



GENERAL PLAN UPDATE

PROFESSIONAL SERVICES PROPOSAL

Prepared for the **City of Watsonville** |
Sargent Town Planning Team | 29th July 2022

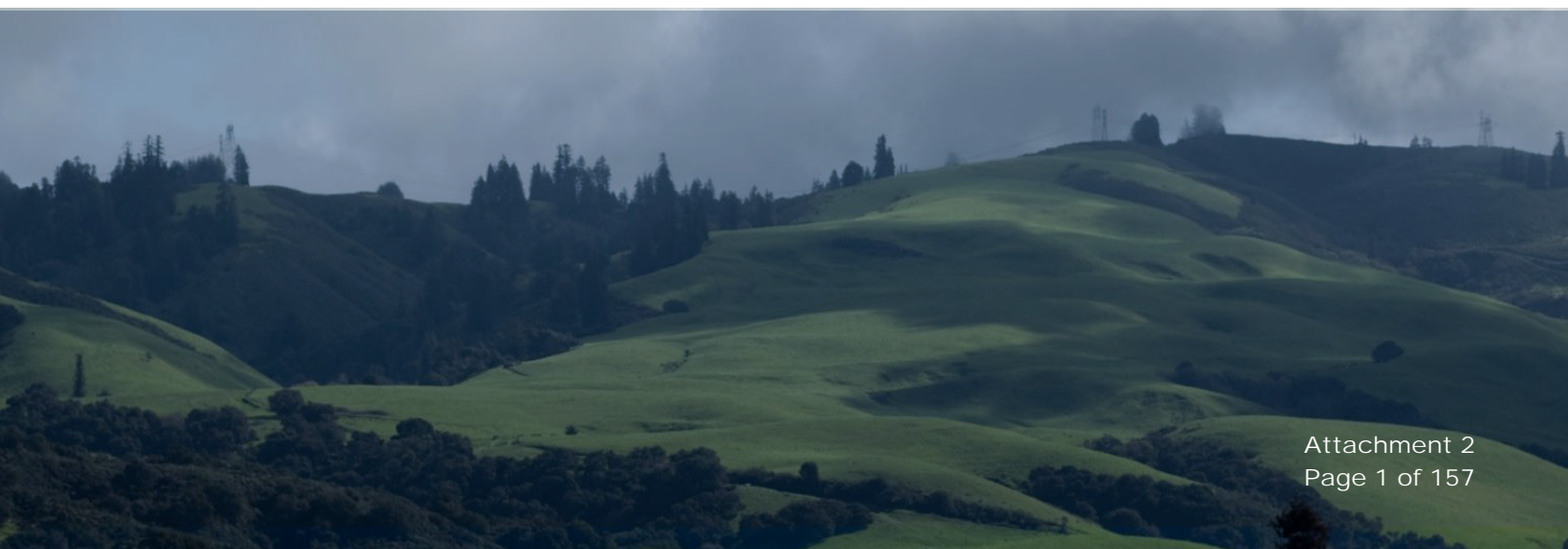






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*Note: All **underlined** text on this page are hyperlinks linked to the relevant Sections in this Proposal*





29 July 2022

City of Watsonville
Community Development Department
City of Watsonville
250 Main Street
Watsonville, CA 95076
Attn: Justin Meek, AICP, Principal Planner
Email: general.plan@cityofwatsonville.org

Re: Proposal to Provide Professional Consulting Services
Watsonville General Plan Update

Dear Justin:

Sargent Town Planning, Inc. (STP) very much appreciates the opportunity to present this proposal to provide professional planning services to the City of Watsonville (City) to update its General Plan. In preparing this proposal, we have carefully reviewed the RFP, conducted an overview of your Vista 2030 General Plan and other documents in your extensive bibliography of studies and plans. We are quite familiar with your in-progress Downtown Specific Plan, for which we have very much enjoyed contributing as part of that consultant team, and would relish the opportunity to get to know the rest of your fine town as well.

For your General Plan Update we have assembled a team of highly qualified and trusted collaborators, the core of which is the team that collaborated with the City of Rancho Cucamonga in preparing their recently adopted and award-winning Plan RC. In close collaboration with Circlepoint, Placeworks, Fehr & Peers, other consultant team members, and city staff from all departments, we were able to broadly and deeply engage the community and craft an ambitious, community-based plan based on what we heard and observed. The Plan envisions conservation of existing neighborhoods and natural open spaces while evolving many major corridors, centers and employment districts to more walkable, human-scale, transit-oriented, mixed-use places. All four firms of this core team continue to provide services to the City of Rancho Cucamonga as they move aggressively forward to implement the new Plan.

We have fleshed out a complete team with firms we know well and firms with deep experience in Watsonville and greater Bay Area region. Section 5 of this proposal presents the entire team and our qualifications for this important assignment, and Section 4 presents selected relevant project experience of Sargent Town Planning.

In Section 2, we summarize our Project Understanding and Approach, based on the clear Overview of Watsonville and Project Overview in the RFP, on our review of your background documents online, and on the excellent prompts in the Additional Areas of Concern section of the RFP. You have done an impressive amount of work in preparation for this General Plan Update, and much remains to be done.

In Section 3 we propose a Scope of Work very close to that presented in the RFP, with some refinements based on our experience and aimed at streamlining the process and controlling costs. We greatly appreciate the clear indication in the RFP that upon selecting a consultant team, you anticipate working collaboratively with that team to refine and finalize the Scope of Work, fees and schedule.

We expect that through such a dialog it will likely be possible to further streamline elements of the process, freeing up time and fee that might be added to a contingency, redeployed for optional services that the City believes would add significant value for the community, or simply saved. As clear as your RFP is, and as deeply as we have thought about how we might best meet your needs, finalizing a work plan for a project of this scope, complexity and ambition must be a collaborative effort of client and consultant.

And speaking of collaboration, in our recent work in Rancho Cucamonga, the level of collaboration we experienced with their city staff was unprecedented in the experience of every consultant team member. Together we forged a completely seamless team, bringing the city staff's deep and specific local knowledge and the broad and varied experience and expertise of the consultant team to bear on every topic and every phase of the process, with results that surprised everyone involved. We would be very pleased to forge such a team with the City of Watsonville.

Please do not hesitate to contact me at any time with any questions or any request for additional information or clarification. We welcome any opportunity to meet with you to discuss in more detail how we might best be of service to the City of Watsonville.

Best Regards,

SARGENT TOWN PLANNING, INC.

A handwritten signature in black ink, appearing to read 'D. Sargent'.

David Sargent, President

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O: 213.328.2601 | M: 805.901.0560
david@sargenttownplanning.com





1. Executive Summary



Executive Summary

Introduction

Sargent Town Planning (STP) has carefully reviewed the Request for Proposal (RFP), and has conducted a cursory review of the Watsonville VISTA 2030 General Plan and some of the background studies and plans prepared in the past several years. Based on that review, we have assembled a consultant team of trusted collaborators that we are confident is highly qualified to provide the requested services and prepare a strong General Plan to guide Watsonville's growth and success through 2050.

Interest

Our strong interest in this project is based on a number of factors.

1. As the name of our firm suggests, although we work in and for communities of all sizes and types, California towns and small cities such as Watsonville is where our deepest roots and passion lie.
2. The Project Objectives as defined in the Project Overview in the RFP are very clear and very much in line with our approach to every planning assignment we undertake.
3. The 9 Guiding Principles of your VISTA 2030 Plan are essentially those that have informed all of our urban planning and design work for the past 27 years.
4. The Watsonville VISTA 2030 Plan and the studies and plans you have prepared since its adoption – including the Downtown Watsonville Specific Plan, for which we have the pleasure of providing urban design and form-based code preparation services – provide a very strong start for a great General Plan.
5. The core team members with whom we recently collaborated on an award-winning General Plan Update for the City of Rancho Cucamonga have agreed to join us again for this assignment. The alignment of these factors makes us very enthusiastic about collaborating with the City of Watsonville in updating your General Plan.

Proposal Organization

We have organized our proposal as requested in the RFP, beginning with a discussion of our Project Understanding and Approach, followed by a detailed Scope of Work, Fee Proposal and Schedule, then some examples of our relevant project experience, and finally a statement of qualifications for our Project Team.

Proposed Fees: Our total estimated budget for the proposed services described herein is \$1,978,320, which includes the following costs:

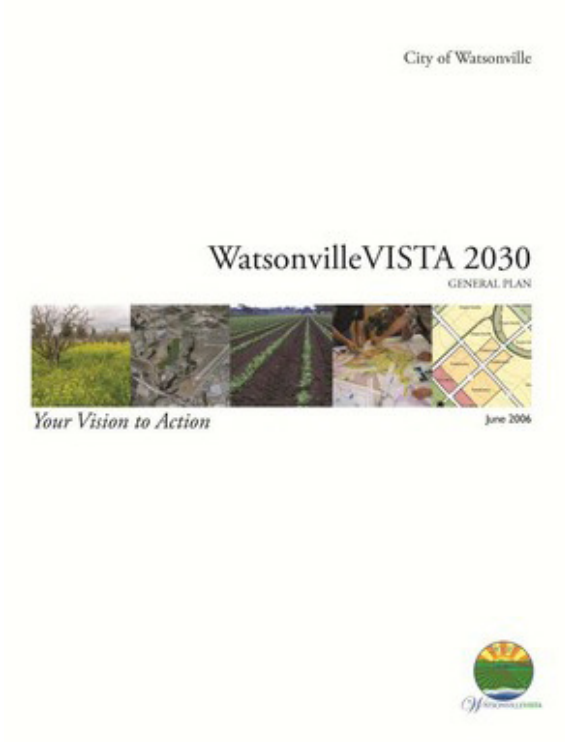
- + **Total Consultant Team Professional Services:** \$1,624,947
- + **Other Related Services** (including Spanish translation services, and CEQA background studies): \$104,276
- + **Direct Costs** (including travel expenses, printing, and purchased data): \$69,250
- + **A recommended Contingency** of 10% of all services and direct costs: \$179,847

In crafting the scope of services we have very carefully evaluated the scope of work defined in the RFP and - as invited by the RFP - have made some refinements to that scope, primarily with a view to controlling the cost of services. We also clarify with which the RFP states that the City expects to sit down with the selected consultant team to review, refine, and finalize a scope of services, fee and schedule. This is always a necessary and very valuable step in the process, and if selected, we would look forward to the opportunity to work with you to find additional efficiencies that might enable some additional time and cost savings, or some additional services with no budget increase.

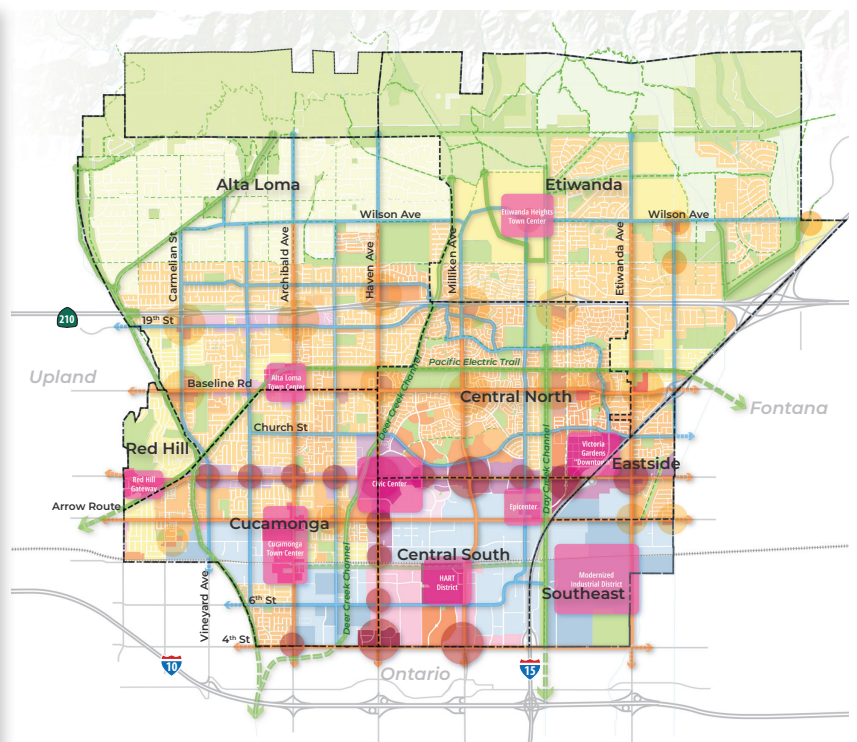
We believe that some significant savings may be realized in both professional fees and reimbursable expenses, if the number of in-person visits to Watsonville can be streamlined, and in expenses if the number of pages of printed documents can be reduced. We recently completed a general plan for a much larger city with very few billed expenses, simply because most of the meetings were virtual and all of the deliverables were electronic files. We have achieved similar efficiencies in our recent work on the Downtown Watsonville Specific Plan. We understand the value of face-to-face meetings, and the pleasure of holding paper documents, and if selected would hope to help you find the right balance for this project.

Proposed Schedule: As requested, we provide a schedule that anticipates adoption within 34 months of kickoff.

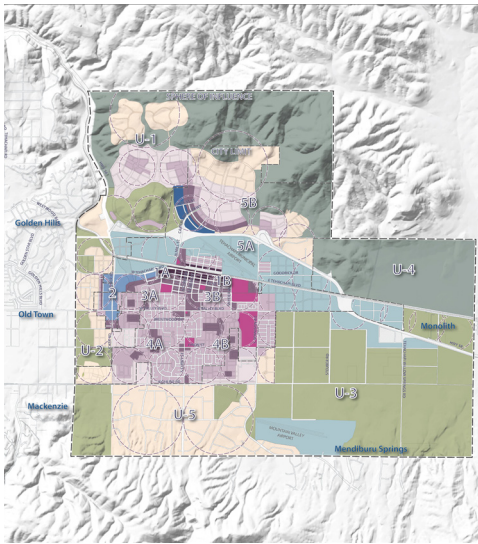
Contract and Insurance: We are not in receipt of a sample professional services contract at this time, but are accustomed to reviewing cities' standard agreements and signing them, typically with minor revisions that we request in order to ensure that they are compatible with our excellent insurance policies. We carry professional liability insurance, general liability and automobile liability insurance, and of course workers compensation insurance in amounts, and with provisions, that meet the requirements of every city with whom we have the pleasure of working.



Watsonville Vista Plan 2030 - Cover



Rancho Cucamonga General Plan Designation Map : Place Types



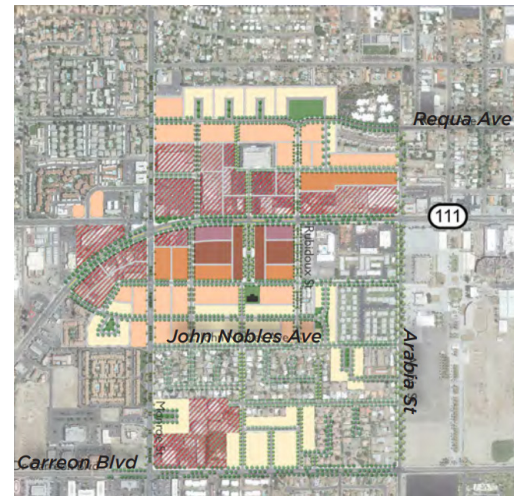
Tehachapi General Plan Designation Map : Place types



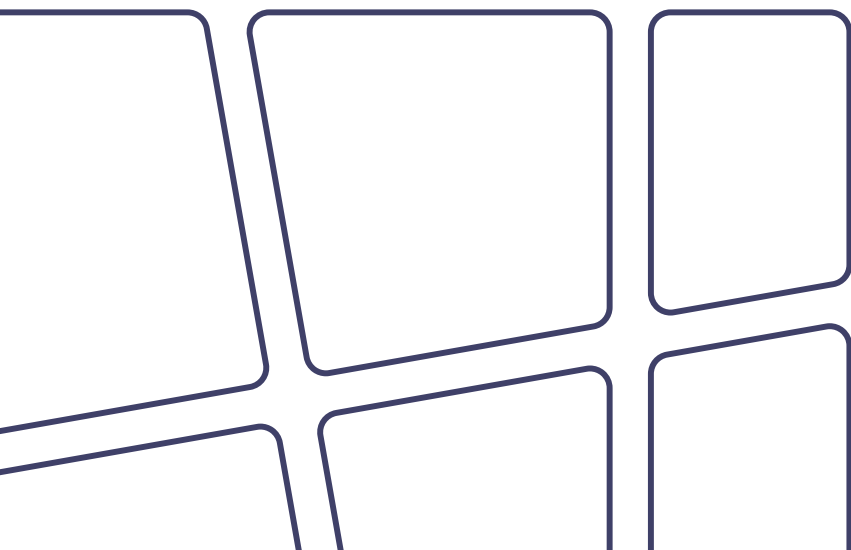
Downtown Watsonville Specific Plan



Aerial perspective of proposed Red Hill Gateway mixed-use center and new neighborhood on Historic Route 66, incorporating older neighborhoods and historic highway restaurants.



Indio General Plan : Midtown Focus Area Plan





2. Project Understanding and Approach



Project Understanding

Overview: We understand that the City of Watsonville (City) wishes to integrate a great deal of previous planning work into a comprehensive update of the current Watsonville VISTA 2030 General Plan to guide the City to the year 2050. As part of the update process the City will extensively and intensively engage the entire community to ensure that it reflects their hopes and aspirations for Watsonville's future.

Guiding Principles: We note with great interest that the Guiding Principles of the VISTA 2030 plan are substantially those that have guided and informed all of our city and town planning work for the past 30 years. The clarity of vision for human-scale place-making, economic vitality, and environmental stewardship – and the focus on translating that vision to action – align perfectly with our planning philosophy and our approach to helping our clients prepare visionary and practical plans for the future of their communities.

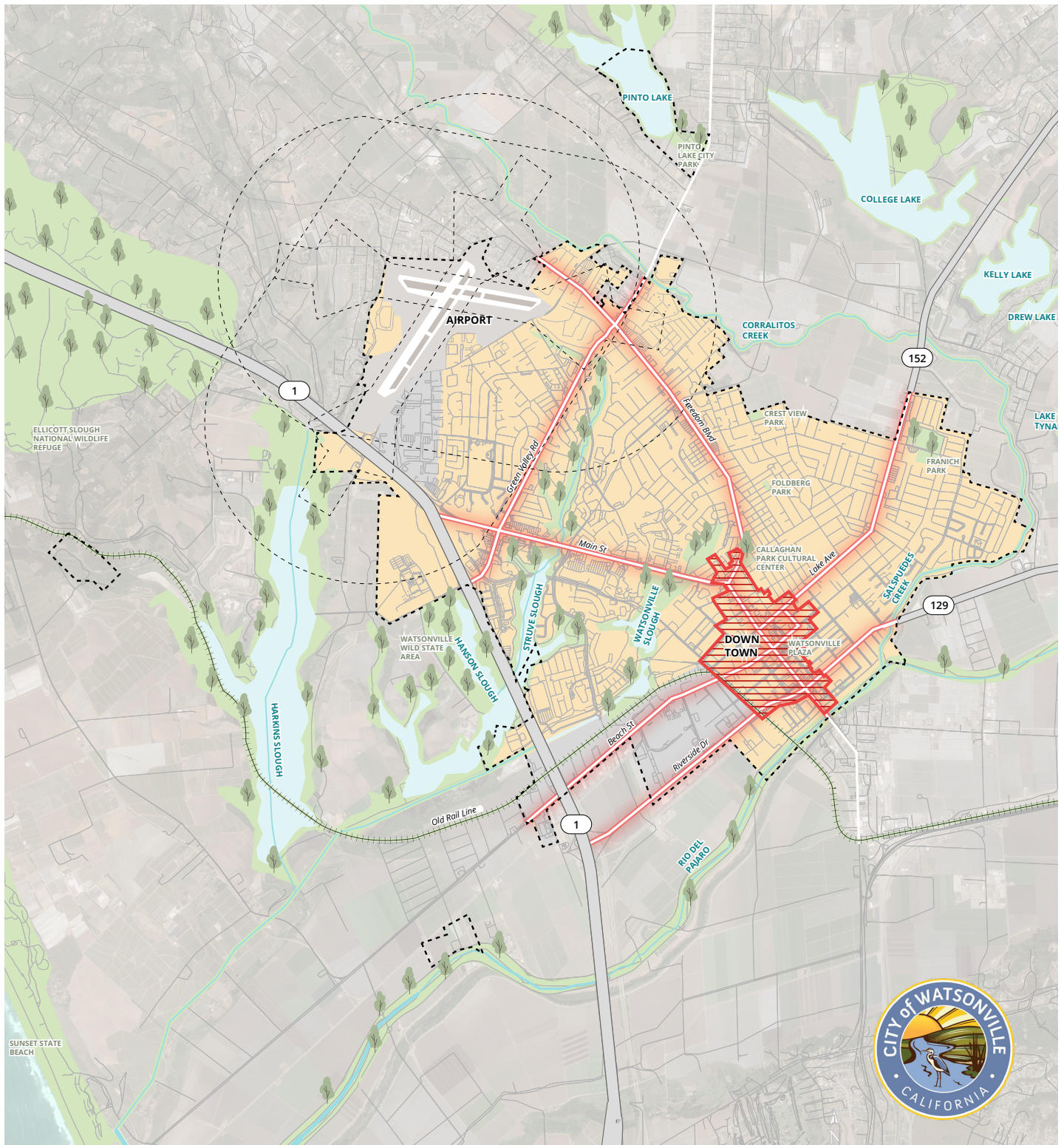
Build Upon Existing Planning: We have reviewed the Watsonville VISTA 2030 Plan, and find it to be a very solid foundation on which to build your 2050 Plan. The extensive bibliography of recent plans and studies prepared by the City addresses much of the content required of a modern General Plan. Having addressed issues such as complete streets, climate adaptation, hazard mitigation, environmental justice, and airport land use compatibility, the Downtown, and other topics – provide a robust head start on updating the VISTA 2030 Plan. We believe that to a significant extent this update process will be “knitting and weaving” the excellent work of the recent plans and studies into the fabric of the new VISTA 2050 Plan, and have assembled a consultant team that is deeply qualified to do just that.

Unique Small Town Character: A great deal of our work is in very suburban communities that have sprawled over very large land areas, with land uses rigorously separated by distance and discontinuous circulation systems, and land use policy largely disconnected from transportation, infrastructure and open space policy. In such communities we work collaboratively with all city departments to prepare integrated physical and policy frameworks that are capable of generating the sort of human-scale, interconnected urban places that Watsonville already has in abundance. To the Watsonville General Plan Update, we bring many years of “sprawl repair” experience, to further strengthen your general plan to help protect what you have and ensure that each increment of new development builds on and enhances your unique local character rather than chipping away at it.

Equity and Environmental Justice: We understand that the recently prepared Environmental Justice Existing Conditions Report is a great resource of information the results of which will be integrated throughout the updated general plan. We are deeply committed to planning communities for everyone, and making places that provide equitable access to good housing, good jobs, and the full range of commercial and recreational amenities, regardless of their age, income, ethnic background, or special mobility needs. The primary obstacle to perfecting these most basic rights and freedoms has been land use and transportation planning that assumes – and therefore requires – that each change of activity throughout the day involves a car trip. That single assumption has balkanized our communities by income, unnecessarily separated jobs and daily needs from housing, and systematically disadvantaged those who are too young, too old, or too poor to drive. The guiding principles of your Plan and those of our practice are centered around providing provide mobility and development options for all. It turns out that the physical design characteristics that provide your small town character are also those that provide equitable access and a high quality of life for all residents. The General Plan we propose to prepare for you will highlight this in vision, policy and implementation strategy.

Airport Land Use Compatibility: We understand that it is critically important that this General Plan Update directly and completely address the topic of airport land use compatibility, and include Mead & Hunt on our team to work with the City, the STP Team and the Watsonville Pilots' Association to do that. Since 2008, Mead & Hunt has worked closely with the City of Watsonville (City), Caltrans Division of Aeronautics (Caltrans), and the Watsonville Pilots Association (WPA) to support the development of an airport Land Use Compatibility Plan (ALUCP) for the Watsonville Municipal Airport (WVI or Airport). Both the 2008 and 2016 Draft ALUCP updates were a focused effort to respond to the Superior Court's decision on the Watsonville Pilots Association v. City of Watsonville case and to obtain consensus from the stakeholder groups on the policies to be included in the ALUCP.

We understand that In Fall 2020, the Airport undertook a Master Plan Update. The alternative analysis and recommended airport development plan are complete and have been shared with the Federal Aviation Administration (FAA). Based on Mead & Hunt's understanding of the WVI Master Plan Update, we anticipate that the proposed airport development plan will include changes to the airfield



configuration. Such proposals would require modification of the compatibility zones included in the 2016 Draft ALUCP zones. Additionally, California state law requires that an ALUCP be based upon an adopted airport master plan. Depending on the timing of adoption of the WVI Master Plan Update, efficiencies would be gained by considering the WVI Master Plan Update proposals in the Airport Land

Use Element of the General Plan Update. As such, Mead & Hunt's scope of services includes a preliminary task to assess the implications of the WVI Master Plan Update on the 2016 Draft ALUCP.

Project Approach

Collaboration: As we do for each new assignment we undertake, our first priority will be to merge our consultant team and the City's departmental staff into a single, seamless, collaborative team. A general plan update touches every dimension, every system, and every department in the city. The strong vision, policy and action required to generate and sustain economically vital, human-scale, equitable, locally calibrated places for Watsonville's entire populace to live, work, shop and play must resolve the issues and leverage the opportunities facing every department. During outreach for the update we will undoubtedly encounter questions or issues that are not part of the overall effort, but important nonetheless. Such a seamless team structure provides the public with clear and direct access to the City and the planning process, building confidence and trust that their concerns will be heard by the appropriate person(s) who can take action on their behalf.

Efficiency in Developing Background Information: We could not possibly agree more with this point as presented in the RFP. The purpose of background information is to inform the Plan. We summarize such information in highly graphic form, such as story maps, diagrams, and PowerPoint presentations, rather than long reports that nobody reads. Information that can/will help shape the plan is highlighted, and the rest is already in the record for those who are interested in the City's history.

Mapping and Data: We will work with the City's GIS data as requested. Our partners at PlaceWorks have very strong mapping skills, including preparation of "story maps" that will play a key role in presenting existing conditions information and analysis, and moving smoothly into future land use and circulation mapping.

User Friendly Document: Our documents are all highly graphic and clear to all readers. As a valued colleague often says, "A plan is a story about the future." Our plans clearly and concisely describe the community as it is, its people's hopes and aspirations for its future, the clear physical and programmatic vision for that future, and policies and strategies to systematically deliver that vision, one project and one public improvement at a time. We outline in our proposal a simple structure that we would recommend for the Plan, and would look forward to collaborating with City staff in refining and finalizing that organization and structure, with a focus on usability. This quality of our documents is a major factor in our consistently winning awards for our work.

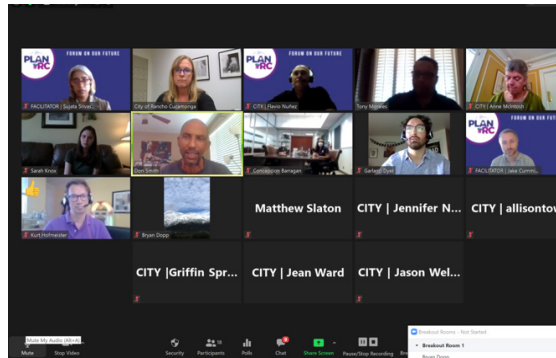
Implementation Focus: Our work is always very much implementation-focused, and we were delighted to learn that the name of your current plan - VISTA 2030 – is an acronym for Vision To Action. In every plan we work on, once the community's vision is clarified and a strong policy framework is in place, we focus on the question "So how exactly can you make that happen here?" We have recently and successfully employed Focus Area Plans within a Land Use and Urban Design Element, and a Placemaking Toolkit as part of an implementation chapter, to provide a bridge for staff and land owners between policy and regulation, between conception and implementation. And we are pleased to note that the RFP includes updating zoning for key areas of town in which significant change is anticipated and wanted. We often describe the plans we prepare as "Tools to get the economy you have to build you the town you want." From vision to action.

Recommended Cost Control Strategies: There are three specific areas of service for which we propose a somewhat different approach than described in the RFP. In each case, the differences are aimed at providing the City with a very high quality General Plan and EIR while conserving budget. Our goal is to provide the City with the services you want and need, with cost as an important consideration. If we are selected, we are very much open to refining the scope as the City wishes, within the City's budgetary constraints. **Cost Control Strategy #1** is simply to reduce the number of printed hard copies to a practical minimum. They are expensive and many are quickly recycled or end up in a landfill.

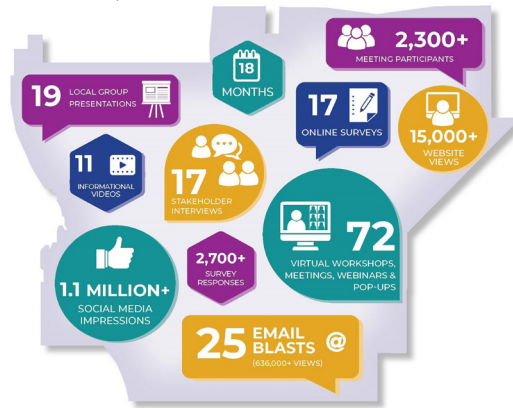
Cost Control Strategy #2. VMT Analysis Approach: The RFP indicates that the City is interested in considering moving from LOS to VMT as the primary metric for vehicular network performance. As you know, CEQA requires only VMT analysis, and that only the proposed project be evaluated, while project alternatives may be reviewed at a qualitative level. Rather than completing multiple travel demand forecasting model runs for VMT, we typically look at jobs/housing balance/match information to assist with identifying which specific land use/transportation alternatives are more or less efficient from a VMT perspective. This approach typically provides an appropriate amount of information for decision makers, without spending significant amounts of time/budget producing model runs that likely would not provide significant differences in VMT estimates, or that would otherwise influence a decision-maker's recommendations. Accordingly, we propose an approach that includes a qualitative VMT analysis for each alternative. This limits the



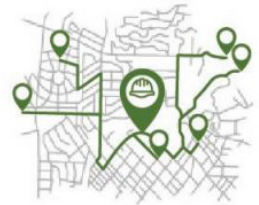
Public Engagement - Clearmont by STP



Virtual Public Engagement - Rancho Cucamonga by STP and Ciclepoint



Infographic - Public Engagement Process Rancho Cucamonga by STP and Ciclepoint



VTM Lexicon Model by Fehr & Peers

complexity of the VMT modeling so that the right amount of information is documented in the CEQA analysis, while preserving most of our time/budget to assist the City in addressing meaningful policy considerations around all-mode mobility and access.

We also include an optional task to refine or develop a calibrated/validated travel demand forecasting model for the City. Specifically, if the City values LOS as a key metric and would like a more detailed review of citywide LOS for streets and intersections, then use of a focused City model could be worthwhile to more precisely size future City infrastructure. However, until community and stakeholder outreach efforts are in progress, we may not know how critical LOS is as a goal/value to the City. Therefore, we have included this as an optional task for your consideration, but would recommend that the City not invest in this effort unless it is needed.

Cost Control Strategy #3. Engagement Approach: The RFP describes a very extensive program of meetings. These include meetings with City staff, the TAC, the CAC, an unspecified number of community groups and City boards, attendance at various community events, and of course study sessions and public hearings with the Planning Commission and City Council.

In the scope we present herein, we have taken the liberty of suggesting that meetings with stakeholders and community

group are most valuable in the early tasks, to make sure that all points of view are heard and taken into account in defining a preferred alternative and informing the Draft General Plan, but may be less valuable in the later phases of Plan review and adoption. If the City determines that all groups should be met with individually in every phase of the work, we would be glad to do so, but this would require additional budget allocation.

There are two primary strategies we have successfully employed to control the professional fees associated with robust community engagement campaigns. First, we work with City staff to schedule multiple meetings in a single day or back-to-back on successive days, which can significantly reduce the travel time and cost per meeting. Second, we try to conduct some significant number of meetings virtually, avoiding travel time and cost altogether. We have employed remote meeting technology for many years for this purpose, and over the past 2-plus years have relied on virtual meetings almost exclusively. We understand and respect that the City of Watsonville intends that most engagement be in person, and that is what we propose. But in fine tuning the work plan and finalizing budgets, we would hope that many meetings with City staff, and some with stakeholders, committees and boards might be virtual. Many hours freed up from unproductive travel can be redeployed in more meaningful tasks.





3. Proposed Scope of Work, Cost and Schedule



Proposed Scope of Work

The following Scope of Work reflects the sequence of tasks that the selected consultant team might undertake. The actual Scope of Work proposed by consultant teams may vary and be expanded or refined in coordination with the City, depending on the strategies chosen to address various issues.

Task A. Project Commencement

Task A.1 Data Collection and Initial Review

In advance of a kickoff meeting, STP Team will engage planning staff in virtual meetings and by email to identify and collect all relevant background documents, existing plans, and relevant data sets. The Team will organize all these documents and data in a secure online file-sharing system to enable the STP Team and City staff to exchange and access documents. Our default is Dropbox but will use any platform that the City prefers. The Team will conduct an initial review of these documents and data in order to be prepared for a very productive kickoff event in Watsonville.

Task A.2 Kickoff Event

The STP Team will organize and attend a full-day kickoff event in Watsonville. We suggest that the agenda include a full-team introductory meeting with each STP Team member and their City departmental counterparts in attendance. In this meeting the STP Team and City staff will review and finalize the work scope and project schedule. The meeting will include a discussion of project goals, opportunities and constraints, provision of relevant background information and documents for the existing conditions analysis, arrangement of informational meetings with relevant City staff members, development of the community involvement program, and project management. Additionally, the Consultant Team will work with City staff to establish and document agreements about regular check-ins, communication with team members, and staff review periods. The STP Team assumes weekly or even more frequent virtual meetings with City staff, with monthly in-person meetings.

Following the meeting we recommend that the City/STP team tour the City together, to look at and discuss areas of particular interest and focus. This need not be comprehensive, and we anticipate it will be supplemented by additional field trips upon subsequent STP Team visits to Watsonville.

Deliverables:

- + Memorandum summarizing meeting

Task A.3 Strategic Plan for Coordination of City Departments

Based on the initial introductions in the kickoff meeting and on subsequent discussion with City planning staff, the STP Team will lead the development of a Strategic Plan to guide preparation of the General Plan Update and lay out work programs and strategic partnerships for all City departments. This will be a plan to operationalize the internal City process, ensuring that all City actions are coordinated. It will outline departmental roles and establish measures for actions throughout the update process, and will set the stage for coordinating implementation across all relevant departments once the plan has been adopted.

Deliverables:

- + 2a 3: Strategic Plan document outlining key staff members from all City departments to be engaged in the General Plan Update, and provision of an internal timeline for responsive review of relevant material to each department

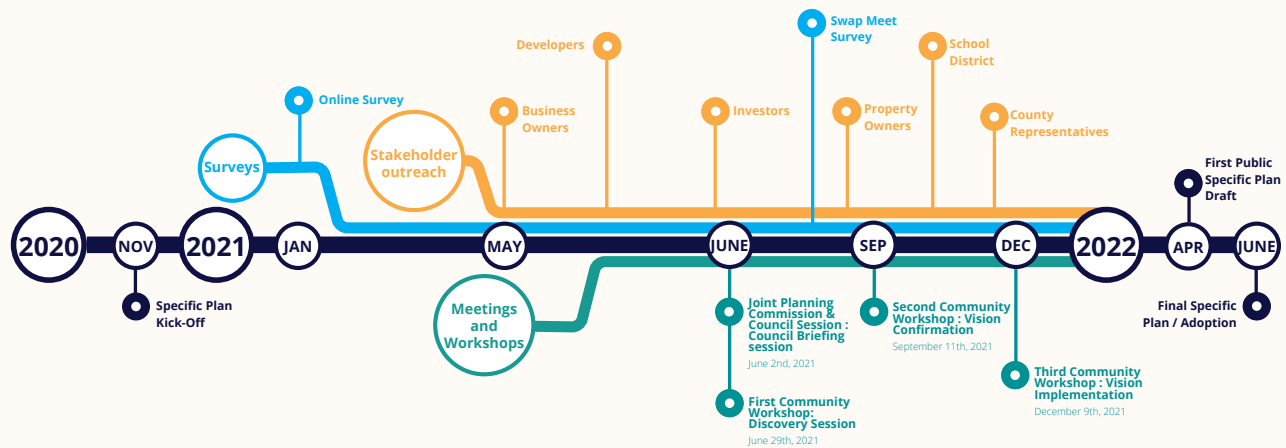
Task A.4 Scope, Schedule & Budget Confirmation & Refinement

At this point in the process, the STP Team will work collaboratively with City staff review the project scope, schedule and fee and discuss potential adjustments in the allocation of time and fee for the tasks ahead. At this point, the City might consider accepting or declining services not included in the scope at the outset, or in otherwise modifying the scope, fee and schedule to best meet the City's needs.

Task A.X On-Going Project Management

Throughout the life of the project STP will provide project management and robust coordination and collaboration with City staff and other City consultants. This will include monthly status calls, periodic collaborative working sessions (most via Zoom) and meetings and working sessions in Watsonville. We will submit monthly invoices and project status reports.

As Prime Consultant, STP's project management fees are included as line items of each Task; ("Task 1.X", "Task 2.X", "Task 3.X", etc...) in the Cost Proposal, calculated as 5% of the overall fees per Task (See Section X - Cost Proposal), and will be billed monthly according to the progress of the work



Planning Process Timelines for Indio 111 Corridor Specific Plan

Task B. Community Engagement Strategy

We understand that community involvement strategy will be a central and integral part of the general plan update process, and the STP Team proposes to work closely and collaboratively with City staff in developing a detailed plan for providing required opportunities for public participation throughout the update effort. Susan Harden of Circlepoint will lead the preparation and oversee the execution of the Engagement Strategy.

Task B.1 Draft Community Engagement Plan

Based on discussions and City direction in Task A, Circlepoint will prepare a draft community engagement plan for review and comment by the City. Outreach methods will be customized and creative to maximize community participation, and will include innovative strategies to increase the number of people engaging in the process. Input will be sought from residents, business proprietors, property owners, neighborhood groups, and community and faith-based organizations. Special effort will be made to include minority, low-income, youth, renter, non-English speaking, and disabled persons.

We outline here our initial recommendation for community engagement but, as so clearly stated in the RFP, we anticipate refining and finalizing the plan in consultation with City staff. Our engagement strategy will leverage online surveys and interactive web-based tools, robust in-person workshops, pop-up events in high traffic or hard to reach neighborhoods, and focused meetings with key stakeholder groups such as the pilots, business community, etc. We do suggest that the engagement plan be considered as a working draft until the CAC and TAC are formed and convened. We have found that such committees have deep knowledge and understanding of the community, and their input is often very helpful in identifying all those who should be engaged and how best to do so.

The STP Team will work collaboratively with City staff to form a Community Advisory Committee and Technical Advisory Committee, who will participate at key junctures of the process. Collaboration with non-profits and faith-based groups will be important to reach community members as well. As part of our stakeholder analysis, we will identify how different community groups and individuals get their trusted information and leverage those communication tools to share engagement opportunities – local publications, libraries, social media, email blasts, resource agencies, churches, etc. Presentations to the Planning Commission and City Council and other boards and commissions will likely include at least two workshops before each body, as well as formal public hearings for plan and EIR approval. All such proposed meetings, workshops and public hearings are identified as sub-tasks in this Scope of Work.

We understand that City planning staff will provide technical and logistical assistance to the Team in meeting and coordinating with representatives of all relevant City departments. City staff will also work collaboratively with the STP Team to ensure accuracy of information provided to the Team, to interpret the intent and relevance of existing plans, and to identify and clarify major new proposals by all departments, including Public Works and Utilities, Parks and Community Services, and others.

Deliverables:

- + Draft Community Involvement Strategy, including memorandum outlining goals, performance measures, stakeholder analysis, communication outlets, implementation tools and tactics, and schedule to comprehensively engage community members including residents, business groups, civic organizations, special interest groups, representative of all ethnic, age, and income groups within the City, for review and acceptance by City Council.

Task B.2 Establish and Convene Community Advisory Committee

The STP Team will work collaboratively with City staff to establish and convene a Community Advisory Committee (CAC), composed of City residents, business owners and community leaders who know the area and the community well. CAC members will also include, but not be limited to, representatives of the Santa Cruz County Farm Bureau, Pajaro Valley Chamber of Commerce, El Pajaro Community Development Corporation, Watsonville Wetlands Watch, and Watsonville Pilots Association. The purpose of the CAC is to help develop plan concepts and ensure that community sentiment is reflected in the plan. The committee will meet to discuss the future vision for the City. As part of the General Plan Update process, the committee will reflect and provide comments on the existing conditions report and to identify land use preferences; to review and provide comments regarding alternative land use and transportation alternatives; to review and provide comments on the preferred land use and transportation alternative; and to review and provide comments on the draft general plan.

