

233 Wilshire Boulevard
Suite 150
Santa Monica, CA 90401
310.451.4488 phone
310.451.5279 fax

www.esasoc.com

November 20, 2017

Ms. Lisa Trifiletti
Trifiletti Consulting, Inc.
1541 Wilshire Boulevard, Suite 560
Los Angeles, CA 90017

Subject: ESA's Statement of Qualifications for the Proposed Clippers Arena in the City of Inglewood, California

Dear Ms. Trifiletti:

The City of Inglewood's continued revitalization is tied in part to its emerging role as a sports and entertainment destination. This transformation began with the opening of the newly renovated Forum Arena in 2014, continued by the current construction of the Rams/Chargers Stadium, soon to be the largest in the nation, and would culminate with development of the Clippers Arena.

From the perspective of the Clippers, a new arena in Inglewood will eliminate the scheduling challenges posed by sharing the Staples Center with the Lakers, Sparks, and NHL Kings. Further, by building a state-of-the-art, privately funded arena, the Clippers can influence every aspect of the game-day experience, including parking, logistics, food, seating, commerce, broadcasting, and much more.

While a new arena will have benefits to both the Clippers and the City, this project will be pursued under the extremely watchful eye of the owners of the Forum, who see this as direct competition to their operations; nearby private business, who would be required to give up land for the arena; and local residents, who have voiced concerns about gentrification and rising rents. Accordingly, both the City and the Clippers require an environmental consulting firm who has an unmatched portfolio of preparing Environmental Impact Reports (EIRs) for high-profile sports stadiums and arenas, and an outstanding track-record for legal defensibility. ESA is that firm.

ESA has led the preparation of environmental documentation for every new NBA arena on the west coast, as well as numerous other major sports and entertainment facilities, including the **Golden State Warriors Chase Center** in San Francisco; the **Sacramento Kings Golden 1 Center** and future **Major League Soccer (MLS) Stadium** in Sacramento; the **Rose Bowl Arroyo Seco Music and Art Festival** in Pasadena; the **STAPLES Center, L.A. Live**, and the **USC Galen Event Center** in Los Angeles; and we are currently working on an evaluation of the proposed **Seattle Center Arena** renovation and expansion project in Seattle. The visibility and community-defining power of each of these projects results in intense public scrutiny and frequent legal challenge. It was through ESA's in depth understanding of technical issues specific to sports and entertainment venues, unending attention to detail, effective communication strategies, and unmatched ability to effectively work as part of a large team that allowed these projects to withstand multiple challenges and ultimately move forward.

Over the last four decades, ESA has built a reputation based on responsive client service and the meticulous preparation of environmental documents that support highly visible and potentially litigious projects where airtight technical analysis that is reader-friendly and easily understood is vital. Further, we are also experts at developing a report strategy that supports the use of California Environmental Quality Act (CEQA) streamlining tools, allowing the process to move forward as efficiently as possible. As an example, we worked closely with the NBA Kings and then State Senate Pro Tem Darrell Steinberg to craft and then implement the provision of SB 743 that streamlined the judicial review of the EIR for Golden 1 Center, and worked with the Warriors in the use of AB 900 to establish Chase Center as an Environmental Leadership Development Project and receive associated streamlined judicial review. Further, our Air Quality team has supported the certification of the 8150 Sunset Boulevard project that was the first mixed-use project, and the first project in Los Angeles County, certified under the AB 900 program.

Who is Your Team?

For the Clippers Arena, ESA offers a project management team composed of veteran CEQA practitioners, including ESA Senior Vice President **Brian D. Boxer, AICP**, who would serve as Project Director and Vice President /Community Development Practice Leader **Terri Avila**, who would serve as Project Manager. Selected for their ability to successfully usher sports arena projects through the environmental review process amid high levels of public interest, Brian and Terri possess both the technical expertise and strategic orientation to navigate political and resource sensitivities. Moreover, they just celebrated their 20-year work anniversary, which brings the intangible benefit of sharing a common vision for how projects should be executed and a demonstrated ability to effectively work well together and to lead project teams. Also, as officers and leaders of ESA's 80-staff-member-strong Community Development Practice, they have the authority to commit the firm resources necessary to ensure the availability of key staff for the duration of the project.

