

# ROBERT L. SCOTT

## Curriculum Vitae

Robert Scott serves as a public policy resource, managing, advising and educating businesses, non-profits, cities and communities in strategic planning, organization and outreach. He has over 30 years of experience in legal and legislative matters, developing special projects, managing initiatives, and conducting research. His authoritative works emphasize actionable and effective implementation strategies. He is deeply involved in public policy issues, appearing frequently in the media and lecturing at various forums and symposia. Scott is executive director of the Mulholland Institute.



### ***Experience and Affiliations***

---

**Mulholland Institute** – Executive Director/Principal, Since 1990 – established from predecessor organizations. The institute continues to work in collaboration with The Valley Economic Alliance, cities, SFV COG, Metro, SCAG, other regional agencies, and not-for-profit organizations.

**City of Los Angeles, Planning Commission** – President, and commissioner 1993-2003 – presided over the development of the current City of Los Angeles General Plan, 35+ community plans, specific plans, community overlays, and numerous planning cases

**Community Foundation of the Valleys** – President and CEO – re-established the organization in 2012-2015 to serve the philanthropic needs of county Service Planning Area 2, Santa Clarita and San Fernando Valleys

**San Fernando Valley Council of Governments** (a Joint Powers Authority) – Founder and executive director, 2010 through 2013 – serving the cities of Burbank, Glendale, Los Angeles, San Fernando, Santa Clarita, and the County of Los Angeles

Established a Southern California Association of Governments (SCAG) planning subregion

Established a Los Angeles County Metropolitan Transportation Authority (METRO) subregion that resulted in a substantial increase in the allocation of transportation dollars within the San Fernando and Santa Clarita Valley's council of governments subregion under 2016's Measure M

**Mobility Matrices** – Created a program within METRO and the County of Los Angeles that analyzed the transportation needs of individual council of governments subregions. These analyses enhanced the allocation of services and funding to optimize the use of \$120 billion in new Measure M transportation dollars.

**San Fernando Valley Statistical District** – Founded the multi-jurisdictional statistical area in 2005, within the City of Los Angeles and County of Los Angeles, by ordinance/resolution; and within the State of California, per Government Code Section 11093, as a result of AB2207 (Levine 2004)

**San Fernando Valley Census County Division (CCD)** – Established by petition to the United States Census Bureau, mandates annual updates for the specified geography through the American Community Survey

**The Valley Economic Alliance** – Founder and chairman emeritus – The alliance is a regional stewardship organization with a mission of guiding economic development and enhancing the quality of life in the greater San Fernando Valley subregion of Los Angeles.

**Santa Clarita Valley Economic Development Corporation** – Aside from working in early stages of the incorporation of the City of Santa Clarita, Scott provided organizational guidance in the creation of an economic development organization based upon The Valley Economic Alliance that he founded in 1994.

**Workforce San Gabriel Valley** – Strategic convening, planning and implementation to develop the intellectual capital and educational systems within the San Gabriel Valley. The initiative involved bringing together regional colleges and universities, workforce investment boards, employers and businesses within the San Gabriel Valley.

**Valley Industry & Commerce Association (VICA)** – Chairman 2006-2007 – VICA is an influential advocacy organization, representing large organizations, involved in the economic vitality of Southern California

**United Chambers of Commerce of the San Fernando Valley (UCC)** – Chairman 1991-1993 – UCC is an influential advocacy group comprised of the chairs, presidents and delegates from 24 local chambers of commerce, representing local businesses in the greater San Fernando Valley region.

**Valley Economic Development Center (VEDC)** Chairman 1978-1979 – Assisted in founding multiple economic development initiatives including SBA and local lending resources for business capital; training in management, including hosting the California Small Business Development Center (SBDC) regional office

**Los Angeles Area Chamber of Commerce** – Member, Board of Directors

**Mobility Summits 2011 and 2012** – As founder and executive director of the San Fernando Valley Council of governments, worked closely with Southern California Association of Governments, Los Angeles Metropolitan Transportation Authority (METRO), Los Angeles Department of Transportation, U.S. Department of Transportation, Caltrans, Amtrak, Metrolink, Union Pacific, BNSF, UPS, California High-Speed Rail Authority, and Xpress West HS Rail. Additional partners included the cities of Burbank, Glendale, San Fernando, Santa Clarita, Los Angeles, the County of Los Angeles, the Los Angeles Department of Water & Power, and the University of Southern California (USC). This joint effort resulted in the creation, promotion and staging of two major events, in Van Nuys and in Santa Clarita California. Each event was attended by over 300 transit and transportation executives. These events ultimately lead to the development of mobility matrices, and in 2016, to a more equitable distribution of Measure M's \$120 billion investment in transit funding over the next forty years.