The STP team will prepare agendas, presentations, and other materials for each meeting and will serve as the CAC facilitator, encouraging balanced and meaningful participation. Our team will use highly visual PowerPoint presentations, hands-on mapping, visual preference surveys, and other interactive exercises to ensure robust and fun engagement. Summary notes will be prepared after each meeting identifying clear direction from the committee on the topics discussed.

Task B.3 Establish and Convene Technical Advisory Committee

The STP Team will work collaboratively with City staff to establish and convene a Technical Advisory Committee (TAC), comprised of technical experts from City departments and partner agencies to provide feedback and ensure plan concepts can be achieved. TAC membership will be sought from all affected agencies, including but not limited to the following: County of Santa Cruz, Santa Cruz Metro, Santa Cruz County Regional Transportation Commission, Monterey Bay Air Pollution Control District, AMBAG, Pajaro Valley Unified School District, as well as City departments such as Police, Fire, Public Works, Library, Parks and Community Services, Finance and City Manager.

Task B.4 Website and Branding

The STP Team will help develop a project brand with distinct colors, fonts, name, and graphics that will be used throughout the General Plan Update process to identify the information presented as City and General Plan-related. We will also develop content, graphics, and recommended layout for a signature project web page hosted by the City and will provide updates as appropriate throughout the project. A dedicated comment and sign-up form will be included that can be monitored and maintained by our team. The website will include opportunities to participate at each phase of the project, mirroring the community meeting activities to the degree possible – surveys, ranking, etc. The website will be provided in both English and Spanish.

Deliverables:

- + Website and Project Branding, in English and Spanish

Task B.5 Final Engagement Plan

The Team will provide the Draft Engagement plan to City staff and then meet with City staff to discuss and refine the Plan. Based on City direction and input from the CAC and TAC, the Team will finalize and complete the Engagement Plan. Small tweaks may be made to the Plan throughout the process should shifts in strategy be needed.

Deliverables:

- + Final Community Involvement Strategy, including memorandum outlining goals, performance measures, implementation tools, and schedule to comprehensively engage community members including residents, business groups, civic organizations, special interest groups, representative of all ethnic, age, and income groups within the City, for review and acceptance by City Council.
- + Translation Services. Each public meeting and CAC meeting will include on-site Spanish translation and relevant meeting materials including notices, agendas, reports, presentations and meeting summaries will be translated as well. Smaller stakeholder meetings and pop-up events will include live translation or native Spanish speakers as appropriate. The Team will work with City staff to ensure that all appropriate documents are translated. These services will be provided by one or more trusted vendors, and are presented in the Fee Proposal as reimbursable expenses.

Task C. City Profile, Existing Conditions, Market Demand Analysis & Preferences

The STP Team and City staff will work together to collect, assemble and review all technical data and documents needed for the update process. This proposal is based on the understanding that City staff in all departments will be active participants and integral members of the City/STP General Plan Update Team. Potential data to be collected, organized and analyzed includes, but is not limited to those outlined below.

Task C.1 Draft Existing Conditions Assessment

The entire STP Team will collaborate internally and with all applicable City departmental staff in preparing these assessments and summaries. The primary purpose of this task is to gather and render useful a large volume of existing information that must be taken into account in preparing the new 2050 General Plan. The STP Team will review, summarize and cross-reference these inventories, plans and data and present the findings in the form of clear maps, diagrams, PowerPoint presentations, display boards, and short written reports.

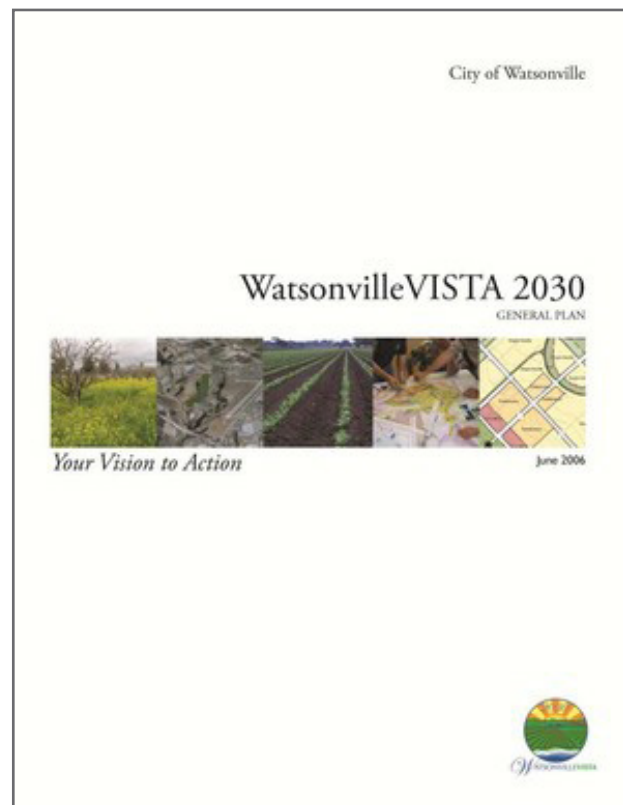
It is of course important that these summaries be thorough, but we find that they are of greatest value when they are presented simply and graphically, so that all members of the CAC and TAC, City staff from all departments, and all members of the community can understand key points that must inform and will shape the new General Plan. We also find that long written reports are read by very few participants of such a planning process, and can sometimes consume a large amount of the available budget without contributing much value to the new Plan.

- a. **General Plan Review:** The STP Team will conduct an assessment of the 2005 General Plan and Draft Watsonville Vista 2030 General Plans to determine consistency with state general plan requirements, and determine areas in which the Draft Watsonville Vista 2030 General Plan must be modified to comply with state law
- b. **Base Mapping:** The Team will compile a General Plan Base Map, incorporating City of Watsonville GIS data layers (including but not limited to):
 - 1. General Plan land use designations
 - 2. Zoning Districts
 - 3. Airport Safety Zones
 - 4. Transportation (e.g., roads, transit stops, etc.)
 - 5. Infrastructure (e.g., water, wastewater, stormwater, etc.)
 - 6. Public facilities (e.g., parks, libraries, etc.)

- c. **Physical Existing Conditions Analysis:** Parcel-level existing conditions, including information on vacancy and utilization obtained from both the County Assessor and one or more private data services and via ground-truthing (surveys). This task will also include preparation of a series of “diagnostic maps and diagrams”, documenting existing building patterns, building size, public open space patterns, private on-site open space patterns, and other physical characteristics that define the existing community design character. This will include an organized presentation of representative aerial and eye-level photography of typical and special conditions.



Watsonville Park



Watsonville Vista 2030 - General Plan

d. Transportation Analysis: Fehr & Peers' initial work related to the General Plan will include a review of relevant documents including the existing and Draft City General Plans, recent CEQA documents, regional planning documents (such as the RTP), the City's Trails and Bicycle Master Plan, Collision Data, Safety Studies, Traffic Impact Study guidance related to SB 743 and VMT, the pending Downtown Plan, Local Hazard Mitigation Plan, Emergency Evacuation Route Analysis, Complete Streets Plan for Downtown, Complete Streets to School Plan, available traffic count data within the City, and any other planning documents that would provide additional information relative to the General Plan Update. The purpose of this review is to identify existing data needs and determine which of the previous data collection and mapping efforts can be employed in this analysis. Fehr & Peers staff will spend one day in the field to better understand the City's circulation system, identify potential constraints on the system, and generally inform our understanding of circulation within the City.

As part of this analysis, F&P will complete a high level review of the Santa Cruz County Travel Model (SCCTM) model and associated TAZ structure and work closely with City staff to verify that the model is sufficiently sensitive to changes in roadway network and changes in land use in the Watsonville area. These consultations will also include discussion of the correlation between conventional LOA metrics and VMT metrics as the City considers transitioning more fully to VMT metrics for planning purposes as well as for CEQA analysis.

All of this information will be combined into an existing conditions report. This existing conditions report will not be a simple regurgitation of available information; rather, it will be intended to highlight key policy questions that will need to be addressed within the General Plan along with approaches to address those key questions within the General Plan. For example, this report will outline key findings from the referenced Complete Street Plans, discuss how Vision Zero efforts fit into the General Plan policy document, whether level of service (LOS) is of importance and value to the City, and discuss key considerations related to the future of mobility.

e. New Development Inventory: Inventory of recent, current, and proposed construction/development activity in all sectors: residential, retail, office, industrial, others

f. Other Plans and Studies and Technical Data: Including all reports and data noted in this task in the RFP, and any other topics City staff may identify.

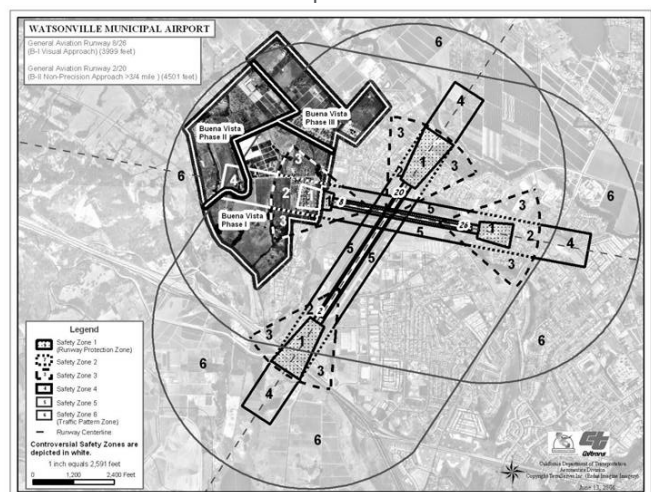
Task C.2 Stakeholder Engagement

When the existing conditions assessment work of Task C.1 is substantially complete, the Team will meet in person and virtually with identified stakeholder individuals and groups, including all those noted in the RFP. The timing, format and attendees for these meetings will be clarified through discussion with City staff in Tasks A and B, and adjusted through discussion as the work proceeds.

Task C.3 Airport Land Use Compatibility Baseline Assessment

To address this critical topic directly and comprehensively, Mead & Hunt will engage with the City staff, the Watsonville Municipal Airport (WMA) and the Watsonville Pilots' Association (WPA), and will prepare a Baseline Airport Land Use Compatibility Plan (ALUCP) assessment.

- a. Airport Stakeholder Engagement:** One (1) Mead & Hunt staff person will attend up to four (4) project meetings with airport stakeholders, city officials, project committees, and/or public. An additional Mead & Hunt team member (for a total of two (2) staff members) will participate in one (1) meeting with the Airport and/or WPA representative(s).
- b. Data Compilation:** Mead & Hunt will compile and review WVI Master Plan Update data including proposed airfield improvements, aircraft activity forecasts, and noise-related data. Specific data to be compiled include:
 - + Airport Layout Plan (ALP) Drawing: California state law requires that an ALUCP be based on a current master plan of the Airport or, if none exists, a current ALP may be used with the approval of the Caltrans Division of Aeronautics. The Division requires an ALP that has been approved by the Federal Aviation Administration (FAA). Mead & Hunt will obtain from the City a digital copy of the ALP prepared as part of the WVI Master Plan Update.



Watsonville Municipal Airport Plan

- + Activity Data, Forecasts, Flight Tracks, and Noise Contours: By law, ALUCPs must have a time horizon of at least 20 years. Mead & Hunt will review the activity forecast and associated noise contours from the WVI Master Plan Update to determine if the information in the 2016 Draft ALUCP warrants modifications. Mead & Hunt will obtain from the City a digital copy of the forecast noise contours and flight track data.
- + Airspace Plan Drawing: Mead & Hunt will obtain from the City a digital copy of the Airspace Plan drawing showing the critical airspace surfaces established in accordance with Federal Aviation Regulations (FAR) Part 77. The Airspace Plan will be reviewed to determine if adjustments to the height restrictions included in the 2016 Draft ALUCP are warranted.

c. ALUCP Baseline Assessment: Mead & Hunt will review the proposed airport development plan from the WVI Master Plan Update in context with the California statewide compatibility guidance, the City's regulations in the 2016 Draft ALUCP, and the court's decisions regarding the case between Watsonville Pilots Assoc. v. City of Watsonville. Mead & Hunt's baseline assessment will identify the ways in which the WVI Master Plan Update will require changes to the 2016 Draft ALUCP.

Mead & Hunt will prepare a graphic showing the proposed adjustments the airport-specific safety zones included in the 2016 Draft ALUCP for comparative and discussion purposes. The airport-specific safety zones will be provided to the Client in a GIS-compatible format for use by the Client's consulting team in preparing the land use alternatives (see Task 3.1).

d. ALUCP Technical Paper: Mead & Hunt will prepare a draft and final technical paper summarizing the findings of the baseline assessment and provide recommendations for ALUCP compliance as part of the Airport Land Use Element of the General Plan. Mead & Hunt will participate in a conference call with the Client's consulting team and/or city staff to answer questions on the findings of the baseline assessment and safety zone comparison map.

Deliverables:

- + Notes from all stakeholder meetings
- + ALUCP Baseline Assessment
- + Draft and Final Technical Paper with recommendations for ALUCP compliance

Task C.4 Economic Development Analysis

Building on their recent work in Watsonville, EPS will assess the underlying socioeconomic and market context for the Watsonville General Plan Update. This technical analysis will cover key demographic, economic, and real estate factors affecting the City and its role in the broader region. The goal will be to identify and provide a common understanding of demographic trends, the strengths of the local economy, the city's key competitive attributes, and challenges and opportunities influencing sustainable long-term growth that might be addressed by the General Plan Update.

Socioeconomic Trends: EPS will analyze local socioeconomic characteristics, trends, and growth projections. The analysis will consider demographic and economic factors that inform and highlight land use opportunities and constraints in Watsonville. The primary purpose of the work is to offer context for community and stakeholder outreach discussions, to provide data for the visioning and planning process, and to support the land use alternatives and economic development policies for the General Plan. Relying on publicly available data (e.g., US Census Bureau, California Department of Finance, California Employment Development Department) as well as proprietary, third-party data sources, EPS will assemble and evaluate population and jobs data, including employment by industry. The analysis will look backward and forward ten to twenty years and will consider Watsonville, nearby jurisdictions, and the region as a whole. EPS will rely on available projections of growth in the region and in Watsonville. The analysis will provide key inputs to forecasting various General Plan alternatives. Data regarding individuals and communities will be disaggregated by race and income where possible. These data will be available for incorporation into the team's Existing Conditions effort.

Economic Drivers and Trends: An assessment of citywide and regional economics will consider major economic drivers and business trends. It is anticipated that local business conditions, economic diversification, employment for local residents, and the evolving retail industry may be key topics of the assessment. The effort will build on socioeconomic data and will include additional subject-specific data collection and interviews. It is anticipated that the evaluation will leverage data and other input from the Downtown Specific Plan process, which involved data collection and outreach efforts. This information will be combined with new interview insights, industry-research, and EPS institutional knowledge to provide analysis and findings. As part of this task, EPS also will consider City

economic development conditions, including City revenue factors and anticipated future capital improvements.

EPS proposes to coordinate with the City to engage a roster of stakeholders representing various perspectives on economic development in the Watsonville area. This group likely will include local employers, business leaders, real estate experts, community group representatives, City commission members, and elected officials, as appropriate. The stakeholders will act as a key resource for the study, providing insight on opportunities and constraints and exploring potential economic development strategies with the consultant team. EPS will conduct a series of interviews in person during a two-day visit to Watsonville, and/or via video call, as may be appropriate. The interviews will be one-on-one or in a focus group setting. These interviews will allow participants to opine on current economic conditions, provide input on economic development in the City, and help to shape the economic development strategy options.

Real Estate Market Assessment: EPS will establish and document real estate market potential in Watsonville. As part of the market analysis, EPS will consider broad market trends as well as detailed information concerning new, high-performing local and regional comparable projects, including their market positioning, architectural formats, tenancing, amenity offerings, and market value. The assessment also will consider potential development sites based on direction and data from City staff.

Residential: EPS will prepare residential real estate analysis that considers single-family and multifamily products. This work will identify recently constructed residential projects to evaluate their physical forms and market performance. In particular, the analysis will track sales data and lease rates to inform findings concerning market potential. The research will seek to identify achievable, market-supported residential building typologies and programs.

Office and Industrial/Flex: EPS will prepare an office and industrial/flex analysis focused on recently built commercial products and plans. This work will identify recently constructed projects to evaluate their design format and market performance. In particular, EPS will consider building heights, floor plates, parking, amenities, and other factors. The analysis also will track lease rates and building sales data. The research will seek to identify achievable, market-supported office and industrial/flex projects.

Retail: EPS will prepare retail analysis that evaluates the market potential for new retail development. As part of this work, EPS will consider relevant retail case studies to illustrate the physical formats, retail market positioning, and market values that may be possible. EPS also will consider

the profile of retail demand (i.e., consumer spending patterns) and the local competitive landscape for retailers. The research will seek to identify retail development opportunities and to generally characterize the retail tenant mix based on real estate and consumer market potential.

Hotel: EPS will establish an inventory of competitive, existing and pipeline hotels in the region. The inventory will profile the hotel supply, including hotel locations, room counts, hotel age, amenities (e.g., business services, meeting rooms), and other factors affecting competitiveness. Considering hotel inventory, EPS will assess the potential market positioning of existing hotels and identify gaps in hotel inventory. The analysis will incorporate historical data on hotel performance, including room occupancy and room rates over time for a set of competitive hotels. The research will seek to identify achievable, market-supported hotel projects appropriate for Watsonville.

Deliverables:

- + Economic Development Analysis Memorandum.
- + EPS will respond to one-round of consolidated comments from the Prime Contractor and one-round of consolidated comments from the City before finalizing the deliverable. The deliverable will inform the GPU team's Existing Conditions Report and also will serve as a key input to the General Plan Update's Economic Development Element.

Task C.5 Community Surveys

Community surveys will be the first step in an intensive community engagement campaign, following completion of the existing conditions analysis. The purpose of these surveys and meetings will be to provide all the background information developed in Task C.1 – including in particular a very clear summary of the big ideas, goals and policies of the VISTA 2030 General Plan – and through surveys and discussion to understand the community's vision of the City and solicit input on opportunities, issues, and hopes for the area. The meetings will provide input regarding community interests and priorities that will help to inform the development of land use and circulation alternatives. The consultant will lead all of these meetings, with support from City staff.

Using a web-based public engagement tool, such as Survey Monkey, the STP Team will survey the community to understand community preferences regarding the plan area. What do residents like about their neighborhoods? What would they like to change? The Team will utilize preference surveys, photo simulations and development prototypes to help identify preferences. We suggest

that high level informational presentations associated with these surveys may also include basic information regarding the 2030 General Plan, and potentially some summary information developed in task C.1, to provide survey respondents with useful background information and context for the survey questions.

The Team will compile the Community Survey results into one or more PowerPoint presentations and maps. In collaboration with City staff, the Team will also supplement the presentation with additional graphic materials, such as maps, diagrams and precedent photography of places that may help to illustrate concepts and themes emerging from the survey results.

Deliverables:

- + Draft and final survey
- + Online hosting of survey tool
- + Summary of survey results



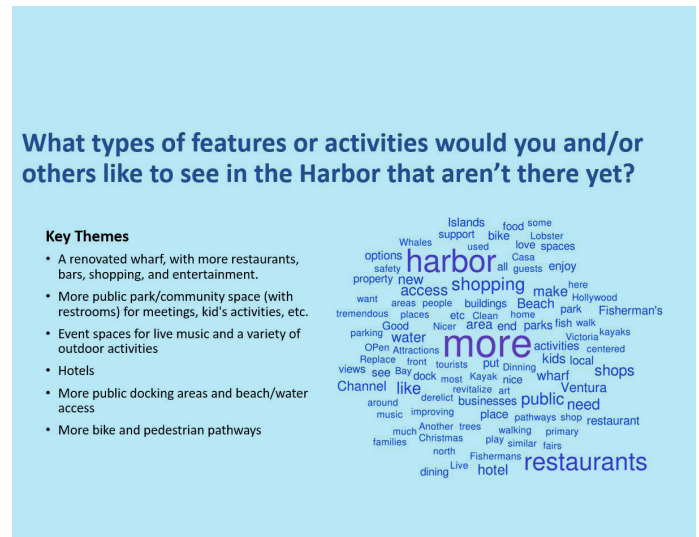
Public Engagement Claremont by STP

Task C.6 TAC Meeting #1

The Team will deliver the survey summary presentation(s) to City staff for review and comment, and make revisions to the summary presentations as requested. The Team will then assist City staff in presenting the presentations to the TAC for their information and comment. In this initial meeting the Team will assist City staff in outlining the TAC's role, present the summary information regarding plan area existing conditions developed in task C.1, and receive feedback from committee members regarding all information presented. TAC input regarding the Community Engagement Strategy will also be solicited.

Deliverables:

- + TAC Meeting #1 notice/agenda/meeting materials (in English & Spanish)
- + TAC Meeting #1 facilitation (with Spanish translation services)
- + TAC Meeting #1 summary (in English & Spanish)



Survey Summary for Channel Islands by STP and Circlepoint



Infographic - Public Engagement Process Rancho Cucamonga



Watsonville Down Town Specific Plan Public Engagement

Task C.7 CAC Meeting

After refining the survey results and existing conditions analysis presentations in response to TAC comments and City staff direction, the Team will assist City staff in presenting that information to the CAC. CAC input regarding the Community Engagement Strategy will also be solicited.

Deliverables:

- + CAC Meeting 1 notice/agenda/meeting materials (in English & Spanish)
- + CAC Meeting 1 facilitation (with Spanish translation services)
- + CAC Meeting 1 summary (in English & Spanish)

Task C.8 Discovery Workshop (Community Workshop #1)

The Team will work closely with City staff in organizing a highly interactive community workshop, in which the survey summary presentation and a high-level summary presentation of the findings from task C.1 can be shared with the community for their input and response. Opportunities for engagement may include Post-it note exercises, small group breakout discussions, and visual image prioritization.

Deliverables:

- + Community Meeting 1 notice/agenda/meeting materials (in English & Spanish)
- + Community Meeting 1 facilitation (with Spanish translation services)
- + Community Meeting 1 summary in English and Spanish

Task C.9 Consultant/Staff Meetings with Other Groups

The STP Team will assist City staff in meeting with other groups to present the information presented in the Discovery Workshop, and including summaries of community response received in that workshop. This will include an overview of “emerging themes” and promising concepts and strategies to spark discussion and allow the Team to better understand community interests and to receive feedback which will help in the development of three land use and circulation alternatives. Provided that the Covid pandemic has subsided and/or necessary safety precautions are taken, outreach will be collected in person in community settings, such as at a booth in the Farmer’s Market or in the City Plaza. Some smaller stakeholder groups may be conducted via Zoom to accommodate community schedules and/or to take part in any pre-scheduled Zoom meetings of those groups.

Deliverables:

- + Up to three (3) pop-up events
- + Up to three (3) small stakeholder/special interest group meeting (in-person or via Zoom)
- + Presentation materials for engagement activities (with Spanish translation services)
- + Records of input received (with Spanish translation services)

Task C.10 Elected & Appointed Official Engagement

The Team will assist City staff in leading study sessions with the City Council and Planning Commission, as well as any other appropriate City boards – such as Parks, Vision Zero, etc., to receive feedback and understand the City’s elected and appointed officials’ preferences. Joint meetings of these groups is recommended where appropriate.

Deliverables:

- + Up to four (4) meetings with elected and appointed officials
- + Presentation materials (with Spanish translation services)
- + Records of input received (with Spanish translation services)

Task D. Land Use and Circulation Alternatives

Based upon information and community preferences gleaned from the initial meetings and outreach, the STP Team will develop the land use and circulation alternatives.

Task D.1 Develop Initial Draft Land Use and Circulation Alternatives

The STP Team will develop 2 to 4 basic land use, mobility and public realm framework scenarios in draft form. The scenarios will be developed to support housing development and economic vitality, to facilitate Citywide attainment of environmental justice goals, and to balance urban development with conservation of environmental and agricultural resources. Alternatives will promote development of healthy, walkable neighborhoods and enhance opportunities for residents to easily access transportation, and public services and facilities. The alternatives will consider all information developed in Tasks A, B and C to ensure that in addition to addressing State policy, regional housing and local economic and fiscal imperatives, the alternatives also clearly reflect and support the community’s vision and lifestyle aspirations. Each alternative will address, among many other topics:

- + Achievement of a mix of housing units, meeting the State’s RHNA requirements, with proximity to daily services;
- + Distribution and quantification of proposed new uses, including dwelling units by type and non-residential square footage by type and associated jobs;
- + Land use and intensity of development along East Lake Avenue, East Beach Street, Riverside Drive and Freedom Boulevard corridors, and potentially other selected corridors and centers;

- + Multi-modal circulation, including multi-modal and inter-modal access to the future Pajaro/Watsonville Caltrain Station;
- + Evaluation and analysis of the existing VMT information for the City to determine whether the potential land use and circulation changes in the General Plan Update will require modification in VMT information for the City;
- + Attainment of environmental justice goals; and
- + All General Plan Element items outlined in subsection 'f' of this Request for Proposal.
- + Mead & Hunt will review initial land use and circulation alternatives and provide their input and advisement to the Team.

Deliverables:

- + Land Use and Circulation Alternatives Report (5 hard copies and PDF and PPT format)
- + Large format graphic illustrating each land use and circulation alternative, (2 hard copies and PDF format) and parallel PowerPoint presentation.
- + Quantified development potential for preferred alternative in Excel and/or GIS format
- + High level, comparative transportation analysis off alternatives based on estimated VMT performance. LOS performance will also be considered but model runs are not recommended or proposed in this task.

Task D.2 Delivery of Alternatives for City Review

The Team will deliver the initial alternatives to the City for review. When City staff have had the opportunity to review the alternatives, the Team will convene in Watsonville for a three-day working session with City departmental staff to review and discuss the alternatives. During that time, the team will clarify and refine scenarios in response to City input and direction. We suggest that the concluding meeting of the three-day working session might be a TAC meeting, in which the Team and City staff will present the in-progress alternatives to the TAC for their information and response. Following STP/City working session and potential TAC meeting, the team will refine the alternatives.

Deliverables:

- + Large format graphic illustrating each refined land use and circulation alternative, (2 hard copies and PDF format) and parallel PowerPoint presentation.
- + Land Use and Circulation Alternatives Report (5 hard copies and PDF format)
- + Updated quantified development potential for preferred alternative in Excel and/or GIS format

Task D.3 Traffic and Mobility Analysis

Fehr & Peers will prepare a traffic analysis for each alternative and compare how each addresses connectivity to services, schools, and transit. The analysis will include Vehicle Miles Traveled (VMT) analysis for each alternative for motor vehicles, and an analysis of transit, bicycle and pedestrian modes. The findings of the study will be summarized in a technical memorandum – and in a very clear, highly graphic PowerPoint presentation – utilized as appropriate in the alternatives report and accompanying presentations as described below.

The team will then prepare a report and maps describing and analyzing the alternatives will be prepared to quantify development potential in terms of housing units, non-residential floor area, population and employment. Project population and jobs for each alternative shall be included. The report and maps will be easy to understand and clearly differentiate between the alternatives. We will also deliver this report in the form of a PowerPoint presentation, which can be utilized in CAC, TAC and public meetings and workshops, and in Planning Commission and City Council study sessions.

Deliverables:

- + Traffic and Circulation Study (5 hard copies and PDF / Powerpoint format)

Task D.4 TAC Meeting #2

The Team will assist City staff in presenting the alternatives and mobility analysis to the TAC to receive their input. The Team will then refine the presentations in response to TAC input and City direction.

Deliverables:

- + TAC Meeting #2 notice/agenda/meeting materials (in English & Spanish)
- + TAC Meeting #2 (with Spanish translation services)
- + TAC Meeting #2 summary (in English and Spanish)

Task D.5 CAC Meeting

The Team will assist City staff in presenting the alternatives and mobility analysis to the CAC to receive their input. The Team will then refine the presentations in response to CAC input and City direction.

Deliverables:

- + CAC Meeting #2 notice/agenda/meeting materials (in English & Spanish)
- + CAC Meeting #2 (with Spanish translation services)
- + CAC Meeting #2 summary (in English and Spanish)

Task D.6 Presentation of Land Use and Circulation Alternatives

The STP Team will assist City staff presenting the plan alternatives and mobility analysis at community meetings, at local events and gathering areas. The Team will utilize highly graphic, fun and interactive techniques to clearly convey the alternative and to understand participants' preferences. This may result in a clear preference for one alternative or in a hybrid concept which combines components of each.

Deliverables:

- + Presentation materials for engagement activities (with Spanish translation services)
- + Records of input received (with Spanish translation services)

Task D.7 Vision & Alternatives Workshop (Community Meeting #2)

The STP Team will prepare for and lead a second community workshop, in which we will present a high level community vision, based on community input to date, and the Land Use and Transportation Alternatives and analysis. The workshop will be highly interactive, with live polling of community responses and preferences in relation to the alternatives and the key issues, priorities, concepts and systems that characterize them.

Deliverables:

- + Community Meeting 2 notice/agenda/meeting materials (in English & Spanish)
- + Community Meeting 2 facilitation (with Spanish translation services)
- + Community Meeting 2 summary (in English & Spanish)

Task D.8 Interaction with Community Groups

The STP Team will assist City staff presenting the plan alternatives and mobility analysis at stakeholder meetings, community meetings, at local events and gathering areas. The Team will utilize highly graphic, fun and interactive techniques to clearly convey the alternative and to understand participants' preferences. This may result in a clear preference for one alternative or in a hybrid concept which combines components of each.

Deliverables:

- + Up to 3 (three) pop-up events
- + Up to three (3) small stakeholder/special interest group meeting (in-person or via Zoom)
- + Presentation materials for engagement activities (with Spanish translation services)
- + Records of input received (with Spanish translation services)

Task D.9 Elected & Appointed Official Engagement:

The Team will assist City staff in leading study sessions with the City Council and Planning Commission, as well as any other appropriate City boards – such as Parks, Vision Zero, etc., to receive feedback and understand the City's elected and appointed officials' preferences. Joint meetings of these groups is recommended where appropriate.

Deliverables:

- + Up to four (4) meetings with elected and appointed officials
- + Presentation materials (with Spanish translation services)
- + Records of input received (with Spanish translation services)

Task E. Preferred Alternative

Based on input received at the second CAC and Community Meetings, as well as input received from other methods of community outreach, the STP Team, in consultation with City staff and TAC, will develop a single preferred land use and circulation alternative which will serve as a basis for the draft General Plan Update. The Preferred Alternative will be developed base on evaluation of the several alternatives prepared in Task D, based on the extent to which they support the community vision emerging from the community engagement process, including but not limited to, their contributions to:

- + Social equity goals, including equitable access to daily needs for all.
- + Environmental justice goals.
- + Resilience in the face of increased flooding due to sea level rise and other hazards exacerbated by climate change.
- + Availability and accessibility of housing, particularly affordable housing.
- + Distribution and quantification of jobs associated with proposed land uses, including jobs that provide an opportunity for prosperity for all.
- + Access to safe, convenient and affordable multi-modal movement modes.
- + Access to quality cultural and recreational open spaces in the city.
- + Access to clean air and clean public open spaces.
- + Airport land use compatibility.

Task E.1 Draft Preferred Alternative

In close collaboration with City staff, the Team will prepare a Preferred Alternative. This alternative will be documented primarily in the form of a PowerPoint presentation, with clear maps, diagrams, illustrations, photography, tables and charts, so that the alternative can be easily understood by all audiences, lay and professional, in English and Spanish. The Preferred Alternative Presentation and associated mapping, tabulations and a short report will be delivered to City staff for review. The Team will meet with City staff to review the Draft Preferred Alternative and will make revisions as requested. We anticipate that this task will include multiple virtual meetings with City staff and one in-person meeting.

Deliverables:

- + Land Use and Circulation Alternatives Report (5 hard copies and PDF and PPT format)
- + Large format graphic illustrating each land use and circulation alternative, (2 hard copies and PDF format) and parallel PowerPoint presentation.
- + Quantified development potential for preferred alternative in Excel and/or GIS format

Task E.2 TAC Meeting #3

The preferred alternative will be presented to the TAC for review and feedback. Following the TAC meeting, the preferred alternative will be refined for presentation at CAC and Community Meeting 3, to the City Council, Planning Commission, any other appropriate City boards and commissions

Deliverables:

- + TAC Meeting #3 notice/agenda/meeting materials (in English and Spanish)
- + TAC Meeting #3 facilitation (with Spanish translation services)
- + TAC Meeting #3 summary (in English & Spanish)

Task E.3 CAC Meeting #3

The Team will assist City staff in presenting the alternatives and mobility analysis to the CAC to receive their input. The Team will then refine the presentations in response to CAC input and City direction.

Deliverables:

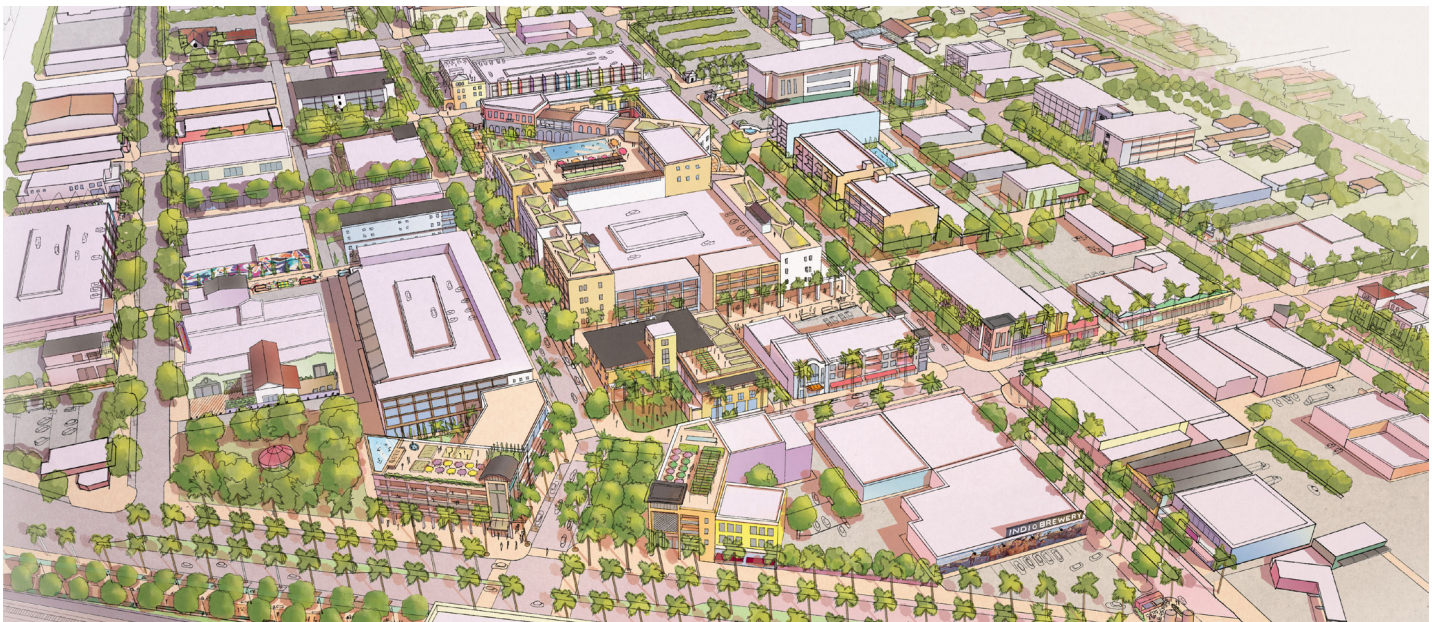
- + CAC Meeting #3 notice/agenda/meeting materials (in English & Spanish)
- + CAC Meeting #3 (with Spanish translation services)
- + CAC Meeting #3 summary (in English and Spanish)

Task E.4 Preferred Alternative Workshop (Community Meeting #3)

The STP Team will prepare for and lead a second community workshop, in which we will present the Preferred Alternative. The workshop will be highly interactive, with live polling of community responses and preferences in relation to the alternatives and the key issues, priorities, concepts and systems that characterize them.

Deliverables:

- + Community Meeting #3 notice/agenda/meeting materials (in English & Spanish)
- + Community Meeting #3 facilitation (with Spanish translation services)
- + Community Meeting #3 summary (in English & Spanish)



Task E.5 Consultant Interaction with Community Groups

The STP Team will assist City staff presenting the preferred alternative at stakeholder meetings, community meetings, at local events and gathering areas. The Team will utilize highly graphic, fun and interactive techniques to clearly convey the alternative and to understand participants' preferences. This may result in a clear preference for one alternative or in a hybrid concept which combines components of each.

Deliverables :

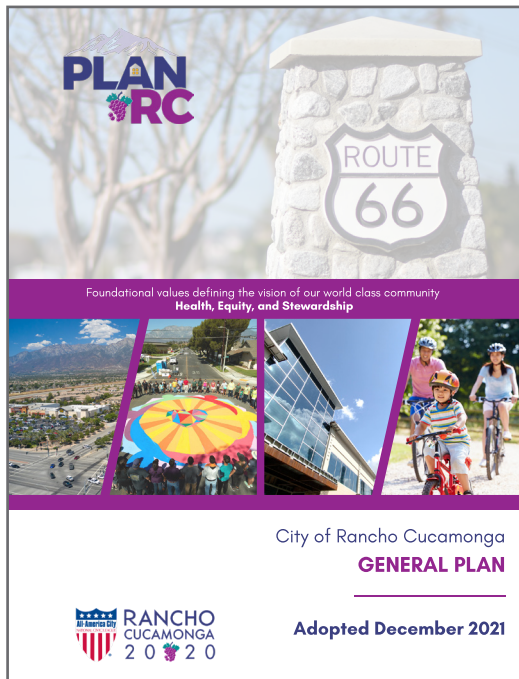
- + Up to 3 (three) pop-up events
- + Up to 3 (three) stakeholder meetings
- + Presentation materials for engagement activities (with Spanish translation services)
- + Records of input received (with Spanish translation services)

Task E.6 Elected & Appointed Official Engagement

The Team will assist City staff in leading study sessions with the City Council and Planning Commission, as well as any other appropriate City boards – such as Parks, Vision Zero, etc., to receive feedback and understand the City's elected and appointed officials' preferences. Joint meetings of these groups is recommended where appropriate.

Deliverables:

- + Up to four (4) meetings with elected and appointed officials
- + Presentation materials (with Spanish translation services)
- + Records of input received (with Spanish translation services)



Rancho Cucamonga General Plan

Task F. General Plan Update Document

Based on the Preferred Alternative Plan – and on subsequent community, CAC, TAC and City staff input and direction – the STP Team will prepare General Plan Update in compliance with State law. The General Plan will serve as the City's long range, comprehensive land use, circulation, and implementation plan for guiding development within the plan boundary through 2050. The General Plan will contain and address, at a minimum, the following components and specific issues identified by City staff, elected and appointed officials, as well as the community members who participate in Community Meetings and associated on-line surveys.

The STP Team proposes to prepare this General Plan Update in 8 Elements or chapters, as outlined below. We will ensure that other elements of the existing Draft Watsonville Vista 2030 General Plan are incorporated and comprehensively updated as necessary, including Urban Design, Economic Development, Historic, Parks and Recreation, and A Diverse Population. We will also ensure that the General Plan Updates identified in the RFP are integrated into the GPU.

In the following proposed outline of the General Plan Update, we number the topics that we recommend producing as individual elements or chapters, and also include all topics noted in the RFP and those previously included as Elements in the VISTA 2030 General Plan. As we make clear in the discussion below, we are flexible to organize the General Plan however the City determines is best, but we suggest the structure below based on our experience preparing General Plans for other communities, and based upon a careful review of this RFP and most of the City documents referenced therein. If selected for this assignment, we would expect to determine the final structure and organization of the General Plan document through collaboration and discussion with the City throughout Tasks A through E and in subtask F.1, below.

Task F.1 Develop Administrative Draft General Plan Update

STP will begin by preparing a complete outline of the General Plan Update, for review, discussion, revision and approval in consultation with City staff and the TAC. The following is our initial recommendation, based on our review of the Watsonville VISTA 2030, the RFP, and our recent successful completion of a strong General Plan for the City of Rancho Cucamonga. We expect to refine this outline through consultation with City staff, beginning in Task A and finalizing it in this subtask, and are fully committed to structuring and crafting the Plan as the City believes is most effective and appropriate.

Chapter 1. Updating the General Plan Element.