The project management team would be further supported by Ms. Christina Erwin and Ms. Addie Farrell as Deputy Project Managers. Christina worked with Brian on the Kings Golden Center 1 Environmental Impact Report, and Addie worked with Terri on the Rose Bowl Arroyo Seco Music and Art Festival EIR. Both Christina and Addie are also seasoned environmental practitioners, and they provide a wealth of experience on sports and entertainment venue projects and demonstrated ability to work effectively with both Brian and Terri. A more detailed description of Brian, Terri, Christina, and Addie is provided below, under the section entitled "Getting to Know Our Team Better."

The project management team will also be supported by a carefully selected team of ESA's in-house environmental planners, scientists, and resource specialists that are uniquely experienced in the analysis of major sports and entertainment venues.

Who is ESA?

ESA is proud to be an employee-owned corporation of more than 500 professionals located within offices throughout California, Oregon, Washington, and Florida, including more than 150 in Southern California. As employee owners with a vested interest in the success of our firm, you will find that we are a highly dedicated, motivated, and collaborative team, focused on long-term client partnership, always seeking outcomes that benefit our clients.

With an industry trend towards international firms that provide an environmental practice as a small component of the overall firm, resulting in bureaucratic obstacles, or extremely small firms that lack depth and a redundancy of services, you will find that ESA is the right-sized firm. We are a small enough to be nimble in response to changing client and project needs, and we are large enough to provide all of the technical services that might be needed when preparing a multi-disciplinary environmental document, whether the issue is biology, cultural resources, air quality, climate change, noise, environmental hydrology, water quality analysis, geological evaluations, landscape architecture, sustainability analysis, traffic and transportation planning, or urban planning and design. We partner with clients from the earliest phases of project conception, through environmental review and regulatory approval, to project implementation and mitigation monitoring.

Getting to Know Our Team Better

Brian D. Boxer, AICP, Project Director. Brian has 35 years of experience in urban and environmental planning for public- and private-sector clients throughout the state, with a particular ability to satisfy the sometimes competing interests of private clients and public municipalities. He has successfully directed and managed many environmental documents for major sports and entertainment venues, including associated mixed-use development, most-recently the



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Golden State Warriors Chase Center in San Francisco and the Kings Golden 1 Center and the planned MLS Soccer Stadium in Sacramento. He is known for strategically developing an approach to the environmental compliance process in the context of technically and politically challenging issues. Brian serves as the leader of ESA's monthly CEQA Practice Forum, which educates our staff on all aspects of the technical work we do, from evaluating recent case law, describing new or changing analysis methodologies, or reviewing trends related to best practices.

Terri Avila, Project Manager. Terri also brings more than 30 years of experience preparing environmental documents that require an integration of the unique needs of private developers and public-sector clients. Similar to Brian, Terri has also prepared EIRs on numerous sports and entertainment venues, including the Candlestick Park stadium (at Hunters Point Shipyard), several projects at the Rose Bowl (seismic and modernization renovations and the Music & Art Festival), the Santa Anita Racetrack redevelopment (proposed by Caruso Affiliated), and the Stockton Event Center. She has certificates from the University of California, Berkeley, in transportation planning and from the Federal Highway Administration in urban mass transit principles. Her expertise is perfectly suited to analyzing the environmental impacts of projects where the combination of land use and transportation needs intersect. Terri is a natural leader with the proven ability to motivate and inspire internal and external teams to attain project goals and bottom-line results in complex environments.

Christina Erwin, Deputy Project Manager. Christina is an environmental project manager with more than 15 years of experience, specializing in working on complex, multifaceted projects that require a high degree of coordination and interface with multiple stakeholders. She is experienced with leading a team and coordinating with the lead agencies and project applicants to deliver outstanding environmental documents. Known for her ability to meet deadlines, project schedules, and budgets, she is a hands-on manager that works diligently and collaboratively to ensure that project participants are moving forward in the same direction throughout the entire environmental review process. Christina served as the Deputy Project Manager on the EIR for the Kings Golden 1 Center (an AEP award winning document) and the Subsequent EIR for the 2016 update to the Railyards Specific Plan, which included project-level analysis of a 25,000-seat MLS Soccer Stadium.