**Scott & Associates** – Law Firm 1980 to present – Entrepreneurial and business entities law and litigation

**Bar Associations** – include: State of California, US Federal District Court and US Supreme Court Served as judge pro tem for the Los Angeles Superior Court

**Attorney AV Preeminent Rating by Martindale-Hubbell** – “AV Preeminent® (4.5-5.0) - AV Preeminent is a significant rating accomplishment and testament to the fact that a lawyer's peers rank him or her at the highest level of professional excellence.”

**Cal State University Northridge** – Instructor, business applications for microcomputers, early stage involvement in advocating for, and lecturing in, the role of computers in a business setting

**Tri-City Shopping Center** – Redlands, California, Property Manager

## ***Activities and Projects***

---

**Caltech/MIT Enterprise Forum** – Participant, 1994-1996, during the early evolution of the Internet and related technologies, funding and venture capital demonstrations and presentations. Also worked with PacBell and the City of Los Angeles Mayor's office organizing events, supplying computers and launching multiple websites for non-profits

**California Center for Regional Leadership (CCRL)** – Board Member, sponsored by the James Irvine Foundation, statewide coalition of two dozen regional stewardship and economic development organizations, focused on environment, economy, equity and engagement

**Local Bond Measures Truth and Accountability** – Authored Senate Bill 165 (Alarcon 2000) added Government Code Sections 53410-53412 to the California codes, requiring accuracy, accountability and oversight of local bond measures and expenditures

**Charter Reform, City of Los Angeles** – Key architect, having authored the original plan for a system of Neighborhood Councils and Area Planning Commissions. This successful initiative resulted in a complete re-write of the city charter, reorganization of city government, creation of nearly 100 neighborhood councils, seven area planning commissions, and an increase from five to nine members on the citywide planning commission.

**Los Angeles City Task Force for Permit Streamlining** – Chairman 1993-1994 – commissioned by the Los Angeles City Council to improve planning and zoning regulations and processes. The final report was adopted by the city council as part of Mayor Richard Riordan's Development Reform Commission.

**SCAG's Compass Blueprint Committee** – Charter member, as part of the 2004 Regional Transportation Plan

development process. Compass sought to accommodate growth while maintaining mobility, livability, prosperity and sustainability goals for all residents of the six-county, 191-city SCAG region.

**SCAG's Global Land Use & Economy Council (GLUE)** – Since 2012, Council Member – A subset of the Southern California Leadership Council (SCLC) that includes present and past State Governors and leaders; developing sound public policies for the SCAG Metropolitan Planning Organization region

**SCAG's Subregional Coordinators Committee** – 2010-2015 – Coordinating group of leaders representing the SCAG planning subregions and councils of governments

**Legal Aspects of Decennial Census** – 1990-1992 Provided amicus briefing, mapping development, and advocacy for legislative redistricting and reform activities, promoting a balanced process for public participation

### ***Selected Recognition***

---

**45th Annual Fernando Award** – 2003 recipient – Founded in 1959, “the Fernando Award is the highest award for volunteerism and philanthropy in the San Fernando Valley. It is supported by the valley chambers of commerce, civic and philanthropic organizations, entrepreneurs and corporations.”

**Stanley Lintz Award** – 1999 recipient – The San Fernando Valley Bar Association’s recognition for “service to the community and to the legal profession”

**Harmon G. Ballin Award** – 2002 recipient – the Valley Industry & Commerce Association award “for leadership and community service”

**SurveyLA Historic Resources Committee** – Committee Member – With support from the J. Paul Getty Trust, and a mission to identify, catalog and protect historic resources in the Los Angeles area

**State of California Small Business Advisory Commission** – Commissioner 2000-2004

**State of California 51st Agricultural District** – Board Member 2006-2008 – The district is involved in staging the agricultural activities and fairs. Responsible for three-million dollar relocation efforts

**Walter Mendenhall Man of the Year** – (Daily News) award to cite “that man or woman who gave most unselfishly to make the town a better place in which to work and live” 1975