We suggest keeping this title and much of the content (updated) from the initial chapter of the VISTA 2030 Plan.

Planning Process: This would be a description of the process to develop the plan and the role the public played in creating the General Plan, per the RFP.

Key Community Themes and Guiding Principles: We recommend that a discussion of major issues, key themes emerging from the community, guiding principles (starting with the very strong principles in VISTA 2030), and discussion and illustrations of the community vision and values.

Growth and Conservation Strategy: This introductory chapter might also include a high-level discussion of the “Growth and Conservation Strategy” provided as Chapter 2 of the VISTA 2030 Plan. This could include a summary of the alternatives considered, and trade-offs required to balance the community’s aspirations for economic development and growth, and for conservation of natural, agricultural, and cultural resources, and treasured small-town character.

Chapter 2. Land Use and Community Design Element.

We suggest this title for a chapter/element that merges the topic of land use with the topic of urban design, unified through place-type designations rather than conventional land-use-only designations. Not only is this the approach we have employed in General Plans for the past 15 years, it is also the approach that AMBAG has taken for defining Sustainable Communities Strategies (SCS).

This element will present comprehensive quantitative and qualitative information regarding the distributions of land use types, development intensities, the scale and character of the built environment – including both private development and the public spaces that connect and are defined by development. It will include clear descriptions of land use designations, including number of units, square-footage of non-residential uses, mixed use, and employment generating land uses.

1. Employment: Detailed summaries of population and job projections will be prepared for each general plan designation and compiled citywide. We anticipate addressing the topics of citywide jobs/housing balance, access to jobs by sub-area of the city, and also “jobs-housing match”. The latter is a critically important topic, assessing the opportunities for local residents to also be local workers. We have found some communities have a numerical “jobs-housing balance” (the same number of local workers as local employees) but in fact most residents commute out and most workers commute in, with many negative social, economic, environmental and quality-of-life consequences.

2. Housing Infill: This element will surely consider targeting specific areas for increased maximum densities in multi-family residential areas to address changing housing needs. It will also take into account recent State law allowances and requirements for accessory dwelling units (ADUs) and missing middle neighborhood-scale multi-family infill in previously single-family-exclusive areas.

Address overcrowding and aging housing stock in previously up-zoned residential neighborhoods, particularly in older neighborhoods near downtown.

Growth and Conservation: From the outset of the General Plan Update process, the STP Team will build upon and critically evaluate potential refinements to the City’s Growth and Conservation Element, to determine whether future RHNA requirements as well as population and jobs can be accommodated by the Urban Limit Line (Measure U and the possible 20-year extension of the Urban Limit Line) through the General Plan horizon.

3. Potential Annexation Areas: The Team will prepare a list of potential annexation sites if it is determined that the City’s current Urban Limit Line cannot accommodate future growth demands, and any necessary policy language, for future CEQA streamlining. Recognizing that this may be a politically sensitive topic, we note that some consideration might be given to annexation of or cooperative planning with the County for Pajaro and the future Pajaro/Watsonville Station Area.

4. Equitable distribution of recreational facilities: This element will explicitly address equitable distribution of – and access to – recreational facilities for all. We expect that enhance active transportation access to existing recreational facilities – including perhaps enhancements to the trail system following the natural open spaces that transect the town – will be an integral element of this effort.

5. Major Corridors: Additional residential density and non-residential intensity and transit service along the City’s major corridors, including Freedom Boulevard, East Lake Avenue, East Beach Street, and Riverside Drive.

6. Focus Area Plans: The STP Team will prepare “Focus Area Plans” for such areas, to provide a sufficient level of physical vision to enable the preparation of new zoning standards (or Objective Design & Development Standards) for areas that are expected to evolve from auto-oriented, single-use areas to more walkable, transit-ready, intense, mixed-use centers, corridors and neighborhoods. We also suggest that the new zoning standards may most effectively be structured.

Chapter 3. Transportation, Access and Connectivity Element.

1. **Multi-Modal Mobility:** This element will provide a very clear description of Citywide multi-modal circulation and access. Fehr & Peers will develop policies for inclusion into the General Plan Transportation, Access and Connectivity Element. This will be completed base on the goals and values that are driving the General Plan Update and identifying policies that would be applicable for the City of Watsonville. This will include general discussions of the goals and values of the City and how the policies fit into those goals and values.

The Element will include maps related to identify the circulation system and will include the roadway system, transit networks, truck routes, and bicycle/pedestrian corridors/facilities that should be identified in the policy document. The document will also include key mobility policies that will assist the City in implementing the goals and values of the City, and will address topics including, but not limited to the following.

2. **Complete Streets:** AB 1358, passed by the state back in 2008, requires all Circulation Elements to include complete streets policies. Furthermore, Smart Growth America has provided guidance on the ten elements of a good complete streets policy that addresses a variety of activities/approaches to implementing complete streets. F&P and the Team will work with the City and the General Plan team to address this appropriately for the City of Watsonville in a complementary way to the complete streets efforts the City has already undertaken. The element will comprehensively address the existing and proposed circulation patterns and connections, including identifying new streets, paths and connections. The Team will prepare complete streets policies, illustrations, maps, and diagrams to clearly define street

types, improvement types, and priority areas and segments for their implementation. We anticipate that many of the major corridors and Focus Areas identified and illustrated in the Land Use Element would be prioritized in this element.

3. **VMT:** The Team will address Vehicle Miles Traveled (VMT) through new goals and policies consistent with State requirements, including policies related to VMT reduction strategies.
4. **Areas of Increased Density:** Address traffic and circulation impacts related to the increased development of Accessory Dwelling Units (ADUs) and “missing middle housing” in predominantly single-family neighborhoods.
5. **Focus Areas:** The Team will address access to activity centers, major transit stops by walking, bicycling, driving, and transit as well as circulation for these modes throughout the City, with overall connectivity, equitable access for those who cannot or do not drive, and VMT reduction as key goals.
6. **Universal Access:** This element will also address accessible design for disabled and elderly persons. For decades our practice has been focused on making towns and cities that offer equitable access to housing, jobs, shopping and recreation for all people. The late 20th century switch from walkable neighborhoods, districts and corridors to use-separated, auto-dominant mobility systems and public spaces has systematically disadvantaged large segments of our population. Focusing on access for all is undoubtedly the single most powerful strategy for addressing social equity imbalances. Environments that provide safe, comfortable, convenient access for each of us generate greater value and a higher quality of life for all of us.



Foothill Blvd street concepts in the Civic Center Focus Area for RC General Plan

Chapter 4. Public Services and Infrastructure Element

As a non-required element, we often do not include this topic as a standalone element, but since you already have it as an element we propose to update it for inclusion in the GPU. This work will be a collaboration of STP, CSW | ST2, and Placeworks, integrating information developed in the City's previous work on Green Infrastructure, Complete Streets, Climate Action and Adaptation, and other relevant studies and plans. As requested in the RFP, this will also address other public facilities of all types. In essence, this element will comprehensively address the sustainable, resilient, human-scale public realm that is the framework of the city, including its functional role as supportive infrastructure, and its role as the 25% to 35% of city's acreage that can increasingly become safe, comfortable, beautiful places for people and for the social, economic, and civic life of the community. This element will include:

- + Information about services and infrastructure needed to implement the General Plan, and considerations for how needed infrastructure improvements will be paid for.
- + Specific policies regarding utilities, public safety, parks, educational facilities, libraries, and cultural facilities.

Goals and policies to specifically address safety and public services related to potential environmental disasters. This will address all relevant issues and recommendations in the recently prepared Local Hazard Mitigation Plan and Climate Action and Adaptation Plan, along with new information developed through the General Plan Update process.

Goals, policies and strategies for implementing robust wireless telecommunications and electric vehicle (EV) charging stations. The Team's civic engineering consulting firm (CSW | ST2) has a very strong specialty in telecommunications and Internet service, with previous experience in this area in Watsonville. For communities within commuting and telecommuting distance of major employment hubs – which Watsonville most assuredly is – we find that reliable high-speed Internet connectivity has the potential to transform the potential for economic development and employment of many types.

Chapter 5. Airport Land Use Element.

Although we are confident that all land use policies related to Airport Land Use Compatibility could be effectively integrated into the Land Use and Community Design Element as an important sub-section, we understand that the City wishes to include this topic as a freestanding element due to the long and difficult controversy surrounding this subject.

In close collaboration with Mead and Hunt and City staff, the Team will craft a chapter devoted to describing the environmental, operational and hazard characteristics related to Watsonville Municipal Airport, and the ways in

which the Land Use Element and all other elements of the General Plan take those factors into account.

This element will clearly delineate all land use restrictions, density and height limitations, noise abatement measures, and any other factors or criteria that are included in the General Plan to ensure that future land uses are compatible with airport operations and meet all applicable State and Federal standards and best practices. This element will be clearly cross-referenced with all other Plan elements, as appropriate.

Chapter 6. Public Hazards Element

We recommend keeping this as an element/chapter of the General Plan, and comprehensively updating it to incorporate the information and recommendations of the recently completed Local Hazard Mitigation Plan, Climate Action and Adaptation Plan, and other available studies and reports.

And perhaps most important of all, this element will incorporate the information, recommendations and policies based on Mead & Hunt's ALUCP Assessment work in Task C. Mead & Hunt will provide narratives and maps describing aviation-related risks and hazards both to people and property in the vicinity of the Airport and to people on board the aircraft. The section will provide background information on the following two topics and point the reader to the Airport Land Use Element of the General Plan for related safety criteria:

- + Aircraft Accident Risks – The intent of land use safety compatibility policies is to minimize the risks associated with an off-airport aircraft accident or emergency landing. The policies focus on reducing the potential consequences of such events should they occur.
- + Airspace Protection – The compatibility policies seek to prevent the creation of land use features that can pose hazards to the airspace required by aircraft in flight and have the potential for causing an aircraft accident.

Chapter 7. Environmental Resource Management Element

Based on the extent to which natural and agricultural environments define the context within which the City of Watsonville exists – and the extent to which natural open spaces are interwoven with the urban fabric, generating many miles of “inside edges” in addition to the perimeter “outside edges”, we think that it makes sense to leave this as a free-standing element, and updating it based on the recent Climate Action and Adaptation Plan. Other studies, and further community input and technical analysis during the General Plan Update process.

In many general plans, we combine this topic with parks and open space – and will surely closely coordinate these topics in any case – but Watsonville’s urban boundaries are so clear, and so highly valued by the community, that we suggest not blurring the distinction between urban open space and the surrounding natural and agricultural open spaces.

Chapter 8. Housing Element

The STP Team will of course incorporate and integrate City’s new 6th Cycle Housing Element into the General Plan Update. Due to its highly technical nature, we are inclined to suggest that this element be incorporated into the General Plan as a freestanding element.

The Housing Element will of course inform many other elements of the Plan, and be coordinated with policies related to land use and community design, equitable transportation and access, economic development, social equity, environmental justice, and virtually every other topic.

If the City prefers, we could include the 6th Cycle Housing Element as an appendix, and include Housing in the title of the Land Use and Community Design Element. That element will of course address housing in great detail in any case.

Chapter 9. Economic Development Element

Watsonville seeks to promote diverse and thriving commercial activities while preserving the City’s sense of place. The Economic Development Element will encapsulate the City’s strategy for economic growth, including goals and policies addressing a range of topics, likely including local job growth, economic diversity, land use and real estate investment, and retail and community amenities. Among other considerations, the economic development strategy will consider jobs-housing balance from the perspective of encouraging industries that attract and support Watsonville residents.

Economic Development Element: EPS will prepare the Economic Development Element in two stages. In the first stage, EPS will rely on the economic analysis prepared in Task 1, the VISTA 2030 Plan Economic Development Element, and other local and regional economic development work and input provided by City staff. The first stage preparation of this Economic Development Element will culminate with articulation of potential economic development strategy and policy recommendations. The possible policies and implementation measures will draw upon EPS’s local research, professional experience, best practices, and the capacity and resources of the City and its economic development partners. Recommendations will strive to capitalize on identified strengths and will seek to mitigate local and regional economic challenges. EPS strategies

also will focus on the City’s goals for jobs, housing, environmental protection, fiscal health, and other factors.

In the second stage of the preparation of this element, EPS will draft the Economic Development Element for the General Plan. This Element will define the key economic goals and objectives as well as associated policies and implementation measures that will guide the City’s economic development efforts. The Element will be prepared in a format and structure consistent with other General Plan documents, as appropriate.

Economic Development Strategies: Based on background information and interview findings, EPS will synthesize the City’s primary economic strengths, weaknesses, opportunities, and threats (i.e., SWOT assessment). This effort will organize the City’s economic context and local stakeholder input in a way that leads to identification of salient economic development considerations. The SWOT review will offer a digestible overview of economic development potential and will guide identification of potential economic development strategy options.

Relying on the SWOT assessment, and building on EPS professional experience in economic development, real estate, and public finance in similar jurisdictions, EPS will define a broad set of possible economic development approaches. In consultation with City staff, potential strategies will be revised and/or refined and organized around the main economic development goals of the City. The agreed-upon economic development efforts will comprise the economic development strategies and policies recommended for inclusion in the Economic Development Element.

If the City so desires, the Economic Development Element and/or the Economic Development Strategies could be merged into the Land Use and Urban Design Element. In any case, the STP Team will ensure tight coordination and clear cross-referencing between the Economic Development plan and strategies, and the land use, urban design and housing sections of the General Plan Update.

Climate Action & Adaptation Planning *

- a. We propose to integrate all relevant goals and policies from the City’s Climate Action and Adaptation Plan (CAAP, 2021) into all elements of the General Plan. Elements impacted by this new information will surely include Land Use and Community Design, Transportation Access and Connectivity, and Public Services and Infrastructure.
- b. We suggest that the CAAP might be incorporated into the General Plan as an informational appendix.

Environmental Justice *

- a. The STP Team will integrate the completed Environmental Justice Existing Conditions Report (2021) into the General Plan Update, integrating goals and policies throughout the General Plan that address reduction in pollution exposure, improve air quality, promote public facilities, improve food access, advance access to housing, and increase physical activity in the City's State identified disadvantaged communities. We suggest that the EJ Existing Conditions Report might be incorporated into the General Plan as an appendix, and that its findings and recommendations will be most effectively deployed for implementation by embedding them throughout the elements of the General Plan.
- b. The Team will address economic development in the areas of the City identified as disadvantaged and low-income. We suggest that this may be addressed in relation to the Focus Areas noted in the Land Use and Community Design element, above.

Urban Design and Human Scale*

- a. As noted above in the Land Use and Community Design element discussion, we recommend merging (and updating) the contents of this element of the VISTA 2030 plan into that combined element to define Place Type based general plan designations.
- b. But if the City prefers, we will update this as a standalone element.

Growth and Conservation Strategy*

- a. As noted above in the Land Use and Community Design element discussion, we recommend merging (and updating) the contents of this element of the VISTA 2030 plan into that combined element to define Place Type based general plan designations.
- b. We will incorporate a high-level discussion of this central balancing act of the General Plan into the discussion in the introductory Chapter 1, Updating the General Plan.

Historic Preservation *

- a. We recommend integrating this topic into the Land Use and Community Design element.
- b. But if the City prefers, we will update this as a free-standing element of the General Plan.

Recreation, Parks and Open Space *

- a. We recommend integrating this topic into the Land Use and Community Design element, and the Public Services and Infrastructure Element.
- b. But if the City prefers, we will update this as a free-standing element of the General Plan.

Diverse Population *

- a. We recommend integrating this topic into discussion of evolving local population and demographics in Chapter 1, into Chapter 2, Land Use and Community Design, and into all other chapters where appropriate, particularly in relation to strong policies aimed at ensuring social equity and environmental justice.
- b. If the City prefers to keep this as a freestanding element, we would recommend merging this information into a new Social Equity and Environmental Justice Element, or an equivalent thereto.

The Team will deliver the Administrative Draft General Plan Update to City staff for review.

Deliverables:

- + Administrative Draft General Plan Update (10 hard copies and PDF format)
- + Due to the highly graphic nature of our plan documents, we strongly recommend that we produce the document with Adobe Creative Suite, primarily InDesign. We suggest that markups can easily be provided by City staff using the commenting tools in Adobe Acrobat. If the City so requires, we will also provide the text from the Administrative Draft Plan in Word format so that City staff can edit directly while tracking changes. We will also provide maps in GIS format and tables and tabulations in Excel format.

Task F.2 City Review of Administrative Draft Plan

When the City has had an opportunity to review the Draft Plan, the STP Team will join City staff in multiple virtual/ Zoom meetings to review City comments and identify changes and refinements to be made. At an appropriate point in that process, the Team will convene in Watsonville for a day-long series of meetings with City staff to discuss and resolve remaining matters. The Team will revise the Draft Plan as requested, and will prepare a companion PowerPoint presentation, large-format maps and display boards for presentation to the TAC. The Team will deliver these materials to City staff and make refinements as requested.

As part of this task, Mead & Hunt will conduct a Draft General Plan Consistency Review, and provide written comments to the Team and to City staff identifying any internal inconsistencies, if any, and provide recommendations for addressing and resolving those conflicts.

** Key topics that we recommend integrating into the numbered chapters/elements rather than as a separate "element."*

Task F.3 TAC Meeting

When the TAC members have had the opportunity to review the Administrative Draft Plan, the Team will assist City staff in presenting the Plan to the TAC to receive their input. The Team will make refinements to those deliverables based on TAC input and direction from City staff.

Task F.4 CAC Meeting

When the CAC members have had the opportunity to review the Administrative Draft Plan, the Team will assist City staff in presenting the Plan to the TAC to receive their input. Comments received shall be incorporated into the public review draft General Plan Update documents per direction from City staff.

Task F.5 Public Review Draft General Plan Update

Based on input from shall be prepared for review by City staff and the TAC, the STP Team will prepare a Public Review Draft General Plan. We will also prepare an Executive Summary in English and Spanish and an accompanying PowerPoint presentation.

Deliverables:

- + Public Review Draft General Plan Update (50 hard copies and PDF format)
- + Public Review Draft Executive Summary of General Plan Update (in English & Spanish)
- + Summary PowerPoint presentation. This will also be provided as a video with narration in English and Spanish, to be circulated widely via email, social media, etc.

Task F.6 Draft General Plan Workshop (Community Meeting #4)

The STP Team will prepare for and lead a fourth community workshop, in which we will present the General Plan. We recommend this workshop to be organized in a large-scale open house pop-up style with stations for community members to review and comment on potential refinements to the general plan. Our Team believes that spending energy and time in this event, along with the General Plan video is an effective way to garner community understanding and input on what will be a rather voluminous and complex document.

Deliverables:

- + Community Meeting #4 notice/agenda/meeting materials (in English & Spanish)
- + Community Meeting #4 facilitation (with Spanish translation services)
- + Community Meeting #4 summary (in English & Spanish)

Task F.7 Joint Study Session of Vision Zero Task Force and Other City Boards:

The Team will prepare for and lead a joint study session, in which we would hope to confirm top-level priorities for further study as the General Plan and EIR are drafted.

Deliverables:

- + One presentation to City Boards and commissions
- + Presentation materials for engagement activities (with Spanish translation services)
- + Records of input received (with Spanish translation services)

Task F.8 Planning Commission Hearing

The Team will prepare a presentation and staff report for, and assist City staff in presenting, the General Plan to the Planning Commission for their consideration and recommendation.

- + Presentation materials and staff report assistance

Task G. General Plan Environmental Impact Report

Circlepoint will prepare a Draft General Plan Update Program Environmental Impact Report (PEIR) to assess the environmental impacts of the Plan in compliance with the provisions of the California Environmental Quality Act (CEQA) consistent with CEQA Guidelines Article 9. To the extent possible, the Circlepoint will rely on the draft EIR prepared for the draft Watsonville Vista 2030 General Plan to streamline the environmental clearance process.

Task G1. Kickoff, Project Description, and other Meetings

- a. Circlepoint will participate in one (1) kickoff meeting with the City to introduce team members, discuss initial data requests, and develop the project schedule.
- b. Circlepoint will confirm the scope of environmental analysis and methodologies with the City at the kickoff meeting.
- c. Circlepoint will submit a comprehensive data request to the City.
- d. Circlepoint will prepare and submit a project description for City review and approval. The project description will include the following information, consistent with CEQA Guidelines Section 15124:
 - + A description of the relevant interrelated documents and projects (i.e., the Watsonville Vista 2030 General Plan).
 - + A statement of the objectives sought by the project.

- + A description of the technical, economic, and environmental characteristics of project.
- + Graphics showing the changes to the General Plan Land Use/Transportation Diagram.
- + A statement briefly describing the intended uses of the PEIR.

Under this task, Circlepoint will attend up to 20 coordination meetings throughout the environmental process. Additional meetings can be attended on a time and materials basis.

Deliverables

- + Kickoff meeting notes, including confirmation of scope and methodologies
- + Project description

Task G2. NOP and Scoping Meeting

Circlepoint will produce a Notice of Preparation (NOP), including the project description, information regarding the scoping meeting, and a discussion of probable environmental effects, consistent with CEQA Guidelines Section 15082. Circlepoint will also facilitate one scoping meeting to garner feedback on the scope of the PEIR from agencies and the public. Comments received at the scoping meeting will be compiled and included in the PEIR.

Deliverables

- + Notice of Preparation/Scoping Meeting (in English & Spanish)
- + Public scoping meeting for EIR preparation (with translation services)

Task G3. Administrative Draft PEIR

The Circlepoint team will prepare the setting, impacts, and mitigation discussions for each environmental topic area set forth in Appendix G of the CEQA Guidelines. Circlepoint will prepare a summary of existing conditions, pertinent regulations, and a description of the regional setting, placing special emphasis on any rare or unique environmental resources in the project area.

The PEIR will provide a program-level analysis of the project, focusing proposed measures to accommodate current and future housing and employment needs within the City. The intent of the PEIR will be to facilitate tiering for future projects that are consistent with the updated General Plan. Impact discussions will be focused on the physical effects that could be associated with the addition or reallocation of development capacity within the City. The PEIR will also analyze potential increases in VMT and associated air quality, greenhouse gas (GHG), and energy effects.

Circlepoint anticipates being able to draw extensively from the Watsonville Vista 2030 General Plan EIR (2030 EIR) and the more recent Downtown Watsonville Specific Plan EIR.

We will review the existing conditions and background information provided in these documents to assist in the writing of existing conditions and gain an understanding of the conditions on and around the project area. Then, we will evaluate the effects of the project in greater detail. We will use measures identified in the 2030 EIR as a starting point for mitigating any potentially significant impacts, and only draft new mitigation measures if necessary. New mitigation measures will be developed to act as staff-level conditions of approval for future projects to facilitate the streamlined clearance of future projects.

Our team's proposed methodologies for select environmental topic areas are summarized below. Mead & Hunt will provide narratives for inclusion in the Safety and Noise sections of the EIR, and will coordinate with Circlepoint to ensure their integration.

Air Quality, Greenhouse Gas, and Energy

Circlepoint team member Illingworth & Rodkin will prepare an air quality, GHG, and energy evaluation, the results of which Circlepoint will incorporate into the PEIR. The evaluation will assess the local and regional air emission impacts of VMT changes associated with the project. Illingworth & Rodkin will conduct the evaluation according to all pertinent requirements and adopted air quality plans, and will identify needed mitigations consistent with applicable BAAQMD requirements. For Illingworth & Rodkin's detailed scope of work, see [Appendix B](#)

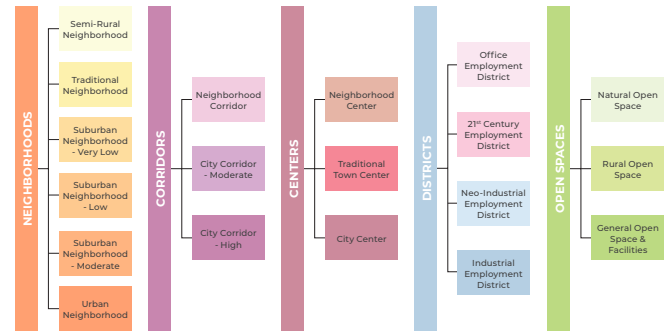
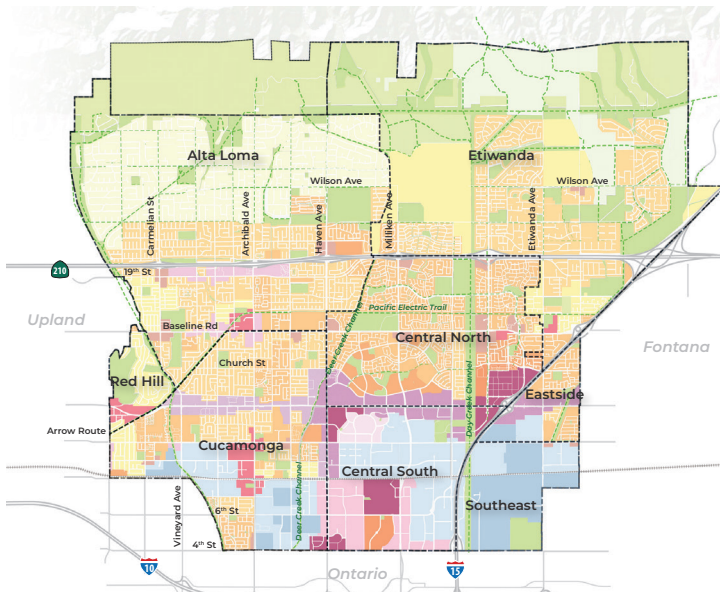
Biological Resources

Circlepoint team member H.T. Harvey will prepare a biological resources report to support the PEIR. As part of this effort, H.T. Harvey will perform a field visit to characterize existing conditions in the General Plan area and determine potential impacts of General Plan implementation on sensitive biological resources, including special-status species and sensitive/regulated habitats. H.T. The biological resources report will include descriptions of any measures appropriate to mitigate potentially significant impacts on sensitive biological resources to less-than-significant levels. For H.T. Harvey's detailed scope of work, please refer to [Appendix A](#)

Land Use / Planning

Circlepoint will compare the proposed Land Use map to the previous 2030 General Plan Land Use map, with a focus on how any changes would accommodate updated housing and employment projections. Circlepoint will document the ways in which the General Plan update will achieve the City's broader planning goals and objectives.

Note: All underlined text on this page are hyperlinks linked to the relevant information in Appendix sections



Rancho Cucamonga Land Use Plan, and Diagram of Place Types and General Plan Designations

Noise

Circlepoint team member Illingworth & Rodkin will prepare a noise analysis, the results of which Circlepoint will incorporate into the PEIR. The noise analysis will focus on localized noise increases that may occur in areas receiving additional housing units or other development based on the General Plan update. If mitigation measures proposed under the 2030 General Plan are insufficient to reduce impacts to a less-than-significant level, additional mitigation measures will be proposed. For Illingworth & Rodkin's detailed scope of work, please refer to [Appendix B](#)

Population/Housing

Circlepoint will discuss the City's RHNA responsibilities and document the ways in which the project would address those responsibilities. Circlepoint will also document the ways in which the project would affect the City's jobs/housing balance.

Transportation

Circlepoint or STP will convert the land use plan into appropriate travel demand model input variables by transportation analysis zone (TAZ). We will utilize the Santa Cruz County Travel Model (SCCTM) model and associated TAZ structure to incorporate land use from the project team by appropriate socio-economic data (SED)/land use variable.

F&P will complete a high level review of the base year model to verify that the model is sufficiently sensitive to changes in roadway network and changes in land use in the Watsonville area. However, our scope does not include a sub area model refinement for use in this effort – largely because CEQA requires us to evaluate VMT as the transportation metric. Because the price of fuel and income variables can affect

VMT more than the proposed land use and/or roadway network, the model results may or may not be accurate and the CEQA impact will be identified as significant and unavoidable. Additionally, such a finding will allow future projects consistent with the General Plan to tier from that finding if those individual projects have VMT impacts of their own.

We will incorporate the roadway network developed in Task 2 into the forecasting model, and the model will be run to understand the needed network sizing. We will identify if each roadway needs to be two or four lanes and will provide conceptual typical roadway cross-sections that might be considered based on the context of the roadways.

After the model is completed and it appropriately estimates travel on local streets, we will utilize it to estimate traffic volumes on key roadways in the City and will use it to develop vehicle miles of travel (VMT) estimates for use in the environmental document. These activities are described below:

Roadway Segment Level of Service Assessment: Fehr & Peers will evaluate up to 30 roadway segments as part of this effort. The tasks needed to complete this are noted below:

- + Roadway segment counts – Fehr & Peers will collect machine (tube) classification counts on up to 20 roadway segments within the City. We will work with staff to identify those segments, but the machine counts will be collected on a Tuesday through Thursday, when schools are in session, and include vehicle axles to assist in estimating the vehicle fleet mix in the City. We will supplement these counts with

Note: All underlined text on this page are hyperlinks linked to the relevant information in Appendix sections

ten additional counts that will be obtained from Caltrans databases and/or from other studies completed in the area (including other traffic studies).

- + Volume adjustments and LOS assessment – Fehr & Peers will adjust the raw travel demand volumes using the available count data to develop final forecasts on the 30 roadway segments. This information will be compared to traditional roadway segment capacities derived from the Highway Capacity Manual to estimate LOS on each of the 30 roadway segments and summarized in both tabular and graphical format. The LOS assessment will cover the following scenarios:
 - + Existing Conditions - using the collected traffic count data
 - + Future Year No Project Conditions – adjusted forecasts using the land use and roadway network assumptions that are already included in the travel demand model and should generally reflect the existing General Plan of the City
 - + Future Year With Project Conditions – adjusted forecasts using the proposed land use and proposed roadway network

VTM Assessment: Fehr & Peers will work with Circlepoint to identify the appropriate methodology for estimating VMT for the project. Our scope assumes that VMT will be estimated in the following three ways:

- + RTAC Method – This method estimates VMT using 100% VMT accounting for trips that begin and end in the City, 50% VMT accounting for trips with only one trip end within the City, and 0% VMT accounting for trips that pass through the City.
- + Full Accounting Origin-Destination (OD) Method – This method estimates VMT using 100% accounting for all trips that have both or only one trip end within the City. This is a typical accounting for project-level assessment and will provide useful information for the City if they desire to include a VMT-related policy or use the information for revising the City's adopted VMT threshold for identifying significant project impacts from future development.
- + Boundary Method Accounting – This method applies a boundary (typically the City limits and/or City limits plus the sphere of influence) and all VMT is included within the identified boundary regardless of the trip origin/destination. This method provides a useful comparison of VMT; especially if the project ends up displacing traffic to longer routes due to anticipated congestion along the route.

- + The VMT estimates will be provided for the three analysis scenarios in tabular format.
- + Roadway Segment Volumes: Fehr & Peers will also provide information to Circlepoint for their use in developing noise contours. Specifically, we will join the travel demand model daily traffic volumes (non-directional) to the basemap centerline file and normalize by block. Where we have adjusted traffic volumes, we will override the model volumes in the shape file. Where we do not have adjusted traffic volumes, we will simply use the raw future year model volumes. This will be completed only for the future year plus project condition. The centerline file will be provided to Circlepoint for this use.

Alternatives Analysis and Assessment of Cumulative Impacts

In addition to those sections include in CEQA Guidelines Appendix G, Circlepoint will prepare the following required sections of the PEIR:

- + Alternatives: Under CEQA, project alternatives should be developed that avoid or reduce significant impacts identified in the technical sections of the PEIR. Circlepoint will work with the City and the team to identify any feasible project alternatives. For the purposes of scoping, Circlepoint assumes that this section will analyze up to three alternatives in total, one being the CEQA-required "No Project" alternative, which would perpetuate existing development capacities and patterns.
- + Cumulative: CEQA allows cumulative analysis to be developed under the "list" method or an assumed growth rate method. Circlepoint will coordinate closely with the City to identify an appropriate cumulative methodology for the project. The Circlepoint team will develop cumulative impact discussions for all fully developed PEIR technical sections.
- + Other Required Analyses: Circlepoint expects to utilize this section to cover a number of environmental topic areas which are anticipated to result in conclusions of no impact. Discussions will provide evidence to support these anticipated conclusions. In addition, this section will cover other required analyses, including growth inducement, any significant irreversible environmental changes, and identification of any significant unavoidable impacts.

Deliverables:

- + Administrative Draft EIR (10 hard copies, Word and PDF format)

Task G4. Screencheck Draft PEIR

Circlepoint will amend the Administrative Draft PEIR based on up to two (2) rounds of review by City staff. Circlepoint will then provide clean, compiled PDF and Microsoft Word versions of the screencheck draft PEIR to the City to verify that all requested changes have been made and all appendix materials, references and final graphics are acceptable.

Deliverables

- + Screencheck draft PEIR in PDF and Word formats.

Task G5. Public Draft PEIR

Circlepoint will make final amendments to the Screencheck Draft PEIR based on a single set of consolidated comments and submit hard copy and web-ready versions of the PEIR and all associated appendices. Circlepoint will also prepare the combined Notice of Availability and a Notice of Completion in accordance with the CEQA Guidelines, and provide advice as needed to the City regarding distribution of the Draft PEIR pursuant to CEQA and City review procedures. The PEIR will be circulated to the public for no less than 45 calendar days.

Deliverables

- + Draft EIR (35 copies, Word and PDF format)
- + Attendance/facilitation and meeting materials, including staff report, for Planning Commission public hearing regarding Draft EIR

Task G6. Final PEIR

The Final PEIR will comprise Circlepoint's responses to comments on the Draft PEIR on behalf of the City, any minor updates or revisions to the Draft PEIR, and a mitigation monitoring and reporting program (MMRP). Circlepoint will prepare written responses to comments on the Draft PEIR following the public review period. Circlepoint assumes the City will provide copies of all written comments and transcripts of any verbal comments from public hearings.

Circlepoint will compile all comments with alpha-numeric codings and develop a list of major issues/concerns. Circlepoint will meet with City staff following the close of the comment period to discuss the best approach, which may include the use of master responses to facilitate the response to similar or repeated comments.

Circlepoint hours listed in the proposed budget for responses to comments are an allowance. If an unusually large volume of comments are received (over 30 distinct comment letters), Circlepoint will confer with the City to determine an appropriate path forward. The scope and budget also assumes responses do not require substantial additional research, analysis, or meetings with those who provided comment.

In a parallel process with preparation of administrative draft responses to comments, Circlepoint will incorporate edits and changes to the Draft PEIR by using strikeout/bold underlined text as appropriate.

Based on up to two (2) sets of consolidated comments from the City, Circlepoint will revise the responses to comments document and will provide electronic copies of the final PEIR to the City.

Deliverables:

- + Final EIR, including Draft EIR and Response to Comments (35 copies and PDF format)
- + Administrative Draft Findings of Fact and Statement of Overriding Considerations, if necessary (2 hard copies, Word and PDF format)
- + Draft Findings of Fact and Statement of Overriding Considerations, if necessary (2 hard copies, Word and PDF format)

Task G7. Public Meetings

The Circlepoint management team will attend up to two (2) public meetings on the PEIR (Planning Commission, City Council, etc.). Attendance at or preparation for hearings in excess of this allowance would be billed on a time-and-materials basis. This task also includes an allowance for the preparation of meeting materials – such as a presentation, PowerPoint, and related materials. We will work with the City to provide the materials best-suited to the City's needs within our allowance.

Deliverables:

- + Attendance/facilitation and meeting materials, including staff report, for Planning Commission public meeting regarding Final EIR
- + Attendance/facilitation and meeting materials, including staff report, for City Council public meeting regarding Final EIR

Task H. Presentation and Adoption of Draft General Plan

The STP Team, with staff participation, will present the draft General Plan Update at public meetings before the Vision Zero Task Force, and any other appropriate City boards or committees, and at public hearings before the Planning Commission (2) and City Council (2). The Team will make any final revisions to the General Plan based on changes adopted by the City Council, and coordinate printing of the adopted General Plan.

Task H.1 Elected & Appointed Official Engagement

The Team will assist City staff in leading up to 2 City boards – such as Parks, Vision Zero, etc., to receive their feedback, and up to 4 public hearings before the City Council and Planning Commission. Joint meetings of these groups is recommended where appropriate.

Deliverables:

- + Up to six (6) meetings with elected and appointed officials
- + Presentation materials (with Spanish translation services)
- + Records of input received (with Spanish translation services)

Task H.2 Final General Plan Update

Based on input received and direction from City staff in follow-up meetings, the STP Team will make one final round of revisions to the General Plan document and deliver it to City staff.

Deliverables:

- + Adopted General Plan Update, 20 hard copies
- + Adopted General Plan Update, electronic copy in InDesign and PDF format (graphics/maps shall be prepared in a graphics file)

Task I. Zoning Amendments

The STP Team and City staff will evaluate properties within the City to determine which sites need to be rezoned and/or pre-zoned for consistency with the General Plan, and will collaborate in preparing zoning map and text amendments to address identified inconsistencies.

Task I.1: Zoning Consistency Analysis

STP and Placeworks will work closely with City staff in evaluating the Watsonville Zoning Code to determine if amendments will be necessary for consistency with the General Plan. All properties within the City, regardless of whether there is a proposed General Plan land use change or not, will be evaluated to ensure Zoning District consistency with the underlying General Plan land use designation.

Task I.2: Zoning Amendments

If amendments are necessary, the Consultant Team, in consultation with City staff, will draft the proposed amendments. Such amendments will be limited to Zoning Map revisions and zoning text amendments. Existing zoning districts will be utilized unless other General Plan land uses are developed in the program that would require the creation of new zoning districts. .

Deliverables:

- + List of properties, and associated maps, needing Zoning district amendments, and to what district they will be amended
- + List of Zoning Code text amendments
- + Draft amendments to all necessary chapters of the Zoning Code to comply with the 2050 General Plan.

Optional Available Services

1. New Form-Based Zones

We note that an available additional service that may in the future prove useful – but is not requested in the RFP nor included in this proposal – would be the preparation of one or more form-based zones – similar to and based on those currently underway for the Downtown Specific Plan, which might be applied to areas in which significant amounts of housing or mixed-use infill development is anticipated. Particularly in contexts where new higher intensity infill development is intended in close proximity to existing established neighborhoods, and/or in contexts where the existing street network, block and lotting structure does not support human-scale, walkable, neighborhood or center environments, we find that conventional Euclidean zoning is often unable to predictably deliver the vision of the general plan. We would be pleased to discuss the possibility of providing such services at any time that the City so requests.

2. Airport Overlay Zone

The City's RFP specifies integrating the 2016 Draft ALUCP into the General Plan as the Airport Land Use Element. The 2016 Draft ALUCP, however, is a lengthy document that includes many policy details that go beyond the level of detail of a traditional General Plan. An option that may be of interest to the City and community stakeholders would be to provide the ALUCP as an appendix to the General Plan, and to develop an Airport Overlay (AO) zoning ordinance to help local implementation of the Airport Land Use Element of the General Plan. Under this option, Mead & Hunt would collaborate with STP, PlaceWorks and City staff to restructure detailed compatibility policies and criteria as an AO zoning ordinance. The AO would serve as an overlay of standard community-wide land use zones and would modify or limit the uses, development intensities and heights permitted by the underlying zone. Flood hazard combining zoning is a common example of such a technique. An AO ordinance can serve as a convenient means of bringing various airport compatibility criteria into one place while maintaining the traditional format of the General Plan.

3. Fiscal Implications of GPU

Impacts on Public Service Costs: EPS typically relies on per-capita estimates and case study research to establish public service costs. Per-capita estimates most commonly are relied on to forecast costs for departments that provide general government services, planning services, and community-wide services. Case study-based analyses are applied to other city services such as police and public works. As part of the case study analyses, EPS may incorporate calls-for-service data from the police department and cost-per-road-mile data for road maintenance. The appropriate methodologies in each case will depend on available City data and discussions with individual City service providers.

Impacts on General Fund Revenues: Similar to cost analysis, EPS typically employs both per-capita and case study-based methods for estimating General Fund revenues. Sales tax, property tax, and transient occupancy tax (TOT) revenues are the most significant sources of General Fund revenue. The analysis will devote effort to evaluating these revenue sources. Sales tax and TOT revenue projections will be based on anticipated net new taxable sales generated, while property tax revenues will reflect anticipated real estate development deliveries, property value assumptions, and the City's property tax allocation factors. EPS will rely on Task 1 market data to inform assumptions, as appropriate. Other revenue estimates, such as charges for service, franchise fees, and licenses and permits will be based on the City's current revenue performance in these areas.

Net Fiscal Impact on General Fund: Based on the data obtained and analysis conducted under the prior subtasks, EPS will compare service costs to revenues. For each of the three Land Use Alternatives, the analysis will evaluate the net annual fiscal impact. Results will be presented at a single point in time and will be presented in constant dollars.

