular outdoor staircase leading to the Overlook. To the east of the city limits, the State owns and operates the Kenneth Hahn State Recreation Area, which has 338 acres of recreational space (Los Angeles County Department of Parks and Recreation, 2019a). Passive uses like hiking trails and walking paths are present in these areas.
- **City of Los Angeles.** The City of Los Angeles owns and operates five parks within one half mile of the city limits: Media Park (2.5 acres), Genesee Avenue Park (5.9 acres), Westside Neighborhood Park (4.6 acres), Glen Alla Park (4.8 acres), Reynier Park (1.5 acres), and Culver Slauson Park (3 acres) (Los Angeles County Department of Parks and Recreation, 2016). The City has a long-term lease with the City of Los Angeles for use of Media Park. Culver Slauson Park also has an indoor recreation center. Together, these parks total 22.3 acres.
- **Culver City Unified School District (CCUSD).** The City has a joint use agreement with the CCUSD which allows CCUSD to use City facilities, including the Municipal Plunge in exchange for use of school buildings and fields. The City does not have access to the CCUSD's turf fields, which provide space for active uses. Per the PRMP, about 30 acres of CCUSD property is used by the City through the joint use agreement (Culver City, 2009).
- **Cemeteries.** There are two cemeteries in Culver City. Both facilities allow public access and have walking paths, landscaping, and water features. Hillside Memorial Park is about 41 acres and is entirely located within the city limits. Holy Cross Cemetery is about 207 acres, of which about 61 acres are within the city limits and 146 acres are within the SOI in unincorporated Los Angeles County. Together, the cemeteries comprise about 248 acres. Only passive uses are possible in these spaces. Cemeteries, while providing public open space for passive recreation, may not be as regularly used or considered as parks and open space. For example, during the recent COVID-19 public orders, parks and open spaces were closed to the public to prevent the spread, but cemeteries were not listed in the State or County Parks & Recreation orders.
- **Private developers.** Some private developers in the city operate privately-owned public open spaces (POPOs) as conditions of development approval. Example of POPOs in the city include Access (0.1 acres) and Ivy Station (2.6 acres, not yet open) (Culver City, 2016b). These areas total 2.7 acres and allow for passive uses like walking and sitting.

Figure 2: Other Parks in Culver City



PARK SERVICE

Park service ratios, or the number of acres of parks per 1,000 residents, is a metric used by cities to measure park service and calculate park dedication requirements from new development. A higher service ratio indicates greater park service.

Table 2 calculates the City's existing park service ratio. Counting City parks alone, the city has a ratio of about 2.3 acres per 1,000 residents. However, as residents also have access to regional parks, school facilities, cemeteries, City plazas, and POPOs within city limits, this service ratio of 2.3 shortchanges the amount of publicly accessible park space available to residents. As shown in Table 2, including 5.1 acres of City plazas and POPOs, the ratio increases to about 2.4. The ratio jumps to 3.1 when including 30 acres of land available to residents via a joint use agreement with the CCUSD. Counting cemeteries and regional parks, the ratio increases to 5.7 and 7.1, respectively.

However, park service ratios do not consider park quality or access, topics that will be discussed later in this report. They also do not consider illuminated space, which make parks usable for more hours of the day, or active and passive space, which allow for a greater variety of uses and programming.

Table 2: Park Service

#	Park Type	Park Acres ¹	Service Ratio ²	
1	City of Culver City parks	91.5	2.3	
2	#1 + City plazas and privately-owned public open spaces (5.1 acres)	96.6	2.4	
3	3 #2 + Joint use facilities (30 acres) 126.6		3.1	
4	4 #3 + Cemeteries (102 acres) 2		5.7	
5	#4 + Regional parks (56.4 acres)	285.0	7.1	
Notes:				
	1. Only includes land within the city limits.			
	2. Based on a 2019 population of 40,200.			
Sources: Paimi + Associates 2010: Culver City 1968, 2000 · HP8A, 2010				

Sources: Raimi + Associates, 2019; Culver City, 1968, 2009 ; HR&A, 2019.



Carlson Park has an open turf area, restroom, picnic shelter, sculpture, and night lighting.

Culver City has a lower than average park service ratio compared to the rest of Los Angeles County, as the parks service ratio (based on City parks alone) averages 2.3 in Culver City and 3.3 countywide (Los Angeles County Department of Parks and Recreation, 2016b). However, the countywide ratio is inclusive of cities in more suburban settings, where there is generally more open space and greenery. For instance, compared to more suburban cities like Calabasas, Claremont, and Rolling Hills Estates, Culver City has a lower parks service ratio (see Table 3). Due to a lack of vacant land in Culver City, it may not be realistic for the city to achieve these high park service ratios. Culver City, however, has a greater parks service ratio than cities that are similarly situated in the urban core of the Los Angeles region—including Inglewood, Redondo Beach, and Santa Monica—indicating a stronger level of park service than comparable cities.

	Park Acres	Population (2016) ¹	Service Ratio	Setting
City of Culver City	91.5	40,200	2.3	Urban
City of Inglewood	88	112,172	0.8	Urban
City of Redondo Beach	92.7	67,722	1.4	Urban
City of Santa Monica	134	95,529	1.4	Urban
City of Calabasas	137.4	23,750	5.8	Suburban
City of Claremont	125.1	37,100	3.4	Suburban
City of Rolling Hills Estates	61.1	10,191	6.0	Suburban

Table 3: Comparison Cities

Notes:

1. Culver City population is based on the year 2019.

2. Park acreage in this table is inclusive of public neighborhood, community, or mini parks alone. Park acreage is not inclusive of regional parks.

Sources: Raimi + Associates, 2019; Los Angeles County Department of Parks and Recreation, 2016.

PARK ACCESS

The city's park service ratio alone is not sufficient to determine the quality of park service in Culver City. As mentioned earlier, ratios do not consider illuminated space, which make parks usable for more hours of the day, or active and passive space, which allow for a greater variety of uses and programming. Another important factor to consider is accessibility to parks, or the quality of the pedestrian environment leading to and from a park. Residents and workers are more likely to use parks if their residences and workplaces are within a walkable 1/4-mile distance of a park. Being within a walkable distance of a park can have health benefits for communities, as physical activity can reduce stress, improve mental health, and improve respiratory fitness.

Figure 4 maps access to City parks and State parks within the city limits. Media Park, within the City of Los Angeles, is included because it is located on the city's border, and the City has a long term lease for use of the park. Areas within a 1/4-mile walk to parks are shown in light green and represent places with the best access to parks. About 35% of Culver City residences are within a 1/4-mile walking distance of a City or State park within the city limits. The McLaughlin, Studio Village, and Washington Culver neighborhoods have no parks within their limits, though some residents of Studio Village and Washington Culver are within walking distance of parks in nearby neighborhoods.

