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November 20, 2025

TASK ORDER SOLICITATION

**Preparation & Implementation of an Outreach Strategy for the Development of
the Van Nuys Airport Specific Plan**

The City of Los Angeles Department of City Planning (DCP) is requesting proposals for a pre-qualified consultant (Consultant) to facilitate creative engagement and communications that support land use policy and zoning proposals for the future Van Nuys Airport (VNY) Specific Plan (Specific Plan) within the Reseda – West Van Nuys, Northridge, and Mission Hills - Panorama City - North Hills Community Plan areas.

This Task Order Solicitation (TOS) is only for pre-qualified on-call consultants from the 2024 Request for Qualifications (RFQ) on Public Outreach and Engagement Services (RAMPLA ID# 216623).

1. BACKGROUND

The VNY, which opened in 1928, was purchased by the United States Government in 1942, and sold to the City of Los Angeles after the war in 1949 with the agreement that it would remain in operation as an airport in perpetuity. The City's Los Angeles World Airports (LAWA) became the airport's sponsor, and while the land is owned by the City, it is operated by LAWA. In 2006, the 730-acre VNY Plan (2006 Plan) was adopted to guide land use development for the following twenty years.¹ At that time, the 2006 Plan's regulations specifically addressed safety, noise, air pollution, light/glare, transportation, and land use compatibility with nearby residential uses. Due to the political nature of the work, the 2006 Plan took 14 years to create.

Operations at the airport have continued to increase with the addition of a new customs facility in

¹<https://www.lawa.org/-/media/lawa-web/environment/files/vny-master-plan-with-alt-j-map.ashx?la=en&hash=41590866D44F82586C6C714BFAACF191>

2015² and as a result of the impending closure of the Santa Monica Airport in 2028.³ In 2023, as a result of continued concerns surrounding the airport's impact on nearby residents, the City Council instructed DCP, with the assistance of LAWA, to develop a VNY Specific Plan to ensure a proper balance of uses, mitigate environmental impacts, and create a community benefit program.⁴ The motion also instructs the work program to use the results of an economic analysis of VNY to better understand the needs for VNY to remain self-sustaining, determine need or independence from future Federal Aviation Administration (FAA) grant use, and define Request for Proposal criteria that contains modernization to meet the City's long-term carbon reduction goals, including grey water systems and power capacity upgrades to allow electrified hangars and ramps to reduce emissions from ground operations.⁵

The Los Angeles City Council instructed DCP, with the assistance of LAWA, to develop the VNY Specific Plan in November 2023. Since then, DCP has collaborated with LAWA to understand the work they have undertaken in preparation for the then-planned update to the VNY Plan, establish staffing needs for the work program, and identify funding for those positions. The needed positions have been funded and filled, and DCP staff is currently working on the initial information gathering, outreach and engagement planning, and plan development preparation.

2. OVERVIEW OF REQUESTED SERVICES

The DCP is requesting bids from contractors to prepare and implement a comprehensive public outreach and engagement plan for the development of the VNY Specific Plan. The development of the VNY Specific Plan will require identifying long-range policy goals, preparing future land-use maps, and developing land-use regulations for VNY, a General Aviation Airport owned and operated by LAWA. The VNY Specific Plan aims to ensure land use compatibility with surrounding neighborhoods to reduce impacts from VNY operations.

The DCP works with diverse audiences during long-range policy efforts. A strong outreach and engagement strategy will increase participation, balance diverse points of view, and build upon existing partnerships. Traditional public meetings will not be adequate to inform, educate, and gather input from most residents, or to engage stakeholders in ways that suit their needs. Thus, DCP seeks a comprehensive strategy to inform people about the purpose and scope of the VNY Specific Plan, encourage stakeholder participation, facilitate discussion, and gather feedback.

The Consultant team will evaluate the outreach work already undertaken by LAWA, including the VNY Vision Study, and use that analysis to identify and implement tools that will engage a broader swath of the public to help guide the VNY Specific Plan. The Consultant will recommend and utilize outreach methods that lead to meaningful input and participation from a broad cross-section of stakeholders to gather feedback and address concerns throughout the development of the VNY

²<https://www.iflyvny.com/sites/vny/files/documents/CBP-LA15-013%20ProcessingInternationalGenAviation%20Flights%20at%20VNY.pdf>730-acre

³ https://www.faa.gov/airports/airport_compliance/santa_monica_settlement

⁴ https://clkrep.lacity.org/onlinedocs/2023/23-1339_misc_11-29-23.pdf

⁵ https://clkrep.lacity.org/onlinedocs/2023/23-1339_misc_11-29-23.pdf

Specific Plan. These methods should reach community members and stakeholders who are not typically engaged in the planning process, such as renters, youth, seniors, small business owners, families, students, and non-English speakers.