4. Financing for Infrastructure and Public Facilities

A key component to successful implementation of the General Plan will be improvements to the physical environment that enhance existing assets, support and improve sense of place, and attract or enable private sector investment. EPS will report on and assess the financing tools and policies that may be available to the City and current and future stakeholders to finance the public and private costs articulated in the Preferred Plan. EPS will consider expected infrastructure investments and costs (provided to EPS by Prime Contractor) with potential revenue sources, appropriate for the type of infrastructure investment sought. Funding sources to be explored may include:

- + Public-private joint development opportunities for shared infrastructure;
- + Development impact fees;

- + Value-capture techniques to convert fiscal benefits into financing tools;
- + Districts (such as CFDs, EIFDs, or CRIA) for financing public improvements or facilities;
- + Cost allocation strategies for required off-site improvements or facilities; and
- + Other financial and fiscal measures or mitigation strategies to cover any fiscal deficits.

EPS would focus its effort on the range of funding sources and financing options available to development in California, primarily including development-based funding sources and allocations of city-wide sources. While various innovative funding sources and financing techniques may be available, four primary funding sources will nearly always form the backbone of any financing program:

1. Development-Based Funding
2. Land-Secured Funding and Financing
3. City Funding and Financing
4. State and Federal Programs

This work will present each of the funding sources and financing mechanisms that fall under these general categories. For each funding and financing alternative, the memorandum will articulate key considerations, including establishment requirements, payer base, benefits, and limitations. While EPS will make recommendations concerning sources and uses alignment, quantifying revenue that may be generated by each funding and financing source is beyond the scope of this proposed effort.

5. Calibrated/Validated Travel Demand Model

In this optional task, Fehr & Peers would refine the SCCTM to provide more accurate forecasts within the City. This effort would likely include adding TAZ detail and/or land use "place types" to the model, collecting additional traffic count data in the City, a refinement of trip generation information in the model, and an exercise to calibrate and validate the model to local city conditions. As part of our validation efforts, we would also complete dynamic testing of the model, to ensure that the model appropriately responds to changes in land use and changes in network. The validation would also review travel information within the City and validate the key metrics, like VMT, match current travel trends in the City. For purposes of our scoping, we have not included this optional task but can provide a separate scope/fee to undertake this effort if desired by the City. This task would also include model runs for up to 3 Land Use and Circulation Plan Alternatives in Task D, and a model run of the preferred alternative as part of the transportation analysis for the PEIR.

6. Emergency Evacuation Assessment

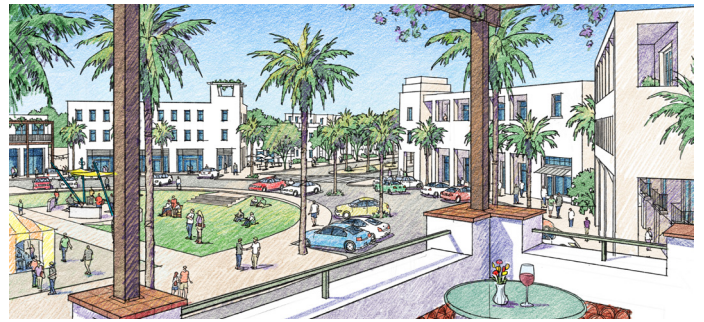
For purposes of scoping, Fehr & Peers has assumed that the emergency evacuation assessments required by SB 99 and AB 747. SB 99 have already been completed as part of the recent Local Hazard Mitigation plan. However, if more detailed assessment is needed, the Team would propose to discuss and confirm an additional scope of services and fees with the City. As described below, Fehr & Peers has developed tools for these assessments that are available to the City as part of a potential optional additional task.

The SB 99 assessment is completed using GIS and F&P has developed an additional layer to the typical SB 99 assessment that they call RESILIENCY+, which also looks at the distance neighborhoods need to travel to access evacuation centers and/or exit the City. This can be overlaid with other hazard data (high fire severity zones, flood maps, fault zones, etc.) to identify potential neighborhoods that have limited redundancy from an accessibility perspective. This could provide useful information for Plan.

AB 747 analysis can be completed in a variety of different ways. These include review of a limited amount of evacuation events (say two fire evacuation event scenarios) where the number of evacuation trips are estimated based on household size, employment information, and the number of autos owned per household, and F&P utilizes planning level segment capacity to estimate the amount of time required to facilitate that assessment. F&P has developed a tool, EVAC+, that estimates origins/destinations of the evacuation trips in 15-minute increments and simulates those trips onto the roadway network that can account for vehicle rerouting (when parallel routes are less congested) but also account for how congestion builds over space and time. This is all incorporated into a dynamic traffic assignment (DTA) model to better inform how much time would be required to evacuate under the specified evacuation event.



Conceptual Illustration of Neighborhood Green



Conceptual Illustration of new Public Green in the University Neighborhood



Conceptual illustration of new Public Green in the University Neighborhood

Proposed Schedule

The preliminary schedule on this page is based on our experience with General Plan Updates, including typical time allowances for City and community review at each step. Assuming a kickoff in October 2022 General Plan adoption could occur by August 2025. If selected we expect to work with the City to find ways to expedite the process.

Task A. Project Commencement

- Task A.1 Data Collection and Initial Review: *Months 1-2*
- Task A.2 Kickoff Event: *Month 2*
- Task A.3 Plan for Coordination of City Depts: *Months 2-3*
- Task A.4 Scope/Schedule/Budget Refinement: *Months 2-3*
- Task A.X: Project Management: *Throughout Project*

Task 2. Community Engagement Strategy

- Task B.1 Community Engagement Plan: *Months 1-3*
- Task B.2 Establish & Convene CAC: *Months 2-4*
- Task B.3 Establish & Convene TAC: *Months 2-3*
- Task B.4 Website and Branding: *Months 3-4*
- Task B.5 Final Engagement Plan: *Month 4*

Task C. City Profile, Existing Conditions,

- Task C.1 Existing Conditions Assessment: *Months 2-6*
- Task C.2 Stakeholder Engagement: *Months 2-6*
- Task C.3 ALUCP Baseline Assessment *Months: 3-6*
- Task C.3 Economic Development Analysis: *Months 2-6*
- Task C.4 Community Surveys: *Months 2-6*
- Task C.5 TAC Meeting #1: *Months 4-5*
- Task C.4 CAC Meeting #1: *Month 6*
- Task C.5 Discovery Workshop (#1): *Month 7*
- Task C.6 Meetings with Other Groups: *Months 7-8*
- Task C.7 Elected/Appointed Official Mtgs: *Months 7-8*

Task D. Land Use and Circulation Alternatives

- Task D.1 Draft Land Use/Circ. Alternatives: *Months 9-11*
- Task D.2 City Review of Alternatives: *Month 11*
- Task D.3 Traffic and Mobility Analysis: *Months 10-11*
- Task D.4 TAC Meeting #2: *Month 12*
- Task D.5 CAC Meeting: *Month 12*
- Task D.6 Presentation of Alternatives: *Month 13*
- Task D.7 Alternatives Workshop (#2): *Month 14*
- Task D.8 Meet with Community Groups: *Months 14-15*
- Task D.9 Elected/Appointed Official Mtgs: *Month 15*

Task E. Preferred Alternative

- Task E.1 Draft Preferred Alternative: *Months 16-17*
- Task E.2 TAC Meeting #3: *Month 17*
- Task E.3 CAC Meeting #3: *Month 18*
- Task E.4 Preferred Alternative Workshop (#3): *Month 19*
- Task E.5 Meet with Community Groups: *Month 19*
- Task E.6 Elected/Appointed Official Mtgs: *Month 19*

Task F. General Plan Update Document

- Task F.1 Admin Draft General Plan Update: *Months 20-24*
- Task F.2 City Review of Admin Draft Plan: *Months 24-25*
- Task F.3 TAC Meeting #4: *Month 26*
- Task F.4 CAC Meeting #4: *Month 26*
- Task F.5 Public Review Draft GPU: *Months 27-30*
- Task F.6 Draft General Plan Workshop (#4): *Month 27*
- Task F.7 Joint Study Session of City Boards: *Month 27-28*
- Task F.8 Planning Commission Hearing: *Month 29*

Task G. General Plan EIR

- Task G.1. Kickoff, Project Description, etc: *Month 20*
- Task G.2. NOP and Scoping Meeting: *Month 22*
- Task G.3. Administrative Draft PEIR: *Months 22-25*
- Task G.4. Screencheck Draft PEIR: *Month 27*
- Task G.5. Public Draft PEIR: *Months 28-30*
- Task G.6. Final PEIR: *Month 34*

H. Presentation/Adoption of General Plan

- Task H.1 Official Mtgs & Public Hearings: *Months 30-33*
- Task H.2 Final General Plan Update: *Month 34*

Task I. Zoning Amendments

- Task I.1 Zoning Consistency Analysis: *Months 28-30*
- Task I.2 Zoning Code Update *Months: 30-33*

Optional Available Services

1. New Form-Based Zones: *Months 30-36*
2. Airport Overlay Zone *Months: 30-33*
3. Fiscal Implications of GPU *Months: 28-30*
4. Financing for Infrastructure *Months: 28-30*
5. Calibrated Travel Demand Model: *Months 2-6*
6. Emergency Evacuation Assmt: *Months 2-6*

Cost Proposal

The Cost Proposal on the Following page is organized by task and by firm, providing estimated hours and current billing rates for each team member/role. If selected for this project, we would work closely with City staff to make any adjustments to finalize the scope, schedule, and budget - either as part of the selection process, or as described in Task A.4 below. Potential types of adjustments include reallocation hours and fee among task or firms, identifying efficiencies that would generate savings, and/or adding additional services and fees if so requested, and could result in adjustments to the Cost Proposal provided here. Please additionally note the following:

Task A.4 - Scope, Schedule and Budget Confirmation / Refinement

Once the City and Consultant Team has had the opportunity to more fully review and discuss the opportunities, challenges, and work ahead, will reconvene with you to review and confirm the General Plan Scope, Schedule and Budget. We closely monitor these matters throughout the life of the project, and keep the City apprised of any anticipated challenges or opportunities in monthly status reports..

Task A.X Project Management and Ongoing Team Coordination

STP's proposed Prime Consultant / Project Team Management fees are added as line items of each Task; ("Task 1.X", "Task 2.X", "Task 3.X", etc...) in the Cost Proposal, calculated at approximately 5% of the overall team fees per Task.

Contingency Funds

We always recommend that clients maintain contingency funds, to allow the City and Consultant Team to adapt to any unforeseen opportunities and/or changing circumstances that often arise over the life of plans such as this. We suggest that the contingency be approximately 10% of the total of professional fees and other direct costs. When and if scope efficiencies are identified that would reduce the cost of professional fees and other direct costs, we would recommend that those funds be transferred to the contingency. The Team would not expect to utilize contingency funds without prior written authorization from the City, and any funds remaining in the contingency upon project completion would of course remain City funds.

Other Related Services

Circlepoint proposes to retain two specialty environmental firms to prepare the biological, acoustical and air quality analysis for the environmental impact report. Their qualifications are included with Circlepoint's in Section 5, and their scopes of work are presented in Appendices A and B. Their fees are presented as line items under "Other Related Services" in the Fee Proposal, under the heading of *Other Related Services and Direct Costs*.

Direct Costs

This category includes the estimated travel and lodging costs for Team visits to Watsonville, and for printing of hard copies of documents. We consider this estimate to be somewhat conservative, based on the professional services and deliverables described in the RFP. We bill such costs at our direct cost, with no administrative markup, based on best available rates, and will work closely with City staff to schedule as many meetings as possible per trip. For printing, we propose to utilize the services of Watsonville Blueprint, who offer competitive rates and twice-a-day delivery to City Hall.

Through discussion with the City, we would work to identify potential savings in this category, which might be generated by limiting consultant team trips to Watsonville by conducting more meetings virtually, and by limiting the number and size of documents provided in hard copy form. These two cost-saving strategies have become more and more common in recent years, freeing up consultant team time and budget for more productive work.

Optional Additional Services

At the end of the Scope of Work section, we identify and briefly describe potential additional services that we believe could be of value to the City, but which are not included in the cost proposal. Our intention in assembling this proposal is to provide good faith estimates, or ranges, of the professional fees associated with each optional task. Through extensive team discussions, we have determined that there are numerous variables and options in each of those tasks such that providing cost ranges for those is not appropriate at this time; likely generating more questions than clarity. Accordingly, we can discuss those in greater detail during the interview/selection process, should we be selected for such, and if selected, we would work with the City to clarify any task of interest and establish a practical budget based on a confirmed scope and approach.

Cost Proposal



Billing Rate (Hourly):

Task A: Project Commencement
Task A.1 Data Collection & Initial Review
Task A.2 Kick-Off Event
Task A.3 Strategic Plan for Coordination of City Departments
Task A.4 Scope, Schedule and Budget Confirmation and Refinement
Task A.X Project Management & Team Coordination

Task B: Community Engagement Strategy
Task B.1 Draft Community Engagement Plan
Task B.2 Establish and Convene Community Advisory Committee (CAC)
Task B.3 Establish and Convene Technical Advisory Committee (TAC)
Task B.4 Website and Branding
Task B.5 Final Engagement Plan
Task B.X Project Management & Team Coordination

Task C: City Profile, Existing Conditions, Market Demand Analysis
Task C.1 Existing Conditions Assessment & Stakeholder Engagement
Task C.2 Stakeholder Engagement
Task C.3 Airport Land Use Compatibility Baseline Assessment
Task C.4 Economic Development Analysis
Task C.5 Community Surveys
Task C.6 TAC Meeting #1
Task C.7 CAC Meeting #1
Task C.8 Discovery Workshop (Community Meeting #1)
Task C.9 Consultant / Staff Meetings with Other Groups
Task C.10 Elected & Appointed Official Engagement
Task C.X Project Management & Team Coordination

Task D: Land Use and Circulation Alternatives
Task D.1 Develop Initial Draft Land Use & Circulation Alternatives
Task D.2 Delivery of Alternatives for City Review
Task D.3 Traffic and Mobility Analysis
Task D.4 TAC Meeting #2
Task D.5 CAC Meeting #2
Task D.6 Presentation of Land Use and Circulation Alternatives
Task D.7 Community Meeting #2
Task D.8 Interaction with Community Groups
Task D.9 Elected & Appointed Official Engagement
Task D.X Project Management & Team Coordination

Task E: Preferred Alternative
Task E.1 Draft Preferred Alternative
Task E.2 TAC Meeting #3
Task E.3 CAC Meeting #3
Task E.4 Preferred Alternative Workshop (Community Meeting #3)
Task E.5 Interaction with Community Groups
Task E.6 Elected & Appointed Official Engagement
Task E.X Project Management & Team Coordination

Task F: General Plan Update (GPU) Document
Task F.1 Develop Administrative Draft General Plan Update (GPU)
Task F.2 City Review of Administrative Draft GPU
Task F.3 TAC Meeting #4
Task F.4 CAC Meeting #4
Task F.5 Public Review Draft GPU
Task F.6 Draft General Plan Workshop (Community Meeting #4)
Task F.7 Joint Study Session of Vision Zero Task Force and other City Boards
Task F.8 Planning Commission Hearing
Task F.X Project Management & Team Coordination

Task G: General Plan Environmental Impact Report (GPEIR)
Task G.1 Kickoff, Project Description, and other Meetings
Task G.2 NOP and Scoping Meeting
Task G.3 Administrative Draft PEIR
Task G.4 Screencheck Draft PEIR
Task G.5 Public Draft PEIR
Task G.6 Final Draft PEIR
Task G.7 Public Meetings
Task G.X Project Management & Team Coordination

Task H: Presentation and Adoption of Draft General Plan
Task H.1 Elected & Appointed Official Engagement
Task H.2 Final (Adopted) General Plan Update
Task H.X Project Management & Team Coordination

Task I: Zoning Amendments
Task I.1 Zoning Amendment Consistency Analysis
Task I.2 Zoning Amendments
Task I.X Project Management & Team Coordination

Other Related Services and Direct Costs
Direct Costs:
Travel & Mileage
Printing, Postage, Deliveries
Purchased Data (Traffic & Economic)
Other Related Services:
Professional Spanish Translation [1]
Biological analyses & reports [1]
Noise and GHG analyses & reports [1]
Reimbursable Expense Subtotal

Hours per Team Member	340	252	844	1,432	592	109	3,569
Fee per Team Member	\$72,000	\$44,100	\$125,060	\$186,000	\$78,600	\$14,985	

Hours per Firm							Total Hours: 3,569.0
Fees per Firm							Total Fees: \$ 696,455
Other Services and Direct Costs per Firm							Total Other Services & Direct Costs: \$ 35,000
Total Budget per Firm							TOTAL: \$ 731,455

TOTAL SERVICES & DIRECT COSTS
CONTINGENCY (10% of Total Services & Direct Costs)
GRAND TOTAL

Sargent Town Planning							
Team Lead Urban Planning & Design General Plan Preparation							
Sr Principal/ Project Director	Principal Planner/ Designer	Sr Associate / Project Manager	Associate Planner / Designer	Associate Urban Designer	Consulting Senior Planner	HOURS SUBTOTAL	FEE SUBTOTAL
\$250	\$225	\$185	\$150	\$150	\$185		

4	6	12	20	20	4	66	\$ 11,310
8	8	8				24	\$ 5,280
4	4	8	16			32	\$ 5,780
4	8	8				20	\$ 4,280
						-	\$ 2,450
Subtotal							\$ 29,100

4	4	8	16			32	\$ 5,780
4		8				12	\$ 2,480
4		8				12	\$ 2,480
2	6	16	60			84	\$ 13,810
	4	8				12	\$ 2,380
						-	\$ 2,950
Subtotal							\$ 29,880

20	20	72	120	40	44	316	\$ 54,960
20		20				40	\$ 8,700
4		16			4	24	\$ 4,700
4		8			4	16	\$ 3,220
4	4	8	32			48	\$ 8,180
4		8	16			28	\$ 4,880
4		8	16		1	29	\$ 5,065
4	4	16	40			64	\$ 10,860
4		8	16			28	\$ 4,880
12		16	40			68	\$ 11,960
						-	\$ 12,300
Subtotal							\$ 129,705

8	24	48	120	120	8	328	\$ 53,760
4	8	16	24			52	\$ 9,360
2		4				6	\$ 1,240
4		8	16			28	\$ 4,880
4		8	16			28	\$ 4,880
4	4	16	32			56	\$ 9,660
4	4	16	40			64	\$ 10,860
4		8	16			28	\$ 4,880
12		16	40			68	\$ 11,960
						-	\$ 10,100
Subtotal							\$ 121,580

8	16	40	60	80		204	\$ 34,000
4		8	16			28	\$ 4,880
4		8	16			28	\$ 4,880
4	4	16	40			64	\$ 10,860
4		8	16			28	\$ 4,880
12		16	40			68	\$ 11,960
						-	\$ 4,850
Subtotal							\$ 76,310

32	40	80	160	160	16	488	\$ 82,760
24	8	24	40	40		136	\$ 24,240
4		8	16			28	\$ 4,880
4		8	16			28	\$ 4,880
16	16	24	60	60		176	\$ 30,040
4	4	16	32			56	\$ 9,660
4		8	16			28	\$ 4,880
4		8	16			28	\$ 4,880
4		8	16			28	\$ 4,880
						-	\$ 21,950
Subtotal							\$ 188,170

4	4	32			4	44	\$ 8,560
		4				4	\$ 740
		4			4	8	\$ 1,480
		4			4	8	\$ 1,480
		4			4	8	\$ 1,480
		4			4	8	\$ 1,480
4		4				8	\$ 1,740
						-	\$ 11,450
Subtotal							\$ 28,410

16	8	24	60			108	\$ 19,240
8	16	24	60			108	\$ 19,040
						-	\$ 3,000
Subtotal							\$ 41,280

4	4	16			4	28	\$ 5,600
16	24	48	72	72	4	236	\$ 40,620
						-	\$ 5,800
Subtotal							\$ 52,020

							\$ 20,000
							\$ 15,000
							\$ -
							\$ -
							\$ -
							\$ -
							\$ -
Subtotal							\$ 35,000

[1] Other Professional Services - Spanish Translation Services and CEQA Support





4. Relevant Project Experience

[Rancho Cucamonga General Plan Update & Focus Areas](#)..... 45

[Indio General Plan Update](#)..... 49

[Tehachapi Vision Plan, General Plan Update & Form Based Zones](#)..... 51

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[Santa Clara, Downtown Precise Plan & Form Base Code](#)..... 59

[Pasadena Street Design Guide](#) 61

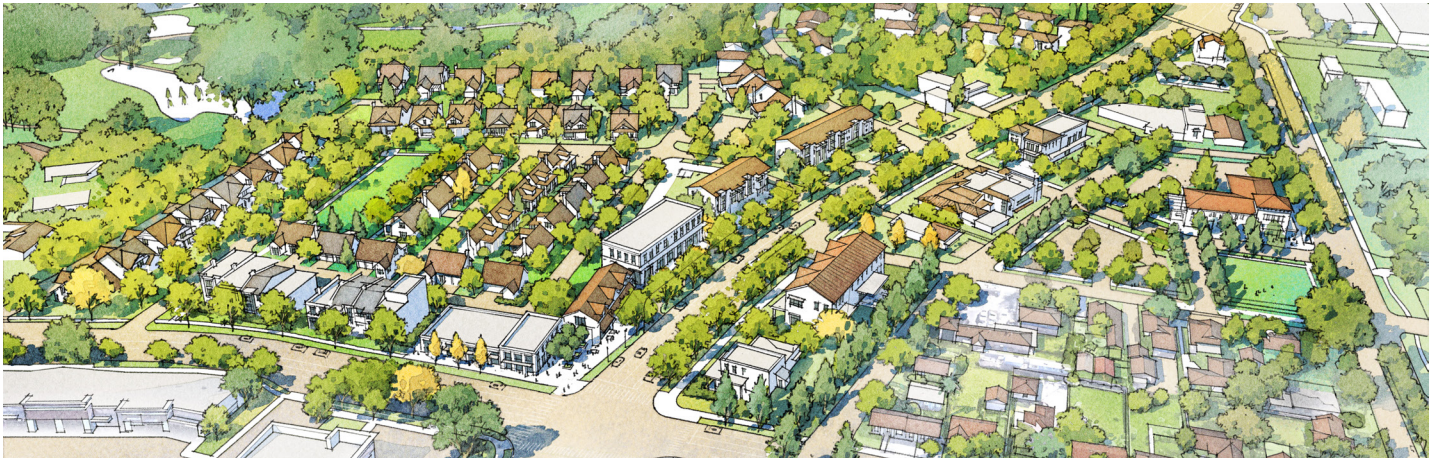
[Lancaster Boulevard Streetscape Transformation](#) 63

*Note: All **underlined** text on this page are hyperlinks linked to the relevant Team Qualifications in this section.*



Rancho Cucamonga General Plan Update

Rancho Cucamonga, CA



Aerial perspective of proposed Red Hill Gateway mixed-use center and new neighborhood on Historic Route 66, incorporating older neighborhoods and historic highway restaurants.

The City of Rancho Cucamonga selected Sargent Town Planning (STP) as part of a large multi-disciplinary consultant team - including all city departments - to update the City's General Plan. At the outset of the process, the City Council directed the team to focus on three core community values: health, equity and stewardship.

STP led the research into the community history and evolution since incorporation in 1978 and analysis of the original 1980 general plan, subsequent updates and specific plans, and existing development patterns and forms. STP prepared extensive educational presentations and in collaboration with Circlepoint and City staff led an almost entirely virtual the community engagement process throughout 2020. The process included many on-line surveys, interactive virtual workshops, many virtual and some in-person stakeholder interviews.

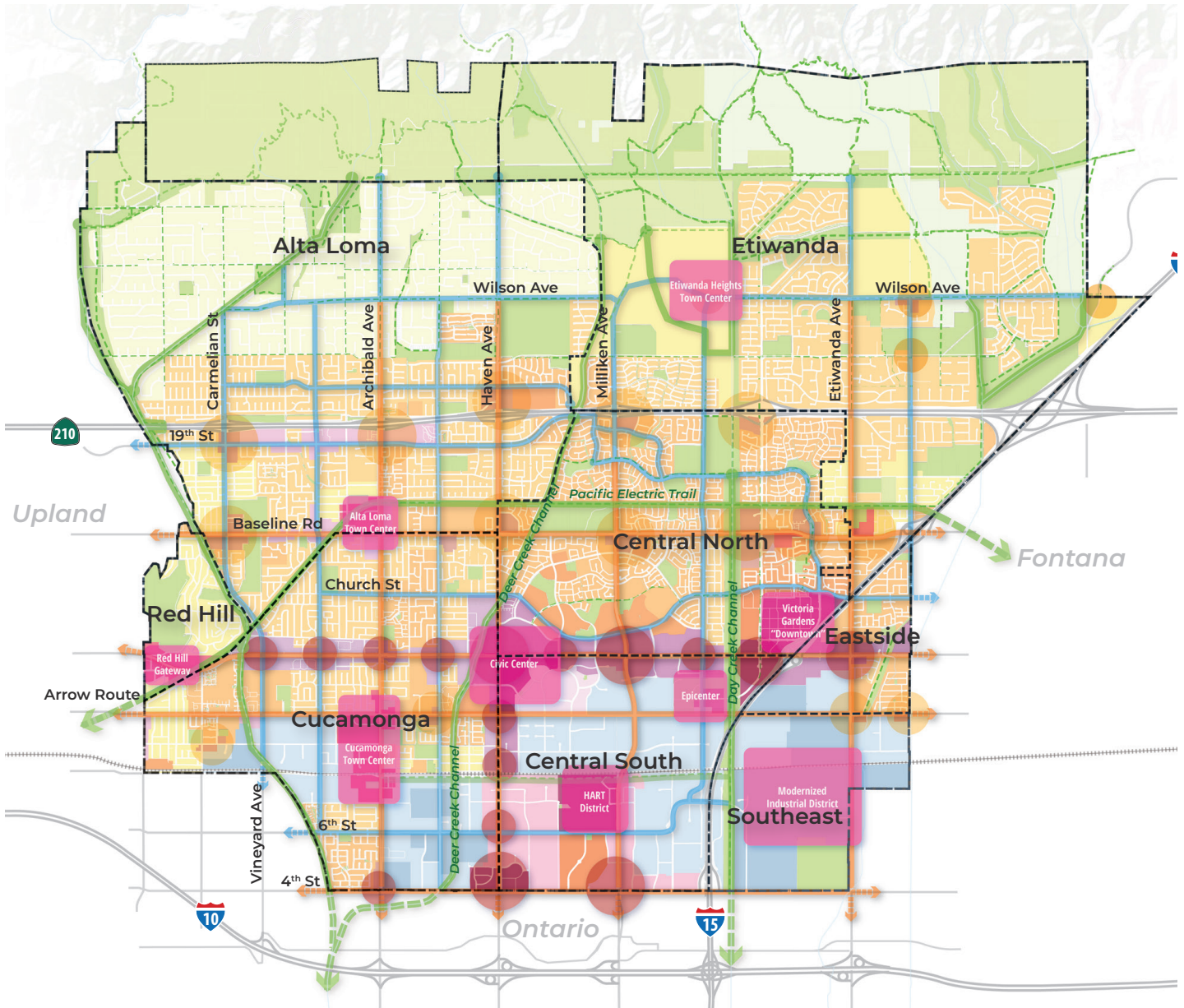
Based on community response, and in close collaboration with City staff, PlaceWorks and Fehr & Peers, STP generated a series of alternative scenarios for the locations, types, intensities and forms of future development that could meet the City's regional housing needs, support economic development resulting in not only a jobs/housing balance but also a "jobs/housing match", and robustly respond

to the core community values. Through an extensive further community engagement, a preferred scenario was selected that conserved the character and quality of the City's neighborhoods, and most new development within compact, walkable, transit-oriented and transit-ready corridors, centers and districts. The General Plan Strategy diagram on the facing page summarizes that scenario.

In close collaboration with the entire team, STP converted that strategy diagram into a place-type placed land plan, and led the preparation a new system of "Place Type Designations" that replace previous "land use designations." As the name suggests, the Built Environment volume integrates vision, policy and implementation strategy for land use, urban design, open space, transportation and mobility, and public facilities.

To very clearly define the future vision for areas in which very significant, even transformational, change is anticipated, STP prepared 8 Focus Area Plans within the Built Environment Volume. Focus Area Plans provide more etailed physical planning, to further clarify the vision and document community expectations, and also to support the preparation of new vision-based, objective design and development standards for those areas. As part of the Implementation Strategy Volume, STP also prepared a Placemaking Toolkit, to clearly bridge between the vision and policies of the Plan and coordinate new zoning standards with new subdivision and complete streets standards in the interest of delivering complete, human-scale places rather than just "development projects." STP is collaborating with City staff and Lisa Wise Consulting to define new objective design and development standards for many of the identified place types.

Client: City of Rancho Cucamonga, CA
Size: 40 Square Miles
Services: Urban Analysis, Planning & Design;
Focus Area Plans and Implementation Strategies
Designed: 2018-2021
Status: Adopted by unanimous vote of City Council, 15 December 2021



Land Use and Mobility Strategy Diagram - Rancho Cucamonga GP



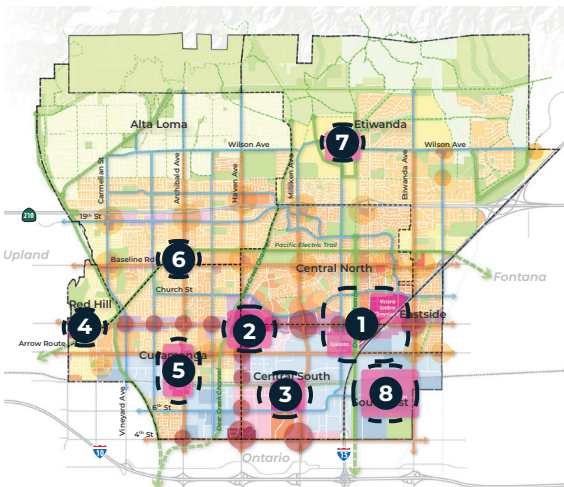
Foothill Blvd street concepts in the Civic Center Focus Area for RC General Plan



Victoria Gardens and the Foothill Corridor reimagined as a new "Real Downtown" for Rancho Cucamonga.



Foothill Boulevard improved with bike lanes and low-speed "side access lanes" for customer and visitor parking in safe, comfortable pedestrian environments.



- 1 Focus Area 1:** Downtown Rancho Cucamonga (Victoria Gardens & Epicenter)
- 2 Focus Area 2:** Civic Center
- 3 Focus Area 3:** HART District
- 4 Focus Area 4:** Red Hill Gateway
- 5 Focus Area 5:** Cucamonga Town Center
- 6 Focus Area 6:** Alta Loma Town Center
- 7 Focus Area 7:** Etiwanda Heights Town Center
- 8 Focus Area 8:** Southeast Industrial Area



Haven Avenue at Civic Center evolving to a transit-oriented corridor.



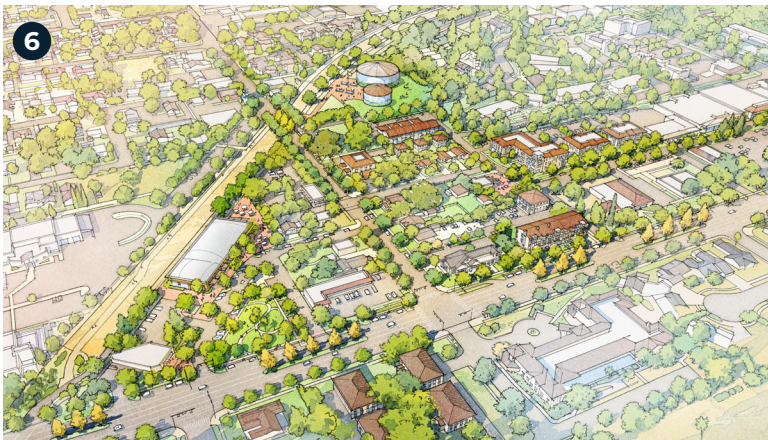
Haven Avenue improved to support city center infill development and provide a more comfortable and safer environment for pedestrians, bicyclists and transit users.



HART District - with existing Metrolink station, new high-speed rail and airport connector - becomes an intense, mixed-use regional transit hub.



This illustrative vision for Cucamonga Town Center and complete streets improvements in older industrial area.



The Alta Loma Town Center will be a highly active and attractive community activity center reflective of traditional development patterns.



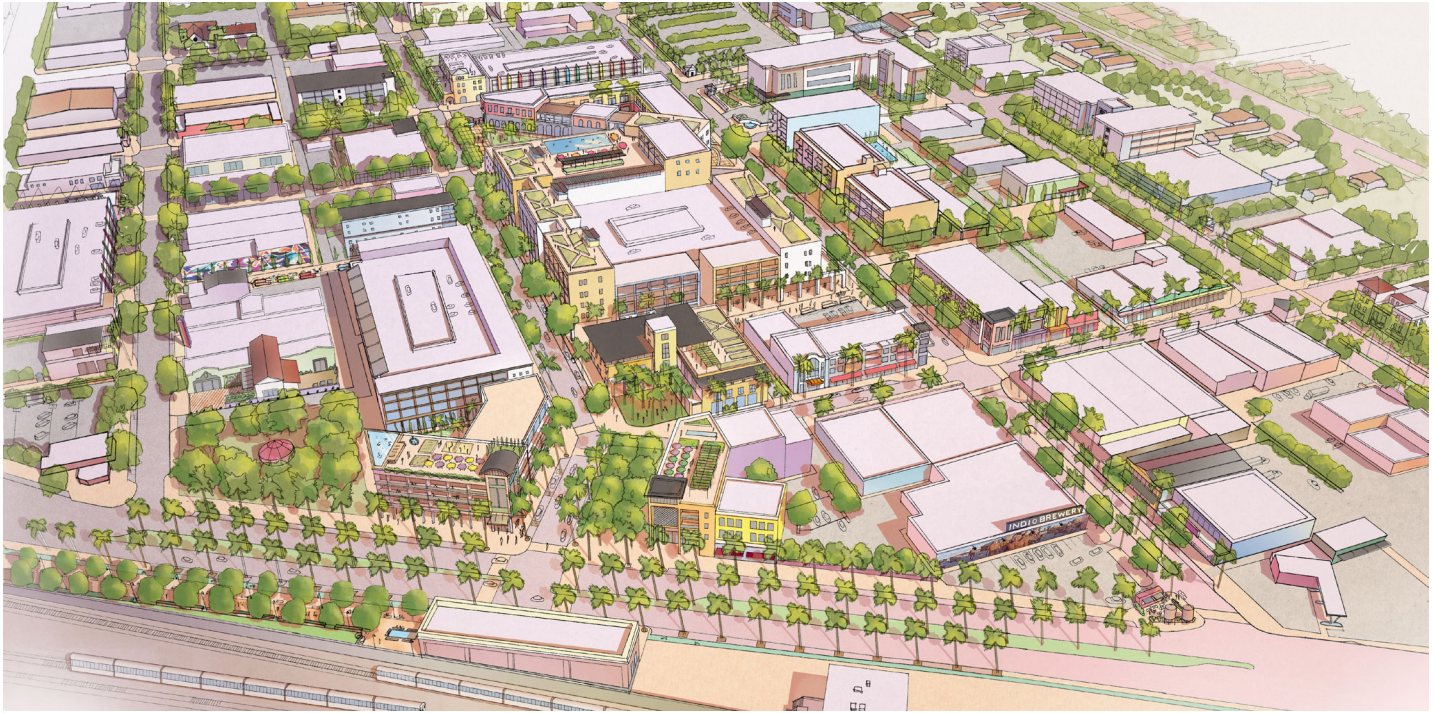
This illustrative sketch presents a vision of a neighborhood green (fronted by new and existing housing) at the terminus of a new 8th Street trail connecting Cucamonga Town Center to Cucamonga Station, 2-miles to the east.



Haven avenue street concepts in the Civic Center Focus Area for RC General Plan

Indio General Plan Update

Indio, CA



Vision illustration of Downtown Indio, with restored gateway from anticipated restored passenger rail station. Railroad tracks and historic Route 99 are in the foreground. Like Route 111 to the south of Downtown, old 99 is to be transformed to a town center avenue, connecting the new rail station into the heart of Downtown.

In 2017 the City of Indio retained Raimi + Associates and Sargent Town Planning to update their General Plan. The team had recently completed general plan updates for the City of Coachella to the east and Palm Desert to the west. Key goals for Indio's plan update included a new vision and policies for more walkable, healthier, sustainable neighborhoods and neighborhood centers, and a new vision and implementation strategies for revitalizing the historic Highway 111 and 99 corridors through the center of town, replacing a dying shopping mall with a pedestrian-oriented "Midtown District", and connecting that district to and revitalizing historic Downtown Indio.

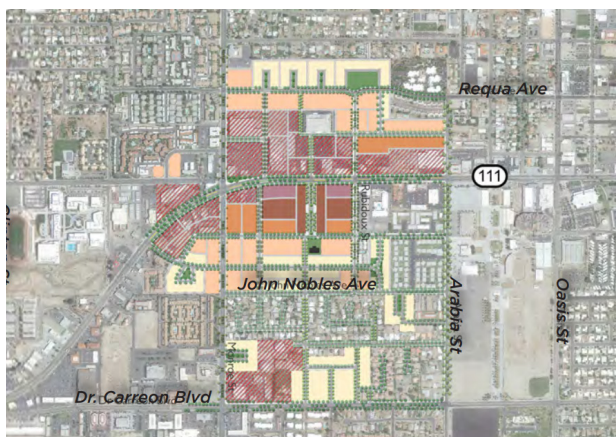
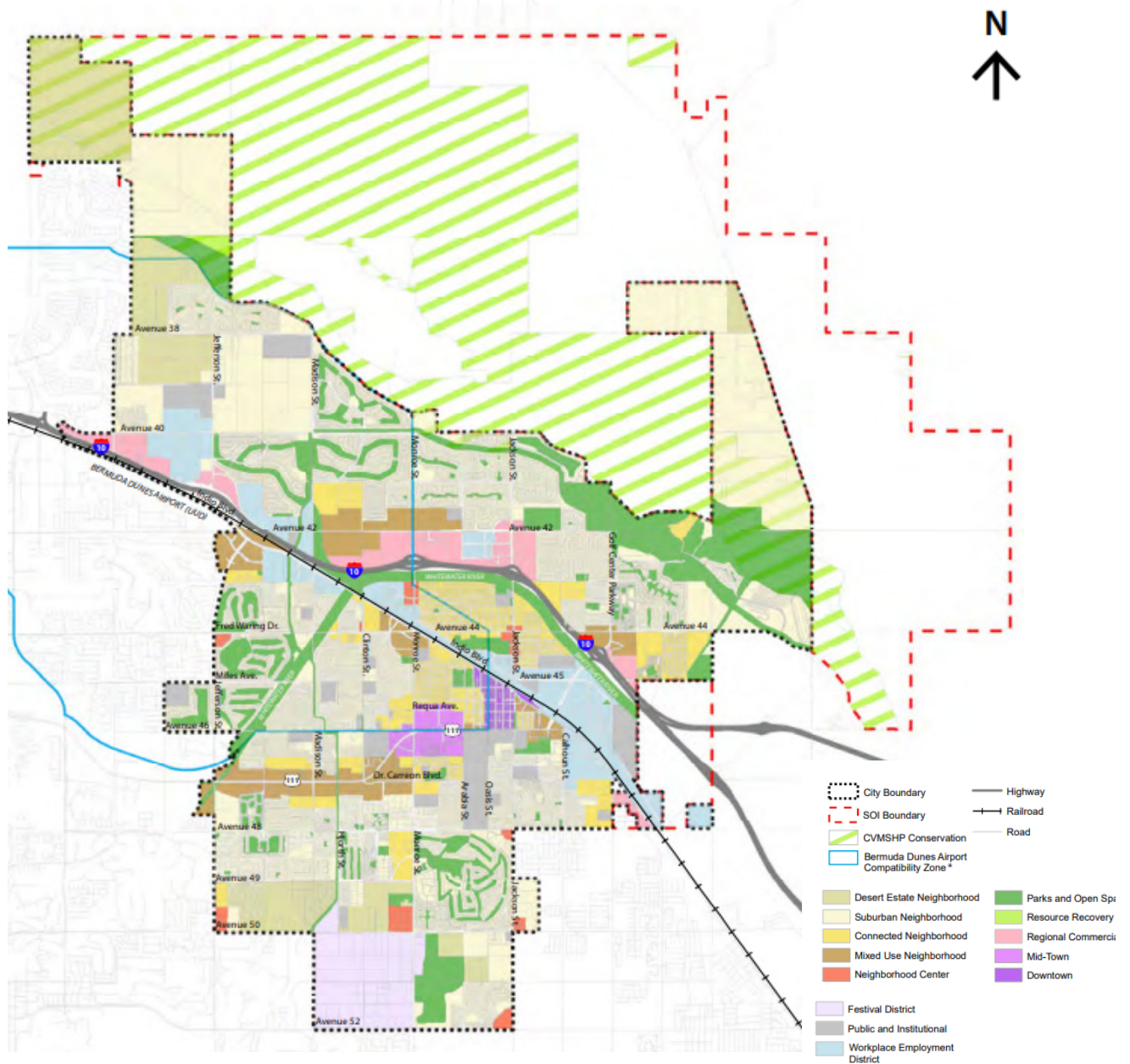
Starting with a partially complete General Plan Update initiated by another consultant team, the R+A/STP team

conducted a series of very well-attended visioning workshops to clarify the community's ambition for more sustainable neighborhoods, vital employment districts and transit-ready crosstown corridors. The team translated that vision to a series of future place types, including neighborhoods and centers woven together with complete networks of complete streets, transformation of Highway 111 to Boulevard 111, and strategies for recentering community life on a revitalized, mixed-use, pedestrian-oriented and transit-ready downtown. The City has subsequently retained STP to prepare a Downtown Specific Plan and a Highway 111 Specific Plan, both including form-based zoning.