Some park-deficient areas identified in the existing 1968 General Plan Recreation Element remain park deficient today. Park deficient areas identified in 1968 are demarcated with letters A through F in Figure 3. Comparing the 1968 map with Figure 4 reveals that areas A, D, F, and most of areas B and E still lack convenient park access. Following the publication of the 1968 Recreation Element, the development of Fox Hills Park and Fox Hills Parkette have improved park access in the Fox Hills area. Comparing the two figures reveals the City's ongoing need to improve access in park-deficient neighborhoods and could perhaps speak to ongoing challenges associated with acquiring parkland.

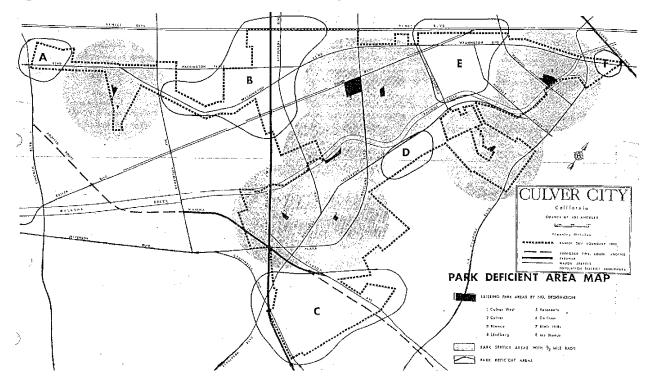
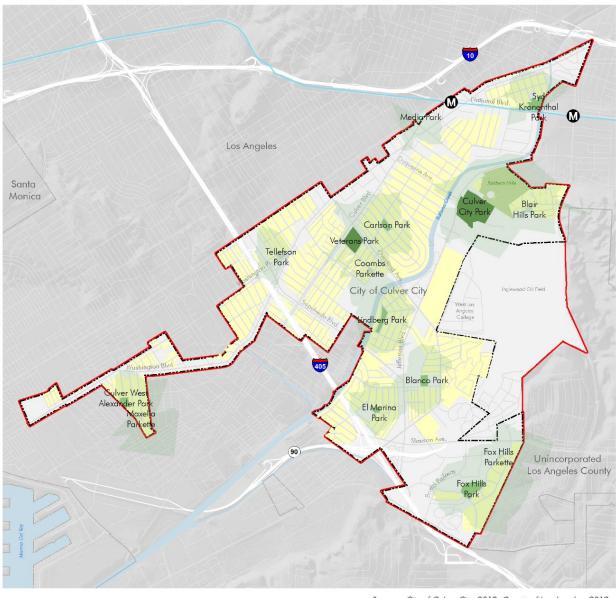
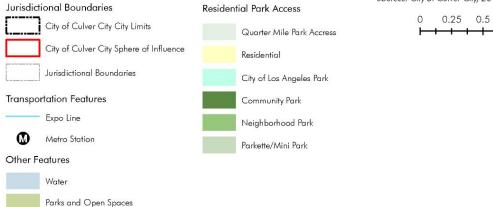


Figure 3: 1968 General Plan Park Deficient Area Map

Figure 4: Access to Parks





Sources: City of Culver City, 2019; County of Los Angeles, 2019.

D

1 Mile

PARK DEDICATION

Per the 1968 General Plan Recreation Element, the City aims to provide 10 acres of parks per 1,000 residents. The General Plan specifies that of these 10 acres per 1,000 residents, 6 acres per 1,000 residents may be satisfied by regional parks and 1 acre per 1,000 residents may be satisfied by joint use agreements with the CCUSD. This leaves at least 3 acres per 1,000 residents to be satisfied by City parks, consistent with the Quimby Act (Section 66477 of California Government Code).

The Subdivision Chapter of the Zoning Ordinance (Chapter 15.10) requires developers subdividing land for single-family housing or condominiums to dedicate parkland or pay an in-lieu fee. Chapter 15.10 is consistent with the Subdivision Map and Quimby Acts, which allow cities whose general plan contains policies and standards for park and recreation facilities to adopt by ordinance a parkland dedication requirement or in-lieu fees. The Quimby Act sets a minimum dedication of 3 acres of parkland per 1,000 population but allows cities to require a higher dedication the need can be demonstrated. Subdivisions in Culver City exempt from this requirement include those containing senior housing and/or low- or moderate-income housing. Parkland dedications and in-lieu fees are based on residential density of a proposed development. Chapter 15.10 does not establish a service radius for dedications, but states that the parkland dedication or fees "shall be used only for the purpose of developing new or rehabilitating existing neighborhood or community park or recreational facilities reasonably related to serving the subdivision." The City must accept in-lieu fees for projects with 50 residential units or fewer per Chapter 15.10.

Further, Chapter 15.06 of the Zoning Ordinance (Parkland Dedication and In-Lieu Fee Ordinance) requires all residential development, not just residential development that is a result of a subdivision, to dedicate parkland and in-lieu fees. This allows the City to collect in-lieu fees from infill projects, additional units on the same property, and conversions of single-family homes to multi-family projects. Chapter 15.06 allows the City to acquire and dedicate parkland outside of the proposed residential development. For instance, if a developer owns a parcel adjacent to an existing park, and the City determines that this parcel would benefit the City's parks and recreation system, the City may allow the developer to dedicate that property instead of property within a proposed residential development.

The City, however, does not require non-residential developers to develop parkland or recreational facilities as a condition of development. Many other California cities, per the Fee Mitigation Act (Section 66000 of California Government Code), require non-residential developers to dedicate parkland or pay in-lieu fees. Park and public space dedications from non-residential development, including Ivy Station, are negotiated between the City and developers on a project-to-project basis as conditions of development approval.

RECREATION

FACILITIES

The City owns and operates a range of recreational facilities, including a community center, recreation buildings, a senior center, a teen center, and a community pool. This section describes their uses and programming. These facilities are mapped in Figure 5.

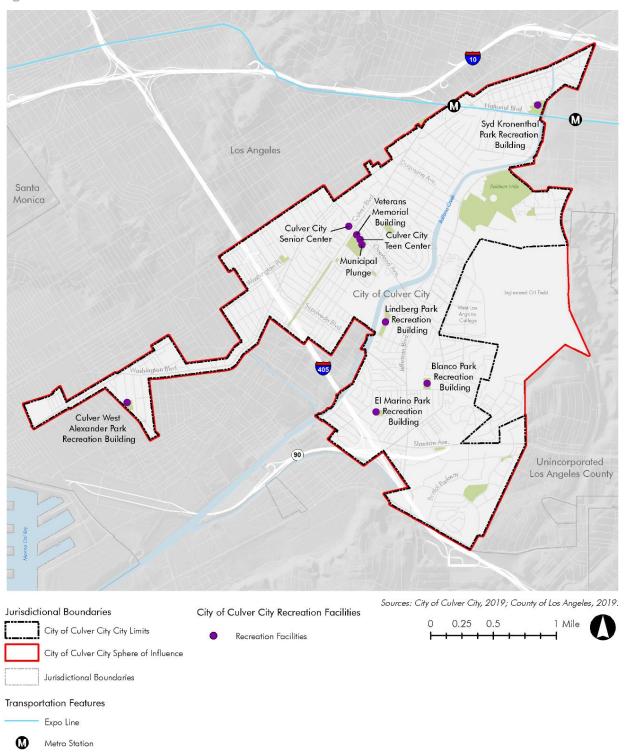
Municipal Plunge. The Culver City Municipal Plunge is a public swimming pool operated by the City. According to the City's website, "our mission is to provide comprehensive aquatics programming that meets the needs of the community through highly accessible, enjoyable and varied opportunities for learning and recreation. We strive to offer a safe, responsive and welcoming aquatics environment that promotes the health and well-being of our City's residents." The City allows CCUSD to use the Municipal Plunge via a joint use agreement.