The DCP seeks a Consultant with expertise in outreach and engagement, and experience working with communities impacted by pollution, noise, and other environmental concerns. The Consultant team will prepare and implement an outreach program to inform and engage the community surrounding VNY about proposed updates to land use and zoning regulations, including, but not limited to, public meetings, online surveys, social media campaigns, targeted newsletters, and community partnerships.

Key Elements of an Airport Outreach Plan:

Stakeholder Identification: Determine who needs to be informed, including, but not limited to, local residents, businesses, community leaders, elected officials, airport users, and environmental groups.

Develop communication channels: Choose appropriate methods to reach different audiences, such as, but not limited to:

- Email list: Regular newsletters with project updates and key information.
- Social media: Platforms such as Facebook, X (Twitter), Instagram, Nextdoor, or others to share news and engage with the public.
- Print media: Local newspapers, trade publications, and community publications.
- Public meetings: In-person events to present plans, answer questions, and gather feedback.
- Community forums: Online or in-person discussions to facilitate open dialogue.

Tailor messaging: Develop a communication strategy that centers:

- Clarity: Use easy-to-understand language and visuals to explain complex topics.
- Transparency: Be upfront about potential impacts and address concerns openly. This includes presenting what the City can plan for and regulate, and what is regulated by other entities, such as the FAA.
- Positive framing: Highlight the benefits of the Specific Plan for the community.

Active listening and feedback collection: Ensure that the public is able to meaningfully contribute their opinion using a variety of methods, including:

- Surveys: Gather public opinion through various methods, including surveys and other creative engagement activities.
- Comment cards: Provide opportunities for written and online feedback at events.
- Focus groups: Facilitate in-depth discussions with targeted groups, ensuring discussion remains respectful and solutions-oriented.

Community engagement strategies: Use innovative techniques to reach individuals not usually involved in the planning process, including:

- Creating a community engagement committee.

- Partnerships with local organizations: Collaborate with community groups to disseminate information and facilitate engagement.
- Educational outreach: Provide presentations and workshops to inform specific groups about airport regulations, the division of responsibilities within different government agencies, and specific plan implementation.
- Other strategies, such as public art initiatives that utilize art installations to visually communicate project details.

Key considerations:

- **Accessibility:** Ensure information is easily understandable and available in multiple formats and languages to reach diverse audiences.
- **Regular updates:** Keep the community informed about project progress and any significant changes.
- **Addressing concerns:** Actively respond to community feedback and address potential negative impacts. Ensure responses to community inquiries are timely.

DCP anticipates a 12 to 24-month timeline to complete the Consultant-informed public outreach component for the broader Project to develop the VNY Specific Plan, beginning in 2026.

4. PROJECT BUDGET

DCP requests that the Consultant provide an itemized budget for completing the tasks and deliverables described in the Scope of Work. The total of this proposal shall not exceed \$300,000. For tasks for which little detail is currently known or provided, the proposer should identify what portion of the budget would be necessary to fulfill that task and explain assumptions about the Scope of Work that can be accomplished within the allotted amount for a given task. Additional or recommended tasks should be itemized and included as optional in the proposer's proposed budget.

Limitation of City's Obligation to Make Payments to the Consultant: Notwithstanding any other provision of this TOS, including any exhibits or attachments incorporated therein, and in order for the City to comply with its governing legal requirements, the City shall have no obligation to make any payments to the Consultant unless the City shall have first made an appropriation of funds equal to or in excess of its obligation to make any payments as provided in a subsequent Notice to Proceed (NTP). The Consultant agrees that any services provided by the Consultant, purchases made by the Consultant, or expenses incurred by the Consultant in excess of said appropriation(s) shall be free and without charge to the City, and the City shall have no obligation to pay for said services, purchases, or expenses. The Consultant shall have no obligation to provide any services, provide any equipment, or incur any expenses in excess of the appropriated amount(s) until the City appropriates additional funds for this Agreement.