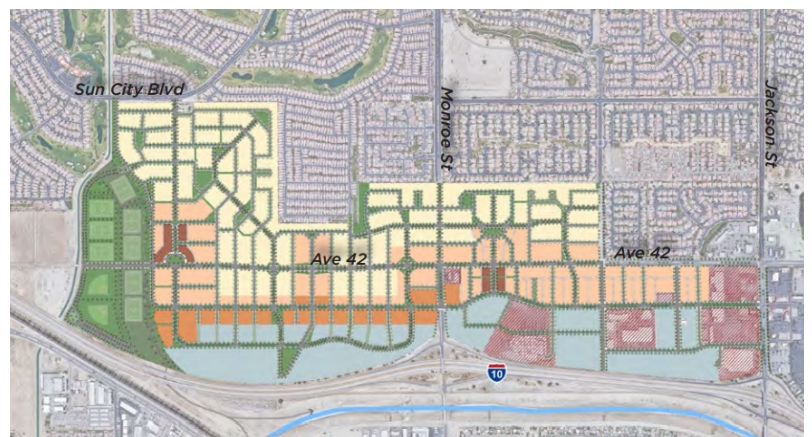
Client: City of Indio, CA
Size: 33 Square Miles
Services: Community Engagement & Vision, Place-Type Based General Plan
Designed: Designations
Status: 2017-2018
Adopted by City Council 2019



Existing conditions in Downtown Indio with a large percentage of land vacant or underutilized.



Midtown Focus Area Plan, just west of Downtown on Highway 111 Corridor



Avenue 44 Focus Area Plan for large area infill north of I-10 Freeway.

Tehachapi Vision Plan, General Plan Update & Form Based Zones

Tehachapi, CA



Neighborhood Center and Square

The town of Tehachapi, located in Kern County’s rural Tehachapi Valley, experienced sudden and rapid growth in the first six years of the 21st century, resulting in a patchwork of walled housing tracts and strip retail development that were viewed by many as incompatible with the “small mountain town” character identified in the City’s General Plan.

In October of 2006 the City adopted a one-year moratorium on new residential tract maps, and concurrently retained David Sargent and his HDR Town Planning team to define and lead a public process to identify and address the causes of this dissonance. Through a series of community member interviews, community workshops and a 1-week design charrette the team identified the key issues and prepared a city-wide vision plan addressing the identified issues. The team then documented that vision in the

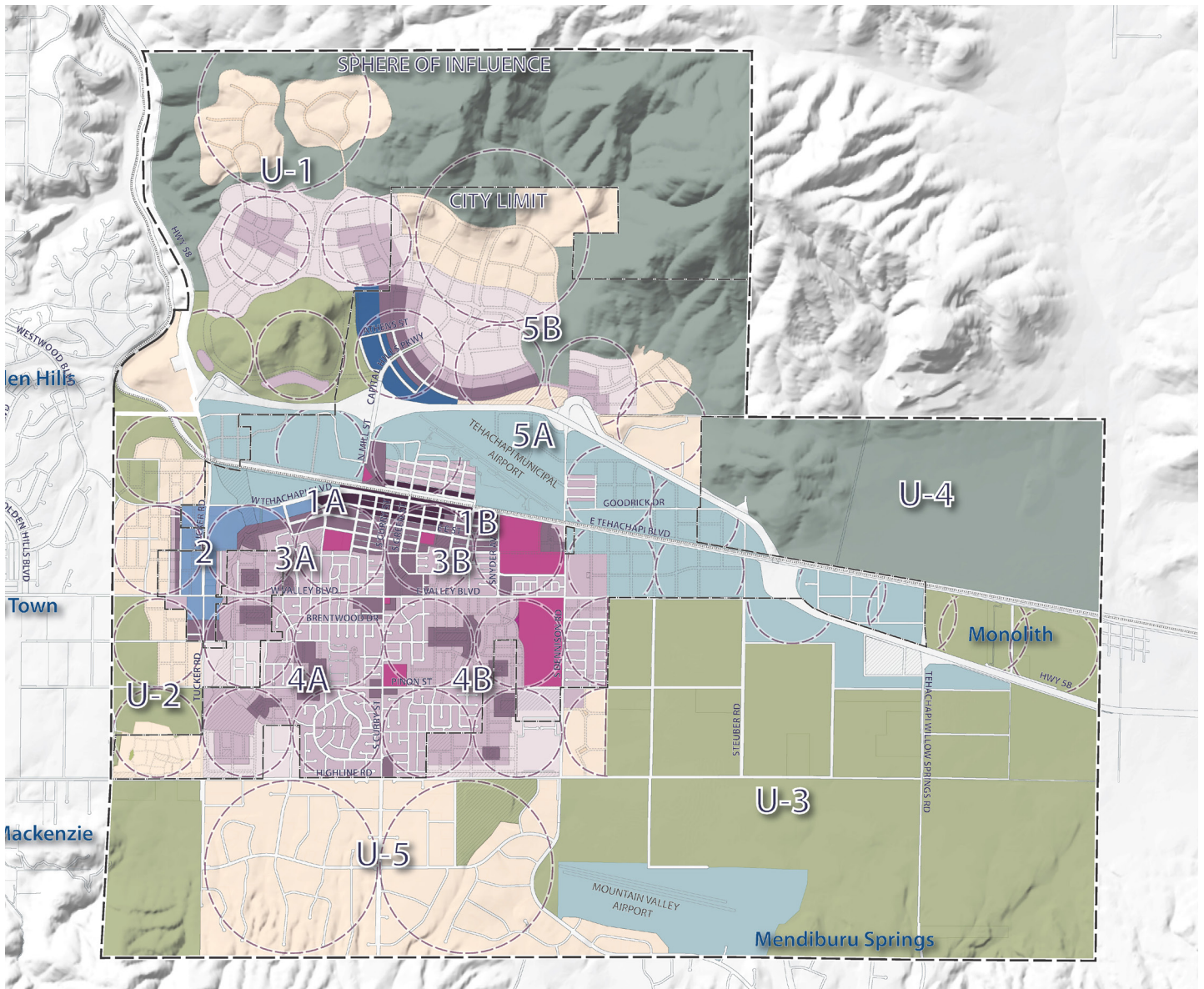
form of an Interim Community Design Program (ICDP) that provided interim guidance for new development and recommended updating the General Plan and Zoning Ordinance.

In 2007 the City retained Mr. Sargent and Tony Perez – both senior associates with Moule & Polyzoides at that time – to prepare a new form-based General Plan, organizing the 23-square mile sphere of influence and existing town according to a transect-based structure of neighborhoods, districts and corridors. The General Plan was adopted by unanimous vote of the City Council in April 2012. Then Sargent Town Planning, Lisa Wise Consulting and Tony Perez were retained to update the City’s zoning code, adding new form-based zones for selected areas, and STP prepared a comprehensive palette of complete street types.

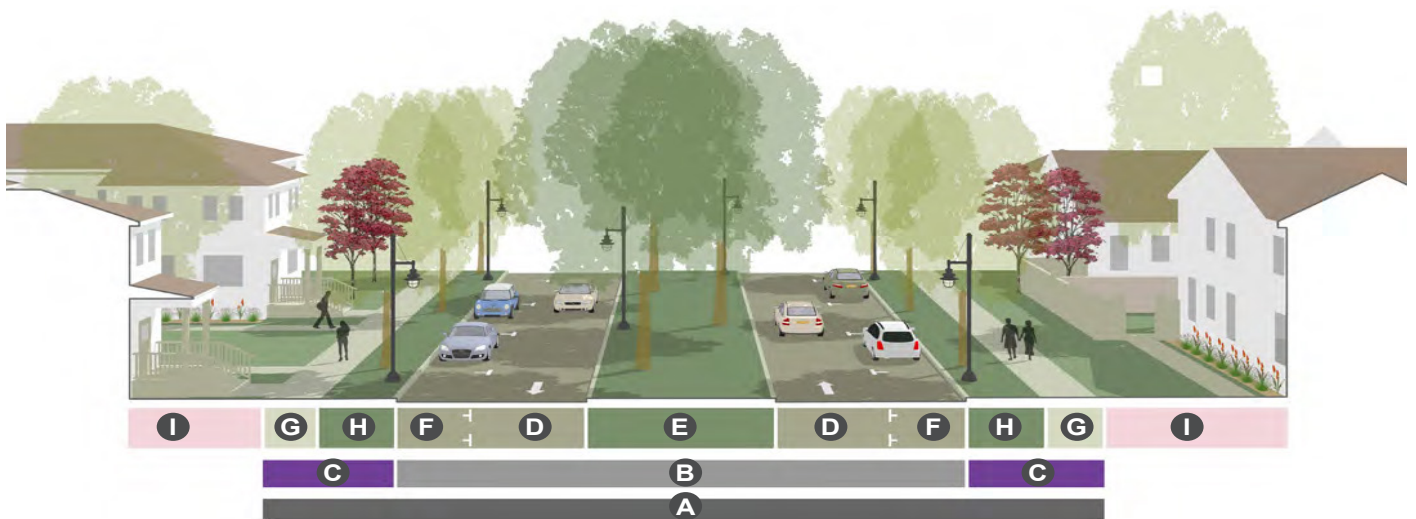
Client: City of Tehachapi, CA
Size: 23 Square Miles
Services: Community charrette and conceptual town plan; general plan update; zoning code update
Designed: 2006-2014
Status: ICDP adopted 2008, form-based general plan adopted 2012, zoning code update adopted 2014



Typical neighborhood street



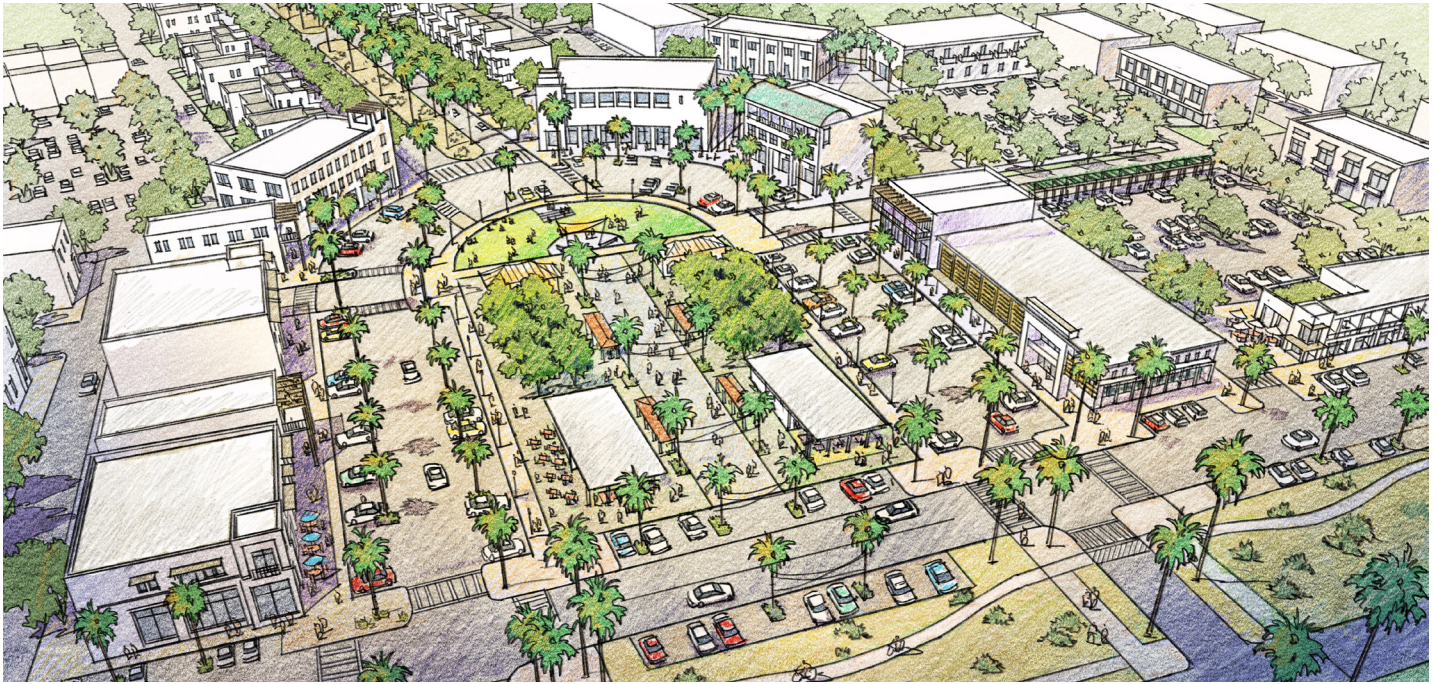
General Plan Designation Map: Place-type and urban pattern based, fine grained for existing development and intended growth sub-areas, with less detail in balance of planning area.



Avenue Street Type prepared by STP for Zoning Code

Palm Desert General Plan

Palm Desert, CA



Conceptual illustration of new Public Green in the University Neighborhoods

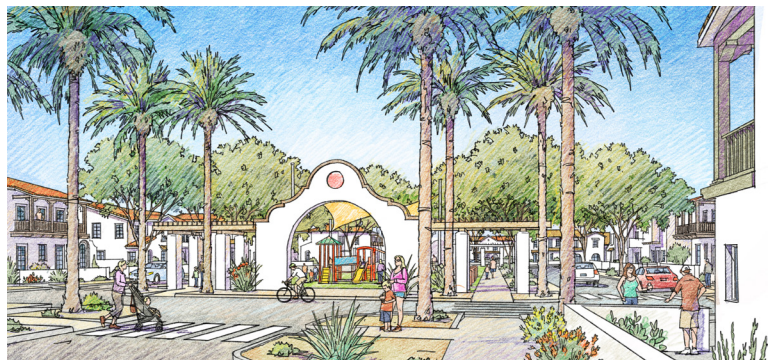
In association with Raimi + Associates (R+A), Sargent Town Planning (STP) was retained by the City of Palm Desert to update their General Plan and prepare a new vision plan, form-based development code, and design guidelines for the Highway 111 Corridor. Through a previous visioning process, the top community priority was to evolve the old Highway 111 Corridor, the El Paseo shopping street, and suburban civic center into “a real city center.”

Through a series of STP-led public workshops, the team developed conceptual corridor transformation illustrations for Highway 111, San Pablo Avenue, gateway signage, branding and wayfinding, improved bicycle and pedestrian facilities, and streetscape improvements and mixed-use infill development corridor-wide, and finally a form-based development code and design guidelines for the 111 Corridor.

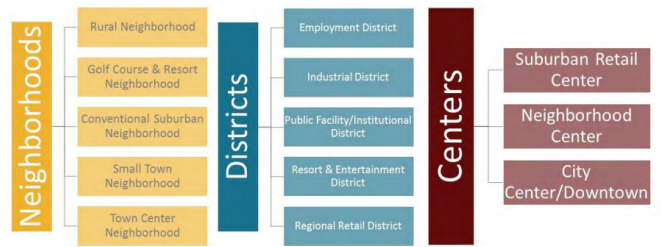
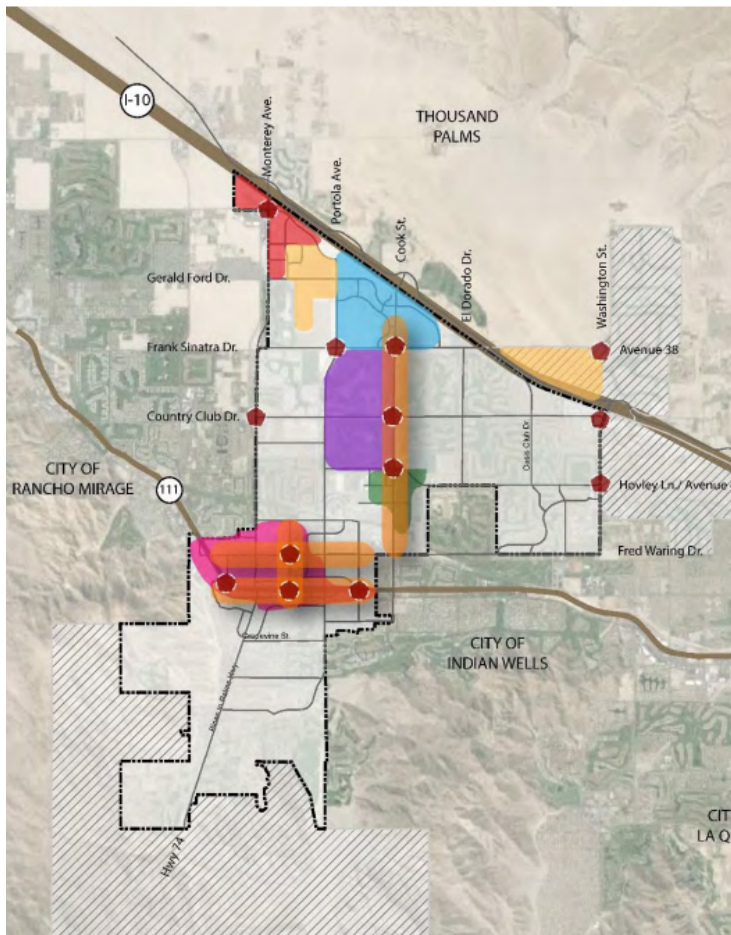
Through many months of regular meetings with a steering committee - composed of council members, planning commissioners and senior city staff - the placemaking vision for the city center was extended to other corridors and centers throughout the community, and documented in the general plan through a new system of “Place Type Designations” that define land use and development intensity as well as built form and community character.

Due to overwhelming community and Council support for the plan, the City subsequently hired STP to collaborate with City staff in preparing a refined design for San Pablo Avenue streetscape improvements, and to prepare a specific plan for the University Neighborhoods area. San Pablo Streetscape improvements are substantially complete, and the City has retained STP again to amend the University Neighborhoods Plan to add a large public park.

Client: City of Palm Desert, CA
Size: 27 Square Mile City,
Services: Community and Committee engagement, Place-Type Designation System for General Plan Update, Highway 111 Corridor Plan.
Designed: 2014-2015
Status: General Plan Adopted 2019, San Pablo Corridor Improvements completed 2022.



Conceptual Illustration of Neighborhood Green



Place Types Summary from Palm Desert General Plan

Palm Desert General Plan Vision Diagram

Small Town Neighborhood

Intent & Purpose
To provide moderate intensity neighborhood development that features a variety of housing choices and mixed uses, while preserving or enhancing the existing inventory of 1950's Desert homes.

Development Intensities
DU/AC: 3.0 to 10.0
Commercial FAR: Up to 0.75

Allowed Land Uses
MH SF MF SR GOV R&D

Uses are a variety of single-family houses and small multi-family dwellings organized along walkable streetscapes with limited commercial/retail activity within walking distance. House-scale multi-family is allowed on a limited basis, primarily along corridors.

Uses such as retail, care, public facilities, guest houses, churches, schools, family day care homes, public facilities, and others which are determined to be compatible with and oriented toward serving the needs of neighborhoods may also be allowed and should be focused along corridors.

Intended Physical Character
Streetscape and Connectivity
Streetscapes are suburban with formal street tree arrangements and are highly interconnected. Intersection density should be at least 400 per square mile.

Parks and Open Space
Open space is primarily provided through the generous streetscapes and a variety of small, individual open spaces throughout the neighborhood including plazas and open spaces at mixed use areas.

Built Form and Character
Buildings are set back from the sidewalk to provide moderately sized front yards with porches and terraces except in mixed-use areas where buildings are near or at the sidewalk to support outdoor dining and easy view of storefronts. Buildings can be up to 2.5 stories.

Town Center Neighborhood

Intent & Purpose
To provide moderate to higher intensity neighborhood development that features a variety of housing choices, walkable streets, and mixed uses.

Development Intensities
DU/AC: 7.0 to 40
Commercial FAR: 0.5 to 0.75

Allowed Land Uses
MH MF SF SR R&D GOV

Uses are a range of single-family and multi-family residential uses including duplex, triplex, quadruplex, rowhouses, townhouses, courtyard multi-family buildings and small scale multi-family buildings organized along walkable streetscapes with focused commercial/retail activity within walking distance.

Uses such as retail, personal service, care, public facilities, guest houses, churches, schools, family day care homes, public facilities, and others which are determined to be compatible with and oriented toward serving the needs of neighborhoods may also be allowed and should be focused along corridors and main streets.

Intended Physical Character
Streetscape and Connectivity
Streetscapes have an urban character with formal street tree arrangements and are highly interconnected. Mid-block paseos are allowed to provide pedestrian connections from the streets to parking facilities within the blocks. Intersection density should be 400 per square mile.

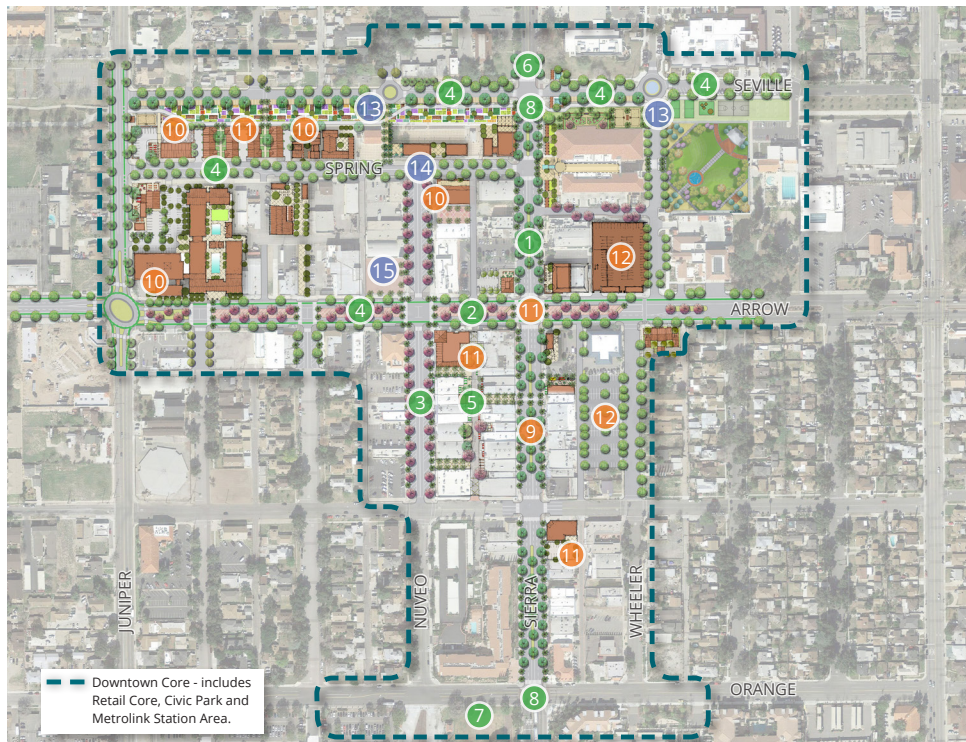
Parks and Open Space
Open space is primarily provided through the generous streetscapes and variety of open spaces throughout the neighborhood including plaza and other public open spaces in mixed use areas.

Built Form and Character
Buildings are set back from the sidewalk to provide small to moderate front yards with porches and terraces except in mixed-use areas where buildings are near or at the sidewalk to support outdoor dining and easy view of storefronts. Buildings are a variety of housing choices up to 3 stories and mixed-use buildings up to 3 stories focused at key intersections and/or public open space.

Sample Place Type spreads from Palm Desert General Plan

Fontana General Plan Update

Fontana, CA



Streetscape & Public Realm Improvements

- 1 Sierra Ave Transformation
- 2 Arrow Blvd Transformation
- 3 Nuevo Ave Transformation
- 4 Street Restriping
- 5 Mid-Block Crossings, Alleys And Paseos
- 6 "Civic Park"
- 7 Metrolink Station Area And Santa Fe Park
- 8 Downtown Gateways

Development & Private Investment

- 9 Façade Improvements
- 10 Historic Restoration And Adaptive Re-Use
- 11 Infill Development And Corner Building Opportunities
- 12 Potential New Parking Facilities

Programming & Activity

- 13 Activate Pacific Electric Trail as "Civic Park" District
- 14 Establish a "Restaurant Row"
- 15 Transform underutilized spaces into Multi-Functional Spaces (ie. "Sunset Theater")

Civic Park District illustrative plan, showing recommended improvements to Sierra Ave, Arrow Blvd, Nuevo St, Spring Street, Seville Street, and the Pacific Electric Trail

As a part of a team led by Stantec, Sargent Town Planning was retained by the City of Fontana to update their General Plan and prepare a new vision, plan, zoning and design guidelines for the Downtown Area of central Fontana. In addition to a plan and strategy for revitalizing their underperforming three-block downtown retail core, initiatives identified for the Downtown Area include the creating of a Civic Park District in the vacant area between the Civic Center and the Downtown Core, new mixed-use neighborhood development around the Metrolink station and Chaffee College, a new Foothill Boulevard/Route 66 Gateway to the downtown, and mixed-use neighborhood infill in the underdevelopment Westside Neighborhoods.

Through the analysis and public workshops for the General Plan update starting in 2015, and through more recent

analysis and workshops for the Downtown Plan, range of remarkable opportunities for the future success of the Downtown have emerged. Chief among these are its central location at the major crossroads of the town, the broadly shared vision for a lively local destination for family dining, entertainment and shopping, the many committed downtown business and property owners, the large areas of publicly owned streets, lots and open spaces, and the abundance of vacant and underutilized land in and near the Downtown Core.

Following a very positive second downtown workshop, STP prepared a Downtown Area Plan which was received with enthusiasm by the General Plan Advisory Committee and adopted as part of the General Plan by the City Council in November of 2018.

Client: The City of Fontana, CA
Size: 42 Square Mile City; 1000 Acre
Services: Downtown Area
 Community and Committee Engagement, Urban Design for General Plan Update, Downtown Area Plan
Designed: 2015-2016
Status: Adopted by City Council 2018



Nuevo Street north of Arrow Blvd, with relatively low-cost parking, parklet, landscape and lighting improvements.



"Calming Sierra", with new canopy trees, furnishings and parklets to provide shade and wind protection and calm traffic speeds without reducing traffic volumes



Arrow Boulevard at Nuevo Street, with new parking, bike lanes and crosswalks, and existing City parking lot redesigned as a flexible parking plaza and "Sunset Theater"



West Neighborhood Infill



Description: Several "Superblocks," immediately west of downtown, are made up of very deep (300 ft), and often vacant or underutilized, parcels. A number of the single-family lots fronting Valencia Ave only actually use the "front" 150 ft. of their parcels, with the rear 150 ft, potentially available to be severed and sold as new "mid-block" parcels, if mid-block circulation could be provided by a small new east-west street. This Bungalow Court is made up of 4 private 1-story cottages[1] and a 2-story quadplex at the south end of the court.

Watsonville Downtown Specific Plan

Watsonville, CA



STP's street design recommendations and engagement with CalTrans were instrumental in CalTrans decision to move forward with the recommendations of the DWSP, and relieve an important stretch of Main Street in the Downtown Core from their highway standards. This is a very significant decision for the long-term success of downtown Watsonville.

The City of Watsonville retained multi-disciplinary team including Sargent Town Planning to prepare a Downtown Watsonville Specific Plan (DWSP) for their historic downtown core and surrounding neighborhoods and districts. STP's role was focused on preparing an urban design vision and strategies for incremental improvement, infill, reinvestment, and activation of downtown, as well as providing form-based development standards to implement the vision.

This effort involved significant analysis of Downtown's existing conditions and historic patterns, identifying physical, programmatic and market-driven opportunities and challenges to the continued and long-term growth, success, and activation of downtown.

In a series of meetings and workshops with City Staff, the Downtown Advisory Committee, CalTrans officials, and interested members of the public, STP presented this analysis, along with illustrations, diagrams, and precedent photography of numerous opportunities and strategies that could be pursued in downtown.

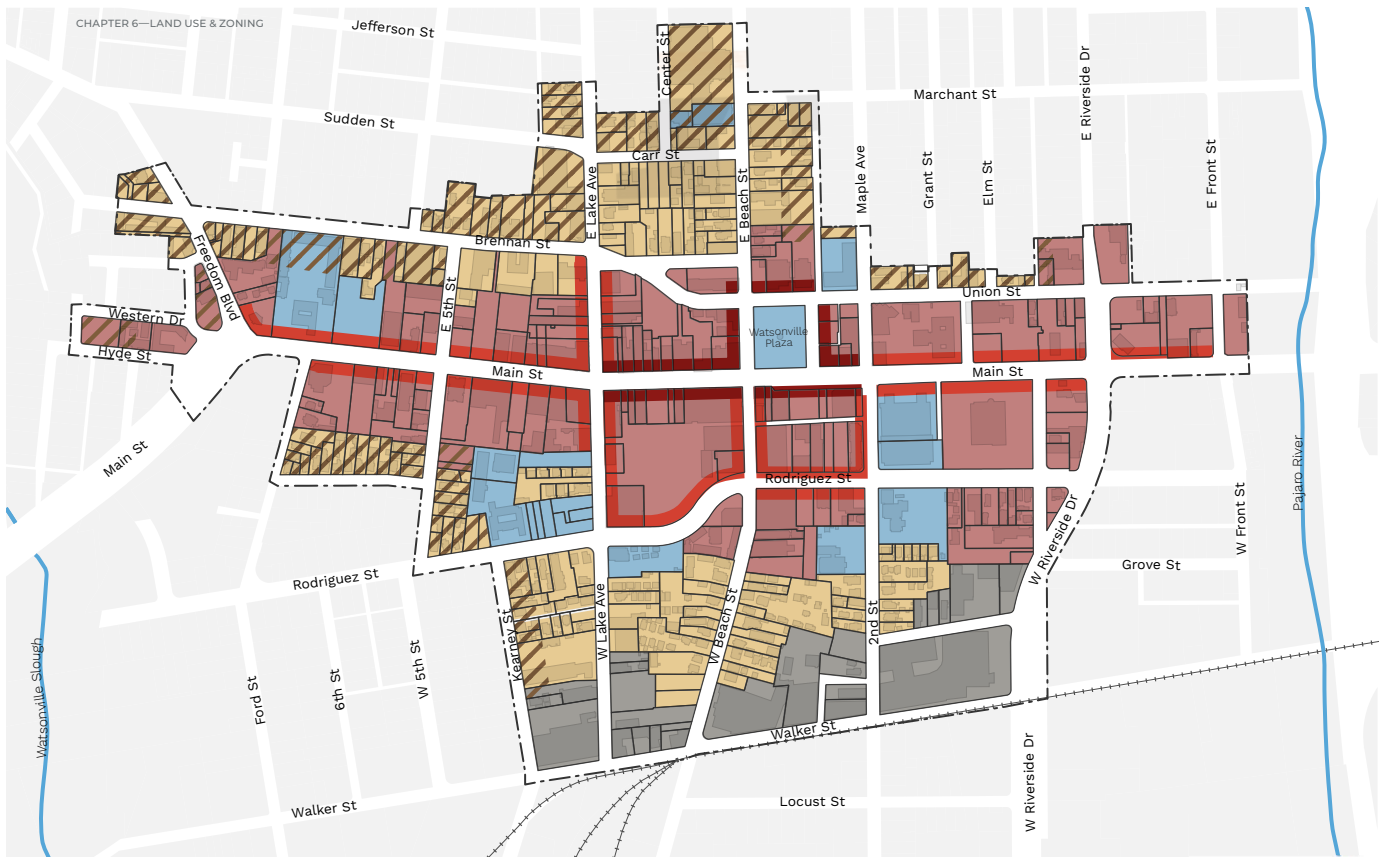
Through this process, these opportunities and strategies were refined and narrowed into the preferred urban design and streetscape improvement recommendations, policies and development standards of the Downtown Specific Plan. The plan is currently available for public review, and to date has been very well recieved by members of the public and the Downtown Advisory Committee, with final revisions based on feedback recieved expected to be made in the coming weeks.

Client:
Size:
Services:
Dates:
Status:

City of Watsonville, CA
182 Acres
Downtown Specific Plan
2019-2022
Public Review Draft July 2022

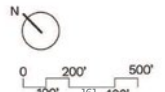


Sample Public Frontage Illustration

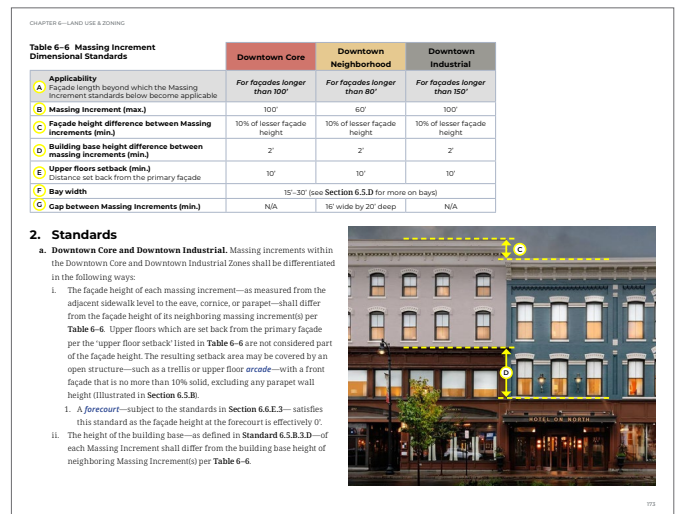
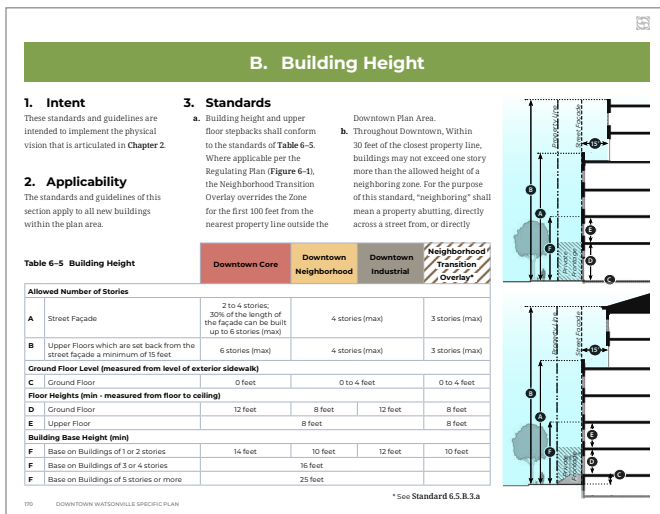


**FIGURE 6-1
REGULATING PLAN**

Source: City of Watsonville (2022); Santa Cruz County (2021); ESRI (2022).



Downtown Regulating Plan, featuring three new Form-Based Zones, and three Urban Character Overlays, to implement the plans vision of an active, walkable mixed-use downtown urban environment.



The DWSP features clear, intuitive, and highly graphic development standards and guidelines to make intended outcomes explicitly clear to all users of the plan.

Santa Clara Downtown Precise Plan & Form-Based Code

Santa Clara, CA



On Benton Street, downtown buildings will transition sensitively to existing neighborhoods.

As part of a consultant team led by WRT, Sargent Town Planning was selected by the City of Santa Clara to prepare a precise plan to remake the city’s 10-block historic downtown, which was thoughtlessly demolished in the 1960s.

Over the course of two years, the team has engaged with City staff and a Downtown Community Task Force to analyze the existing conditions in and around the former downtown and to envision the patterns and forms by which much of the character and function of the historic downtown might be restored. The vision plan that has emerged - and warmly endorsed by the DCTF, community and City Council - restores the original street grid, defining a pattern of small square blocks and new public gathering spaces, and enabling mixed-use infill development up to 8 stories in height.

Throughout the process, STP’s role has been focused on designing and illustrating building types, frontage types, and building massing strategies that will enable relatively intense infill development, while ensuring that the essential urban scale experienced by shoppers, visitors, employees and residents of the new downtown and adjacent neighborhoods is fundamentally “town-scale” rather than “city-scale.”

With the DCTFs strong support, the City determined that to best implement this ambitious community vision, a form-based code should be prepared, providing objective design standards tied to incentives for developers to make significant contributions to public realm restoration. Sargent Town Planning was asked to produce that code as an additional service and that work is now underway, concurrently with the preparation of the precise plan document.

Client:

City of Santa Clara, CA

Size:

40 Acres

Services:

Conceptual Urban Design, Objective Form-Based Development Standards, Architectural Design Guidelines

Designed:

2020-2021

Status:

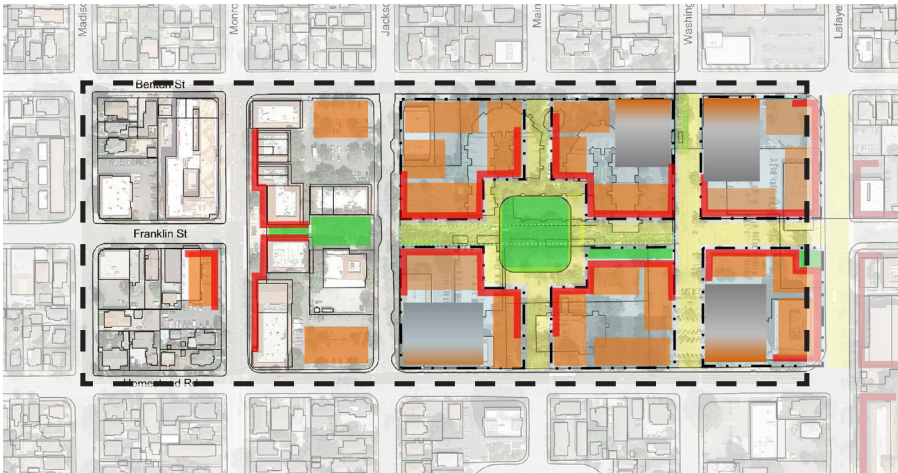
Precise Plan In Progress, Form-Based Code underway Jan 2022



Downtown residential environment



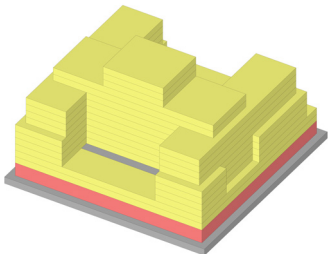
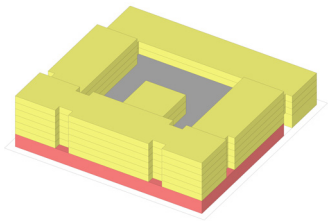
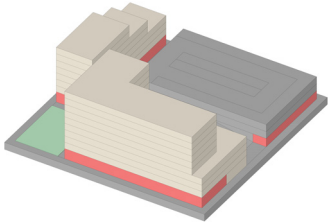
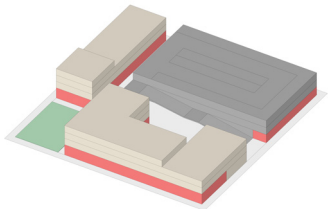
Franklin Street will be restored as the active heart of Downtown Santa Clara.



The Downtown grid will be restored in strategic phases.



Downtown buildings front onto a major thoroughfare across from campus buildings.



Block massing studies informed by market analysis

Pasadena Street Design Guide

Pasadena, CA



Potential Lincoln Avenue Road

Under a grant from the Southern California Association of Governments (SCAG), the City of Pasadena hired the team of Nelson\Nygaard and Sargent Town Planning to prepare form-based street design guidelines as an implementation action for the new mobility plan. The Guidelines are intended to provide clear strategies and a “kit of parts” for bringing the City’s existing street network into line with the general plan vision for streets and places that balance the convenience of drivers with the safety and comfort of pedestrians and bicyclists.