Recreation Buildings. Blanco, Culver West Alexander, El Marino, Lindberg, and Syd Kronenthal Parks have recreation buildings with rentable meeting rooms. Most buildings are used for contract classes and afterschool and preschool programs.

Veterans Memorial Complex. Veterans Memorial Complex is a key community facility located at Veterans Memorial Park, a 12.9-acre community park that occupies a full block. The Complex includes Veteran's Memorial Building and the Teen and Senior Centers. All facilities in the complex are available for rentals and regularly accommodate concerts and other performances, workshops and conferences, film and television shoots, private parties, community meetings, indoor sport activities, trade shows and exhibitions, as well as other events. For more information about the Veterans Memorial Complex, refer to the *Arts, Culture, and Creative Economy Technical Report*.

Veterans Memorial Building (VMB). Built in 1951, VMB is a Culver City Historical Society designated historic building located at 4117 Overland Avenue and is approximately 11,259 square feet in size (Faithful and Gould, 2019d; Culver City, 2016a; Culver City Historical Society, 2011). It houses Veterans Memorial Auditorium and the Culver City Historical Society. For more information about the Veterans Memorial Building, refer to the *Arts, Culture, and Creative Economy Technical Report.*

Figure 5: Recreation Facilities



Culver City Teen Center. Built in 1956, the Teen Center is located at 4153 Overland Avenue and is approximately 10,897 square feet in size (Culver City, 2016a). The facility is one story and available for rentals with a capacity of 100+. Amenities include audio/visual equipment, chairs, tables, risers, podiums, complimentary parking, portable mirrors, and Wi-Fi (Culver City, 2019b).

Culver City Senior Center. Built in 2003, the Senior Center is located at 4095 Overland Avenue and is approximately 27,237 square feet in size (Culver City, 2016a). The Senior Center's mission is to, "provide a variety of educational, recreational and social services that meet the needs and interests of seniors, residents with disabilities and all members of the general community. The numerous programs and services offered provide access to information and support as well as opportunities for participation in activities that lead to personal growth, improved health and enriching life experiences" (Culver City, 2019a).

PROGRAMMING

The City offers recreational programming for people of all ages and abilities, including sports, arts, dance, music, and aquatics programs. Specialized programming for youth includes after school programs, summer camps, art, aquatics, sports, and preschools. Preschool classes meet in recreation buildings at Blanco, Culver West Alexander, El Marino, and Syd Kronenthal Parks. The City offers bilingual and language immersion preschool programs. Senior programming is wide-ranging, and includes programming focused on exercise, aquatics, arts, nutrition, computer literacy, and other educational programming. The City's disability and social services programming includes counseling, educational programming, and social events. In addition, the City hosts a number of annual community events, including Fiesta La Ballona, MLK Jr. Celebration, Egg-stravaganza, and Holiday Sled-tacular.

TRAILS

Culver City's existing trail network has limited connectivity. Several park facilities, including Culver City, Fox Hills, and Syd Kronenthal Parks have self-contained loop trails. Baldwin Hills Recreational Area is a regional destination for hikers due to its trail, the Culver City Stairs, leading up to a scenic overlook. The PRMP identified a need for more trails, including providing trail connections between parks, extending the existing multi-use path in the future development of Ballona Creek, securing Safe Routes to School funding, and developing a bike lane within the I-405 right-of-way. The State is in the midst of implementing the Park to Playa – Ballona Creek Connection, which will link the Baldwin Hills Scenic Overlook State Park with Ballona Creek by improving the existing trail, constructing a new ADA trail, creating a bike path in Culver City Park, and installing wayfinding signage (State of California, 2019). As of June 2020, much of this project has been completed. The County of Los Angeles is implementing the Park to Playa Pedestrian Bridge and Wildlife Crossing, which will provide a new pedestrian and wildlife crossing over La Cienega Boulevard, linking the Kenneth Hahn State Recreation Area with the Stoneview Nature Center (Los Angeles County Department of Parks and Recreation, 2019b).

BALLONA CREEK

The City's Ballona Creek Revitalization Project is an opportunity to expand recreational opportunities in Culver City. A multi-use bicycle and pedestrian path follows the creek along the north side, through almost the entire stretch through the city, terminating at Syd Kronenthal Park at the northeast end of the path. The path extends southwest past the city limits following the creek out to the Pacific Ocean. There are cruelty five access points to the path within the city limits. The City and community have been identifying opportunities to revitalize the creek over the past 15 years, which include improving access and recreational opportunities along the creek and measures to improve the ecology and water quality of the creek.

EXISTING DEFICIENCIES

Parks Maintenance. Maintenance is one the biggest challenges facing the PRCS. Analysis in the PRMP and a recent turf conditions report reveals that parks are overused and undermaintained (PRZ Sports Turf Consulting, 2019). Per the PRMP, all parks require a number of necessary updates, including upgraded restrooms; turf renovations; lighting upgrades for walking paths, courts, and fields; additional shade; accessibility improvements; and security upgrades to improve safety and deter graffiti. Some parks need new or updated courts or sport fields, playground upgrades, and additional parking and/or improved parking lots. Some community members are advocating for dogs (on leashes) in more parks, in addition to the dog park and "Pooch Paths" as well as increased adult sports activities which would lead to increased use and a higher level of turf maintenance.

Recreation Facilities Maintenance. Recreation buildings need to be completely renovated. Per the PRMP, updated recreation buildings would ideally have multiple meeting rooms, offices with internet, restrooms, activity rooms, kitchens, more room for storage, and dedicated rooms for preschools and after school programs. In addition, as meeting rooms are frequently booked, additional rentable meeting rooms are needed throughout the city. Another pool or two with buildings and smaller pools/splash pads would ease demand on the Municipal Plunge. Other needed updates—according to PRCS—include Wi-Fi at parks, temporary public art, and floodable fields.

Veterans Memorial Building. The Veterans Memorial Building is in high demand and is an aging structure in need of maintenance. The building is inadequate to meet the needs of the community. The City has recognized several deficiencies with the following specific needs, including a separate gymnasium (separate from the Auditorium), additional meeting room spaces, large banquet facilities, kitchen upgrades, acoustical upgrades in the auditorium, roof repairs, structural repairs, audio/visual upgrades throughout, additional/adequate office space, an elevator to get to all three levels of the building, upgraded restrooms, Wi-Fi and better internet access/remote access, additional parking, ADA upgrades, and security upgrades. The Teen and Senior Centers are both in need of various upgrades including audio/visual and internet, flooring, restrooms, ADA upgrades, additional parking, parking lot renovation, and security upgrades (Lakin, 2019).