**Community Leadership Award**, Southland Regional Association of Realtors, 2002

**American Institute of Architects** – National Award Winner, Panorama City Concept Plan, AIA Component Award – Government Affairs Overall Program – in conjunction with the valley AIA chapter, AIA, 2005

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

**200 Most Influential Business Leaders** in the San Fernando, Santa Clarita, Coñejo and Antelope valleys, San Fernando Valley Business Journal, 2001

**25 Most Influential Business Leaders** in the San Fernando Valley, San Fernando Valley Business Journal, 2016 Four decades of recognition at federal, state and local levels by elected officials, cities and other jurisdictions, available on request

### ***Additional and Previous Affiliations (partial list)***

---

San Fernando Valley Transportation Strike Force, Valley International Trade Association, Valley Leadership Institute, Valley Green Team, Valley Green Building Task Force, Valley Green Agenda

**Scott Printing & Advertising** – President/CEO 1968-1981 – Commercial printing, lithography and advertising

**Commerce Productions** – President/CEO 1975-1981 – City and regional publications, statistics, information and mapping projects, for cities throughout the United States

**Valencia Paper Company** – President/CEO 1976-1981 – US Postal Service mail processing logistics and supplies

**Audience Magazine** – Editor-in-Chief, 1981-1982 – launch of entertainment magazine and guide, covering the emerging cable television industry of the 1980s; creating the now-standard bar guide for program listings

**Suite 16 Post Production** – Corporate Counsel 1998-2000, digital post-production facility serving the entertainment and multi-media industry

**D.S. Honda Construction Co.**, Van Nuys, CA, Vice President/General Counsel

**Onsite Information Systems/MCI Mail** – CEO/Corporate Counsel 1990-1995, pioneers in the early development of electronic mail (email)

**Silent Stars/Celebrity Classics** – Marketing/Corporate Counsel 1985-1987; product placement, promotion and specialized entertainment celebrity events

**Par Excellence, Inc.** – Lecturer 1976-1980, time management systems and seminars

**Greater Van Nuys Area Chamber of Commerce** – President 1978-1981

**Santa Clarita Valley Chamber of Commerce** – Vice President 1977-1980

**Van Nuys Jaycees** Junior Chamber of Commerce – President 1974-1976

**California Air National Guard** – Sergeant 1969-1975

**Real Estate** – Commercial projects and limited partnerships

### ***Additional Areas of Involvement and Experience***

---

**Public Policy** – Project support, facilitation, analysis and strategies

**Economic Development** – Industry clusters and community development, plans, methods and tactics

**Government Relations** – Networking, advocacy and public affairs participation

**Organizational Development** – Volunteer networks, management, fundraising and investor relations

**Strategic Planning** – Facilitation for organizations and community visioning

**Business Plans and Strategies** – Strategies, forecasting, feasibility and financial analyses **Special Events** – Collaborative activities, outreach, summits, roundtables and fundraisers **Research and Development** – Analysis of policies, demographics, data and other information **Lecture and Instruction** – Business, marketing, public policy, land use and applied technologies **Construction and Real Estate**

**Facilitation, Outreach and Legal Support** – Vaughn Next Century Learning Center, pioneering charter school in the Los Angeles Unified School District, along with support for Fenton Avenue Charter School, sponsored by Mulholland Institute and Robert L. Scott

**Van Nuys Air Show** – Annual event, 20,000+ attendees, raised funds for Valley children's charities

## Publications and Projects



***Biotechnology and Biomedical Cluster Workforce and Education*** – industry cluster assessment and analysis. This report takes an expansive look at the types of companies defined as biotechnology and biomedical along the US-101 corridor. The project was funded by The Training Alliance, Chancellor's Office – California Community Colleges, Los Angeles/Orange County Regional Consortium.