5. PROJECT SCOPE OF WORK

All Consultant work and deliverables are expected to meet the requirements of existing federal

and state laws, as well as any changes to those laws that may occur during the contract period. The following descriptions outline the minimum scope of services that a qualified Consultant may provide. The respondent should identify and explain any additional tasks that are recommended to meet the objectives of the work program in response to this bid letter. Additional details regarding specific tasks will be further described in a subsequent NTP.

Task 1: Project Initiation and Engagement Plan

The Consultant will develop and implement a framework, timeline, and protocols for effective project management. The Consultant will prepare a plan for identifying and engaging target populations, including:

- Renters
- Youth
- Seniors
- Small business owners
- Cultural/Religious organizations
- Non-English speakers
- Immigrant Populations

The Consultant must attend coordination meetings (approximately once a month, as appropriate) during the preparation of the Engagement Plan. Additionally, they should participate in standing virtual conferences, which range in frequency from once a week during the Specific Plan's preparation to monthly, to report on the Specific Plan's status and troubleshoot issues.

Deliverables:

1. Kickoff Meeting with City Team - The Consultant will prepare for and facilitate a project kick-off meeting with the City to clarify the project goals and objectives, finalize the work plan and schedule, identify lines of communication and decision making, and address other logistical and administrative issues, including document access, storage, and management. Staff will provide an overview of the background research and outreach, and engagement conducted thus far in the work program.
2. Memo detailing engagement strategy.
3. Draft work plan within the first month of Kickoff Meeting with consideration of the factors listed above, but may include additional elements (.pdf and .doc/.docx).
4. Final work plan after receiving and incorporating comments and feedback from DCP staff (.pdf and .doc/.docx).
5. Meeting agendas and minutes.
6. Calls and ongoing email correspondence with City staff as needed.

Task 2: Assisting with the creation of a Community Engagement Committee:

In consultation with DCP staff, the Consultant will create a report outlining the role of a new community engagement committee, focusing on its purpose, structure, timing, and engagement

strategy to ensure it effectively serves as a bridge between area stakeholders and the development of the VNY Specific Plan. The committee will be disbanded shortly after the adoption of the VNY Specific Plan. Some members will be appointed by the City Council, which governs the area surrounding the airport. The individuals participating will either live in or have a vested interest in the council districts that recommend them.

The committee report should include the following:

- Help define the structure, role, rules, and potentially the name of the new community engagement committee.
- Develop a communication plan that includes how the engagement committee will communicate with DCP and LAWA staff, area stakeholders, and elected officials.
- Help plan and define content for regular meetings and help facilitate discussions.
- Facilitate committee meetings and moderate discussion.

Deliverables:

1. Draft report that proposes the structure, role, rules, and name of the engagement committee; develops a communication plan that includes how the advisory committee will communicate with DCP and LAWA staff, area stakeholders, and elected officials; designs a process for public feedback and input.
2. Final report after receiving and incorporating comments and feedback from City Planning staff (.pdf and .doc/.docx).
3. Lead VNY Specific Plan Community Engagement Committee meetings and facilitate discussions, including a kickoff meeting informing committee members about the work program and outlining their role.

Task 3: Public Engagement

In consultation with DCP staff, the Consultant will design/print materials, coordinate logistics, and facilitate/staff up to 18 in-person outreach and engagement activities across the 'Share' and 'Consult' phases of the work program. These may include, but are not limited to: stakeholder interviews; focus groups; educational charrettes; poster sessions; street teams that table at prominent community locations; and roadshows at various groups and organizations, such as neighborhood councils, industry/business groups, neighborhood watch groups, student clubs, business organizations, and senior centers. Community compensation or incentives could be included in this effort. In-person engagement efforts may require interacting with the public in Spanish and/or other languages. Cumulatively, the in-person outreach and engagement activities should reach all communities in an equitable and representative manner.

Deliverables:

1. Draft materials and execution plan for each proposed activity (.pdf and .doc/.docx).
2. Final materials and execution plan for each proposed activity (.pdf and .doc/.docx).
3. Produce physical assets for each proposed activity.

4. Facilitate each proposed activity.
5. Report including a summary of outcomes and feedback for each proposed activity, including metrics like total attendance and demographics of participants (.pdf and .doc/.docx).
6. Meeting agendas and minutes.
7. Calls and ongoing email correspondence with City staff as needed.