Public Works had a project planned for 2020 to perform a space utilization study for Veterans Memorial Building. The project was cut from the 2020-2021 budget as a part of citywide budget cuts needed in response to the COVID-19 pandemic. Public Works anticipates the project will come back once the economic climate improves. The project will involve creating a plan to allow for the

consolidation of staff in one area instead of being spread throughout the building as it is now. The plan would also seek to identify ways to develop more useable space for public use as the building needs additional space to meet demand (Herbertson, 2019, 2020).

Recreation Programming. PRCS recognizes the need to update programming and facilities to keep pace with changing community demographics. PRCS identified a need for more services for the senior population and for families with young children. Improvements to serve seniors could be programmatic, such as expanding aquatic class programming, or could involve capital improvements, which could include installing senior-friendly exercise equipment at parks. PRCS noted a need for expanded preschool and afterschool programming, as these services are in high demand.

FUNDING

Per PRCS, its existing funding sources are not sufficient to fund needed capital improvements and maintenance. PRCS's operations and maintenance funding comes from the City's General Fund. However, as the City is in the midst of a financial emergency, funding is limited (Culver City, 2019f). The financial emergency primarily is due to unfunded CalPERS liabilities and the economic crisis resulting from the Coronavirus pandemic. Capital improvement funding comes from grants and parkland fees on residential developers. Parkland fees are not a reliable or plentiful source of capital funding, as most of the city is built out and the existing calculations the dedication fees are based on are low. The City's backlog of capital improvements and maintenance needs will continue to grow unless financing from the General Fund increases and/or new funding sources are identified.

The PRMP identifies potential ways to increase capital and maintenance funding. Per the PRMP, the City receives less park dedication fees than it could because it bases parkland dedication calculations on a low-density multiplier and only requires dedications and fees proportional to 3 acres per 1,000 population. The PRMP recommends raising the parkland dedication requirement from 3 acres per 1,000 population to 5 acres per 1,000 population and revising its density multipliers.

The City could gain more funding by adopting a park impact fee ordinance for non-residential development. Given the enormous growth of jobs relative to housing over the last several years, the City has missed opportunities to secure capital and dedications from non-residential development. An ordinance consistent with the Fee Mitigation Act could help fund capital improvement projects.

The PRMP recommends exploring the possibility of a Park and/or Community Facilities District, which would require park impact fees in certain parts of the city for all new development. Similarly, a Park Maintenance District would require dedication of maintenance fees. Finally, strengthening the existing joint use agreement with the CCUSD to allow use of turf fields and additional classrooms could potentially ease the burden on City facilities.

GOVERNMENT FACILITIES

FACILITIES

This section discusses existing government facilities and deficiencies, including City-owned administrative buildings and public works facilities. Figure 6 displays, and Table 4 summarizes, the City-owned government facilities located within the city as described below, in addition to the Fire Department facilities described in a later section of this report. Police Department facilities will be described as noted in the Introduction section.

City Hall. The City of Culver City City Hall is located at 9770 Culver Boulevard and is a three-story, 75,964 square-foot structure built in 1995 with a two-level parking structure located beneath the building (Faithful and Gould, 2019a). The following City Departments are housed within City Hall:

- Administrative Services
- City Attorney
- City Manager
- Community Development
- Finance
- Fire Administration & Community Risk Reduction
- Public Works Engineering, Mobility & Traffic Engineering
- Technology

Transportation Facility. This 49,000 square-foot facility is located at 4343 Duquesne Avenue that has been serving the community since 1998 (Faithful and Gould, 2019b).

Public Works/Parks Maintenance Yard. This 82,112 square-foot facility is located at 9505 Jefferson Boulevard that has been serving the community since 1978 (Faithful and Gould, 2019c).

Transfer and Recycling Station. This 29,144 square-foot facility is located at 9255 West Jefferson Boulevard that has been serving the City since 1983. It is a processing site for the temporary deposition of waste and recycling and accepts waste from construction and demolition, dry industrial, municipal solid waste, and recyclable materials and organic waste. (Culver City, 2016a; 2019).

EXISTING DEFICIENCIES

City Hall. There are no major deficiencies identified for City Hall which is adequately sized to meet personnel needs. There is a need to consolidate offices to free up space to create an event/conference center in the area occupied by desks and offices, and reconfigure/downsize cubical space in some areas to accommodate additional staff, if required (Herbertson, 2019).

Transfer and Recycling Station. Public Works has identified a need to expand the facility to implement on-site material sorting; however, to do so would require relocating the Fire Training yard which is located on the adjacent parcel (Herbertson, 2019).

Table 4: Government Facilities

Government Facility	Address	Square Feet
City Hall	9770 Culver Blvd.	75,964
Transportation Facility	4343 Duquesne Ave.	49,000
Public Works/Parks Maintenance Yard	9505 Jefferson Blvd.	82,112
Transfer and Recycling Station	9255 W Jefferson Blvd.	29,144
Source: Culver City, 2016a		

PLANNED IMPROVEMENTS

In March 2019, a Master Plan for City Hall was prepared which re-envisions the civic landscape at City Hall. The goal of the Master Plan "is to replace the landscape with one that is about people, pedestrian movement, flexibility, sociability, sustainability, and place." A variety of strategies are envisioned to accomplish this goal ranging from the use of drought-tolerant plantings, street furniture to the installation of water features and special paving.

A key component of the Master Plan is the design of the Culver City Gardens with four layers of landscape planning and performance, including civic, commemorative, cultural, and botanical interventions to be woven throughout the Culver City Hall grounds (Culver City, 2019c).

According to Public Works, the first phase of the project includes the side of City Hall facing Lafayette Place, which will be redone with new landscaping and hardscape to make this area both drought tolerant and a more inviting place for public use. This plan is under development, and funds are budgeted to implement the first phase. No funding has been allocated yet to implement the remaining phases at this time (Herbertson, 2019).