Addie Farrell, Deputy Project Manager. With more than 15 years of experience, Addie is an environmental planner and project manager responsible for overseeing a variety of environmental documents throughout the Southern California region. She has prepared comprehensive and legally defensible documents for a range of projects including entertainment and recreation projects. Addie's entertainment efforts include preparation of a EIR for the City of Pasadena and Rose Bowl Operating Company for the annual Arroyo Seco Music and Art Festival (an AEP award winning document), preparation of an Environmental Assessment for the AngelFest Music and Arts Festival in the City of Los Angeles, preparation of an Mitigated Negative Declaration for the Griffith Park Performing Arts Facility, and noise monitoring at the Greek Amphitheatre.

What Have We Done?

Please refer to our attached Statement of Qualifications, which provides a more detailed description of the projects we have briefly highlighted in this letter.

In Closing

The ESA team has been excitedly talking about this potential opportunity since last week. We truly believe that we are the most qualified consultant to assist the Clippers and the City with the environmental review process for the new Clippers arena. We have prepared many documents that address sports and entertainment venues, which will allow us

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to bring our directly relevant expertise to the team's collective benefit. Our experience means that we will start this project with an in depth understanding of many of the issues that make sports venues so unique: patterns of travel and mode choice, effects of amplified indoor and outdoor sound, NBA and other rules that constrain design and mitigation, peaking characteristics in service and utility demands, and the like. In particular, the evaluation of Golden 1 Center, the new arena for the Sacramento Kings, addressed many of the issues associated with relocation of an existing NBA team to a new arena several miles away. These same type of issues will be relevant for the Clippers Arena EIR, and the ESA team brings an understanding about how to frame them in an objective manner and present them to "tell the story" rather than simply defaulting to a "worst-case" analysis.

We understand your business, the multiple drivers and requirements for NBA arenas, the unique dynamics that reflect NBA attendees, and how to properly reflect these in a defensible EIR. The quality and character of our work was recently described by Chris Granger, then President of the Sacramento Kings, when he recognized

[ESA's] commitment to maintaining the schedule under very challenging circumstances and delivering an environmental document the community can be proud of. The thorough analysis and anticipatory solutions provided in the ESC EIR are a testament to the commitment of the City and consultant team to provide creative, open-minded solutions to potential environmental issues.

Former NBA great and then Sacramento Mayor Kevin Johnson said

[g]iven the unique circumstances and challenges of this project, the EIR for the Sacramento Entertainment and Sports Center is an outstanding environmental document that helped lay the groundwork for a new renaissance in Sacramento's urban core.

The ESA management team has worked together for many, many years, which provides you with a demonstrated ability to successfully deliver environmental documents. Our firm is neither too big nor too small – we are right sized for your needs; the City of Inglewood has separately and independently selected ESA to serve to provide the city with on-call professional support services in compliance with CEQA and the National Environmental Policy Act. Perhaps most importantly, we are highly motivated to work on this important project, entering into a partnership with the team and the City to help facilitate the development of a new arena of which the LA Clippers and the City of Inglewood and its citizens can be proud.

We appreciate the opportunity to present our qualifications for your consideration. After you've had occasion to review this information, we welcome the opportunity to discuss the Clippers Arena project with you. If you are interested in speaking to our references, we are happy to provide you with contacts with the Sacramento Kings, Golden State Warriors; Sacramento Republic, or the cities of San Francisco, Sacramento, or others. Feel free to contact Brian at 916.231.1270 (or via email at BBoxer@esassoc.com) or Terri at 310.451.4488 (or via email at TAvila@esassoc.com).

All the best,



Brian D. Boxer, AICP
Senior Vice President
Project Director



Terri Avila
Vice President
Project Manager



Jay Ziff
Principal Associate

Attachment

ESA Qualifications

Sports Arena & Entertainment Projects

Golden State Warriors Chase Center

Location: San Francisco, CA

Client: Strada Investment Group
(On behalf of the Golden State
Warriors)



In 2015/16, ESA led the preparation of a Subsequent Environmental Impact Report (EIR) for an ambitious proposal by the Golden State Warriors (GSW) to construct a multi-purpose event center (Chase Center) and a variety of mixed uses. More formally known as the Golden State Warriors Event Center and Mixed-Used Development at Mission Bay Blocks 30-32, in addition to the arena the proposed development includes office, retail, open space, and structured parking totaling nearly 2 million gross square feet within the Mission Bay South Redevelopment Plan Area of San Francisco. Chase Center will host the Golden State Warriors basketball team during the NBA season, and provide a year-round venue for a variety of other uses. A Subsequent EIR was prepared for the project, tiering from the 1998 Mission Bay Final Subsequent EIR. The project was processed under CEQA streamlining provisions of both AB 900 (environmental leadership projects) and SB 743.