Task 4: Develop an Educational Toolkit

In consultation with City staff, create an Educational Planning Toolkit to help community members understand and meaningfully participate in the planning process. The toolkit must be designed to be accessible to target audiences that are not typically engaged in the planning process.

The toolkit should:

- Describe the planning context within the City of Los Angeles.
- Explain the relationship between land use, zoning, general plans, and community plans.
- Explain the relationship between the federal government, the FAA, the city government, and LAWA.
- Break down how this relationship dictates the complex jurisdictional issues over airport operations.
- Describe how a community benefit program can promote residents' quality of life.

The toolkit should be highly visual, interactive, and accessible to people of all backgrounds. The Educational Planning Toolkit would be formatted as a booklet, flyer, infographics, and/or a series of educational pamphlets, available in printable and digital formats, and in other languages such as Spanish.

Deliverables:

1. Draft proposal for Educational Toolkit content (.pdf and .doc/.docx).
2. Draft materials for City Planning staff review (.pdf and .doc/.docx).
3. Final materials incorporating edits and comments (.pdf and .doc/.docx).
4. Final materials source files for print and digital publishing (.pdf and .doc/.docx).
5. Package the digital source files and print materials.
6. Meeting agendas and minutes.
7. Calls and ongoing email correspondence with City staff as needed.

Task 5: Community Survey

The Consultant will develop, with input from DCP staff, a survey instrument to collect community opinions on land-use priorities and to determine which community benefits would best serve the surrounding area. The Consultant will work with DCP staff to develop and distribute the survey and collect responses. Additionally, the Consultant will synthesize survey results.

Deliverables:

1. Survey instrument.
2. Distribute the survey and collect responses.
3. Memo analyzing and synthesizing survey responses.
4. Draft public-facing document analyzing and synthesizing survey responses.
5. Final public-facing document analyzing and synthesizing survey responses.
6. Meetings, calls (conference or in person), and ongoing email correspondence with City staff.
7. Meeting agendas, informational materials, and exhibits explaining survey results.
8. Calls and ongoing email correspondence with City staff as needed.

6. PROJECT SCHEDULE

All Consultant tasks must be completed to the satisfaction of DCP within 24 months of the authorization of this contract. Initial drafts of project deliverables are expected to be delivered to DCP for comment and revision as they become available, within three (3) months of authorization of this contract. To be considered for selection, bidders must include a complete project schedule that demonstrates how all tasks outlined above will be coordinated to ensure the timely completion of the project, as well as the staffing levels dedicated to the project to ensure adherence to project deadlines. A revised project management plan and schedule incorporating DCP input will be required within three (3) weeks of authorization of this contract per the Task 1 deliverables above.

7. REQUIRED TECHNICAL EXPERTISE

The DCP recommends that responses to this bid demonstrate a track record of innovative approaches and solutions.

Bidders should also demonstrate their:

- Ability to start the project immediately upon contract award and receipt of the NTP.
- Ability to develop an achievable work plan and meet or exceed project deadlines as outlined in the project schedule.
- Proven record of submitting project deliverables in a timely manner.

8. BID REQUIREMENTS AND CONTENTS

Bidders should demonstrate:

- Experience managing projects with a strong public engagement component.
- Experience providing moderation and guidance to spirited discussions.
- Experience facilitating small and large group discussions.
- Familiarity with the City of Los Angeles, LAWA, and the FAA.
- Familiarity with the San Fernando Valley.
- Experience in creating visual tools to discuss complex topics and foster understanding.
- Experience working with environmentally-impacted communities.

Minimum Required Contents of the Bid:

1. Introduction: A brief summary of the bidder's understanding of project objectives, scope, and tasks.
2. Technical Approach: A description of the project approach and work plan that the bidder proposes to employ, including key deliverables, as identified in the scope of work or proposed by the bidder.
3. Team Identification: Identify the personnel assigned to the project, including subconsultant(s) and tasks assigned to each member. Only subconsultants listed on the Proposer's Business Inclusion Program (BIP) Schedule A submitted at the RFQ stage are allowed to subcontract on this opportunity. Include the percentage of each team member's availability for this project. Proposers should provide a brief biography and CV/resume for all team members. Include an organizational chart that identifies the responsible project principal, project manager(s), and key personnel and their assignments and responsibilities. The role of interns should be considered in the organizational chart.
4. Project Management: Provide information regarding how staff changes and vacancies created over the life of the project will be handled. State how you will ensure City approval of replacement staff before any changes are made to the project team. Include in your proposal the Project Manager designated for this work and the names of any subcontractors intended to perform any of the tasks.
5. Fee Schedule: Provide a budget that clearly outlines the amount allocated to each task and a fee schedule that shows staff assignment by task. Billings should be tied to task and/or project deliverables. Any work that would result in amounts exceeding the accepted cost estimates must be reviewed and approved in writing by the City prior to commencement. Cost estimates must include reimbursable expenses associated with the deliverables. Consultants are required to make every effort to stay within the contract budget for the duration of the project. A budget template has been provided. Failure to provide costs by task and deliverable may result in non-consideration of your bid. Any work that would result in amounts exceeding the provided cost estimates requires City review and approval in writing from the Director of Planning or his designee. Progress reports must be submitted with all invoices.
6. Work Samples: Include one set of work products, including those of subconsultants, completed within the last five (5) years that demonstrate experience with projects similar in scope to the work described in this bid letter. Work samples must be submitted via email as an attachment or in an electronic cloud-based storage format (e.g., Dropbox, Google Drive, OneDrive). Access link(s) and any password(s) for password-protected folder(s)/file(s) in the cloud storage must be emailed to Planning.Contracts@lacity.org as part of your bid submission.

9. EVALUATION CRITERIA

The Consultant must provide responses to this TOS that allow evaluation using the following criteria. Evaluation of the bids will be weighted as follows:

35% CAPABILITY AND AVAILABILITY

- Capability and availability of Consultant's Project Team to provide the scope of services and the Team's technical expertise and experience as it relates to the scope of the project, as demonstrated by the solicitation response.
- Ability to collect data, generate useful analysis, and develop creative solutions.
- Soundness of technical approach for each deliverable.
- Availability to complete the work within a reasonable timeframe and manage complex efforts.

30% EXPERIENCE AND PERFORMANCE

- Experience leading efforts of a similar or related nature.
- Consultant Project Team's knowledge of City policies, procedures, and practices.
- Past performance working as a consultant to deliver projects of similar scope with respect to quality, adherence to the set budget, and schedule.

20% QUALIFICATIONS

- Experience, qualifications, and percentage of Consultant Project Manager's time dedicated to project management responsibility and oversight; and
- Qualifications of available staff for the tasks as outlined in the Scope of Work.

15% COST-EFFECTIVENESS - BILLING RATES

- The value offered to the City, considering the contract cost in comparison to the professional capabilities and experience of the Project Team.
- Demonstrates innovation and cost-effectiveness in the approach to the tasks.

10. EVALUATION PROCESS AND SELECTION

Submittals will be evaluated by an Evaluation Committee based on the aforementioned selection criteria. DCP reserves the right to interview firms to further evaluate qualifications. DCP may choose not to hire the lowest bidder and instead select the bidder who best fulfills the project's needs, as determined by DCP's discretion. The evaluation criteria will allow DCP to examine the qualifications of the Consultant, the proposed staff, and the ability to meet the program needs described in the Scope of Work. DCP may award a Consultant Team one or more tasks based on the Project Schedule and available funding.

The City reserves the right to award some or all parts of the proposal, including the option to combine elements of each phase. In addition, the City reserves the right to reject any and all proposals.

This TOS is not an authorization to start work. An NTP will be issued to the selected Consultant to authorize the start of work when your firm has been selected, and your fee proposal has been accepted.

11. SUBMITTAL DEADLINE AND CONTRACT ADMINISTRATOR

Please submit your signed bid electronically to: planning.contracts@lacity.org.

Please submit your proposal no later than 3:00 p.m. on January 8, 2026. No bids will be accepted after this date and time. Emailed bids subject line should be clearly titled "**Outreach Strategy for the Van Nuys Airport Specific Plan.**"

Bids not received by the deadline will be deemed unresponsive and will be disqualified. Timely submission of the bid is the sole responsibility of the proposer. No fax or email submissions will be accepted. All bids become the property of the City of Los Angeles.

Should DCP choose to conduct interviews, Consultants will be notified by mail or email of the date and time. Therefore, please include the Project Manager's full contact information for this project, including phone number and email address.

Should you have any questions regarding this bid request, please contact Tiffany Butler at (213) 978-1283 or email planning.contracts@lacity.org.

Sincerely,

VINCENT P. BERTONI, AICP
Director of Planning



ANA LYNN ROCIO
Chief Management Analyst