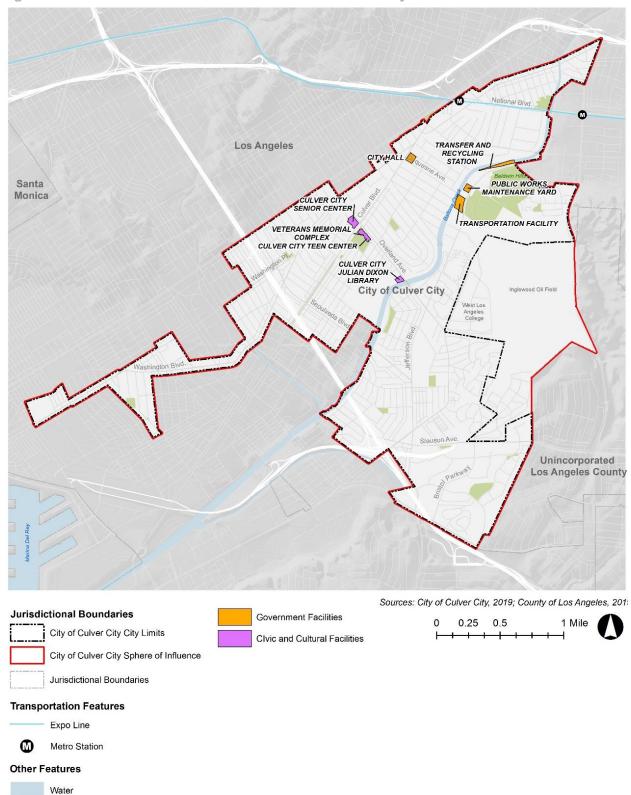


Figure 6: Government and Civic/Cultural Facilities in Culver City

Parks and Open Spaces

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LIBRARIES

The Los Angeles County Public Library (LACPL) provides library services to the city through its branch, the Culver City Julian Dixon Library, located at 4975 Overland Avenue as shown in Figure 6. The Julian Dixon Library began as the Culver City Library, as established in 1915 in the Pacific Electric Railroad Depot. Over the years, the library moved to several locations as it grew larger until it came to its present location, where it has been since 1970. The library was renamed the Culver City Julian Dixon Library by the Los Angeles County Board of Supervisors in honor of U.S. Congressman Julian Dixon who represented the 32nd U.S. Congressional District from 1979 to 1993. After being closed for more than a year for renovations, the Culver City Julian Dixon Library re-opened on February 20, 2016 (Culver City News, 2016). The facility is approximately 21,406 square feet in size. Some of the improvements completed in 2016 included:

- 38 new computers, two iPad catalogs at the end of the aisles for quick access to collections, and large digital signage to promote library events and services
- Furniture including reader chairs, computer chairs, lounge chairs, and meeting room chairs
- Security system
- Community meeting room kitchenette, data infrastructure cabling, and landscaping
- Upgrades to interior and exterior lighting to LED technology, installation of a new interior lighting management system with automatic daylight controls, multi-level lighting, and occupancy sensors
- Upgrades to the mechanical cooling system with automated building controls, installation of high-efficiency windows to reduce air leakage, and replacement of 95% of the suspended ceiling for acoustics to improve energy consumption
- Photovoltaic solar panels producing 192,950-kilowatt hours annually
- Children and family area
- Homework center with live homework help created for students

CULVER CITY FIRE DEPARTMENT

STATIONS, FACILITIES, STAFFING, AND EQUIPMENT

The Culver City Fire Department (CCFD) provides fire protection and emergency services to the entirety of the city. The CCFD was founded in 1922 and has since received an ISO Class 1 rating and achieved accredited agency status from the Commission on Fire Accreditation International. The CCFD provides Paramedic Advanced Life Support Services, Fire Suppression Community Risk Reduction and Education programs to the residents and businesses of the city. The CCFD is made up of a total of 79 employees who are housed at three fire stations (headquartered at Fire Station #1) and three support facilities (CCFD, 2019a). Each fire station is equipped with unique equipment and personnel needed to serve the community, with at least 18 sworn personnel on duty at all times (CCFD, 2019c). See Table 5 for a summary of onsite equipment and accompanying personnel at each station. Other facilities that serve the CCFD are the Community Risk Reduction and Fire Administration offices in City Hall, as well as a 4,965 square-foot Fire Drill Training Facility used for teaching firefighting techniques (CCFD, 2019d). Figure 7 shows all the CCFD stations, support facilities, and service areas within city boundaries.

 Table 5: Culver City Fire Department Station Equipment and Personnel

Location	Apparatus	Staff	Equipment
Station 1 (Headquarters)	Engine Company	captain, engineer, firefighter	Engine, life support medical equipment, emergency scene lighting, defensive hazardous materials mitigation tools, water rescue equipment, rehab supplies, 50ft of ground ladders, wildland firefighting equipment, forcible entry tools, automobile extraction equipment, and thermal imaging camera
	Paramedic Resources	2 firefighter/ paramedics with ALS certification	Advanced life support equipment, basic life support equipment, airway/ventilation equipment, vascular therapy supplies, monitor/defibrillators
	Battalion Chief Command Vehicle	battalion chief	Communication equipment, mobile data computer, command desk
Station 2	Engine Company	captain, engineer, firefighter	Engine, life support medical equipment, emergency scene lighting, defensive hazardous materials mitigation tools, water rescue equipment, rehab supplies, 50ft of ground ladders, wildland firefighting equipment, forcible entry tools, automobile extraction equipment, and thermal imaging camera
	Ambulance	2 EMTs	Basic life support equipment
Station 3	Engine Company	captain, engineer, firefighter	Engine, life support medical equipment, emergency scene lighting, defensive hazardous materials mitigation tools, water rescue equipment, rehab supplies, 50ft of ground ladders, wildland firefighting equipment, forcible entry tools, automobile extraction equipment, and thermal imaging camera
	Paramedic Resources	2 firefighter/ paramedics with ALS certification	Advanced life support equipment, basic life support equipment, airway/ventilation equipment, vascular therapy supplies, monitor/defibrillators
	Truck Company	captain, engineer, 2 firefighters	Aerial ladder truck, 100ft mounted extension ladder, 200ft of ground ladders, rescue, and automobile extraction equipment
Source: CCFD, 2019	9d		

Culvercity PARKS, PUBLIC FACILITIES, AND PUBLIC SERVICES

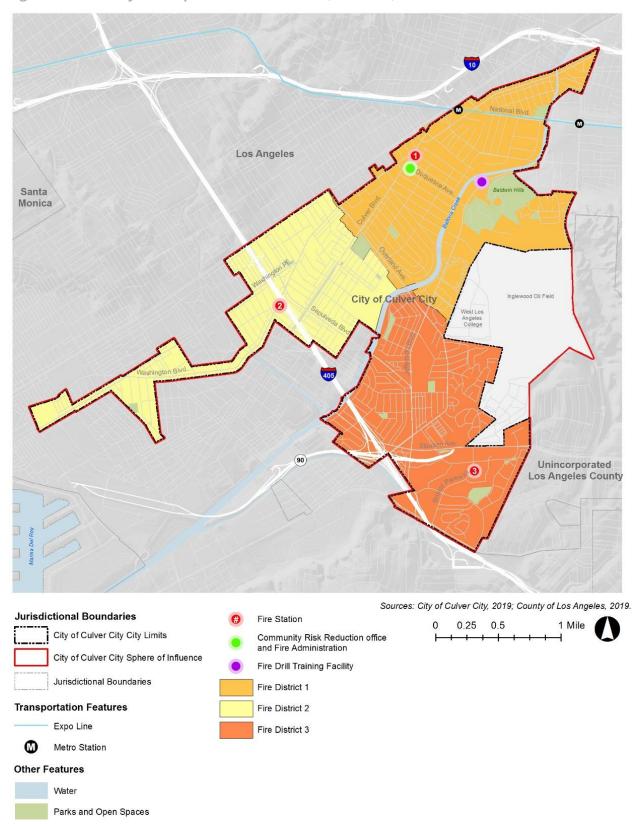


Figure 7: Culver City Fire Department Fire Stations, Facilities, and Service Areas

CALLS FOR SERVICE

The CCFD responds to a variety of emergency response calls including fire suppression, emergency medical services, technical rescue, and hazardous materials issues. The number of emergency incidents has been steadily increasing throughout the past five years, due to an increase in the city's population and increased development (CCFD, 2019c). A summary of the emergency activity reported within the city for the years 2014-2018 is shown in Figure 8.