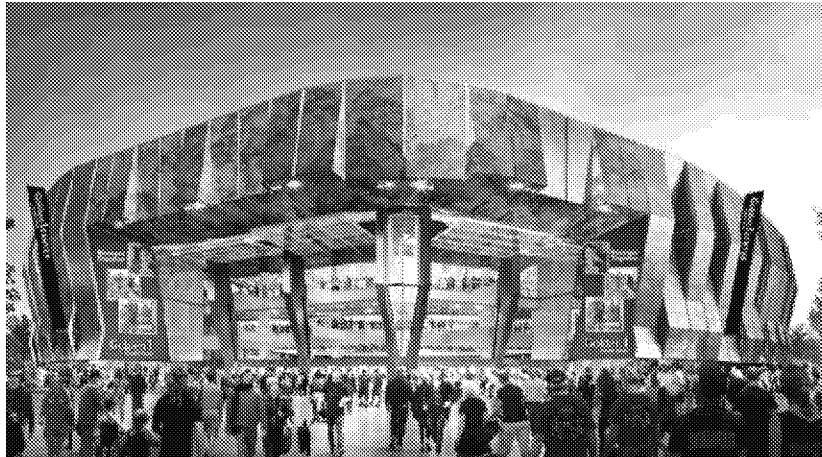
Key environmental issues include transportation and circulation, air quality, noise, utilities, and wind and shadow. The SEIR pioneered the use of air quality offsets (funding emissions reduction projects in the region) as mitigation to minimize effects of project construction and operational air emissions in the Bay Area air basin. Important considerations included ensuring effects of the project on the adjacent University of California, San Francisco Mission Bay campus and its medical center were fully addressed, and cumulative environmental effects of events of the proposed event center in conjunction with concurrent baseball games at nearby AT&T Park.

ESA, under the direction of the San Francisco Office of Investment and Infrastructure and the SF Planning Department, completed full CEQA review for the project at the new site in just over one year – unprecedented for a project of this size, type, and high profile in San Francisco – enabling the Warriors to meet their objective to start construction in time for opening for the 2019-2020 NBA season. The Final EIR was unanimously approved by the City in December 2015. The SEIR cleared all legal challenges by November 2016, and broke ground in January 2017.

Sacramento Kings Golden 1 Center

Location: Sacramento, CA

Client: Pioneer Law Group, LLP
(on behalf of Sacramento
Basketball Holdings Inc.)



In 2013/14 ESA prepared the EIR for the Sacramento Entertainment and Sports Center and Related Development. Sleep Train Arena, home to the Sacramento Kings, was at the time the second oldest and second smallest arena in the NBA. Opened in 1988, it was quickly determined to be inadequate in the current NBA economy, and the team and the City of Sacramento sought solutions for a new arena over nearly 15 years. After numerous proposals, plans, public votes, and negotiated agreements, and after a near relocation of the Kings to Seattle, new team owners and the City of Sacramento agreed to partner on the construction of a new Entertainment and Sports Center within the site of the Downtown Plaza mall on K Street in Downtown Sacramento.

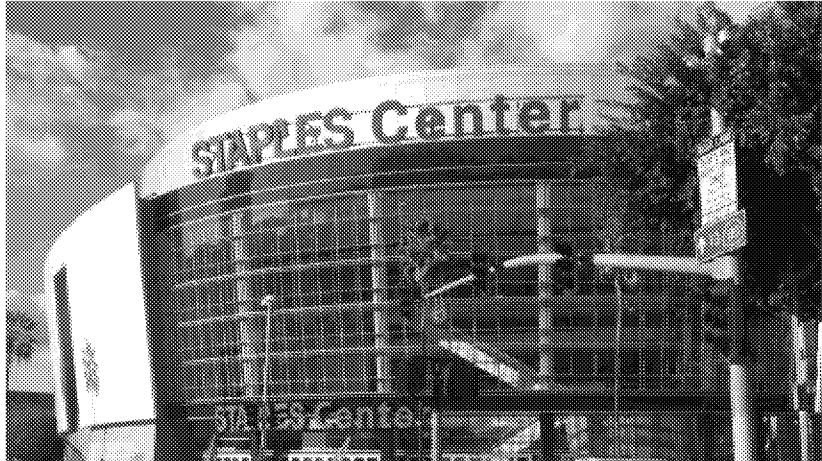
Replacing a long floundering retail center, and situated adjacent to Old Sacramento, the Sacramento Railyards, the Capitol Mall office district, and the long-planned redevelopment of K Street, the project became the centerpiece of redevelopment activity that transformed the heart of Downtown Sacramento. The project included not just the new 779,000-square feet (sf), 17,500-seat arena, but also approximately 1.5 million sf of retail, office, hotel and residential uses within the former Downtown Plaza site. The project also involved authorization to construct six off-site digital signs on City-owned property around the City, and transfer several other development properties from City-ownership to the Kings.