The team reviewed the general plan and related transportation policy documents, conducted interviews with representatives of city departments and business community, and prepared a series of maps and diagrams

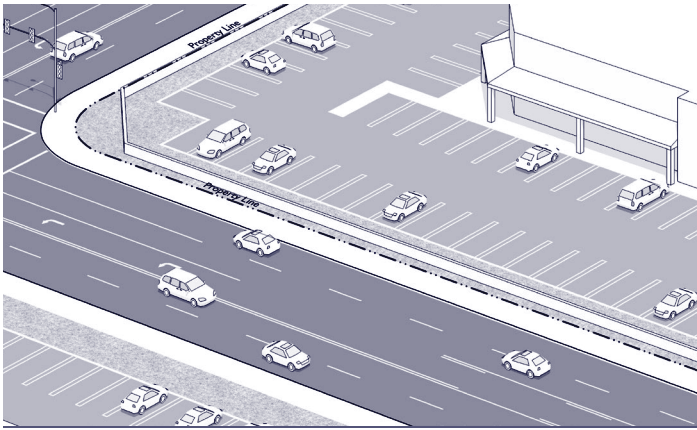
organizing the street network by transportation function and by envisioned urban environment type. STP devised a simplified classification system based on primary ground floor use - residential or commercial - and on design character - urban or suburban.

From that framework, and in collaboration with City staff, the team produced a system of “public frontage assemblies” that balance pedestrian, bicycle and vehicular facilities in various flexible ways. The City is just now embarking on an ambitious zoning code update, and it is anticipated that these public frontages will act as the counterpoint to new private frontage standards and guidelines.

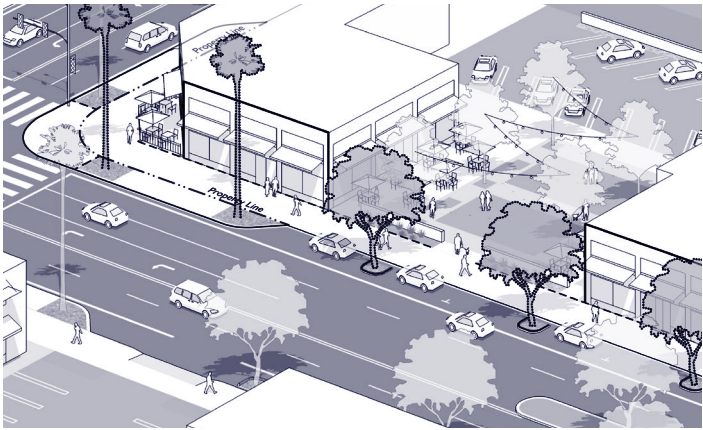
Client: City of Pasadena, CA
Size: 23 Square Mile City
Services: Preparation of Street Design Guidelines
Designed: 2016
Status: Adopted



Existing Lincoln Avenue Road



Existing Conditions - 4 lanes



Existing Conditions - 4 lanes Transformation



ACCESS ZONE	CURB ZONE	WALK ZONE	BUILDING FRONTAGE ZONE
Parking 7.5'	Street Furniture / Trees 6-7'	Sidewalk 7'	1'

Adding Amenities to the Street - Cafe Dining



ACCESS ZONE	CURB ZONE	WALK ZONE	BUILDING FRONTAGE ZONE
Parking / Planters 7.5'	Street Furniture 3'	Sidewalk 7'	1'

Adding Amenities to the Street - Parklet



BUILDING FRONTAGE ZONE	WALK ZONE	AMENITY / CURB ZONE	ACCESS ZONE	VEHICLE ZONE	VEHICLE ZONE	ACCESS ZONE	AMENITY / CURB ZONE	WALK ZONE	BUILDING FRONTAGE ZONE
1'	Sidewalk 6'	Street Furniture / Trees 6'	Parking / Planters 9'	Vehicle Lane 10'	Median / Turn Lane 16'	Vehicle Lane 10'	Parking / Planters 9'	Street Furniture / Trees 6'	1'

Potential Lincoln Avenue Road

Lancaster Boulevard Streetscape Transformation

Lancaster, CA



Lancaster Boulevard Aerial View

While a senior associate with Moule & Polyzoides, David Sargent managed and co-designed this streetscape transformation project for the three-quarter mile segment of Lancaster Boulevard within the historic downtown, including urban design and infill building concepts for adjoining blocks.

Key design criteria for the Boulevard included creating a comfortable pedestrian environment with a distinctive sense of place, moderating the effects of the persistent westerly winds and providing a shady environment for shopping as well as a variety of community activities and special events. The team proposed a series of alternatives, and the City chose the scheme that most aggressively transforms the existing five-lane arterial street by inserting

a “ramblas” down the center of the street; a hardscaped promenade with a double row of trees, occupied by angled parking much of the time and periodically by public markets and other special events.

The \$12,000,000 public investment in transforming the street helped to attract over 10 times that amount in private investment in new development and new businesses within 5 years of street completion in 2010. The project has been recognized with awards from the APA, EPA and International Downtown Association. The City subsequently retained STP to prepare plans for several major corridors, the Metrolink Station area, the Lancaster Auto Center, and a health district organized around the local hospital.

Client: City of Lancaster, CA
Size: 150 Acre District
Services: Streetscape Design,
Conceptual urban design
Designed: 2009
Status: Completed in 2010



The BLVD at night



Ramblas and mid-block crosswalk at completion of construction



The boulevard at night



Lancaster Boulevard as constructed, shown during an Auto Show.



New sidewalk dining



After: "The Bandstand" coffee shop in shallow liner building defines and enlivens the street, forming a dining court for Bex Restaurant behind.



Thursday afternoon Farmer's Market



5. STP Team Qualifications

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*Note: All **underlined** text on this page are hyperlinks linked to the relevant Team Qualifications in this section.*



Project Team

To prepare a visionary and practical plan to guide Watsonville to the middle of the century, Sargent Town Planning, Inc. (STP) has assembled the following uniquely qualified consultant Team. The firms listed on this and the following page were the core of the consultant team that worked collaboratively with the professional staff of the City of Rancho Cucamonga to prepare an award-winning General Plan Update, adopted in December 2021.

Note: All underlined text on this page are hyperlinks linked to the relevant Team Qualifications in this section.



Sargent Town Planning

STP will be the lead contracting consultant for the Watsonville General Plan Update. For over 25 years, the firm has been a leader and innovator in human-scale placemaking, pedestrian-oriented public realm design and form-based objective design standards for mixed-use development since the early 1990s. Our work has been recognized with numerous regional, state, national and international awards for innovative planning, community engagement, downtown design and form-based codes. STP will lead all the urban planning and design work, project management, community engagement, and preparation of all deliverable documents. [Sargent Town Planning Qualifications](#)



Circlepoint

Circlepoint helps clients navigate the ever-changing landscape of public outreach and communications to engage stakeholders and community members and ensure broad public participation. They are also a distinguished environmental consulting firm with two Bay Area offices. Susan Harden of Circlepoint will lead the Team's community outreach program. Ms. Harden has designed and led several very successful community engagement programs for complex and challenging projects with STP over the past 7 years, including an almost entirely virtual engagement process for Rancho Cucamonga's ambitious and successful general plan update during 2020 and 2021. Circlepoint will lead the preparation of the environmental impact analysis for the general plan from their Bay Area offices. We are confident that their work in both of these critical efforts will help ensure clear and consistent messaging and public communication from high level vision to technical detail. [Circlepoint Qualifications](#)



PLACEWORKS

Placeworks

STP and Placeworks have been successfully collaborating on general plans in recent years, and for the Watsonville General Plan Update, they have agreed to play an important supporting role on our team. Mark Teague is the managing Principal PlaceWorks' Sacramento office, bringing over 35 years of public- and private-sectore experience to the STP Team, and will act as the editor-in-chief for the General Plan, and as the "information quarterback" in charge of ensuring that all Team members have the information they need, when then need it, and tightly coordinating all elements and writing some of the more technical ones, such as Hazards/Safety. The firms role is deccribed in more detail in the introductory page of their qualifications in this section of our proposal. [Placeworks Qualifications](#)

FEHR & PEERS Fehr & Peers

Fehr & Peers has been a California and national leader in planning sustainable, multimodal mobility strategies and transportation systems for almost 40 years. Over the past two decades, F&P have been leaders and innovators in the transtion from vehicle level of service (LOS) metrics to vehicle-miles traveled (VMT) and multi-modal metrics focused on moving people, not just vehicles. The firm has collaborated with STP on several general plans and large specific plans over the past decade, in all cases helping STP and our cliients to reimagine public spaces as human-scale urban places that offer equitable modal mobilty and access choices for all. [Fehr & Peers Qualifications](#)



Economic & Planning Systems

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use planning, and government organization. EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services. Through their recent work in Watsonville, EPS is very familiar with local economic forces. They have successfully collaborated with STP on previous assignments, including current work on a plan to restore Santa Clara's historic downtown. [EPS Qualifications](#)



Mead & Hunt

Mead & Hunt has been instrumental in advancing airport land use compatibility planning. They served as consultants to the California Division of Aeronautics in preparing the 1993 and 2002 editions of the California Airport Land Use Planning Handbook and were major contributors to the current 2011 edition. They have provided airport land use compatibility planning services for over half of the state's Airport Land Use Commissions, and have completed more than 130 compatibility plans for California airports, including 22 countywide plans and numerous Airport Land Use Compatibility Plans (ALUCPs) for individual airports throughout the state. The majority of these ALUCPs have been for general aviation facilities similar to Watsonville Municipal Airport, for which they have previously prepared a Draft ALUCP in 2016. Since that time they have continued to provide services to the City of Watsonville, with the objective of incorporating the ALUCP recommendations into an adopted General Plan Update. [Mead & Hunt Qualifications](#)



CSW ST2

CSW/Stuber-Stroeh Engineering Group (CSW | ST2) is a planning and engineering firm of over 35 engineers, surveyors and planners, serving public and private clients throughout California and beyond since 1954. Their team offers creative, cost-effective, and practical design solutions in the transportation, urban infill, recreation, education and public infrastructure sectors. They have supported the development of general plans, transit-oriented plans and designs, specific area plans, and agency master plans for more than 30 years. They specifically focus on transforming main streets into vibrant places with streetscapes that feature complete and green street concepts, and on incorporating resilient and adaptive infrastructure strategies into the planning process. As part of a consultant team led by WRT, CSW | ST22 are currently collaborating with STP in preparing a precise plan to restore Santa Clara's historic downtown that was lost to the redevelopment wrecking ball in the 1960s. [CSW | ST2 Qualifications](#)

Team Organizational Chart

The Team Organization Chart below describes our team structure, and roles of key members of each firm.





Sargent Town Planning

Sargent Town Planning is an urban planning and design consulting firm, specializing in sustainable, pedestrian- and transit-oriented neighborhoods, districts, towns and cities. Founded by David Sargent in Ventura, California in 1995 and re-established in Downtown Los Angeles in 2009, the firm provides a full range of urban planning and design services to public and private clients throughout the United States.

Municipal clients who we have had the honor of assisting in preparing plans for walkable mixed-use places over the past 20 years include the California cities of Watsonville, Santa Clara, Mountain View, Oakland, Hercules, Soledad, King City, Tehachapi, Rancho Cucamonga, Ontario, Fontana, Palm Desert, Indio, Claremont, Orange, Burbank, Beverly Hills, Fresno, Oxnard, Ventura, Paso Robles, Lancaster, and others throughout California and in other states.

Our very specific, relevant project experience includes:

Rancho Cucamonga General Plan: From 2018 to 2021 Sargent Town Planning collaborated with City staff, Circlepoint, Placeworks and others to prepare a new general plan that organizes most growth and change within Centers, Corridors and Districts - envisioned to evolve from auto-dependent suburban environments to walkable mixed-use places - while protecting the character and quality of existing neighborhoods. As part of the General Plan Update, STP prepared clear physical plans for 8 Focus Areas, for two of which the firm has now been retained to prepare more detailed master implementation plan. The Plan was adopted in December of 2021 by unanimous and enthusiastic vote of the City Council, and has been recognized with SCAG's 2022 SCAG Sustainability Award for Efficient & Sustainable Land Use.

Tehachapi General Plan: In 2008, based on a community vision plan led by Mr. Sargent in 2006, the City of Tehachapi retained Mr. Sargent once again - as a senior associate with Moule & Polyzoides at the time - to prepare a new "form-based general plan". During and following his 2-year tenure with that firm, Mr. Sargent and his colleague Tony Perez - now director of form-based coding with Opticos Design - led the community engagement process and produced a new general plan for Tehachapi. The entire plan was and is rooted in the community's vision of its heritage and its future as "a small mountain town."

Indio General Plan & Downtown Specific Plan: Following adoption of a new General Plan for which STP led the urban design work, the City retained the firm to prepare a new Downtown Specific Plan, adopted in 2021. That plan includes a range of public realm activation strategies and designs, both short-term and long-term.

Ontario General Plan: STP is currently a sub-consultant to PlaceWorks, leading vision and design work on active, mixed-use places throughout the City, and then preparing Objective Design & Development Standards.

Human-Scale Placemaking

All of our urban planning and design work integrates human-scale, pedestrian-oriented public space networks and multi-modal transportation systems with civic facilities and private development of all types to form complete, coherent and walkable communities. Our work is based on decades of analysis and understanding of American cities and towns of high and enduring value, and adaptation of timeless and regionally derived design principles to plans, designs and standards for growing, evolving, and recovering communities at all scales and of all types. Every plan we prepare addresses urban planning, urban design, economic development, mobility and infrastructure in a fully integrated fashion. In community after community and plan after plan, we find that what people want most of all is a comfortable, secure home that fits their family's lifestyle, more nice places to go and more ways to get there.

Collaboration and Engagement

We are team players and team leaders, and it is our teams and clients that enable us to successfully complete large and challenging planning assignments. For each new assignment we curate a team of experts and collaborators, carefully tailored the opportunities and challenges of that project, and to the requirements and aspirations of the client and the community. Many teammates are frequent, repeat collaborators, while others are firms and individuals with very specific expertise and relevant project experience, and/or existing ties to and knowledge of the community and the place of that assignment.

Our working method includes periodic intense bursts of creative collaborative work with our consultant team the client's team, preceded by methodical analysis and community engagement, and followed by diligent crafting of designs, documents and richly illustrated in-person and online presentations. Our approach to community engagement is strategic and responsive, meeting people and groups where they are, offering clear and highly graphic presentations of background information and design recommendations to put all planning process participants on an equal footing to grasp the challenges, envision the opportunities, share with us their hopes, concerns and dreams, and provide their well-informed consent and enthusiastic support to the emerging plan.

Creative Problem Solving

Clients tend to select us for complex and challenging assignments, for which there is no formula nor clear precedent. Rather than assuming that "the problem" is obvious, and plodding through a formulaic process to deliver "the usual" plan, we dig deeply into the place as it is, its history and the trajectory by which it became what it is, and query the full spectrum of community members and groups to truly understand what is working, what is not, and what they believe would represent "improvement." We seek out and define the issues and challenges facing each community by immersing ourselves and our team in the place, in its history and by getting to know its people, and then work collaboratively with them to craft a plan aimed squarely at their hopes and their dreams, and rooted in realities of economics, demographics, politics and technology.

Awards

- 2022 SCAG Sustainability Award for Efficient & Sustainable Land Use : **General Plan**, Rancho Cucamonga
- 2020 Driehaus Award : **Etiwanda Heights Neighborhood & Conservation Plan**, Rancho Cucamonga
- 2018 SCAG "Against All Odds" Award : **Downtown Corridors Specific Plan**, San Fernando
- 2017 Driehaus Award : **University Neighborhood Specific Plan**, Palm Desert
- 2016 APA Award : **East Area One Specific Plan**, Santa Paula
- 2015 APA Award : **General Plan**, Coachella
- 2015 APA Award : **North Bayshore Precise Plan**, Mountain View
- International Downtown Assn. 2013 Pinnacle Award : **Lancaster BLVD Transformation**, Lancaster

Work

Types of Places

- Suburban Sprawl Repair
- Downtown Revitalization
- Neighborhood and Town Design
- Mixed-Use Employment Districts
- Transit-Oriented Development
- Suburban Retrofit

Types of Plans

- General Plans & Area Plans
- Master Plans & Vision Plans
- Specific & Precise Plans
- Form-Based Codes & Guidelines
- Public Realm & Complete Streets



David Sargent

Senior Principal-in-Charge

EXPERIENCE

Sargent Town Planning
Los Angeles, CA
Senior Principal, 2009-present

Moule & Polyzoides
Pasadena, CA
Senior Associate, 2007-2009

HDR Town Planning
Ventura & San Francisco, CA
Principal, 2005-2007

Sargent Town Planning
Ventura & Berkeley, CA
Principal, 1995-2005

Rasmussen & Associates, Architects
& Planners
Ventura, CA
Principal/Designer, 1981-1995

CERTIFICATION/AFFILIATION

Licensed Architect, California,
No.15,071

Congress for the New Urbanism,
Charter Member, 1993

EDUCATION

Brown University,
Providence, Rhode Island
B.A., Geology and Theater Design,
1975

Rice University, Houston, TX
Master of Architecture, 1981

SELECTED AWARDS

*2022 SCAG Sustainability Award for
Efficient & Sustainable Land Use:
General Plan, Rancho Cucamonga*

*2020 Driehaus Form-Based Code
Award, Smart Growth America
and Form-Based Codes Institute;
Etiwanda Heights Neighborhood
& Conservation Plan; Rancho
Cucamonga, CA*

*2018 "Against All Odds" Award (SCAG);
Downtown Corridors Specific Plan;
San Fernando, CA*

*2017 Driehaus Form-Based Code
Award, Form-Based Codes Institute;
University Neighborhood Code;
Palm Desert, CA*

David Sargent has practiced architecture and urban planning and design for nearly 40 years, in 1995 founding Sargent Town Planning in Ventura to focus his practice on pedestrian- and transit-oriented neighborhoods, districts, corridors, towns and cities. He has assembled and directed multidisciplinary teams for urban projects throughout the country, ranging in size from urban infill projects to multi-neighborhood master plans and entire towns, and ranging in scale and character from rural hamlets and small towns to major metropolitan districts and corridors.

David's recent and current project experience includes general plans, specific plans, form-based codes and objective design and development standards, design guidelines, and implementation strategies for complete, prosperous, sustainable, equitable, human-scale towns and cities of enduring value.

For each project, he and the team carefully analyze the plan area and context in terms of urban form, environmental and economic setting, transportation and infrastructure systems, existing policies and regulations, and then engage stakeholders, the public, and City professional staff to clarify priorities, goals, concepts and strategies to manage and implement positive, locally calibrated, market-driven change over time. Plans are developed through an interactive, collaborative process of consultation, analysis, workshops, and charrettes, illustrated at each stage with very clear, graphic presentations that enable all participants to provide their well-informed input and consent to the emerging plan.

Selected project experience

General Plan Update & Foothill Corridor Plan (Rancho Cucamonga, CA, 2018-2021)

In 1998 STP collaborated with Torti Gallas + Partners to prepare a vision plan for 4 miles of Historic Route 66 in the center of the City, including the transformation of the old highway to a city center boulevard, and the evolution of large and small shopping centers to mixed-use centers and urban neighborhoods. The work was initiated to provide a clear physical vision for subsequent zoning code updates to generate high quality, transit-oriented mixed use development. In 2019 the City retained STP to lead the update of the land use and community design element of their general plan, to be followed by the preparation of new form-based zones and objective development standards for the City's central corridors, centers, districts and neighborhoods. The General Plan Update was unanimously and enthusiastically adopted by the City Council in December, 2021, and has been recognized by the Southern California Association of Governments (SCAG) with their 2022 Sustainability Award for Efficient & Sustainable Land Use.

General Plan Update & City Center Area Plan (Palm Desert, CA, 2015-2017)

As part of a team led by Matt Burris of Raimi + Associates, and as part of a general plan update, STP led public workshops to define a community vision for a "real city center", focusing on the historic Highway 111 Corridor. STP prepared a 111 Corridor Area Plan as a chapter of the General Plan, along with a City Center form-based development code and public realm master plan to transform old Highway 111 to Boulevard 111, and San Pablo Avenue - a very ordinary 4-lane collector street - into walkable "main streets" for surrounding neighborhoods. The San Pablo Avenue transformation jumped to the top of the City Council's implementation priorities, and they retained STP to further advance that conceptual design. Construction of the first 1/2 mile is complete and adjoining property and business owners are upgrading their buildings, and the second 1/2 mile of street improvements are now under construction.

SELECTED AWARDS

2017 Inland Empire Section and California State APA Award Comprehensive Plan, Small Jurisdiction; General Plan, Palm Desert, CA; with Raimi + Associates

2016 Award for Comprehensive Plan, Small Jurisdiction; Central Coast Section APA Award of Excellence, East Area One Specific Plan, Santa Paula, CA

2015 Award for Comprehensive Plan, Small Jurisdiction; Inland Empire Section APA; General Plan, Coachella, CA; with Raimi + Associates

2015 Outstanding Planning Award for Comprehensive Planning by a Small Jurisdiction; California Central Section APA; Bellevue Community Plan, Merced, CA; with Lisa Wise Consulting

2015 Award for Comprehensive Plan, Small Jurisdiction, California Northern Section APA; North Bayshore Precise Plan, Mountain View, CA; with Raimi + Associates.

2014 Pinnacle Award for Public Space, International Downtown Association; Lancaster Boulevard Transformation; Project Director, Moule & Polyzoides

2009 Charter Award, Congress for the New Urbanism; River North Master Plan, San Antonio, TX; Project Director, Moule & Polyzoides

2008 Driehaus Form-Based Code Award, Form-Based Codes Institute; Midtown Corridors Code, Ventura, CA; Principal-in-Charge, HDR

2001 Gold Nugget Award, Pacific Coast Building Conference; Best Community Town Plan (>100 Acres); RiverPark Specific Plan, Oxnard, CA; with AC Martin and RTKL

SELECTED LECTURES

Fire Safety Strategies in Urban/Wildland Interface Contexts, 2018 AEP Conference, Rancho Mirage, CA

Infill That Fits In, 2015 Congress of Neighborhoods, City of Los Angeles, CA

Density in Historic Districts, National Trust for Historic Preservation Conference, Spokane, WA, October 2012

Green Urbanism, Congress for the New Urbanism, Denver, CO, June 2009.

Form-Based Codes - 202, Congress for the New Urbanism, Philadelphia, PA, May 2007.

Smart Growth and New Urbanism in Practice, California APA Conference, Santa Barbara, CA, October 2003.

General Plan Update, Downtown Specific Plan & 111 Corridor Specific Plan (Indio, CA, 2017-2022)

As part of a team led by Matt Burris of Raimi + Associates, STP led the urban design vision work for a general plan update, including a focused effort on the Highway 111 Corridor and historic downtown in the center of the City. The General Plan was adopted in 2019. In 2018 the City retained STP to prepare a new Downtown Specific Plan and form-based code, adopted in 2020. A central element of the firm's previous work on the Indio General Plan Update was a vision plan and conceptual designs for transforming Highway 111 from a residual highway with strip commercial development and a failing mall to a city center boulevard, lined with significant amounts of housing, a revitalized mall, and mixed-use development within this re-envisioned center of the City. STP is now part of a team preparing a 111 Corridor Specific Plan and form-based code under SB-2 grant funding to help implement diverse housing opportunities that meet the objectives of their RHNA allocation and newly updated Housing Element, and the vision of the new general plan.

General Plan Update & Objective Design Standards (Ontario, CA, 2020-2021)

As a sub-consultant to PlaceWorks, STP has been leading the vision and urban design work on designated "mixed-use areas" and will soon be preparing objective design and development standards (ODDS) to streamline entitlements for conforming projects. Focus areas for this work include the Airport Metro District between I-10 4th Street, abutting Rancho Cucamonga, Downtown Ontario, the Holt Street Corridor and Guasti, and the 11 square mile Ontario Ranch at the southerly end of the City. STP has prepared a series of framework plan alternatives for each major mixed-use area and preferred alternatives have been identified. STP has devised a system of Place Types that are correlated with existing land use designations in areas intended for multi-family housing and mixed-use development. Based on the development intensities and intended scale and character of each Place Type, the firm is currently drafting ODDS that address topics including complete networks of complete streets, block size and connectivity, and building siting, size, scale, character and frontage.

General Plan & Zoning Code Updates (Tehachapi, CA, 2006-2012)

While briefly a member of two other firms, Mr. Sargent led a community-based visioning process and general plan update for this small mountain town in the Tehachapi Valley. The vision plan was based on an intensive community engagement process, through which it became clear that new development disliked by most in the community was in fact compliant with the existing general plan and zoning. Following adoption of the General Plan - perhaps the first California general plan based explicitly on "Place Types", the City retained STP to help update the zoning code by preparing a comprehensive palette of complete street types and a manual for retrofitting existing streets. The firm was also retained to prepare a specific plan for a new neighborhood as envisioned by the general plan.

General Plan Update (Coachella, CA, 2021-2022)

As part of a team led by Matt Burris of Raimi + Associates - and including Fehr & Peers and Mark Teague - Sargent Town Planning led the preparation of land use and circulation alternatives. With a population of just over 40,000, regional growth projections indicated that the City's population might grow to 150,000 by 2035. Accordingly the Plan needed to provide a framework policies and strategies for practical, scalable and sustainable growth as the city expands from 8,000 acres potentially 30,000 acres.

The preferred alternative proved to be a simply plan of "green avenues", following the historic grid of country roads, with vision and policies encouraging growth in the form of complete, walkable neighborhoods and mixed-use centers. The General Plan incorporates many of the principles of New Urbanism, and provides a policy framework that shapes the form and character of the community while allowing a high degree of land use flexibility.



Peter VanderWal

Principal | Project Director

EXPERIENCE

Sargent Town Planning
Los Angeles, CA
Managing Principal, Sr Urban
Designer;
2009-Present

Raimi + Associates
Los Angeles & Berkeley, CA
Contract Design Associate, 2009-
2011

Moule & Polyzoides
Pasadena, CA
Designer, 2005-2009

Metroland Media Group
Toronto, Ontario, Canada
G.I.S. & Market Research Analyst,
2003

EDUCATION

Calvin College, Grand Rapids, MI
Bachelor of Arts, Honors, 2005

University of Waterloo,
Waterloo, Ontario, Canada
Urban Planning Co-Op, 2001-2003

SELECTED AWARDS

2022 SCAG Sustainability Award for
Efficient & Sustainable Land Use;
General Plan, Rancho Cucamonga

2020 Driehaus Form-Based Code
Award, Smart Growth America
and Form-Based Codes Institute;
Etiwanda Heights Neighborhood
& Conservation Plan; Rancho
Cucamonga, CA

2018 "Against All Odds" Award (SCAG);
Downtown Corridors Specific Plan;
San Fernando, CA

2017 Driehaus Form-Based Code
Award, Form-Based Codes Institute;
University Neighborhood Code;
Palm Desert, CA

Peter VanderWal is an urban planner and designer with over 15 years of professional experience in California. He is the managing principal of Sargent Town Planning, directs our design studio, and regularly manages complex urban projects and multi-disciplinary teams. Having led or contributed to dozens of pedestrian- and transit-oriented urban projects across the full spectrum of size, scale and character, Peter brings a wealth of design and creative problem solving capabilities to each of our projects.

Peter's current and recent urban project experience includes vision plans, specific plans, area plans, general plans, development codes, and design guidelines for downtowns, mixed-use districts, walkable neighborhoods, and transit-oriented urban corridors across the country. His corridor plan experience includes 2 to 10-mile corridors in Rancho Cucamonga, Palm Desert, Indio, Beverly Hills, San Fernando, Fontana, Moreno Valley, Merced and Oakland, and downtown and town center plans for Indio, Palm Desert, Fontana, San Fernando, Oxnard, Fremont, Paso Robles, San Juan Capistrano, Soledad and numerous others.

Peter's typical project contributions include leading the development of master plan and public realm design frameworks, street network and public space design, definition of development typologies, directing the preparation of plans and codes, and organizing and directing the work of our collaborators and sub-consultants.

Selected project experience

General Plan Update & Foothill Corridor Plan, Rancho Cucamonga, CA, 2018-2021)

In 1998 STP collaborated with Torti Gallas + Partners to prepare a vision plan for 4 miles of Historic Route 66 in the center of the City, including the transformation of the old highway to a city center boulevard, and the evolution of large and small shopping centers to mixed-use centers and urban neighborhoods. The work was initiated to provide a clear physical vision for subsequent zoning code updates to generate high quality, transit-oriented mixed use development. In 2020 the City retained STP to lead the update of the land use and community design element of their general plan, to be followed by the preparation of new form-based zones and objective development standards for the City's central corridors, centers, districts and neighborhoods. The General Plan Update was unanimously and enthusiastically adopted by the City Council in December, 2021, and has been recognized by the Southern California Association of Governments (SCAG) with their 2022 Sustainability Award for Efficient & Sustainable Land Use.

City Center Corridor Plan (Palm Desert, CA, 2015-2017)

As a sub-consultant to Raimi + Associates and as part of a general plan update, STP led public workshops to define a community vision for a "real city center", focusing on the historic Highway 111 Corridor. STP prepared a 111 Corridor Area Plan as a chapter of the General Plan, along with a City Center form-based development code and public realm master plan to transform old Highway 111 to Boulevard 111, and San Pablo Avenue - a very ordinary 4-lane collector street - into walkable "main streets" for surrounding neighborhoods. The San Pablo Avenue transformation jumped to the top of the City Council's implementation priorities, and they retained STP to further advance that conceptual design. Construction of the first 1/2 mile is complete and adjoining property and business owners are upgrading their buildings, and the second 1/2 mile of street improvements are now under construction.

SELECTED AWARDS

2017 Inland Empire Section and California State APA Award Comprehensive Plan, Small Jurisdiction, General Plan, Palm Desert, CA; with Raimi + Associates

2015 Outstanding Planning Award for Comprehensive Planning by a Small Jurisdiction, California Central Section APA: Bellevue Corridor Plan, Merced, CA; STP with Lisa Wise Consulting, Designer

2014 Pinnacle Award for Public Space, International Downtown Association, Lancaster Boulevard Streetscape Master Plan, Lancaster, CA, Moule & Polyzoides, Designer

2011 Award of Merit, Planning Excellence in Implementation (APA), Lancaster Boulevard Streetscape Master Plan, Lancaster, CA, Moule & Polyzoides, Designer

*2016 Award for Comprehensive Plan, Small Jurisdiction, East Area One Specific Plan, Santa Paula, CA
2015 Award for Comprehensive Plan, Small Jurisdiction; Inland Empire Section APA; General Plan, Coachella, CA; STP with Raimi + Associates, Designer*

2015 Award for Comprehensive Plan, Small Jurisdiction, California Northern Section APA; North Bayshore Precise Plan, Mountain View, CA; STP with Raimi + Associates, Designer

2012 Grassroots Award for Excellence in Public Engagement, Northern California Chapter APA; International Blvd TOD Corridor Plan, Oakland, CA; STP with Raimi + Associates, Designer

2009 Charter Award, Congress for the New Urbanism; River North Master Plan, San Antonio, TX; Moule & Polyzoides, Designer

2011 Outstanding Focus Issue Award (APA); Santa Ana Renaissance Specific Plan, Santa Ana, CA, Moule & Polyzoides, Designer

111 Corridor Plan and Downtown Specific Plan (Indio, CA, 2018-2019)

As part of a team led by Raimi + Associates, STP led the urban design vision work for a general plan update, including a new system of Place Type Designations, and focused planning for the Highway 111 Corridor and historic downtown in the center of the City. The General Plan was adopted in 2019, and the City retained STP to prepare a new Downtown Specific Plan and form-based code, adopted in 2020. A central element of the firm's previous work on the Indio General Plan Update was a vision plan and conceptual designs for transforming Highway 111 from a residual highway with strip commercial development and a failing mall to important avenues including significant amounts of housing, revitalized mall, and mixed-use development within the re-envisioned center of the City. STP is now part of a team preparing a 111 Corridor Specific Plan and form-based code under SB-2 grant funding to help implement diverse housing opportunities that meet the objectives of their RHNA allocation and newly updated Housing Element, and the vision of the new general plan.

General Plan Update & Objective Design Standards (Ontario, CA, 2020-2021)

The City of Ontario retained a team led by PlaceWorks with STP leading urban design for major growth areas and mixed-use areas, and to then prepare objective development standards for those areas. The primary focus areas are the historic downtown, the Holt Avenue (Historic Highway 99) corridor, and the I-10 freeway corridor adjacent to Ontario International Airport.

General Plan Update / Downtown Area Plan (Fontana, CA, 2016-2017)

As a sub-consultant to Stantec, as part of a general plan update, STP led public workshops to define a community vision for new "Walkable Mixed-Use" place-type designations, and prepared a Downtown Area Plan as a chapter of the new General Plan. That 4 square mile Area Plan included the historic Route 66 Corridor, the historic downtown on the Sierra Avenue corridor, and the Metrolink Station area.

North Tustin Street Specific Plan (Orange, CA, 2021-2022)

With SB-2 grant funding, the City of Orange retained a team led STP to prepare a specific plan and form-based code for a 2-mile segment of historic SR 34 in the center of the City. Tustin Street is a historic 6-lane highway, lined with strip shopping centers, two car dealerships, and the Village at Orange shopping mall that has recently lost its original anchor tenants, J.C. Penney and Sears. The plan is intended to define a vision and form-based objective development standards for the rebirth of the mall as a mixed-use center with significant amounts of housing, and standards for the evolution of the surrounding streets and other properties along the corridor when and if the economy dictates land use changes to preserve and enhance property values.

Village South Specific Plan (Claremont, CA, 2018-present)

From a large field of proposers the City of Claremont selected a team led by STP, under a TOD planning grant from Metro, to prepare a plan for an 18-acre expansion of the historic Claremont Village south of the railroad tracks. Plan elements include a community-based vision plan and form-based development code, and Objective Design and Development Standards to predictably implement diverse new housing types in a walkable, mixed-use, transit-oriented setting. The Planning Commission unanimously and enthusiastically recommended plan adoption on June 1 and Council action is anticipated in the next few weeks.

Form-Based Street Design Guidelines (Pasadena, CA, 2014-2015)

With Nelson\Nygaard worked with city staff to prepare comprehensive guidelines for a multi-modal street network to preserve neighborhood character and support mixed-use intensification along primary urban corridors.



Juan Gomez-Novy

Senior Associate | Project Manager

Juan Gomez-Novy has 25 years of experience in architecture and urban planning, having successfully managed large multi-disciplinary teams for a wide variety of projects including downtown and corridor revitalization, transit-oriented development, urban infill, and greenfield neighborhoods.

Juan's has managed complex urban planning projects that Sargent Town Planning has led or collaborated in preparing over the past decade, including an award winning general plan update for the City of Coachella, a 1600-acre corridor plan for Merced, a City Center Precise Plan for Fremont, transit-oriented specific plan for downtown San Fernando, and a multi-modal station area master plan and Transit Oriented Development (TOD) Zoning for the neighborhoods surrounding Downtown Lancaster.

Just prior to joining STP in 2012, Juan led the Fulton Corridor Specific Plan and Downtown Neighborhoods Community Plan, two interlinked plans encompassing over 7,000 acres to guide the revitalization of Fresno's Downtown and its surrounding pre-World War II neighborhoods. Juan also managed the Uptown/Town Center Specific Plan for the regeneration of 1,100 acres in Paso Robles, and the Ventura Harbor Specific Plan, a 340-acre harbor regeneration plan in Ventura, California. In each of these three projects Mr. Sargent structured the scope of work, assembled the team and directed the initial phases of the projects in collaboration with Juan, who carried them to completion when Mr. Sargent reestablished his own firm in 2009.

Selected Project Experience

General Plan Update & Objective Design Standards (Ontario, CA, 2020-2022)

Juan is leading STP's work - as a sub-consultant to PlaceWorks - in preparing Objective Design and Development Standards for mixed-use place types for the City of Ontario. STP has collaborated with PlaceWorks and City staff to define a series of mixed-use place types that are correlated with existing land use designations, to link clear physical pattern, form and character criteria with land use types and intensities in areas that are intended to deliver human-scale, pedestrian-oriented, transit-ready places. To systematically implement the vision for a high-quality, connective, human-scale public realm, STP is now drafting ODDS that address the topics of street network, block structure, property frontage, and building scale and character.

General Plan Update (Coachella, CA, 2012-2014)

As part of a team led by Matt Burris of Raimi + Associates, and including Fehr & Peers and Mark Teague, Sargent Town Planning led the vision and urban design work to define a preferred alternative land use and circulation plan for this small desert town. With a population of just over 40,000, regional growth projections anticipated that the City's population would grow to 150,000 by 2035. Accordingly, Coachella needed a plan that provided for orderly, scalable and sustainable growth. And with an existing urbanized area of approximately 8,000 acres and a municipal planning area of almost 30,000 acres, an fiscally sound strategy for infrastructure expansion was critically important. STP defined an structure of urban corridors as the armature for new walkable neighborhoods and mixed-use centers, with policies intended to focus new development in orderly, well-connected phases. The Plan was recognized by the American Planning Association, Inland Empire Section with its 2015 Comprehensive Plan Small Jurisdiction Award.

EXPERIENCE

Sargent Town Planning
Los Angeles, CA
Senior Associate, 2012-2017,
2022-present

JGN Consulting
Pasadena, CA
Principal, 2017-2022

Moule & Polyzoides
Pasadena, CA
Senior Associate, 1997-2012

CERTIFICATION/AFFILIATION

LEED AP
Congress for the New Urbanism

EDUCATION

University of California Los Angeles
Los Angeles, CA
Master of Architecture and Urban
Design, 1997

University of California
Berkeley, CA
Bachelor of Arts, History, 1993

SELECTED LECTURES

New Tools in the Shed: Form-Based
Codes and Community Character
2012 California Preservation Foundation
Conference
Oakland, CA, May 5, 2012

No More Ugly Buildings! Pasadena's New
Context Sensitive Design Guidelines.
2010 APA California State Conference.
Carlsbad, CA. November, 3, 2010

Form-Based Codes: Alternative
Typologies and Techniques. CNU XVI
Austin. Austin, Texas. April 3, 2008.

SELECTED ARTICLES

With Stefanos Polyzoides. A Tale of
Two Cities: The Failed Urban Renewal
of Downtown Tucson in the Twentieth
Century. Journal of the Southwest,
Volume 45, Numbers 1 and 2, Spring/
Summer 2003

General Plan Update & City Center Area Plan (Palm Desert, 2014-2016)

Through a previous strategic plan process, the City had identified a “real city center” for this sprawling suburban desert community as their top priority, and STP led the general plan update team’s work on a vision, a plan and a code to realize that goal. Juan managed STP’s work, including a series of City Center public workshops, and regular meetings with City staff and a steering committee of elected and appointed officials. The plan was prepared and refined in a series of intense, collaborative working sessions with Matt Burris of Raimi + Associates and Fehr & Peers, to define feasible strategies for transforming old Highway 111 to “Boulevard 111”, converting “a rip to a zipper” in the urban fabric of central Palm Desert. The Plan included an ambitious design for a comparable transformation of San Pablo Avenue from a wide minor arterial to a main street, linking the El Paseo shopping district to the Civic Center to the north. The construction of those improvements is now mostly complete and very well-received by the community. The California Chapter of the American Planning Association recognized the General Plan Update - of which the City Center Plan was a key chapter - with its 2017 Award of Merit, Comprehensive Plan, Small Jurisdiction.

Station Area Master Plan & T.O.D. Zoning (Lancaster, CA, 2012-2015)

Under a grant from Los Angeles County Metro, the City of Lancaster retained STP to prepare a Metrolink Station Area Plan, including a new master plan for multi-modal access to the station and for transit-oriented development within a largely undeveloped surrounding 100-acre area. STP led a robust community engagement process, reaching out to adjacent disadvantaged communities, with the generous assistance of a local church and community non-profits. Key objectives were to better connect the station and station area to downtown Lancaster, just to the west of and across the tracks from the station, and to provide new services, affordable housing and multi-modal station access for adjacent neighborhoods. Station access was complicated by the planned construction of the California High Speed Rail line between the station and downtown. STP devised several alternative schemes for ensuring multi-modal connectivity and the plan was accepted in 2013. Also in 2013, through a competitive RFP process, the City selected STP to prepare form-based zoning for transit-oriented development (T.O.D.) for the station area the historic neighborhoods to the west of the station area and south of downtown Lancaster. That work was funded by a grant from the Southern California Association of Governments (SCAG). The team worked closely and collaboratively with City staff to integrate the new form-based zoning into the City’s municipal code. The zoning was adopted and City staff has subsequently used those zones as the template for additional form-based zones for walkable neighborhoods and mixed-use centers.