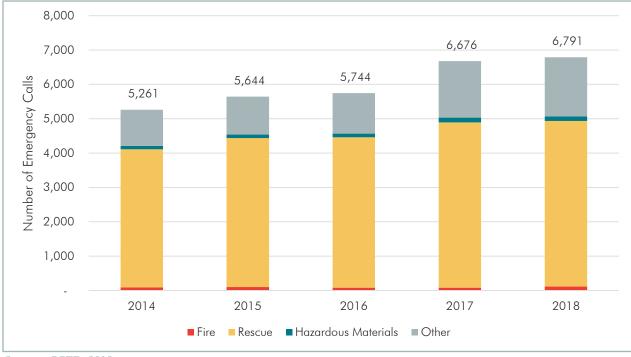


Figure 8: Culver City Fire Department Emergency Response Calls 2014-2018

Source: CCFD, 2019c

CCFD EMERGENCY RESPONSE TIME

For each type of emergency response call, including fire suppression, wildland fire, emergency medical services (EMS), technical rescue, and hazardous materials emergency response calls, the CCFD has established response time performance standards for high risk, moderate risk, and low risk incidents. These standards are described as benchmark performance objectives, and are shown in Figure 9. The CCFD reports the 90th percentile of their total response time performance per National Fire Protection Association and Commission on Fire Accreditation International standards. Total response time is comprised of three components including alarm handling time, the amount of time between a dispatcher receiving a 911 call and alerting fire station staff; turnout time, the amount of time between a station receiving an alert and being en route to an incident; and travel time, the amount of time it takes to drive from the fire station to the incident location. The first-arriving unit is the first unit to arrive at the incident and generally has the responsibility of establishing command at the scene, evaluating the need for additional resources, and providing initial emergency response services. The effective response force (ERF) includes the total number of personnel necessary to

address an emergency and/or terminate an incident. The CCFD has differing staffing and capability requirements for the first-arriving unit and ERF dependent on incident type.

Historical data for the years 2014-2018 shows that the CCFD met their first-arriving unit benchmark response time goals for low risk fire suppression in 2016, moderate risk fire suppression in 2015, high risk fire suppression in 2016 and 2018; low risk wildland fire in 2014, 2016 and 2017; and moderate risk wildland fire in 2014 and 2016. The CCFD did not meet any of their first-arriving unit benchmark response time goals for low risk EMS emergency response calls, or moderate risk EMS emergency response calls, however, in 2018 the CCFD met their first-arriving unit benchmark response time goals for high risk level EMS. First-arriving unit benchmark response time goals were also met for moderate risk technical rescue in 2014, 2015 and 2017; low risk hazardous materials in 2015; moderate risk hazardous materials in 2018; and high-risk hazardous materials in 2016.

According to data for 2014-2018 reported in the Standards of Cover and Community Risk Assessment, the CCFD met benchmark response time goals for moderate risk fire suppression in 2016; low risk wildland fire in 2016 and 2017; low risk EMS in 2014, 2015 and 2016; moderate risk EMS in 2016; low risk hazardous materials in 2015; and high risk hazardous materials in 2014 and 2016. ERF benchmark response time goals were not met in any of the study years for low risk fire suppression and low risk technical rescue. No data was available for high risk fire suppression, high risk EMS, moderate risk technical rescue, and moderate risk hazardous materials emergency response calls.

Though the CCFD was able to meet certain response time goals for particular call response types in some years, their 90th percentile aggregate response time performance for the years 2014-2018 did not meet its overall benchmark response time goals for any emergency response call type (CCFD, 2019c). Figure 9 shows a summary of the CCFD actual response times of the first-arriving unit and the ERF compared to their benchmark performance objectives for each call response type.

MUTUAL AID AGREEMENTS

To increase response levels of service to residents of the city as well as surrounding areas, if aid were needed, the CCFD has established mutual aid agreements with both the City of Los Angeles and Los Angeles County. The CCFD and these neighboring agencies have shared standard operating procedures and regularly participate in joint training programs (CCFD, 2019c).

Also, the City is in the Los Angeles County Operational Area, which is located within mutual aid Region I of the Emergency Mutual Aid Regions established by the California Office of Emergency Services (OES) and is part of the OES Southern Administrative Region. Mutual aid in Los Angeles County is divided into mutual aid assistance "areas," of which the city is a part of Area A. Other jurisdictions that are included within Area A for mutual aid assistance are Beverly Hills, Santa Monica, and West Hollywood (CCFD, 2019c).

EXISTING DEFICIENCIES

The CCFD faces several challenges related to increased growth in the city. These challenges relate to increased hazards within the city, resource limitations, meeting response time goals, as well as increased calls for service due to population growth.

Eastern portions of the city including the Blair Hills neighborhood and the northeastern section of the Blanco/Culver Crest neighborhood, as well as larger portions of the city's Sphere of Influence, are classified as Very High Fire Severity Zones (see the Hazards section of the Environmental Background Report). This is because these areas are known as a wildland-urban interface (WUI), meaning that fires that start in an area dominated by brush or wildland vegetation have the potential to spread to nearby homes and developments, threatening public safety and property (CCFD, 2019c).

It is anticipated that changing climate patterns will result in increased severity and frequency of fires in the California region, posing a threat to some residents and putting pressure on the CCFD to be prepared for these types of incidents, which are likely to occur more frequently in the future.

Another area of concern for the CCFD relates to "concurrent runs," which occur when emergency equipment is not available because it is deployed and in use for a prior call for service. Though the CCFD attempts to reduce resource consumption by having the first responders cancel unneeded resources, increased calls for service due to population growth increases the likelihood of concurrent runs and consequent resource limitations. Another aspect that depletes available emergency response resources is transportation to hospitals outside of city limits, and subsequent travel back. According to the CCFD, about 70% of transports are taken outside the city and require travel on major arterials and freeways. Traffic congestion along these routes increases travel times and reduces emergency equipment available in the event of a subsequent emergency (CCFD, 2019c).

An important concern for the CCFD is deficiencies in meeting response time standards as a result of increased emergency call volumes, increased traffic and congestion, and accessibility difficulties related to topographic conditions in certain areas of the city. Baldwin Hills is an area of concern for the CCFD due to its topography of faults, folds, and oil fields which make it difficult to access, slowing response times (CCFD, 2019c).