The EIR accurately characterized the effects of the project compared to existing conditions with retail uses on the site and NBA arena operations at Sleep Train Arena, and documented the project's compliance with the provisions of SB 743. Completed in less than a year, the EIR was certified in May 2014. The EIR was challenged, and was upheld at Superior Court, the Court of Appeal, and the Supreme Court denied further review. Golden 1 Center opened as scheduled in October 2016. Construction of the Mixed Use Tower and Sawyer Hotel (Kimpton) analyzed as part of the ESC EIR was completed in 2017, and additional improvements to the new entertainment district will be open to the public in 2018.

Working with technical subconsultants, the ESA Team prepared Transportation Management Plans for both construction and operational phases of the project. ESA supported the City and the Kings throughout the construction period. Since Golden 1 Center opened in October 2016, ESA has been supporting the City's efforts to manage and monitor transportation effects. The TMP has been considered a major success of introducing major events to the downtown grid, utilizing existing parking resources and alternative transportation modes, without substantial gridlock or congestion.

The STAPLES Center & L.A. Live

Location: Los Angeles, CA
 Client: LA Arena Company, LLC /
 Anschutz Entertainment Group,
 Inc.

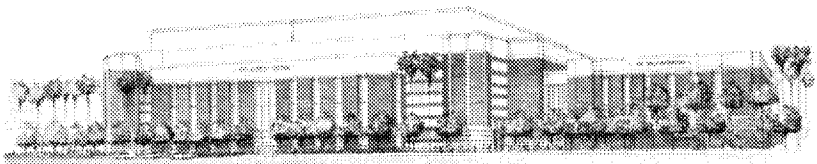


ESA prepared the EIRs for the Los Angeles Sports and Entertainment Complex (now known as the STAPLES Center) and the Los Angeles Sports and Entertainment District (now known as L.A. Live), which are two projects totaling 36 acres on eight city blocks located adjacent to the Los Angeles Convention Center Complex in downtown Los Angeles. STAPLES Center opened in the fall of 2000 and L.A. live has since completed all phases of development. These two projects provided for the development of over 1.5 million square feet of retail, hotel, entertainment, restaurant and office uses, 9,000 parking spaces and 800 residential units, transforming the area to an entertainment and destination venue.

ESA led the preparation effort, directed a number of specialized technical subconsultants, and swiftly led the projects through two City of Los Angeles departments and facilitated internal and external communication and coordination to ensure the projects' success. The controversial L.A. Live project was litigated in an attempt to overturn the certification of the EIR. It was ESA's meticulous attention to detail, effective communication, and solid documentation that attributed to the dismissal of the case; ultimately, the EIR was upheld.

USC Galen Events Center

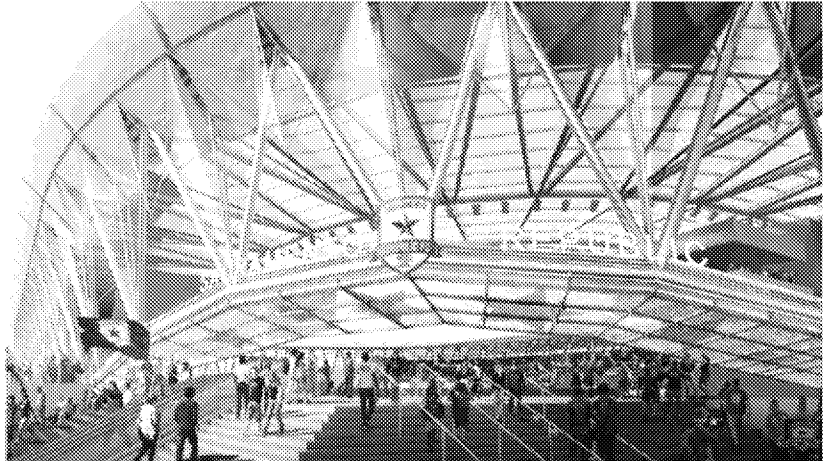
Location: Los Angeles, CA
 Client: University of Southern
 California