***Calabasas Performing Arts Center*** – feasibility study for a performing arts center to be located in the new Calabasas Civic Center. Sponsored by the City of Calabasas and Spotlight the Arts

***California Regional Network - California Center for Regional Leadership*** – An informational project and publication profiling and highlighting the collaborative efforts of an extraordinary network of 24 Collaborative Regional Initiatives and regional stewardship organizations spanning the State of California. Sponsored by the James Irvine Foundation

***Census County Division Data ValleyData.org*** – Online publication and database of annual American Community Survey demographics, statistics and information; distilled from US Census data

***The Changing Face of the San Fernando Valley – Study and Editorial by Author Joel Kotkin***. A regional perspective on the changing demographics of suburban communities in Southern California. How they are changing, and the issues developing as these outlying suburban regions develop urban challenges and opportunities relating to culture, economics, public safety, education and land use. Supported by a grant from The James Irvine Foundation

***Community Indicators 2000*** – Assessment and analysis of 15 core community indicators and their underlying implications and trends derived from a series of meetings and forums. This project included a large and diverse group of leaders building consensus on community priorities and shared values. Sponsored by The James Irvine Foundation

***Healthcare: Regional Solutions for a National Challenge*** – White paper discussion focused on analyzing the complex challenges of healthcare, wellness, status of the debate, hospital issues, insurance as a business, cost drivers, seniors, the uninsured, and de facto cost controls. Livable Communities Council, supported by the Mulholland Institute

***Interstate-5 Corridor Economic and Community Development Strategies*** – Volume I, spans an area of north Los Angeles County, rich in opportunities for economic growth and community development, and concludes that

the Interstate-5 Corridor represents a unique opportunity for future development. Funded and developed through The Valley Economic Alliance and the Southern California Association of Governments (SCAG)<sup>1</sup>

**Interstate-5 Corridor Economic Development Strategy** – Volume II, funded by a Compass Blueprint grant from the Southern California Association of Governments (SCAG). This report was financed in part through a grant from the United States Department of Transportation.

**Los Angeles in Context** – Comparative analysis of California Cities intended to show relative strengths of municipalities in California in attracting grants and subventions. Published in conjunction with the Rose Institute of State and Local Government, Claremont McKenna College and The Valley Economic Alliance.

**Malibu Coastal Vision 2008** – addresses the ability to control the future by containing in one place the most important reference material and projections about this City. This is a compilation of information that is unparalleled in the short history of this City. Published by Mulholland Institute in conjunction with Malibu Coastal Vision and Pepperdine University

**Malibu California, Yesterday, Today and Tomorrow** – an updated version of the Malibu Coastal Vision, contracted by the City of Malibu in conjunction with Malibu Coastal Vision and Pepperdine University

**NBC-Universal City Development Plans** – A forum and summary white paper discussing proposed transit-oriented-development for Universal City, California

**Newspapers in the Internet Age** – A forum and white paper discussing how one regional newspaper is adapting to sea changes in publishing, including monetization and new advertising models created by the proliferation of the Internet

**Northeast San Fernando Valley, Economic Assessment and Strategy** –needs assessment and analysis of the challenges facing this underserved region, and the assets that may be available to address them. Developed in conjunction with, and in support of, the Los Angeles Economic Development Corporation (LAEDC)

**Northeast San Fernando Valley Sustainability and Prosperity Strategy** – extended series of roundtables, summits, publications and strategy. Commissioned by the Southern California Association of Governments (SCAG), this year-long exercise engaged the City of San Fernando and the named communities of the City of Los Angeles in the northeast valley area: Arleta, Lake View Terrace, Mission Hills, North Hills, Pacoima, Panorama City, Shadow Hills, Sun Valley, Sunland, Sylmar, and Tujunga. This unprecedented collaboration involved SCAG, the San Fernando Valley Council of Governments, City of Los Angeles and City of San Fernando. It was funded by a Sustainable Communities grant from SCAG in coordination with the San Fernando Valley Council of Governments (Joint Powers Authority)

**Northridge Vision, University Village, Concept Plan** – Visioning process and publication for the Los Angeles community of Northridge, with special focus on Cal State Northridge and their CSUN Valley Performing Arts Center, sponsored by the City of Los Angeles and three Northridge Neighborhood Councils

**Our Future Neighborhoods** – Housing and Urban Villages in the San Fernando Valley region, projecting future focus on walkable, pedestrian- and transit-oriented mixed-use development. Produced in collaboration with Pepperdine University School of Public Policy, publication and summit event sponsored by the Southern California Gas Company, Robert Hertzberg, Speaker Emeritus of the California State Assembly, SE Corporation-Ali Sahibi, and the Southland Regional Association of Realtors

**Panorama City Commercial Area Concept Plan** – a vision for the retail area of the Los Angeles community of Panorama City. The project and publication were developed in conjunction with the regional Urban Design Assistance Team of the American Institute of Architects, Mulholland Institute and The Valley Economic Alliance