Downtown Corridors T.O.D. Specific Plan (San Fernando, 2014-2018)

Under a T.O.D. planning grant from Los Angeles County Metro, the City of San Fernando retained a team led by Sargent Town Planning to prepare a comprehensive update to their 1992 Downtown Corridors Specific Plan. As STP’s project manager, Juan collaborated with Mr. Sargent in leading a comprehensive program of analysis, public engagement, and collaboration with a community advisory committee and City staff to define a vision for new housing and mixed-use infill development within the Sylmar/San Fernando Metrolink station area. The plan also took into account a planned light rail line connecting across the San Fernando Valley to the Van Nuys Metrolink Station on the Ventura County line - the San Fernando Station is on the Antelope Valley line. Significant community concern regarding new multi-family housing was at odds with the community advisory committee direction, and STP worked closely with City staff to extend the project schedule and outreach process to reach consensus on a plan that had full community support. The Southern California Association of Governments (SCAG) recognized the joint City/STP efforts with their 2018 Against All Odds Award.



Andrew Krizman

Senior Associate | Urban Planning & Design / Project Manager

Andrew joined Sargent Town Planning in 2019 as a senior associate for urban planning and design. He leads our design team through planning research and analysis to conceptual urban and architectural design, working with the principals to direct the preparation of initial concepts and diagrams, plan alternatives, public space and building typologies, presentations and plan documents of all types.

Since his graduation from architecture school, Andrew has practiced as an independent urban design and planning consultant prior to joining Sargent Town Planning. As a senior designer on large multi-disciplinary teams, he collaborated across disciplines to plan sustainable urban places. He reinforces his practice with rigorous research, and completed a Master of Science in Sustainable Urban Development at Oxford University in September of 2019 as he was joining the firm.

Andrew has balanced his international best practice knowledge with solutions that emerge from the local context in order to meet the needs of public, private, and non-profit clients across four continents. His project experience ranges in scale from medieval building renovation to master plans for neighborhoods, towns, and major American and international metropolitan districts.

EXPERIENCE

Sargent Town Planning
Los Angeles, CA
Senior Urban Designer
2019-present

Andrew J. Krizman II
Urban Design & Planning
Brooklyn, NY / Washington, D.C.
2013-2019

Thadani Architects + Urbanists
Washington, D.C.
Urban and Architectural Designer
2014-2018

CERTIFICATION/AFFILIATION

Congress for the New Urbanism

EDUCATION

University of Oxford
Oxford, England
Master of Science in Sustainable
Urban Development, 2019

University of Notre Dame
South Bend, Indiana
Bachelor of Architecture, 2013

Honors Major in Music, 2013
Notre Dame Rome Studies Program
Rome, Italy
2010-2011

SELECTED AWARDS

*Chairman's Special Award, Congress
for the New Urbanism, 2019, for
Seaside Lyceum in Florida, with
TA+U* and DPZ*

*Honorable Mention, INTBAU and
Driehaus Competition, 2019, Olite,
Spain Plan, with Fairfax & Sammons*

*Charter Award, Congress for the
New Urbanism, 2017, Land Use
Framework Plan for Westside
Atlanta, with TA+U**

Selected Project Experience

Focus Area Planning (Rancho Cucamonga, CA, 2019)

Andrew has been working with City staff and a master developer to refine the design of new transit-oriented development on a former golf course site adjacent to the City's Metrolink Station. He is also leading the firm's work in preparing and illustrating Focus Area Plans for 7 additional primary mixed-use centers in which significant land use change and infill development are anticipated.

Highway 111 Corridor Specific Plan, (Indio, CA)

As a senior associate with STP, Michael has been responsible for the conceptual design of neighborhood streets and public spaces, and the conceptual design of a variety of building types, from large mixed-use buildings to townhouses.

Downtown Precise Plan and Form-Based Code (Santa Clara, CA, 2019-2022)

Andrew has been STP's lead designer in the vision planning and conceptual urban design work for the rebuilding of Santa Clara's historic downtown, which was tragically demolished in a fit of redevelopment zeal in the 1970s. He has been responsible for the conceptual design of downtown streets and public spaces, and the conceptual design of mixed-use buildings, hotels, and housing of various types. He is now leading the firm's work in preparing selected chapters of the Precise Plan and the Form-Based Code.

Downtown Specific Plan (Indio, CA, 2019)

As a senior designer with STP, Andrew has been responsible for the conceptual design of downtown streets and public spaces, and the conceptual design of mixed-use buildings, hotels, and new passenger rail station.

SELECTED AWARDS

Exhibition Selection in Bristol, UK, International Making Cities Liveable Council, 2015, Master Plan for Bahia Muyuyo, Ecuador, with Joanna Alimanestianu

*Excellence in Planning award, International Society of City and Regional Planners, 2015, Luhe, Nanjing Master Plan, with TA+U**

*Charter Merit Award, Congress for the New Urbanism, 2015, Luhe, Nanjing Master Plan, with TA+U**

International Congress panel selection, ExpoPlaza Ecuador, 2014, regarding growth issues facing Guayaquil

* Thadani Architects + Urbanists, Washington, D.C.

Village South Specific Plan (Claremont, CA, 2019)

Andrew was instrumental in refining urban and architectural design concepts for this 20-acre TOD adjacent to Claremont Village and its Metrolink Station and planned Gold Line Station.

Channel Islands Harbor Visioning (Oxnard, CA, 2020-2021)

Andrew has been the project manager and lead designer for the firm's work for the County of Ventura, working with a citizen's committee and the City of Oxnard to envision this small recreational harbor. For many years the Harbor has been losing businesses and declining in its ability to draw visitors and customers, and the nearly completed Vision document is based on a circulation framework and infill development types endorsed by the community through extensive virtual engagement and online surveys and workshop. STP is preparing to further develop designs and cost estimates for streetscape and waterfront promenade improvements to enable the City of Oxnard and County of Ventura to plan and budget for initial phases of implementation.

Maulhardt Neighborhood Plan (Oxnard, CA, 2020-2021)

Andrew is the project manager and lead designer for this new neighborhood in the last remaining large undeveloped site within the City's Northeast Specific Plan area. Based on a successful virtual community workshop and in collaboration with City staff, the firm has drafted a "sub-neighborhood master plan" as an amendment to the original 1995 Specific Plan. The community design principles upon which the Specific Plan is based - and the required findings for amendments to that Plan - were written by Mr. Sargent under a consulting services contract with the City in 1995.

Health and Wellness District Master Plan (Lancaster, CA, 2019)

As a senior designer with STP, Andrew has been preparing 3-D massing models of public spaces and mixed-use buildings for this mixed-use, health-centered district centered on a new Antelope Valley Hospital.

Westside Land Use Framework Plan (Atlanta, GA, 2014-2017)*

As part of a large team led by TA+U, prepared a master plan for revitalization of a 1,730-acre area of historic neighborhoods and vacant land adjacent to Downtown Atlanta, including an inclusive community engagement process that included more than 1,000 citizens and stakeholders.

Urban and Architectural Design (Seaside, FL, 2015-2019)*

As part of the TA+U* team, prepared urban designs for civic space and infrastructure; architectural designs for civic, commercial, and academic buildings; and master plans for successional growth.

Eastside Neighborhood Master Plan (Savannah, GA, 2018)*

As part of the TA+U/CNU Legacy Charrette team, working pro bono for the City of Savannah, conducted a four-day public participatory planning workshop and prepared a neighborhood revitalization plan with infrastructure recommendations and target area proposals.

* Experience while with another firm.



John M. Baucke

Consulting Senior Planner

John M. Baucke serves as a senior adjunct STP staff member for selected project assignments, bringing to our teams broad, deep experience in development economics and feasibility, coordination and phasing of infrastructure systems with new development, coordination and management of technical sub-consultants' work, and integration of environmental analysis with planning and design strategies.

John has over four decades of public and private sector experience in land use entitlements, real estate development, and land use and environmental planning, with a particular emphasis on master planned developments, entitlements, rural and greenfield development, community planning and real estate development implementation.

He is known for his leadership and management expertise of large multidisciplinary teams comprising of land use designers and a wide array of technical experts. His background and expertise of architecture and site design, regulatory and environmental requirements, and fiscal and financial feasibility analysis is invaluable in navigating the complexities of planning and development in California today.

John is known as a leader of cutting edge planning implementation strategies, and was an early promoter of agriculture cluster development in California. He was one of the first to engage the use of a form-based code to implement a large scale master development in California - the Hercules Waterfront District Master Plan - in collaboration with Sargent Town Planning.

In the public sector as Development Services Director, Assistant Redevelopment Director, and Building Official of the coastal city of Seal Beach, CA, he oversaw the cleanup, restoration and re-entitlement of brownfield infill sites, led the revitalization of the city's downtown, including the reconstruction of the Seal Beach Pier and restaurant. For the City of Orange, John led the preservation, public improvements and revitalization of the Old Towne area, which includes the National Register Plaza Historic District.

Selected Project Experience

Etiwanda Heights Neighborhood & Conservation Plan (Rancho Cucamonga, 2017-2020)

As the Technical Project Manager for a large Sargent Town Planning team, John worked closely with Mr. Sargent to coordinate the work of civil engineering, geologic, hydrologic, transportation, environmental, economic and other subconsultants for this award-winning, 4,400-acre specific plan. The City's intent for the plan was to enable development of new, walkable neighborhoods and mixed-use neighborhood center within 800 acres of a larger San Bernardino County excess property - previously needed for flood control purposes - while conserving 3,600 acres of publicly and privately owned natural and rural foothill open space adjacent to the San Bernardino National Forest to the north. John coordinated detailed development feasibility analysis conducted by specialty sub-consultants, directed an extensive habitat assessment and mitigation strategy, and led the preparation of a robust Transfer of Development Rights program to enable developers within the "neighborhood priority area" to acquire additional density from owners of property in the "conservation priority area." After a long and difficult public engagement process, the City Council unanimously adopted the Plan. The plan received a letter of support from the LA-based Endangered Habitats League. John remains under contract to the City for ongoing implementation support. The plan was recognized by the Form-Based Codes Institute with their 2020 Driehaus Award for excellence in form-based coding.

EXPERIENCE

Sargent Town Planning
Consulting Senior Planner, 2012-present

New Urban Realty Advisors, Inc.
Santa Barbara, CA
President & CEO, 2007-Present

Rural By Design Santa Barbara, CA
Principal, 2007-Present

The Bixby Company LLC The Bixby
Ranch Company
Santa Barbara & Seal Beach, CA
Vice-President

City of Seal Beach
Development Services Department
Seal Beach, CA
Director of Development Services,
Deputy Redevelopment Director, &
Chief Building Official

City of Seal Beach
Public Works Department
Seal Beach, CA Principal Planner

City of Orange
Community Development Department
Orange, CA Planner

City of Pismo Beach Planning
Department Pismo Beach, CA Coastal
Planning Aide

EDUCATION

Graduate Studies in Business
Administration/Real Estate Finance &
Real Estate Law
California State University, Long Beach

B.S. in City & Regional Planning School
of Architecture & Environmental Design
California Polytechnic State University,
San Luis Obispo

Certificate Program in Investment Real
Estate
University of California, Irvine

Hercules Waterfront District (Hercules, CA, 1997-2007)

As the Project Director and owner/master developer representative, John led the redevelopment of this 167-acre industrial brownfield (former Dynamite Plant) and degraded wetland located along San Pablo Bay into a new urban district. He formed a multi-disciplinary consulting team of fifteen firms and managed the day-to-day activities in the development and adoption of a Master Plan and form-based code, prepared by Sargent Town Planning. John secured a Prospective Purchaser Agreement with the Department of Toxic Substances Control for the clean-up of the site, and numerous entitlements. He then oversaw the subsequent clean-up, construction and development. When complete, the Hercules Waterfront District will become the largest New Urbanist mixed-use traditional neighborhood development in California, with over 1,687 residential units and 289,500 sf of commercial development (retail, office, and flex-use) in a live-work and mixed-use configuration served by a train station and future ferry terminal.

Downtown Addition (City of King, CA, 2008-2022)

As the Project Director and representative of the owner/master developer - in collaboration with David Sargent and Sargent Town Planning - John led the efforts for the Downtown Addition Project - a large-scale, long-term, mixed-use planned development located on 110 acres located east of and adjacent to the historic downtown area of the City of King, California. The Downtown Addition is a new mixed-use, pedestrian-friendly, transit-oriented urban neighborhood founded on the principles of "Smart Growth" and "New Urbanism". It has been designed to be a truly memorable and livable place where housing, recreation, a neighborhood retail center, and employment opportunities all are integrated into one cohesive whole. Project components include the following: development of up to 650 dwelling units in various configurations of attached and detached forms; up to 190,600 sf of commercial space; approximately 24 acres of open space and parks; and associated public improvements and infrastructure. By an unanimous vote the City Council approved a Vested Tentative Map and an Amendment to the Specific Plan. To facilitate implementation of the project he negotiated a 35 year Development Agreement which was adopted in August 2014.

Eagle Ranch (Atascadero, CA 2010-2020) *

Mr. Baucke served as a real estate development and entitlement advisor to Eagle Ranch, LLC (a Smith-Hobson entity). Eagle Ranch is a 3,457-acre proposed low density, environmentally sensitive agricultural cluster development that reflects and builds upon the unique rural landscape of Atascadero, CA. Project components include 587 residential units (494 single family lots, 93 multi-family units, 79 of which are senior housing units); 42.4 acre 100-room resort hotel, Village Center, 15,000 square feet of retail space in the Village Center (1.8 acres), 15.2 acres of highway commercial space, 10.7 acre public park, 1.5 acre equestrian staging area, 16.2 miles of trails and 2,510 acres of open space.

Cojo-Jalama Ranch (Santa Barbara County, CA) *

The 24,500 acre ranch, which includes eight miles of coastline surrounding Point Conception, CA, is one of the largest, contiguous coastal zone properties under single ownership in California. Over the years as the landowner's representative, He led a number of entitlement efforts and oversaw numerous proposals and activities for the property, including the landmark Bixby Ranch Specific Plan Project in which he managed a large wide-ranging multidisciplinary team of designers, engineers and environmental experts. The Bixby Ranch Specific Plan took into account a complex mix of environmental, regulatory, economic, and cultural resource issues and included: a 23,000-acre agricultural and habitat conservation district; 490 residences; a 250-room lodge; two Scottish link-style golf courses; a village center; a 20-acre expansion to an existing public beach park; coastal trail; and, an equestrian center. This entitlement effort was terminated by the purchase of a significant portion of the development rights by the U.S. Department of Defense.

** Experience not involving Sargent Town Planning.*



Michael Mabaquiao

Senior Associate | Urban Planning & Design

EXPERIENCE

Sargent Town Planning
Los Angeles, CA
Senior Associate, 2021 - present
2019-present

DPZ CoDesign
Miami, FL
Senior Designer, 2017-2021

Torti Gallas + Partners
Washington, DC
Architectural & Urban Designer
2013-2017

Duany Plater-Zyberk Town Planning
Miami, FL
Designer, 2007-2009

CERTIFICATION/AFFILIATION

Congress for the New Urbanism

EDUCATION

University of Notre Dame
Master of Classical Architecture &
Urban Design, 2013

Andrews University
Masters of Architecture, 2007

Andrews University
Bachelor of Architecture, 2006

SELECTED AWARDS

Special Academic Charter Award,
Congress for the New Urbanism,
2014, After Burnham: The Notre
Dame Plan of Chicago 2109, with
Philip Bess and the University of
Notre Dame

*Dean's Award for Architecture and
Urban Design*, 2013, for the Master
Plan for Bahia Muyuyo, Ecuador
University of Notre Dame

Michael is a dedicated architectural and urban designer with over 10 years of experience in traditional community design and urban development encompassing mixed-use, commercial, institutional, residential, and leisure development projects for the private sector. Public sector work includes numerous strategic master plans and form-based codes. Michael has participated in over twenty design charrettes and workshops across the U.S., as well as South and Central America, the Middle East and Asia. A seasoned building designer for residential and mixed-use developments, Michael has worked on numerous multi-family building projects completed throughout the Northeast.

Michael balances his knowledge of timeless best urban practices with solutions that emerge from the local cultures and regions in order to meet the needs of public, private, and non-profit clients around the world. His project experience ranges in scale from designing tiny houses on wheels to regional planning for major cities in the U.S. and abroad.

His responsibilities include conceptual urban and architectural design, design direction of urban projects, planning research, project management, and master plan document supervision and writing.

Selected project experience

Rancho Cucamonga General Plan, (Rancho Cucamonga, CA)

As a senior associate with STP, Michael has been preparing 3-D massing models of public spaces and mixed-use buildings in a reimagining of an existing strip shopping area, serving as a case study for the partial redevelopment of any strip center.

Ontario General Plan, (Ontario, CA)

As a senior associate with STP, Michael has been designing a framework plan for the southern underdeveloped areas known as Ontario Ranch and organizing a Placetype Matrix that will form the foundation of the city's O.D.D.S. effort.

Highway 111 Corridor Specific Plan, (Indio, CA)

As a senior associate with STP, Michael has been responsible for the conceptual design of neighborhood streets and public spaces, and the conceptual design of a variety of building types, from large mixed-use buildings to townhouses.

North Tustin Street Specific Plan, (Orange, CA)

As a senior associate with STP, Michael has been visualizing and refining urban and architectural design concepts along a nearly two mile stretch of North Tustin Street.

SELECTED AWARDS

Academic Charter Award, Congress for the New Urbanism, 2007, for the Master Plan of Saucier, MI, with Andrew Von Maur and Andrews University

*Award of Excellence, 2005
AIA Southwest Michigan Chapter*

Special Academic Charter Award, Congress for the New Urbanism, 2014, After Burnham: The Notre Dame Plan of Chicago 2109, with Philip Bess and the University of Notre Dame

Dean's Award for Architecture and Urban Design, 2013, for the Master Plan for Bahia Muyuyo, Ecuador, University of Notre Dame

Academic Charter Award, Congress for the New Urbanism, 2007, for the Master Plan of Saucier, MI, with Andrew Von Maur and Andrews University

New Neighborhood in Sweetwater, Master Plan, (Sweetwater, FL, 2021)*

As a senior designer on the DPZ CoDesign team, worked on the conceptual design of a half a square mile new community that included a new mixed-use town center, regional medical campus, and hundreds of affordable and senior residential units.

Lakeport Beach, (Lakeport, ON, Canada, 2020-2021)*

As a senior designer on the DPZ CoDesign team, prepared a master plan for a mixed-use beach front resort town and commuter community within the greater Toronto region.

The Land, (Tulsa, Oklahoma, 2020-2021)*

As a senior designer on the DPZ CoDesign team, evolved the existing master plan for a mixed-use community envisioned by a religious community group.

Whale Watch Village, (Depoe Bay, OR, 2020-2021)*

As a senior designer on the DPZ CoDesign team, prepared the master plan for an extension neighborhood that includes a mixed-use town center, work-force and affordable housing, as well as high-end hillside residential.

Distrito Sierra Madre, (San Pedro Garza Garcia, Monterrey, Mexico, 2020-2021)*

As a senior designer on the DPZ CoDesign team, master planned a multiple neighborhood district at the foothills of the Sierra Madre Mountains. This complex project envisioned a medium-density city with multiple activity nodes surrounded by several mixed-income communities, including schools and public safety services.

Hillsborough, (Metro Manila, Philippines, 2020-2021)*

As a senior designer on the DPZ CoDesign team, helped design a mixed-use neighborhood to serve as a commuter town within the greater Manila region.

Solen-Lorenzo, (Metro Manila, Philippines, 2020-2021)*

As a senior designer on the DPZ CoDesign team, prepared the master plan of two neighboring mixed-use communities south of Manila--one primarily consisting of small-scale residential, the other with a high-density mix of office high rises, mid-rise apartment buildings, as well as a main street pedestrian mall.

Wadi Hanifa Form-Based Code, (Riyadh, Saudi Arabia, 2020)*

As a senior designer on the DPZ CoDesign team, worked on the code that will guide the development of hundreds of square kilometers along the drainage basin running throughout the area surrounding the capital city.

Transit Oriented Development, (Riyadh, Saudi Arabia, 2019-2020)*

As part of a large team of international designers that included DPZ CoDesign, worked on part of a new master plan reimagining Riyadh as an international destination city as well as a proud nation's capital.

** Experience while with another firm.*



Elisabet Ollé Amat

Senior Associate | Urban Planning & Design

EXPERIENCE

Sargent Town Planning
Los Angeles, CA
Senior Associate, 2021 - present

Grimshaw Architects
Los Angeles, CA
Senior Urban Designer, 2019-2021

Skidmore, Owings & Merrill
Los Angeles, Chicago
Architectural & Urban Designer
2016-2019

Skidmore, Owings & Merrill
London, UK
Architect & Urban Designer
2013-2015

Roman Halat Architects
London
Architect & Urban Designer
2012-2013

CERTIFICATION/AFFILIATION

Accredited American Institute of
Certified Planners 2020
32879

Licensed Architect : Spain
55507-1

Licensed Architect : United Kingdom
079512G

EDUCATION

University of California Los Angeles
Master of Architecture & Urban
Design, 2015-16

Architecture School La Salle,
Universitat Ramon Llull
Bachelors and Master of
Architecture 2002-2009

SELECTED AWARDS

2018 APA Technology Division
Smart City Award.

UCLA Fellowship for Architecture
and Urban Design Program,

SELECTED LECTURES

Urbanism Lecture at Sci - Arc, Los
Angeles
Lead an Urban Design Workshop,
Univesrity of Monterey Tech, San
Luis Potosi
Urbanism and Data Lecture at
Universty of Southern California,
Los Angeles

Elisabet joined Sargent Town Planning in 2021 as an urban designer, planner, and architect with over 10 years of experience. As an Architect and Urban Designer, she has worked in multiple scales designing buildings and master plans for neighborhoods, districts, and cities. Over her professional career, she has worked in several regions such as the US, Europe, the Middle East, and Asia.

In the last few years, she has worked in Transit Oriented Developments, Train Station, and Regenerative Masterplans for Los Angeles, West Hollywood, Compton, Sacramento, San Jose, Las Vegas, Rancho Cucamonga, Tempe and Chicago. She helped the cities and clients understand their assets and challenges while helping connect and empower the community to create a better plan for their neighborhood and City.

In her previous experience, she worked in the Regen Cities initiative, where she helped identify, target, and develop projects that can make communities more equitable and liveable. Inside this initiative, she developed a new urban analysis methodology called 'Health topography' it's an urban MRI that uses all city data to help identify the areas of prosperity and decay within the City, to later help urban planners and designers to identify a catalytic project within the City. This Methodology won the '2018 APA Technology Division Smart City Award'.

Elisabet earned her Master's of Architecture and Urban Design with a project focusing on the future of Sustainable Los Angeles County, called UCLA Grand Challenges.

As a Senior Associate brings her design and critical analysis view to the team, her assignments expand from urban design with a primary intention of adding depth and nuance to the design work and helping on the storytelling of projects.

Selected project experience

Highway 111 Corridor Specific Plan, (Indio, CA)

As a senior associate with STP, Elisabet has been focusing on the storytelling and conceptual design of the documentation and reports for the Specific Plan that will be submitted and approved by the city.

Ontario Place types (Ontario, CA)

As a senior associate with STP, Elisabet is helping define and design the 'Place Types' in the City of Ontario, which is areas under categorized Mixed-Use.

North Extension Crenshaw Line - Rail Integration (WeHo, CA)*

As a senior designer at Grimshaw, she worked with the City to help integrate North Extension of Crenshaw Line by studying where will be the best place to locate the Station portals, benefit the City, and protect the City's current business during the construction process.

Las Vegas HSR Station Masterplan, (Las Vegas, NV)*

As a senior designer, she worked helping the client design a development that will introduce new elements such as a linear park that will help increment the value of the land while still keeping the Train Station as the focal point for the Masterplan.

* Experience while with another firm.



Javier Ballesteros Márquez

Associate | Urban Planning & Design

EXPERIENCE

Sargent Town Planning
Los Angeles, CA
Urban Designer, 2019-present

Ryan Companies US. Inc.
Minneapolis, Minnesota
Student Internship, 2018

SPANIARQ T10 TEAM
Sevilla, Spain
Architect, Project manager, 2017
Architect, Project Designer 2016

Kriteria Edificación
Sevilla, Spain
Architect, Project Designer for
design competitions, 2016

EDUCATION

University of Notre Dame
South Bend, Indiana
Master of Architecture and
Urbanism, 2017-2019

E.T.S.A.S. Universidad de Sevilla
Sevilla, Spain
Master of Architecture, 2015-2016

Erasmus Studies (Scholarship)
Krakowska Akademia im Andreja,
Frycza Modrzewskiego
Krakow, Poland, 2013-2014

E.T.S.A.S. Universidad de Sevilla
Sevilla, Spain
Bachelor of Architecture, 2009-2013

SELECTED AWARDS

Special Academic Award,
International Charrete between
GSD Harvard and the University of
Sevilla

Special Academic Award, Notre Dame
Summer School Charrette

Valedictorian at Krakowska
Akademia im Andreja, Frycza
Modrzewskiego

Javier is an talented architectural and urban designer who specializes in the design and illustration of urban building typologies and places. He is a core member of our urban and architectural design team, with a focus on conceptual design and integration of locally calibrated building typologies with networks of pedestrian-oriented multi-modal streets and sustainable open spaces. His responsibilities include design collaboration with our senior staff and preparing illustrations for our vision plans, plan alternatives, and form-based codes and design guidelines.

Javier brings to our team a very strong educational background, and internships with distinguished design and development firms in the U.S. and Spain. After graduating in 2013 with a Bachelor of Science in Architecture from the University of Seville in Spain, he pursued a year of advanced studies at the University of Krakow in Poland, received a Master of Architecture degree from the University of Seville in 2016, and completed the Master of Urban Design program at the University of Notre Dame in South Bend, Indiana in 2019. His professional experience includes design internships with Kriteria Edificación and Spaniarq T10 Team in Seville, Spain and Ryan Companies in Minneapolis, MN.

Selected project experience

Highway 111 Corridor Specific Plan, (Indio, CA)

As an urban designer with STP, Javier has been responsible for the development of conceptual framework designs and the design and research of a variety of unit types that suit into the context. He also worked on the 3D modeling and development of illustrations that convey the ideas proposed.

North Tustin Street Specific Plan, (Orange, CA)

Javier has worked as an urban designer for the project of North Tustin Street in Orange by visualizing and refining the framework plans and studying the building types appropriate for North Tustin Street. He has also provided graphic support and worked with the code and design standards to ensure that the new developments coming to the corridor align with the vision of the city and citizens.

Main Street Redesign & Outdoor Dining Standards (Ventura, CA, 2019)

As an urban designer, Javier has worked in collaboration with Andrew and provided support in the visualization and development of the designs in Main Street Ventura. He has also researched the viability of the different alternatives, provided insight about similar projects in Europe and provided graphic support along the process.

Las Cruces Masterplan (Las Catalinas, Costa Rica, 2018)*

Javier worked in collaboration with Douglas Duany as an urban designer for the envisioned future developments at Las Catalinas in Costa Rica. He made an extent research on the European towns that inspired the developer, worked extensively on the design of the framework and assesed the developer on the best strategies to phase out the Master Plan.

* Experience while with another firm.

STP Professional References

1. Matt Burris, Deputy City Manager

City of Rancho Cucamonga
(909) 477-2700
Matt.Burris@cityofrc.us

Mr. Burris was Sargent Town Planning's client and collaborator in preparing the Coachella General Plan Update (2012-2015), the Palm Desert General Plan Update and City Center Plan (2016-2017), and the Indio General Plan Update (2018-2019), while an associate principal with Raimi + Associates. After becoming a deputy City Manager at the City of Rancho Cucamonga, he has been STP's client and collaborator for the very difficult and now approved Etiwanda Heights Neighborhood & Conservation Plan, and for the recently adopted Rancho Cucamonga General Plan Update. He has also been STP's client for a range of additional assignments in Rancho Cucamonga, including a vision plan for the Foothill Blvd/Historic Rte 66 Corridor, Metrolink Station area planning, project design review, and now implementation master plans for 2 of the 9 Focus Areas defined in the General Plan Update.

2. Kevin Snyder, Community Development Director

City of Indio
(760) 541-4255
ksnyder@indio.org

Mr. Snyder became Indio's Community Development Director in 2019, after STP had completed work on the City's General Plan Update and was preparing a new Downtown Specific Plan. Under Mr. Snyder's leadership, STP conducted community workshops and study sessions with the Planning Commission and City Council to define and confirm the community's vision for the Downtown, and to prepare a new specific plan document. That plan was adopted in April of 2020, and the City subsequently retained STP as part of a multidisciplinary team to prepare a Highway 111 Specific Plan under and SB-2 grant, based in large measure on the General Plan vision for the corridor, and on the Downtown Specific Plan which includes a key segment of the corridor. Initial stakeholder interviews and a City Council briefing have been completed and a virtual public workshop is scheduled for late June.

3. Ryan Stendell, Community Development Director (former)

City of Palm Desert
(760) 574-9759
ryans@ranchomirageca.gov

In 2015 and 2016 Mr. Stendell was a senior analyst in the City Manager's office while Sargent Town Planning – as a sub-consultant to Raimi + Associates – led the work on urban pattern analysis and new form-based general plan designations for a General Plan Update. STP also led the public outreach for and preparation of a Highway 111 Corridor/City Center Plan and Form-Based Code. Creating a “real city center” was the City Council's top priority for the General Plan Update. Mr. Stendell is currently the Director of Public Works for the City of Rancho Mirage.

In 2016 and 2017, while STP was again working for the City - leading the preparation of the University Neighborhoods Specific Plan for 600 acres adjacent to a new Cal State San Bernardino campus in north Palm Desert - Mr. Stendell was appointed to the position of Community Development Director. The form-based development code for that Plan was recognized by the Form-Based Codes Institute with the 2017 Driehaus Award for excellence in form-based coding. In 2019 STP was retained to advance the conceptual design 1 mile of streetscape improvements to the San Pablo Avenue Corridor. The first 1/2 mile is now complete and the second under construction.

4. David James, Community Development Director (former)

City of Tehachapi
(209) 362-0876
djames@sjgov.org

In 2006, the City of Tehachapi contacted David Sargent to request that he design and lead a public engagement process to determine why community sentiment was very negative in regard to recent new development projects. Mr. Sargent had just transitioned from Sargent Town Planning, LLC to working as a principal for HDR Engineering, and proposed a scope of work to engage the community and analyze existing plans and recent projects to identify the disconnect. The City Council engaged the team and declared a 1-year moratorium on new tract maps in the same meeting. Based on extensive stakeholder engagement, analysis and a week-long community charrette, the team learned that the community's image of itself was that of "a small mountain town", and produced a vision plan and Interim Community Design Program based entirely on that simple idea. The report concluded that the new development being so badly received was in compliance with the current general plan and zoning code, both structured to deliver standard suburban sprawl, and the team recommended that documents be updated. In 2008, while briefly a senior associate with Moule & Polyzoides, Mr. Sargent was once again retained by the City, to prepare a new general plan, and in 2010 STP was retained part of a team that updated the zoning code with new form-based zones for many parts of town. Mr. James was a key member of the City team throughout this process, initially skeptical of the dramatic shifts in vision, policy and regulation, but ultimately an enthusiastic collaborator.

5. Jeff Lambert, Community Development Director (former)

City of Oxnard
(805) 901-4229
JeffreyLambert63@gmail.com

Mr. Lambert was Sargent Town Planning's client for the 2019 Oxnard Downtown Code that provides new form-based zoning and design guidelines for the City's historic core. Mr. Lambert was previously the firm's client for a variety of assignments related to form-based code preparation and development design review for major projects throughout Ventura, where STP was on retainer to the City as Consulting Town Architect from 2004-2014.



Firm Profile

Since 1987, Circlepoint has been a guiding force in helping our clients address complex issues and strengthen communities. Through our Environmental and Communications practice areas, we provide a dynamic combination of strategic advice and focused service. Based in Oakland with offices in San Jose and Orange, Circlepoint is a privately held California corporation and certified Small Business Enterprise (SBE). Each member of Circlepoint's team is highly skilled in their field and dedicated to creating innovative solutions to complex issues and building a better future for communities. From project planning and environmental review to final design and construction, Circlepoint provides the full circle of resources clients need to successfully reach their goals.

Environmental

Circlepoint's environmental practice is molded on an integrated approach to public and private planning projects—environmental evaluation, design, and community outreach. We work closely with planning and design teams to identify environmental constraints early on, focus environmental documents on the important issues, and effectively involve stakeholders to build the support essential to bringing projects to fruition. We work with our clients, ensuring that we are providing a document that captures the correct components that will pave the way for success during and after the entitlement process.



CEQA/NEPA Documentation

- Environmental Impact Reports
- Environmental Impact Statements
- Initial Studies
- Environmental Assessments
- FONSI
- Mitigated Negative Declarations
- Categorical Exclusions
- Categorical Exemptions



Environmental Analysis

- Constraints Analysis
- Visual Impact Assessments
- Community Impact Assessments/ Environmental Justice
- Section 4(f) Evaluation
- Utilities/Public Services
- Interagency Coordination



Environmental Technical Partnerships/Strategy

- Biological Resources
- Cultural Resources
- Noise Assessments
- Air Quality
- Greenhouse Gases
- Transportation
- Hazardous Materials
- Hydrology & Water Quality

Communications

We help our clients navigate the ever-changing landscape of communications and public outreach to engage stakeholders and community members to ensure broad public participation in long-range planning and policy initiatives. Circlepoint addresses unique challenges and engages intended audiences through highly effective strategies that are designed to “reach people where they live, work and recreate.” We tailor communication strategies to meet program needs, drawing on our expertise in public engagement, marketing, creative services, and web and interactive design. We have broadened our community engagement skills during the COVID-19 pandemic, to ensure equitable and inclusive public engagement for all communities, including communities in need – be it online, in-person, or in a hybrid format.



Public Engagement

- Strategy
- Stakeholder Outreach
- Public Meetings/Workshops
- Event Planning
- Media Relations
- Facilitation
- Construction Communications
- Multicultural



Marketing

- Research
- Strategy
- Messaging
- Behavior Change
- Campaigns
- Advertising
- Email Marketing
- Social Media



Creative

- Branding and Identity
- Graphic Design
- Animation
- Photography/Videography
- Web Design, Development, and Hosting
- 508 Compliance/Accessibility
- Analytics



Susan Harden, FAICP, CNU-A, LEED AP

Managing Principal - Communication

Susan J. Harden, FAICP, CNU-A, LEED AP, has a broad background in community development, engagement, and planning. For over twenty-seven years, she has built her career around community-based planning and visioning, striving to create a network of healthier, more livable communities. She has provided community engagement and planning services to public and private sector clients across the country. Susan is the co-author of “Placemaking on a Budget”, designed as a handbook for community members to enhance sense of place. She is a member of the Advisory Board for the Department of Planning & Public Policy at UCI where she also teaches a graduate course on public participation. Susan has also served as a board member of Jamboree Housing, an affordable housing developer, for over ten years.

Prior to her career as a planning and engagement consultant, Susan volunteered with the Peace Corps in Senegal, West Africa and with the AmeriCorps in Kansas City where she worked for a non-profit involved in local sustainable transportation and environmental justice. Her passion has always been and continues to be to directly involve communities in protecting and improving their physical, natural, and social environments.

SELECTED EXPERIENCE

Principal-in-Charge/Project Manager, San Leandro Shoreline Park Community Engagement Plan, Griffin Structures

After years of low-usage and degradation, the City of San Leandro is redeveloping the Marina and Monarch Bay Drive area. The existing Marina will be transformed into a 9-acre park to provide a valuable and accessible amenity to the local community. Engaging equity priority community members is a significant focus of the project. Susan is leading the outreach campaign to inform key stakeholders, the local community and park users of the latest design concept for the park in order to foster public support as the project prepares to enter the final design and construction phase.

Principal-in-Charge/Project Manager, Eastvale 2040 General Plan Update, City of Eastvale

Susan is leading the virtual community engagement process for the City's general plan update. The process has included a highly interactive website with educational videos, youth engagement exercises, stakeholder interviews, and a variety of engaging polls and surveys. Additionally, we



Years of Experience

27

Education

M.E.P., Environmental
Planning, Arizona State
University, 1998

B.A., Architectural
Studies; B.A.,
Environmental Studies,
University of Kansas,
1993

Certifications/ Registrations

American Institute of
Certified Planners, 1999

Certified Main Street
Manager, National Main
Street Center, 2002

Professional Certificate
in Neighborhood
Revitalization,
NeighborWorks America,
2005

Certificate in Dialogue,
Deliberation and Public
Engagement, Fielding
University, 2007

LEED Accredited
Professional, 2008
Congress for the New
Urbanism, CNU-A, 2009

have organized and launched a “Clear Vision” expert speaker series which includes a webinar presentation on new planning ideas followed by community dialogue and a series of specific survey questions.

Community Involvement Project Manager, PlanRC General Plan Update, City of Rancho Cucamonga

Rancho Cucamonga embarked on a multi-year planning effort to bring the community together to talk about the future and update the General Plan known as PlanRC. Circlepoint was part of the multi-disciplinary team leading this process in collaboration with the City. The community-based process established a long-term vision and provided policy direction and guidance to residents, City staff, decision-makers, and the broader community. The Plan Update includes a housing element, hazard mitigation plan, and climate action plan, in addition to traditional general plan elements. Susan served as the lead for all engagement and communications aspects of the Plan, along with contributing to the vision, policies, and land use alternatives. The bi-lingual community engagement process included several informational & educational videos, a robust website and online surveys. The team also organized and implemented a number of interactive and highly graphic virtual workshops, meetings, and events using a combination of Zoom, Webex, and Public Input.com. PlanRC was adopted in December 2021. Circlepoint continues to support the City with implementation of the plan.

Principal in Charge/Project Manager, Ventura General Plan Update, City of Ventura

Susan is serving as the lead facilitator for the City's General Plan Advisory Committee which meets monthly to guide the planning process. Among the topics that are being addressed by the Committee include housing, resiliency, mobility, and climate change. Susan also facilitated a large-scale virtual community workshop on housing and the housing element. Circlepoint is also providing support of online engagement activities, pop-up events, stakeholder meetings and workshops.

Healthy Community and Sustainability Elements, Monterey Park

Susan was part of a team that developed two new Elements for the City's General Plan, funded by a State Sustainable Communities Planning Grant. A robust community engagement process, including focus groups, workshops, and committee facilitation, along with best practice research, was used to help develop the final policy document. The new Elements focus on policies and programs to promote the health of all Monterey Park residents and increase sustainable practices citywide. Development of the Elements began with an extensive collection and assessment of existing health indicators and health-related data.

Expertise

Public Participation
Programs – Strategy and
Implementation

Facilitation

Training & Education

Urban Planning

Affiliations

Member, California
Planning Roundtable

Board Member,
Jamboree Housing

Member, American
Planning Association

Advisory Board Member,
University of California
Irvine Department of
Planning & Public Policy

Work History

Susan Jackson Harden,
Inc. (2018-2020)

RBF Consulting/Michael
Baker International
(1999 to 2018)

Arizona Department of
Commerce (1996-1999)

Audrey Zagazeta

Chief Operating Officer/President



Audrey has 22 years of environmental planning experience. She is highly motivated with substantial experience in managing complex environmental documents throughout the State of California. She has successfully managed CEQA and NEPA documents for transportation, transit, mixed-use development, residential, and urban in-fill projects for various public agencies and private developers. Audrey's strategic approach, excellent management skills, and dedication to client service, compliments her technical capabilities resulting in high-quality legally defensible documents and a well-managed environmental process. She has worked on multiple high-profile complex and controversial projects throughout California where she strategically guided the project to a successful completion.

SELECTED EXPERIENCE

Principal-in-Charge, Diridon Station Area Plan Amendment - Environmental Review, City of San José

The City of San José proposes to amend the DSAP in response to several factors including the arrival of the Downtown West project, which proposes an altered vision for approximately 84 acres of the original DSAP area. Circlepoint has helped the City to refine their desired streamlined approach to CEQA clearance. Audrey serves as the Principal-in-Charge and oversees the environmental processes for this project.

Principal-in-Charge, Mesa/Gallup Housing Project CE/EA, City of San José

This project will construct up to 20 dwelling units on a vacant lot located at 1171 Mesa Drive. A CE for an in-fill development project was organized for project-level environmental clearance and an Environmental Assessment (EA) was prepared in the format for projects assisted by the U.S. Department of Housing and Urban Development (HUD). Audrey oversaw the environmental analysis process, including the QA/QC of the document, as well as provided strategic CEQA/NEPA advise to the City and team.