ESA prepared the EIR for the Galen Events Center, a multi-use arena, athletic pavilion, and parking structure. This new complex is sited on seven acres at the southeast corner of Figueroa Street and Jefferson Boulevard. The Events Center is intended to promote public interest and participation in USC's athletic activities and provide additional space to meet the needs of their athletic program. Over 10,000 seats for basketball and volleyball are provided in the arena, with private suites, an event suite, and a press workroom and interview room. The athletic pavilion facilities include three practicing gymnasiums, offices for coaches and staff, administrative offices, a conference room, and classrooms. A parking structure with 1,200 spaces in nine above-ground levels to accommodate visitors to the Events Center is located at the northwest corner of Exposition Boulevard and South Flower Street.

Sacramento Major League Soccer (MLS) Stadium

Location: Sacramento, CA
Client: Downtown Railyard Venture, LLC
(On behalf of Sacramento Republic FC)



ESA prepared a Subsequent EIR (SEIR) for an update to the Railyards Specific Plan, which included project-level evaluation of the environmental effects of an MLS Soccer Stadium intended to become home to a new Major League Soccer franchise (building on the success of the USL Sacramento Republic FC). The Railyards Specific Plan Update refined the planned land uses and infrastructure that would result in the long-awaited development of the historic Sacramento Railyards, the western terminus of the Transcontinental Railroad. Key issues considered in the SEIR include multi-modal circulation, including stadium traffic and pedestrian flows; noise from stadium events (soccer games and concerts) and helicopter operations; sensitive biological issues along the Sacramento River; provision of public services, including new schools to accommodate the future residential population; and the relationship of new development to the ongoing remediation of hazardous materials contamination that resulted from the long history of railroad activities on the site.

Seattle Center Arena Renovation and Expansion

Location: Seattle, CA
Client: Oak View Group, LLC

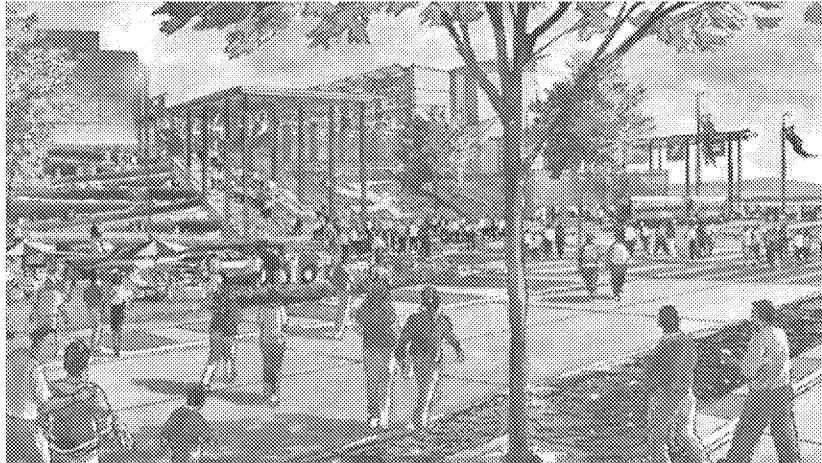


ESA is preparing the State Environmental Policy Act (SEPA) review for the proposed redevelopment of the KeyArena (Seattle Center Arena). The arena was built in 1962 for the Seattle World's Fair and is still used as a venue for music, entertainment, and sporting events. The objective of the project is to renovate the arena into a world-class facility to still accommodate music, entertainment, and sports events, but also meet NBA and NHL standards. The Oak View Group (OVG)'s proposal was accepted by the City of Seattle as the preferred proposal for the arena renovation. Key issues for this high profile project are transportation and cultural resources as the arena is located in an already busy traffic corridor and some neighboring buildings have landmark status.