**'Panorama Place' Fiscal Impact and Feasibility Study** – Proposed mixed-use development of abandoned big-box retail site in underserved commercial area of the community, funded through a private grant, with support from Pepperdine University

**Prosperity Tomorrow** – Describes how a large suburban area can achieve prosperity, and serve as an opportunity region in the coming decades, with the public sector addressing both questions of governance and wider concerns about quality of life. Strategies include the support for the private sector, and a full-scale effort to

---

<sup>1</sup> SCAG assists Southern California cities and other organizations in evaluating planning options and stimulating development consistent with the region's goals. Sustainable Communities tools support visioning efforts, infill analyses, economic and policy analyses, and marketing and communication programs.

correct transportation, housing, education and other key infrastructure bottlenecks. Funding provided by David W. Fleming, The Valley Economic Alliance and Mulholland Institute.

**Reforming Our Schools: Public School Reform Alternatives** – in-depth review of issues confronting the Los Angeles Unified School District, and leading expert proposals for resolution. Series of roundtables and summits with launch of strategic plans and publication. Sponsored by: Southern California Gas Company, Los Angeles Times, Nissan North America, Inc., Comcast Cable, Hilton Hotels Corporation, Los Angeles Daily News and United Way

**Education Strategic Plan** – for the San Fernando Valley, alternatives to traditional approaches to public education including implementation strategies. Mulholland Institute

**Report of the Los Angeles City Council's City Task Force on Code Simplification for Permit Streamlining** – 1993, commissioned by the Los Angeles City Council to improve planning and zoning regulations and processes in the city of Los Angeles to encourage investment and economic development in the city

**Rightsizing Local & Regional Government: Methods and Models for Local Governance** – Two-day conference and publication, featuring leaders in local governance from around the globe. Held in Universal City, California to share strategies for making county and municipal governments more responsive. Includes transcripts and summaries of speaker presentations. Produced by Mulholland Institute in conjunction with the Reason Public Policy Institute

**San Fernando Valley Almanac** – the culmination of the Valley Information Project. Unprecedented publication defining the valley as a “place,” including demographics, business, housing, industry clusters, culture, history, education healthcare, public safety, transportation and informational narratives. Funded by a grant from The James Irvine Foundation

**San Gabriel Valley Living Almanac** – Commissioned by the San Gabriel Valley Economic Partnership, funded by The James Irvine Foundation, and developed in conjunction with the Rose Institute of State and Local Government at Claremont McKenna College. The report includes demographics and information as well as cataloging and quantifying the 32 cities of the San Gabriel Valley

**Sun Valley Renaissance** – a vision for remediation of the environment and enhancement of the Los Angeles community of Sun Valley. Includes strategies for redeveloping and re-purposing properties in an aging, and heavily-industrialized Brownfield area of suburban Los Angeles. The area is located at the headwaters of the Los Angeles River, which presents special challenges. Civic intervention and visioning are offered as a means of implementation. The project and publication were developed in conjunction with the regional Urban Design Assistance Team of the American Institute of Architects, Mulholland Institute and The Valley Economic Alliance.

**The Midopolis in the Digital Economy** – Authored by commentator Joel Kotkin edited and produced by the Mulholland Institute. Includes analysis of trends emanating from the rapid expansion of the technology community and its effect on the city and suburbs of Los Angeles

**Vision2020: San Fernando Valley** - A regional vision and strategy developed over two years, involving community outreach, several dozen roundtables, summit presentations, publications and videos. Included pioneering use of Internet websites and email surveys. This is an unprecedented cross-jurisdictional collaboration. It is focused on vitalizing the area's economy, offering opportunities to broaden the base of prosperity, and provide an ongoing mechanism for sustaining the regional quality of life. Grant credit The James Irvine Foundation

**Valley Green Team** – Strategic Plan, ongoing process that ties-in to Vision2020, civic implementation of regional stewardship in the six-city 1.8-million-resident San Fernando Valley, focusing on green building, renewable energy, sustainability and maintaining quality of life in the region. Valley Green Team in conjunction with the Mulholland Institute

**Workforce San Gabriel Valley:** “Harnessing the Intellectual Capital” of a large region in the east portion of Los Angeles County, California. Analysis, needs assessment and educational strategy for the 32 cities and unincorporated county areas, multiple roundtables, final presentation and launch of the strategy, working in conjunction with the San Gabriel Valley Economic Partnership on a grant from The James Irvine Foundation