The CCFD recognizes that as the city's population increases in number, the number of emergency incidents, especially EMS calls, will also increase. The city's population has a greater percentage of residents over the age of 55 as compared to Los Angeles County which could also be a contributing factor to increases in emergency incidents. This increase in service demand may require additional emergency personnel staffing in the future.

Finally, the CCFD makes use of Opticom systems to control traffic and provide green lights to emergency vehicles; however, this traffic control technology is outdated. If upgrades were made to the system, the CCFD would increase their response time performance (CCFD, personal communication, 2019).

Culvercity PARKS, PUBLIC FACILITIES, AND PUBLIC SERVICES

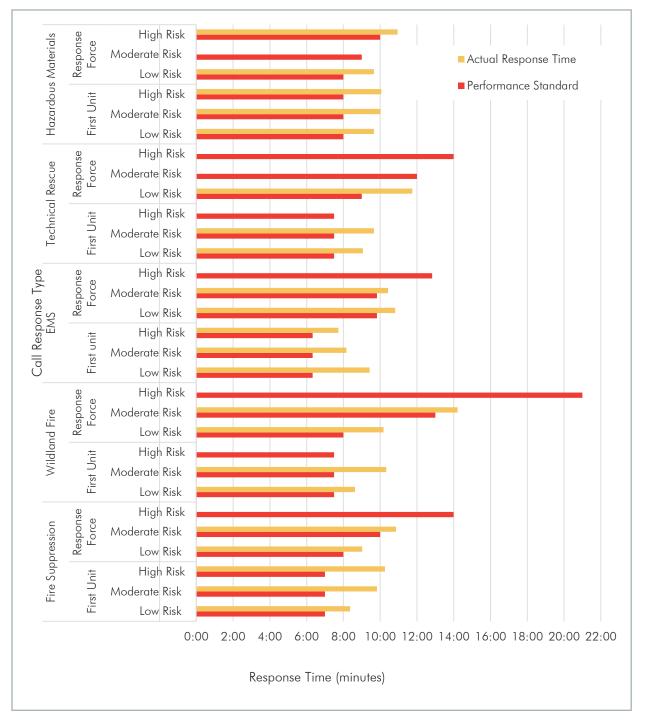


Figure 9: Culver City Fire Department Emergency Total Response Time Performance Standard Compared to 90th Percentile Actual Response Time for Years 2014-2018

Source: CCFD, 2019c

PLANNED IMPROVEMENTS

The 2019 Standards of Cover and Community Risk Assessment and the Culver City Fire Department Strategic Plan, outline recommendations to increase CCFD performance regarding deployment, response time, data collection, and mutual aid. To augment current emergency services deployment capabilities, CCFD plans to add a third rescue ambulance at Fire Station #2 to assist in instances of concurrent runs and to augment employees by 7 additional staff. To address response time deficiencies, CCFD has moved to a new dispatch center, implemented turnout timers in stations, and will publish performance reports to crew members to reduce turnout times. The 2019 Standards of Cover and Community Risk Assessment also recommends continued CCFD use of HAAS (heedful audio alert system) alerting units to warn other motorists of emergency service vehicles in the area which will reduce overall travel time. CCFD plans to continue to monitor call response times to measure the success of implementing these strategies to achieve response time goals and focus improvement efforts. CCFD also plans to improve data collection methods by improving reporting consistency and including a layer for all fire management zones in the new Mark 43 CAD (computer-aided dispatch) (CCFD, 2019c; CCFD 2019e).

SCHOOLS

The city is served by CCUSD, which offers public school programs from preschool and K-12, as well as adult education courses. CCUSD is comprised of five elementary schools, one middle school, one high school, one continuation high school, one alternative choice school, and one adult education school. There are also six private elementary schools including Echo Center, Echo Horizon, Pacifica Montessori, Park Century Elementary, Willows Community School and Turning Point School. Further, the Exceptional Children's Foundation (ECF) Kayne Eras Center and STAR Prep Academy offer private education opportunities to city students in grades K-12. There are a variety of higher education institutions located in the city including Antioch University Los Angeles, West Los Angeles College, and the Otis College of Art and Design, Fine Arts Graduate Campus.

ENROLLMENT

Students in the city are served by five elementary schools that provide education for Kindergarten through Fifth Grade. Enrollment varies at each of the CCUSD campuses, with most students enrolled in CCHS. Student enrollment for the 2018-19 school year at each CCUSD campus is shown in Figure 10. Enrollment areas for El Rincon, Farragut, La Ballona, and Linwood E. Howe are shown in Figure 11. Student enrollment at El Marino is open to all residents in the CCUSD attendance area who wish to participate in the school's unique Language Immersion programs. Each of the five elementary schools funnels students into Culver City Middle School (CCMS) for sixth grade – eighth grade which then leads to enrollment in Culver City High School (CCHS) or Culver Park High School (CPHS) for ninth through twelfth grade. An alternative education program is available for students in grades K-12 through iAcademy (CCUSD iAcademy).

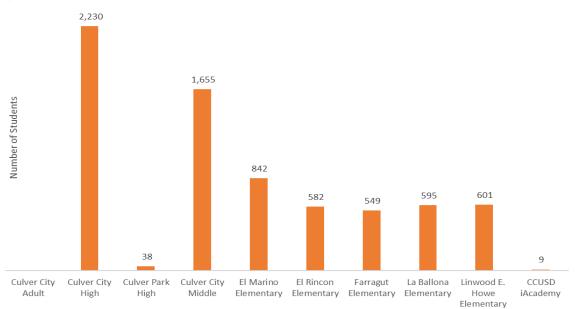
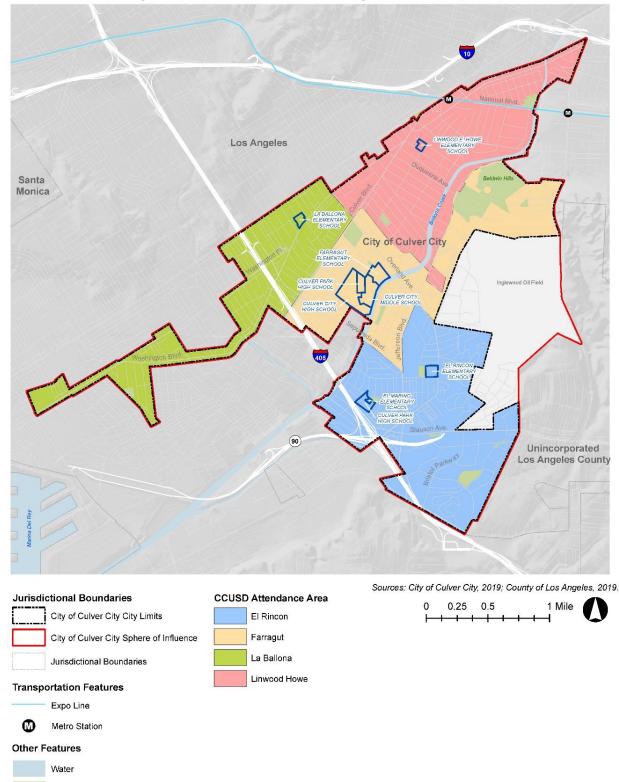