49ers Replacement Stadium and Arena

Location: San Francisco, CA

Client: Lennar Urban



The extremely controversial 702-acre Candlestick Point–Hunters Point Shipyard (CP-HPS) Phase II Project included a new 75,000-seat stadium for the San Francisco 49ers and a 10,000-seat arena for performing arts, along with the entire revitalization of the Bayview Hunters Point (BVHP) community by maximizing reuse of the naval shipyard (a Superfund site); financing the improvement of state parkland; maintaining and enhancing a historic African-American neighborhood; providing maximum development flexibility and entitlements; ensuring increased business and employment opportunities, as well as housing options at a range of affordability levels; and providing an integrated transportation, transit, and infrastructure plan, along with other economic and public benefits, all of which would be implemented without a net negative impact on the City's General Fund. The project included replacement of affordable housing and inclusion of new research and development, office, retail, residential entertainment, and mixed uses. There were several contentious components of the project, including the ability to provide an integrated transit system; event-related noise, parking, and traffic impacts; and hazardous materials and soil and groundwater contamination, given a majority of the project would be built on the only Superfund site in the state of California. The EIR described and evaluated this complex development program, which was a daunting challenge considering the wide range of technical complexities, an evolving project description, the need for multiple project variants and alternatives, and significant schedule constraints, including a requirement to have the EIR certified within a year, start to finish. The Final EIR withstood all legal challenges.

Although the EIR was completed on time and withstood legal challenge, the 49ers ultimately determined to build their new stadium in the City of Santa Clara.

Rose Bowl Arroyo Seco Music & Art Festival

Location: Pasadena, CA

Client: City of Pasadena / Rose
Bowl Operating Company



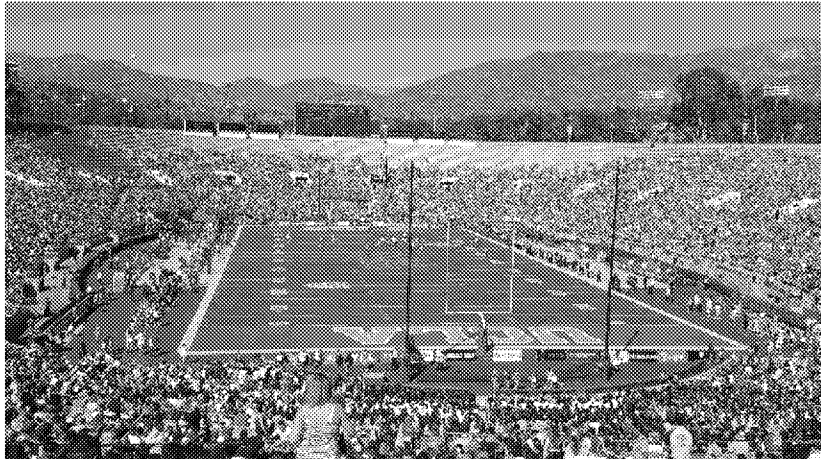
The Rose Bowl Operating Company considered various options to secure a long-term tenant for the Rose Bowl to ensure financial security into the future; ultimately, they selected Anschutz Entertainment Group (AEG, one of the entertainment industry's most successful companies), as their partner. AEG proposed to host an annual music and arts festival at the famed Rose Bowl Stadium and on the surrounding Brookside Golf Course, which would be a three-day event with a capacity of up to 93,000 in attendance, providing four music stages, concession areas, art exhibits, entertainment lighting, on- and off-site parking and shuttle services.

ESA prepared the EIR for the project, which also evaluated amendments to the City's municipal code and a 20-year agreement with AEG that defined the terms of the development deal. The EIR was highly controversial, with the surrounding communities expressing concern related to lighting, noise, traffic, and public safety (and required over 12 public meetings). The project also required completion in just under one year from contract initiation. The EIR was the recipient of a 2017 AEP Merit Award for Outstanding Environmental Analysis Document.

Rose Bowl Stadium Renovation

Location: Pasadena, CA

Client: City of Pasadena / Rose Bowl Operating Company



The Rose Bowl Stadium Renovation EIR addressed renovations of the existing Rose Bowl stadium that would extend the site's long-term use and financial viability by upgrading the stadium and placing the NFL as a long-term tenant. Major components of the project included demolition of the stadium's ancillary structures, removal and replacement of the stone terraces, demolition of existing suites and press box structure, new construction of 816,000 square feet including club lounges, three levels of new suites, construction of a larger score board, circulation and landscaping improvements, and the possible addition of a Hall of Fame museum. The EIR also considered increasing the number of displacement events to twenty-five per year. The Rose Bowl Stadium Renovation Project EIR was certified by the Pasadena City Council on May 9, 2005; however, Findings were not made and no Statement of Overriding Considerations was approved. In 2007, discussions to evaluate the potential to locate an NFL franchise at the Rose Bowl were terminated, and the Rose Bowl Operating Company (RBOC) began exploring potential renovations to allow for non-NFL uses of the stadium. Subsequently in 2007, Terri served once again as the Project Director for the preparation of a Supplemental EIR that evaluated renovations of the existing Rose Bowl stadium to allow use by the UCLA Bruins football team, Rose Bowl Game, Bowl Championship Series games, and soccer matches, as well as to bring the building systems up to current Code requirements.

Rose Bowl Seismic Upgrades

Location: Pasadena, CA

Client: City of Pasadena / Rose Bowl Operating Company



ESA prepared an Initial Study/Mitigated Negative Declaration (IS/MND) for the City of Pasadena to determine if any significant environmental effects would occur from the lease between the City of Pasadena (RBOC) and the UCLA if UCLA home football games were to be played at the Rose Bowl for a period not to exceed 20 years. The lease would require the renovation of the locker rooms and the addition of a media room at the south end of the existing stadium, minor changes to a former locker room in the north end of the stadium, and seismic strengthening of the stadium to meet the seismic rating required by the University of California seismic policy.

34th America's Cup

Location: San Francisco, CA

Client: Port of San Francisco /
America's Cup Event Authority



ESA completed an EIR for two projects: 1) the 34th America's Cup (AC34) - a series of international sailing events held in the San Francisco Bay; and 2) a new San Francisco Cruise Terminal. The AC34 project sponsors, the City of San Francisco and the America's Cup Event Authority, proposed a substantial number of temporary and permanent improvements at several shoreline locations to accommodate the AC34 events. The site of the proposed America's Cup Village (at Piers 27-29) also ultimately served as the site of the Port's proposed modern new cruise terminal.

ESA completed the 1,500-page Draft EIR within five months of a notice to proceed and the 1,000-page comments and responses document was completed three months after the close of the public comment period. The document has been hailed as one of most expeditious, yet comprehensive environmental analyses ever prepared for such a wide ranging project. Additionally, ESA prepared a 2,000-page Environmental Assessment to meet NEPA requirements. ESA also provided extensive support in assisting the City and AC34 event organizers to obtain permits and approvals from multiple regional, state and federal resource agencies.

ESA worked with the event organizers, key federal agencies and the City and Port of San Francisco to ensure that the event was the most environmentally sensitive America's Cup to date. Installation of shore-side power facilities at the City's Dry Dock facility on Pier 70 provided major air pollutant emission reductions, more than offsetting any increased emissions associated with the temporary event. Enhanced public access at various locations along the Port of San Francisco's Waterfront were incorporated into the overall project.

Porsche Experience Driving Center

Location: Carson, CA

Client: City of Carson



ESA prepared an EIR for the Porsche Experience Driving Center project, located in the City of Carson on a decommissioned golf course and apartment complex. The Porsche Experience Driving Center project is a driver training facility that includes two tracks, an acceleration/deceleration area, a "kick plate" area, an off-road course, two low-friction courses, a museum, restaurant, retail and office spaces, a performance center, classroom space, and a client lounge. Major issues identified in the EIR included noise, site remediation, and land use compatibility. The noise analysis assessed the noise levels generated during operation of the proposed driving skills course facility using the Federal Highway Administration's Traffic Noise Model and reference noise levels for vehicles from a similar driving course facility were collected to calculate the on-site mobile noise levels. The noise modeling accounted for the hourly activity that would occur on any point along the course based on the maximum amount of daily drivers expected at the project site in order to predict the noise levels at the nearest off-site sensitive receptor location, which was a proposed multi-family residential development located south of the project site. In particular, the noise levels from typical daily operations at the project's driving course were modeled at a total of 15 off-site receptor locations that represented the outdoor activity areas (e.g., balconies) of the proposed future multi-family residential buildings. In addition to the project's on-site mobile noise levels, secondary sources of noise that were also analyzed for the project included the operation of new mechanical equipment (such as heating, ventilation, and air conditioning units), amplified sounds and crowd noise, the operation of delivery trucks on-site, and traffic at the site's parking areas.