Figure 10: Enrollment at CCUSD Schools for the 2018-2019 School Year

Source: California Department of Education (CDE), 2019a, 2019b, 2019c, 2019d, 2019e, 2019f, 2019g, 2019h, 2019i

Figure 11: Enrollment Areas for El Rincon Elementary, Farragut Elementary, La Ballona Elementary, and Linwood E. Howe Elementary



Parks and Open Spaces

Overall, enrollment in CCUSD has generally been increasing since the 2013-2014 school year (CDE, 2019j; CDE, 2014). A summary of total student enrollment at CCUSD for the years 2000-2019 is shown in Figure 12. Enrollment in CCUSD has been increasing over the past five years and is expected to level-off based on CCUSD's enrollment projections. This projection is not consistent with trends anticipated in LA County which is expected to see an overall decrease by about 5% in enrollment by the 2023-2024 school year and by about 10% by the 2027-2028 school year (California Department of Finance, 2018).





. Source: CDE, 2019j; 2018; 2017; 2016; 2015; 2014; 2013; 2012; 2011; 2010; 2009; 2008; 2007; 2006

EXISTING DEFICIENCIES

In 2013, CCUSD evaluated the needs of all school sites district-wide and determined that CCUSD's school facilities were in substantial need of repair and modernization. According to the evaluation, CCUSD determined that, "Many of the schools pose safety concerns, such as large cracks in the asphalt and concrete surfaces of playgrounds and walkways, toilets that often malfunction because of old plumbing, nonexistent outdoor lighting in school hallways and common walkways, potholes in playfields, and aged athletic facilities and balance of fields. Along with these safety concerns, there is a large need to upgrade HVAC systems, bring school site facilities up to current technology needs, eliminate ADA code compliance issues, complete the balance of the Culver City High's aged athletic facilities were also identified. CCHS also identified a need for further renovations to the Robert Frost Auditorium (CCUSD, n.d.).

In response to this needs assessment, CCUSD adopted its Facilities Master Plan in 2014 which identified specific necessary school improvements to address these deficiencies. See Section 3.7 for a description of improvements CCUSD will be undertaking to address these extensive deficiencies.

In 2018, CCUSD began updating its campus master plans and published campus guides with assessments of the built environment at each school and of CCUSD overall, with an A-F grading scale. Overall, CCUSD facilities received a weighted average grade of C, with other structures including fencing, signage, code compliance, life-safety components and portables receiving the highest grade (C+), and security such as fencing, camera coverage, office security, gates, access control, locks, and intrusion alarms receiving the lowest grade (D+). This assessment indicates that school security throughout CCUSD is a primary concern and will need to be improved soon (CCUSD, 2019a; CCUSD, 2019b).

The CCUSD 2018-19 Budget identified financial issues including unfunded retiree benefits that are paid out of the General Fund, special education costs, employee health and welfare costs that are expected to increase in the foreseeable future, and collective bargaining with the Culver City Federation of Teachers (CCFT), Association of Classified Employees (ACE), and Management Association of Culver City Schools (MACCS) (CCUSD, 2018). Although CCUSD is in the process of addressing deficiencies in their school facilities, they have adequate capacity to serve increased student enrollment, assuming the historical trends continue. Table 6 shows the capacity of CCUSD schools.

Site	Capacity Load
Culver City Middle School	1,917
Culver City High School	2,565
Culver Park High School	90
Total Middle and High School Capacity	4,572
15% Efficiency Adjustment for Middle and High School	-645
Practical Total Middle and High School Capacity	3,927
El Marino Elementary	826
El Rincon Elementary	645
Farragut Elementary	549
La Ballona Elementary	657
Linwood E. Howe Elementary	511
Total Elementary Capacity	3,188
Total District Capacity Source: CCUSD, 2020	7,115

Table 6: Capacity of CCUSD Schools

CCUSD has two elementary school campuses that are not operational under CCUSD due to a decline in enrollment: Betsy Ross and Washington. These are currently under long-term leases and are operated as private schools (Echo-Horizon School and Wildwood School). CCUSD had a third elementary school campus (Linda Vista/Ohr Eliyahu Academy), which was sold to the Westside Children's Center in 1992. The property was redeveloped as the Stoneview Nature Center operated by the State of California's Baldwin Hills Conservancy. The Westside Children's Center (now Allies For Every Child) relocated to Fox Hills.

FUNDING

The CCUSD facilities deficiencies described have guided the development of updates to improve all CCUSD campuses. In the past, CCUSD budget challenges have led to delays in required maintenance which drives up the cost of repairs and improvements in the future (CCUSD, 2014). Despite these past budget deficiencies, funding for planned updates is expected to come from the State School Facility Program which has awarded modernization funding to CCUSD in the past. Four schools within CCUSD are eligible for modernization funding: El Rincon Elementary School, Farragut Elementary School, La Ballona Elementary School, and Linwood E. Howe Elementary School, and CCUSD is eligible to apply for a total of \$1,250,094. Buildings become eligible for funding from the State School Facility Program 25 years after their original apportionment. By the year 2026, all CCUSD schools will be eligible for modernization funding; and by 2027, CCUSD will be eligible for a total of \$41,694,200, if no funding is used before that year (CCUSD, 2019c).

PLANNED IMPROVEMENTS

CCUSD adopted its Facilities Master Plan in 2014, which outlined planned improvements to school facilities throughout its campuses. These changes were designed to increase student safety and health, familiarize students with the use of technology, and facilitate student learning and engagement.

To promote health and safety, improvements to facilities throughout the schools include asbestos and hazardous materials removal, exterior/site illumination improvements, fire alarm upgrades, PA system upgrades, security system installation, ceiling repairs, site paving improvements, grading and drainage for paving changes, site equipment improvements, plumbing/fixture upgrades, toilet accessories, railing improvements, construction of shade structures, seismic retrofitting of existing structures, food service equipment upgrades, and site concrete/rebar improvements.

Improvements to classroom technology identified in the Master Plan include installation of technology/telecom systems, classroom AV equipment and accessories, and electrical infrastructure needed for classroom technology use.

Finally, CCUSD plans to modernize teaching and enhance learning environments by making improvements to school signage, doors, roofing systems, windows, traffic coatings at exterior decks, sealants, fire stopping measures, HVAC, concrete, rough carpentry/framing, casework, paintings/coatings, plaster, drywall, carpet/flooring, ceramic tile, theater equipment, window coverings, paneling, visitor parking, masonry ball walls, brick walls, and landscaping/irrigation.

School-specific improvements identified include framing improvements to the Lab building and sport field improvements at CCHS. Overall, the cost of improvements to all CCUSD facilities identified in the Facilities Master Plan, along with construction contingencies, cost escalations, general conditions, liability, and design costs was estimated at \$165,300,161 (CCUSD, 2014).

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