Principal-in-Charge, Gateway Village Project EIR, City of Santa Clara

The Gateway Village project is a transit-oriented, mixed-use development that would be organized like a small village, with residences and shops combined around small courtyards, plazas, and a central public amenity plaza. Implementation of the project would allow the development of up

Years of Experience

22

Education

B.S., Environmental Science
California State University,
San José, 1994

Wetland Delineation
Methodology Course,
University of California
Berkeley Extension
Ecological Risk Assessment
Course, University of
California Berkeley
Extension

Expertise

CEQA and NEPA
Documentation
Project Management
Land Use Planning and
Entitlements
Environmental Policy

Affiliations

Committee
Member/Program
Volunteer, WTS South Bay
Programs Committee
Member, San Francisco
Planning & Urban Research
Association (SPUR)
Member, South Bay
Transportation Officials
Association (SBTOA)

to 476 apartment residences, and approximately 86,000 square-feet of pedestrian-oriented retail and commercial space. Key issues include traffic and greenhouse gas emission impacts. Audrey oversaw the management of the project and served the role of quality assurance/quality control reviewer, as well as strategic leader. She worked closely with the City and design team to ensure a self-mitigating project is prepared to meet the goals of the community and future vision of the City.

Principal-in-Charge, Lawrence Station Area Plan Environmental Impact Report, City of Santa Clara

The Lawrence Station Area Plan proposed a transit-oriented mixed-use neighborhood around the existing Lawrence Caltrain Station in the City of Santa Clara. Circlepoint prepared a programmatic/project-level Environmental Impact Report and provided outreach services for the project. Audrey's primary role was to oversee the environmental documentation and outreach process. She worked collaboratively with the City and design team to provide strategic advice and a streamlined approach that enabled an efficient and legally defensible process. She was responsible for the quality and readability of the document. The Environmental Impact Report was successfully certified on a 5-1 vote by the City Council.

Project Director, 335 S Winchester IS/MND, Urban Village, City of San José

The 30,914 square-foot project site is located within the Santana Row/Valley Fair (SRVF) Urban Village Plan area within a developed area and is designated Mixed Use Commercial. The project applicant is proposing to replace the existing building on site with a four-story commercial development with office and/or retail. Circlepoint is preparing technical reports including an air, noise, biological, and traffic analysis to support the exemption of the project for a Class 32 categorical exemption (CE) under CEQA Guidelines 15332. Audrey is overseeing the overall process and providing strategic CEQA advice to the applicant and City.

Project Manager, Circulation Element Update, City of Half Moon Bay

The City of Half Moon Bay has prepared an update to the 1992 Circulation Element of its General Plan. The Circulation Element serves as a blueprint to plan improvements that increase the safety and efficiency of multi-modal travel. Topics addressed in the update include coastal access, bicycle paths, congestion, transit improvements and the trail system in Half Moon Bay. Audrey led the Circlepoint team responsible for preparing CEQA environmental documentation, as well as managed the related public outreach program. This highly controversial project was approved by the Board of Supervisors with a 5-0 vote.

Project Manager, Patterson Ranch Community Plan EIR, City of Fremont

The EIR evaluated the proposed development of 428 acres in northern Fremont as a combination of residential, institutional, and open space uses. The project would amend the General Plan designation from Open Space to a combination of Open Space, Low to Medium Density Residential and Public Facility land uses. The development program consists of up to 520 housing units, religious facilities, 14 acres of neighborhood parks, which would be developed on 111 acres. The remaining 316 acres will be retained as open space for eventual donation to public agencies. Pedestrian paths would connect to the Alameda Creek Regional Trail. Audrey was responsible for the day-to-day coordination with City staff, strategic planning and problem solving, management of the budget and schedule, and quality of the EIR. Audrey provided CEQA advice throughout the entitlement process and participated in project meetings.

Principal-in-Charge, Moraga Camino Pablo Subdivision Project, Town of Moraga

Circlepoint prepared a general plan and land use policy consistency analysis and supported the developer in processing its project application with the Town. Audrey provided senior level review and direct oversight of the environmental process and was responsible for the overall quality of the document.



Maily Chu

Senior Project Manager

Maily is a San Jose native that has worked successfully with non-profit organizations, public agencies, and the community at large in northern California for over 15 years. With a background in communications, she has familiarity designing and conducting public surveys, preparing informational materials, coordinating events, and developing communications strategies. She is currently leading community engagement and public information campaigns for construction projects, land-use development, and transportation initiatives. She specializes in partnership development, public relations, facilitation, creative outreach strategies, and collateral design. Maily is an advocate for social justice and enjoys supporting activities and utilizing resources that engage and garner community participation in projects that affect their lives.

SELECTED EXPERIENCE

Senior Project Manager, Fair Housing Assessment & 2020-2025 Consolidated Plan Public Outreach Services, Santa Clara County

Santa Clara County conducted an Assessment of Fair Housing (AFH) and composed a Consolidated Plan of Action (CPA) to address fair housing issues in the region. An AFH is a study of historical and existing fair housing conditions that result in goals that will be used in the development of Consolidated Plan(s) for the County of Santa Clara. Circlepoint supported the County with public outreach efforts, including the facilitation of stakeholder consultations, community engagement, focus group meetings and pop-up events at local farmers markets. Maily led the outreach meetings which included a variety of community meetings hosted by Santa Clara County and cities, stakeholder consultations with community-based organizations, agencies and so forth. She also led focus groups and staffed pop-up events to help advertise a survey. Maily facilitated many of the meetings and worked closely with Santa Clara Counting Housing to notice, increase awareness, and gather input at these various outreach events.

Senior Project Manager, Berryessa BART Urban Villages, City of San José

The Berryessa BART Urban Village is the first regional transit urban village plan to be completed. Regional transit urban villages are in locations within San José with unique access to major transit facilities. The Berryessa BART Urban Village is planned to accommodate 22,100 new jobs and 4,814 new housing units when fully developed. The City worked with Circlepoint to engage community members and get their input on what should be

Years of Experience

15

Education

B.A., English and Asian American Studies, University of California, Berkeley, 2009

National Transit Institute – Public Involvement in Transportation Decision-Making

Expertise

Public Outreach and Involvement
Facilitation

Project Management

Preparation of Communications and Informational Materials

Communication Strategy

Documentation Development

Event Production

Stakeholder List Development

Community and Environmental Justice Outreach

featured in this new development. Maily supported the City by engaging stakeholders and soliciting feedback at local workshops.

Senior Project Manager, Escondido Village Graduate Residences, Stanford University

Stanford University (Stanford) constructed additional graduate student housing facilities in Escondido Village (EV). The project consists of four high-rise buildings providing 2,400 new beds and a two-level underground parking garage that will provide 1,300 parking spaces. Circlepoint provided timely communication of construction activities to staff, students, and the local community. Maily supported Stanford and the construction team in communicating various and complex construction activities during construction which included tree removal, utilities work, installation of construction fencing, and placement of directional signage around the perimeter of the project area and building abatement and demolition.

Senior Project Manager, Stanford Redwood City Campus Communications

Stanford University (Stanford) construction of the Redwood City Campus concluded in early 2019 and consisted of four office buildings, outdoor dining areas and plazas, a childcare center, a parking garage, fitness center, and a central energy facility. Circlepoint implemented a communications program to increase awareness and educate community stakeholders and others about the project, construction schedule, upcoming activities, and impacts throughout construction. Maily managed construction communications to ensure that local businesses, Stanford faculty and staff, and community members were apprised of project milestones, mitigations of noise, dust and traffic, and that open communication occurred throughout.

Senior Project Manager, California Avenue Homes Graduate Housing, Stanford University

Stanford University demolished four office buildings at the former Stanford Research Park on S. California Avenue in Palo Alto to construct 180 homes for Stanford faculty. Situated on 17 acres, the project consists of 68 detached single-family homes and 112 condominiums being constructed in two, multi-family residence buildings. Circlepoint and Maily oversaw communications activities throughout construction of the new homes, including development and maintenance of the project website, preparation and distribution of project updates and notices, and responding to community questions and concerns related to the project. All 180 homes were completed in early 2019.

Project Manager, Middle Plaza at 500 El Camino Real Construction Communications, Stanford University

Stanford University (Stanford) is constructing housing facilities at 500 El Camino Real in Menlo Park. The project consists of 215 rental units, approximately 145,000 square feet of commercial offices, 10,000 square feet of retail, and a half-acre publicly accessible, but privately-owned plaza. Circlepoint has been contracted to lead the communication of construction activities and public outreach to create a positive community relationship with the site redevelopment effort. Maily oversees the project team to draft and release regular construction updates via the project website and email to communicate upcoming impacts.

Project Manager, Mayfield Place at 2500 El Camino Real, Stanford University

Mayfield place is a brand-new apartment community located in Palo Alto. With housing at a premium in the Palo Alto Area, Mayfield Place will provide Palo Alto families earning between 50% - 60% of the Area Median Income with much needed housing options. Circlepoint is managing construction communications activities. Maily manages construction communications by providing a streamlined resource for local businesses, residents, Stanford University, and others to obtain project information, ask questions, and raise concerns while enabling the project team to respond and provide information about upcoming construction activities and potential impacts in an efficient and timely manner.

Andrew Metzger

Project Manager



Andrew approaches each project from an interdisciplinary perspective fostered by a diverse background including both scientific and artistic training. He is most interested in placemaking and the potential for development to strengthen local communities. An accomplished writer, Andrew enjoys the challenge of synthesizing information from a wide range of technical experts into straightforward and coherent environmental documents.

SELECTED EXPERIENCE

Project Manager, Diridon Station Area Plan Amendment - Environmental Review, City of San José

The City of San José amended the Diridon Station Area Plan in response to several factors including the arrival of the Downtown West (Google) project, which proposes an altered vision for approximately 84 acres of the original Diridon Station Area Plan area. Andrew played a critical role in synthesizing the complex array of land use changes, development capacity increases, and transportation network adjustments into a clear and concise project description. Given the interplay between Diridon Station Area Plan, San José's Downtown Strategy 2040 (2018), and the Google Project, Andrew coordinated closely with the City to carry out a unique environmental strategy that factors in all of these moving parts. Additionally, Andrew worked with Air Quality, Transportation, Cultural Resources, and Noise specialists to prepare technical studies to support the environmental document.

Project Manager, 1214 Donnelly Avenue Initial Study/Mitigated Negative Declaration, City of Burlingame

The applicant proposes to replace a mostly vacant lot created by a 2013 fire with a mixed-use development including 14 residential units and approximately 5,000 square feet of ground-floor commercial retail space. As the Project Manager, Andrew facilitated preparation of the document and coordinated with Air Quality, Noise, and Transportation specialists to prepare supporting technical documentation. Andrew guided the City through new transmittal and public circulation processes necessitated by COVID-19. He also attended Planning Commission and City Council meetings to respond to comments on the environmental document. The project and Initial Study/Mitigated Negative Declaration were unanimously approved by Burlingame City Council in September 2020. approved, a General Plan Amendment to change the site's designation and zoning, as well as a General Plan Discretionary Approval were warranted.

Years of Experience

6

Education

B.S., Environmental Science, Santa Clara University

Expertise

CEQA and NEPA Documentation
Interdisciplinary Communication and Coordination
Project Management
Research and Analytical Writing
Report Preparation
Client and Customer Service

Senior Associate Planner, Ball Estates Environmental Impact Report, Contra Costa County

Located in the unincorporated Alamo community, this project proposed to subdivide a 60.5-acre site into 35 residential lots and 40 acres of undeveloped, protected open space. Neighboring residents raised concerns related to inadequate site drainage, construction-period noise, and potential contamination associated with previous agricultural operations. Circlepoint evaluated these issues in an Environmental Impact Report that was certified by the Contra Costa County Planning Commission in August 2019. Andrew was involved in every aspect of EIR development, drafting resource sections, coordinating publication and public review, responding to community comments, and preparing the Final Environmental Impact Report for County Certification.

Deputy Project Manager, 920 Bayswater Avenue Initial Study/Mitigated Negative Declaration, City of Burlingame

This housing project will introduce 128 new apartment units into downtown Burlingame, with 10 percent of the units designated as affordable housing. As the Deputy Project Manager, Andrew oversaw the Initial Study/Mitigated Negative Declaration from start to finish and served as the lead author.

Deputy Project Manager, 1150 Walsh Avenue SVI Data Center Initial Study/Mitigated Negative Declaration, City of Santa Clara

Andrew led the writing of an Initial Study/Mitigated Negative Declaration for this data center project located near the Norman Y. Mineta San Jose International Airport. Though the City is home to many similar data centers, this project is the first that would be completed after 2020, which is the horizon year for Santa Clara's current Climate Action Plan. Andrew coordinated with both the City and the technical leads in order to surmount the challenges that this posed for the greenhouse gas analysis.

Deputy Project Manager, 1095 Rollins Road Apartments Project Initial Study/Mitigated Negative Declaration, City of Burlingame

This housing project will introduce 150 new apartment units just outside of downtown Burlingame, with 15 units affordable for moderate income households. In addition to orchestrating the Initial Study/Mitigated Negative Declaration, Andrew continues to work with the City to address unique challenges such as the recent adoption of a new general plan and the project's proximity to a major highway.

Associate Planner, Moonlite Lanes Apartments Project Initial Study, City of Santa Clara

The project will redevelop the existing AMC Moonlite Lanes Bowling Alley into a new apartment complex comprising 158 dwelling units. The project also includes the construction of a six-level parking structure, with one level below grade, and 268 parking spaces. For the project permit to be Following public circulation, Andrew led the effort to respond to public comments and prepared the final Mitigated Negative Declaration and Mitigation Monitoring and Reporting Program.

Associate Planner, Burlingame 85 California Drive Initial Study/Mitigated Negative Declaration, City of Burlingame

The City of Burlingame received an application to demolish an existing automobile service facility and construct a new, larger automobile service facility for an existing Subaru automobile dealership within the Burlingame Downtown Specific Plan area. Andrew wrote many of the Initial Study sections and headed the production and publication processes for the completed document.

Joaquin Carrig

Communications Associate

Joaquin is a communications professional with an enthusiastic interest in telling stories in an engaging and relatable manner. He first honed his storytelling abilities working as a video producer at a Chicago sports media outlet, crafting content for digital and television platforms. Now practicing his trade at Circlepoint, Joaquin is expanding his skillset across a variety of communication tools, from public outreach to social media management to website content creation, to best assist project managers and their clients. Having lived in California for several years, he has always had a particular appreciation for the state and believes the work Circlepoint and its clients are doing will help make it a more environmentally sustainable, commutable and accessible place for people from all walks of life to call home.



Years of Experience

1

Education

B.A., Journalism, Loyola University of Chicago, 2015

Expertise

Copywriting and Copyediting

Website and Social Media Management

Video Production

SELECTED EXPERIENCE

Communications Associate, San Leandro Shoreline Park Community Engagement Plan, Griffin Structures

After years of low-usage and degradation, the City of San Leandro is redeveloping the Marina and Monarch Bay Drive area. The existing Marina will be transformed into a 9-acre park to provide a valuable and accessible amenity to the local community. Circlepoint is leading the equity-based community engagement process. Joaquin’s role has included drafting a communications and engagement plan, conducting stakeholder research and developing content for the project website, social media, email blasts and flyers. He also staffed pop-up events and was key to organizing and facilitating three community meetings.

Communications Associate, Rancho Cucamonga PlanRC General Plan Update

Circlepoint is leading a robust virtual community engagement process for the General Plan Update. The bi-lingual process has included educational videos, numerous zoom discussion groups, online surveys, virtual character workshops and more. Joaquin’s primary responsibility was facilitating the production of a 10-minute video feature on the implementation of the General Plan Update. He managed pre-production planning and edited the video feature.

Communications Associate, Eastvale 2040 General Plan

Update

Circlepoint is leading the virtual community engagement process for the City's general plan update. The process has included a highly interactive Bang the Table website with educational videos, youth engagement exercises, and a variety of engaging polls and surveys. Key elements of the outreach process have included: Engage Eastvale Website, Community Champion Interviews, Clear Vision Series, and Explore Eastvale campaign (a community-wide audit of Eastvale's streets and walking conditions). Joaquin drafted social media and e-mail notification copy, drafted notification materials such as flyers and assisted in the preparation of multiple workshops.

Communications Associate, ABAG Regional Housing Technical Assistance Public Engagement

The Circlepoint team developed written and visual content for the Best Practices for Equitable Engagement online document, which will be shared with jurisdictions throughout the Bay Area, to support their community engagement efforts as part of updating their Housing Elements. Additionally, Circlepoint developed and designed a narrated PowerPoint presentation as a supplement to the Best Practices for Equitable Engagement online document. Joaquin copyedited the document and facilitated the production of the PowerPoint presentation.

Kelly & Park Complete Streets Infrastructure Project, City of Carlsbad

Carlsbad is working to design roads that will encourage drivers to slow down, improve pedestrian and cyclist safety, and improve access and connectivity to trails, creating "complete streets." One such project is infrastructure improvements along Kelly and Park Drives which includes new landscaping, protected bike and pedestrian paths, improved intersections and a conceptual roundabout. Circlepoint was hired to facilitate a community process to obtain feedback on the options. Joaquin helped plan for the community workshop, provided notetaking and summary development, including review and consolidation of hundreds of online survey responses.

PlanRC General Plan Update, City of Rancho Cucamonga

City Rancho Cucamonga, California

Rancho Cucamonga embarked on a multi-year planning effort to bring the community together to talk about the future and update the General Plan (Plan). Circlepoint served as the lead for the engagement and communications aspects of the Plan, along with contributing to the future land use and design scenarios spearheaded by Sargent Town Planning. The planning process kicked off just prior to the COVID-19 pandemic

and has been conducted in an entirely virtual manner. The bi-lingual community engagement process included several informational & educational videos, a robust website, and visually engaging online surveys. The team has also organized and implemented several interactive virtual workshops, meetings, and events using a combination of Zoom, Webex, and Public Input.com.

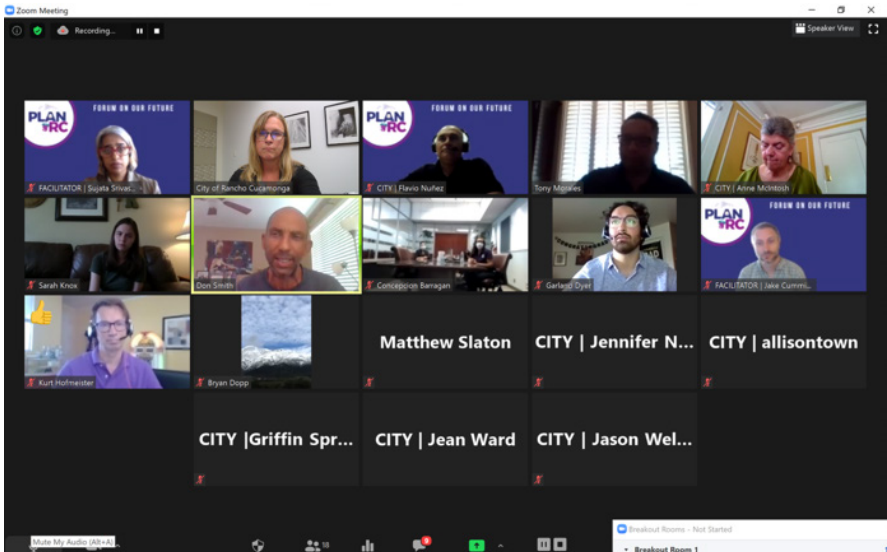


- **9:00 am - 10:30 am: Discussion Group 1**
Moving Beyond Healthcare, Exercise & Food - A Healthy Community that Supports Diversity & Inclusion
- **11:00 am - 12:30 pm: Discussion Group 2**
Providing Housing for All - Seniors, Young Professionals, and Essential Workers
- **2:00 pm - 3:30 pm: Discussion Group 3**
Building a More Resilient RC - Addressing Natural Hazards & Sustainability
- **4:00 pm - 5:30 pm: Discussion Group 4**
Getting Around Town Efficiently & Safely - Mobility in RC

Public Engagement Poster



Info-graphic



ILLINGWORTH & RODKIN, INC.

Acoustics • Air Quality

1 Willowbrook Court, Suite 120
Petaluma, California 94954

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www.Illingworthrodkin.com

Fax: 707-794-0405
illro@illingworthrodkin.com

Illingworth & Rodkin, Inc. Firm Description

Founded in 1987, Illingworth & Rodkin, Inc. (I&R) provides a complete range of consulting services in acoustics, hydroacoustics, vibration, and air quality (including greenhouse gases) to governmental agencies, private sector clients, and other environmental and design professionals. The firm has completed over 6,000 projects in the past 34 years in architectural acoustics, community noise and vibration, industrial noise and vibration control, hydroacoustics, tire/pavement noise research, and air quality studies. The firm is experienced with local, State, and federal environmental regulatory processes. I&R's main office that will serve the needs of this proposal is located near Petaluma, California.

Air Quality Studies

I&R specializes in the evaluation of air quality, health risks and meteorological effects. The bulk of I&R's air quality services involves environmental evaluations that are in support of both private and public sector projects. Air quality studies for land use projects to support CEQA/NEPA documents and EIRS are most common. Air quality studies include air pollutant, toxic air contaminant, greenhouse gas emissions, and health risk assessment analyses. Types of projects include specific plans for a variety of land use types, residences, office centers, wastewater treatment facilities, waste management facilities, quarries, and other industrial facilities. The firm also assists local communities in developing air quality policies for incorporation into General Plans. Many projects involve the analysis of air quality impacts from both direct and indirect sources of air pollutants. Indirect sources include transportation facilities, which I&R staff has considerable experience evaluating. Through years of conducting environmental noise and air quality studies for local, state, and federal agencies, the firm has developed considerable experience in dealing with both the technical and policy issues. While transportation projects can involve considerable air quality technical aspects, the regulatory challenges can also be quite complex. This is especially true in the case with federal projects, where plan conformity issues arise. I&R staff has dealt with these issues on a wide variety of projects ranging from reuse of defense bases, large new freeway projects to simple urban intersection modifications. I&R also has the expertise to perform screening and refined health risk analysis from projects and issues dealing with the siting of sensitive receptors near sources of toxic air contaminants. The firm routinely uses modeling techniques to compute emissions of air pollutants, toxic air contaminants and greenhouse gases. Dispersion modeling using U.S. EPA's AERMOD model and historical meteorological data are routinely conducted to support environmental studies.

Noise Assessment and Control

I&R specializes in the assessment and control of environmental noise. The firm provides its services directly to governmental agencies and private sector clients and acts as a sub-consultant to other environmental and design professionals. I&R has completed close to 4,500 projects involving environmental noise, transportation noise studies, industrial noise control, and building acoustics. The firm is considered one of the leading consulting firms in the West Coast that provide a full range of testing and design services for the abatement of transportation noise and vibration. A large number of transportation noise studies ranging from environmental impact assessments to developing comprehensive mitigation measures for residential, commercial and other types of existing and proposed developments have been conducted. While most of the work is conducted in Northern California, the firm has completed projects throughout California and the western United States. I&R combines a strong theoretical and a thorough empirical approach to noise and vibration studies. The firm has extensive experience with the computer models used for transportation noise assessment and staff has been trained in the use of the latest Traffic Noise Model. The firm recognizes the computer models' strengths and weaknesses, and its Principals have consistently emphasized the importance of being "on the ground" in a study area, becoming thoroughly familiar with the various parameters that would affect the noise environment and one's ability to predict future conditions, and conducting thorough and comprehensive measurements to assist in the analysis.

H. T. Harvey & Associates Overview

Since 1970, the highly trained ecologists and professionals at H. T. Harvey & Associates have delivered exceptional consulting services to public agencies, private entities, and nonprofit organizations. The expertise of their staff encompasses a wide range of biological and design disciplines required to perform high-quality work on ecological projects. H. T. Harvey applies its expertise in wildlife ecology, restoration ecology, plant ecology, fish and aquatic ecology, and landscape architecture in pursuit of its mission to create ecologically sound solutions to its clients' complex natural resource challenges. Their senior scientists average 25 years of experience in their respective disciplines, and many are recognized leaders in their fields. Collectively, they have published more than 500 peer-reviewed scientific research papers on a variety of subjects. Today the company includes 10 principals and more than 70 ecologists, landscape architects, and other professionals in six offices in California and Hawai'i. H. T. Harvey has successfully completed thousands of projects for its clients.

H. T. Harvey & Associates' Services

H. T. Harvey's areas of service include:

- Environmental analysis
- Permitting
- Restoration design
- Landscape architecture and planning
- Compliance support
- Conservation planning
- Ecological research

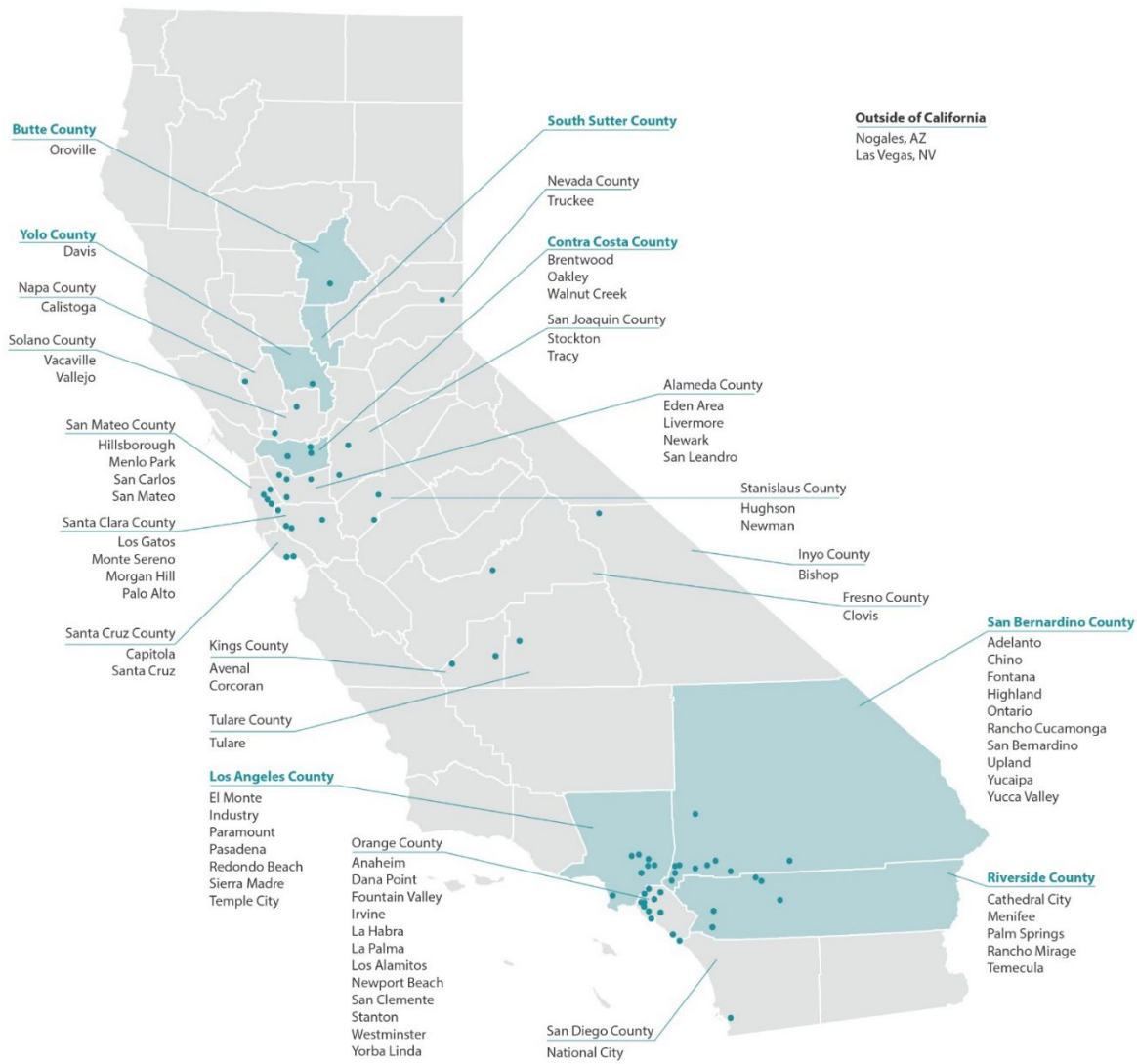
Environmental Analysis

H. T. Harvey & Associates has been preparing sound biological analyses for California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) documents since the passage of these laws. With an established reputation for using applied science and a track record of crafting successful mitigation measures, H. T. Harvey delivers analyses and recommendations that inspire confidence in decision makers, reviewing agencies, and individuals. They have prepared the biological resources sections for thousands of environmental impact statements (EISs), environmental impact reports (EIRs), and initial studies, assessing the impacts for a wide variety of project types. Projects range from county general plans affecting hundreds of thousands of acres to bridge crossings and small developments, which have potential impacts on specific species. H. T. Harvey & Associates expertly guides clients through the CEQA and NEPA processes by delivering the following services:

- Conducting reconnaissance surveys
- Analyzing environmental challenges during the conceptual design and planning phase
- Preparing environmental assessments
- Preparing the biological resources sections of EISs and EIRs
- Coordinating among agencies and facilitating public notification and involvement

- Stewarding projects through the issuance of final findings and a decision, while meeting disclosure standards
- Assisting state and federal agencies in implementing strategic joint planning efforts, including preparation of joint compliance documents
- Providing third-party technical review of others' assessments and reports

FIGURE 1 GENERAL PLAN EXPERIENCE





Placeworks

PlaceWorks is one of the West's preeminent planning and design firms, with approximately 120 employees in six offices. Formerly known as The Planning Center | DC&E, PlaceWorks' history dates back over 45 years. PlaceWorks serves both public- and private-sector clients throughout the state in the fields of comprehensive planning, environmental review, urban design, landscape architecture, community outreach, and geographic information systems (GIS). Their multidisciplinary team thrives on working with communities to tackle complex problems and develop workable solutions.

PlaceWorks takes a holistic approach to comprehensive planning projects. The breadth of their experience includes General Plans, housing elements, climate action and resiliency plans, zoning codes, community profiles, and other long-term planning and policy documents. They also have significant experience helping agencies apply for and use grant funding to help implement their projects. Working closely with our clients and stakeholders, we help communities realize their goals while supporting environmental stewardship and sustainable, long-term growth. PlaceWorks has the distinction of having prepared more than 100 general plans for communities throughout California, 18 of which have won awards at the local and state levels from the American Planning Association (APA).

For the Watsonville General Plan Update, one of PlaceWorks' most experienced principals - with whom STP has very successfully collaborated on previous general plans - has agreed to once again act as a seamless senior member of the STP team. As he did for Rancho Cucamonga's recently adopted and award-winning PlanRC, Mark Teague's role in this project will be as editor-in-chief and the central point and processor for all information regarding the General Plan. He and his small team will help STP ensure that the plan speaks with the voice of the community, and is both technically sound and accessible to the public and to decision makers.

His work with STP in crafting a robust general plan will be informed by the implementation strategies developed in conjunction with the land use and urban design element, with the remainder drawn from working in and around the community as part of the update process. From our perspective it is essential that the updated General Plan result in action furthering the goals of the City, to achieve which the implementation techniques must be carefully described and in some cases made ready for adoption. Mark will draw on his years of experience working with residents, owners, and applicants, to ensure that the vision so carefully developed with the community is manifest in the regulations enforced by the City.

Regulations alone will not result in quality development. Rather the intent of the community as expressed in the plan, along with the tools developed as part of this update will work in conjunction with the revised municipal code to inform and direct the future. Mark will have an active role in evaluating the zoning implications of proposed land use changes, and will work with all departments to identify where changes to policy or procedure would help them further the goals of the general plan. As the primary editor of the general plan document, it will be Mark's responsibility to ensure that all members of the team - city and consultant alike - have the information and details they need to help create the comprehensive VISTA-2050 General Plan.





MARK TEAGUE, AICP

Managing Principal, Environmental Services

In over 35 years of public- and private-sector experience, Mark has worked throughout California in agencies large and small and is considered an innovative problem solver. His projects include planned communities, shopping center EIRs, general plan and zoning code updates, impact fees, and public outreach for projects highly scrutinized by the public. Mark is often able to offer a unique approach to meeting a critical goal of a project. His experience as a planning director, staff liaison, and ability to see the whole of the project, ensures that every document meets the need of the client. He has served as on-call extension of staff for numerous cities throughout northern and southern California including Anderson, Mount Shasta, Wildomar and Eastvale.

Mark is also an excellent public speaker and regularly presents at the League of California Cities Planning Commissioner's Academy on topics such as design guidelines, CEQA compliance, and how to read an EIR. He also teaches planning to staff with a focus on how new legal decisions affect daily activity. Because of his public outreach skills, Mark has helped with projects ranging from Walmart to water-bottling plants and conducted town hall meetings about development services department efficiencies and increases in utility fees.

With a great deal of experience in smaller communities, Mark has experience using available resources to meet the clients needs. Small agencies have the same issues to resolve as larger agencies, what they lack is resources. Using previously prepared studies, data collected for several projects and from different sources as a resource to complete tasks. By talking with the community about an issue, Mark is often able to arrive at solutions using information the agency has already paid for. He is known for recommending solutions that are less expensive and in tune with the community.

HIGHLIGHTS OF EXPERIENCE

CEQA/NEPA COMPLIANCE

- » River Crossing Market Place Specific Plan EIR, Redding CA
- » Addendum to Northeast Quadrant Specific Plan EIR, Dixon CA
- » Rancho Cucamonga General Plan Update, Rancho Cucamonga CA
- » 3Roots San Diego Specific Plan and Carroll Canyon Master Plan, Carroll Canyon CA
- » North School Reconstruction EIR, Hermosa Beach CA
- » John Killen/Fox Luggage Warehouse Project IS/MND, Industry CA
- » Fiesta Island/Mission Bay Park Master Plan, San Diego CA
- » Residential Care Facility Specific Plan IS/EIR, Solana Beach CA
- » Temple City General Plan Update EIR, Temple City CA
- » Temple City Development Code Update, Temple City CA
- » County of Riverside 5th Cycle Housing Element, Rezoning, and EIR, Riverside CA
- » City of Palm Desert General Plan and EIR, Palm Desert CA
- » Waterman Gardens Specific Plan Program EIR, San Bernardino CA
- » La Costa Meadows Elementary School Reconstruction Project, San Marcos CA
- » University of California, San Diego Instructor Online CEQA Training Courses, San Diego CA
- » WRCOG Member Jurisdiction Development Agreement Reconciliation, Riverside CA

EDUCATION

- » BA, Political Science, California State University, Stanislaus

CERTIFICATIONS

- » American Institute of Certified Planners #019631

AFFILIATIONS

- » American Planning Association

Team member since 2016



MARK TEAGUE

Principal

mteague@placeworks.com

STAFF SERVICES

- » On-Call Staff Services, Wildomar CA
- » On-Call Environmental Staff Services, Eastvale CA
- » County of Riverside Transportation and Land Management Agency On-Call Planning Services, Riverside CA

PRIOR EXPERIENCE

- » Boulevard Fire Station IS/MND, San Diego CA
- » Bandini Industrial Project EIR, Bell CA
- » Walmart EIR, Santee CA
- » Bell Commerce Center EIR, Bell CA
- » Community Plan Continuum, San Bernardino County CA
- » Design Guidelines, Mount Shasta CA
- » Development Code Update and Addendum, Rancho Cucamonga CA
- » Enlo Medical Center Expansion EIR, Chico CA
- » General Plan Update and EIR, Calimesa CA
- » General Plan Update and EIR, Eastvale CA
- » Goodman Commerce Center EIR, Eastvale CA
- » Housing Element Addendum, Chino CA
- » Housing Element Addendum, Twentynine Palms CA
- » Housing Element EIR, Riverside County CA
- » La Cienega Elementary School EIR, Los Angeles Unified School District
- » Lakeland Village IS/MND, Riverside County CA
- » Oak Creek Canyon EIR, Wildomar CA
- » Rancho Palma EIR, San Bernardino CA
- » San Gabriel Valley Climate Change Outreach, Southern California Edison
- » Zoning Code Update, Mount Shasta CA
- » General Plan Update, Mount Shasta CA
- » Mountaingate at Shasta Lake EIR, Shasta Lake CA
- » Nestle Water Bottling Plant EIR, McCloud CA
- » Vineyards at Anderson Specific Plan EIR, Anderson CA
- » Walmart EIR, Ceres CA

SPEAKING ENGAGEMENTS

- » "Planning Fun-Da-Mentals" | 2016 League of California Cities Planning Commissioners Academy | San Ramon, CA
- » "Design Adds Value" | 2016 League of California Cities Planning Commissioners Academy | San Ramon, CA
- » CEQA Training | July/August 2016 | Imperial County, CA
- » "How to Read an EIR" | 2015 League of California Cities Planning Commissioners Academy | Newport Beach, CA
- » "Design Guidelines vs. Standards" | 2015 League of California Cities Planning Commissioners Academy | Newport Beach CA

TEACHING

- » Imperial County CEQA Training, July/August 2016



MILES BARKER

Project Planner

Miles works on a variety of projects ranging from CEQA analysis, comprehensive planning, and climate adaptation planning. With a background in city planning and environmental management, and a passion for climate adaptation planning, he seeks to create socially, ecologically, and economically sustainable and resilient communities. Miles also possesses a comprehensive set of technical skills through both his educational and work experience.

Miles is currently managing CEQA analysis for the Glen Paul School Modernization Project and General Plan Updates for Butte County and Yuba City. He has also prepared several safety element updates and vulnerability assessments with the PlaceWorks team. He was the lead preparer of the climate change vulnerability assessments for Riverside County, the Town of Yucca Valley, and the cities of Wildomar, Fountain Valley, Marysville, Yuba City, and Orinda. Miles has assisted in the preparation of several other safety element updates across northern and southern California, as well as the Western Riverside Council of Governments/Resilient Inland Empire Project.

HIGHLIGHTS OF EXPERIENCE

ENVIRONMENTAL PLANNING

- » Wildomar Trail Town Center Mixed-Use Project EIR, Wildomar CA
- » The Greentree Project EIR, Vacaville CA
- » Butte County General Plan Update EIR, Butte County CA
- » Yuba City General Plan Update EIR, Yuba City CA
- » Redding General Plan Update EIR, Redding CA
- » Lincoln Housing Element Update Addendum, Lincoln CA
- » Auburn Housing Element Update Addendum, Auburn CA
- » Colfax Housing Element Update Addendum, Colfax CA
- » Wildomar Housing Element and Safety Element Update Addendum, Wildomar CA
- » Rocklin Housing Element and Safety Element Update Addendum, Rocklin CA
- » Marysville Housing Element Update Addendum, Marysville CA
- » Loomis Housing Element Update Addendum, Loomis CA
- » Rancho Cordova Housing Element Update Addendum, Rancho Cordova CA
- » South Lake Tahoe Housing Element and Safety Element Update Addendum, South Lake Tahoe CA
- » Yuba City Housing Element Update Addendum, Yuba City CA
- » Arcata Housing Element Update Addendum, Arcata CA
- » Eastvale Housing Element Update Addendum, Eastvale CA
- » Susanville Housing Element Update Addendum, Susanville CA
- » Anderson Housing Element Update Addendum, Anderson CA
- » Corning Housing Element Update Addendum, Corning CA
- » Pismo Beach Housing Element Update Addendum, Pismo Beach CA
- » Arroyo Grande Housing Element Update Addendum, Arroyo Grande CA
- » Laguna Hills Housing Element and Safety Element Update Addendum, Laguna Hills CA
- » Yucca Valley Housing Element and Safety Element Update Addendum, Yucca Valley CA
- » Yuba County Housing Element and Safety Element Update Addendum, Yuba

EDUCATION

- » MS, City and Regional Planning
California Polytechnic State
University, San Luis Obispo
- » BS, Environmental Management and
Protection, Humboldt State University

AFFILIATIONS

- » American Planning Association

Team member since 2019





MILES BARKER

Project Planner

mbarker@placeworks.com

County CA

- » El Dorado County Housing Element Update Addendum, El Dorado County CA
- » Trinity County Housing Element Update Addendum, Trinity County CA
- » Mendocino County Safety Element Update Addendum, Mendocino County CA
- » Grover Beach Housing Element Update Initial Study, Grover Beach CA
- » Morro Bay Housing Element Update Initial Study, Morro Bay CA
- » San Dimas Housing Element Update Initial Study, San Dimas CA
- » San Luis Obispo County Housing Element Update Initial Study, San Luis Obispo County CA
- » Imperial County Housing Element Update Initial Study, Imperial County CA
- » Imperial County Safety Element Update Initial Study, Imperial County CA
- » Won Meditation-Retreat Center Project Initial Study, Wildomar CA
- » Grand Avenue Improvement Project Initial Study, Industry CA
- » Ridgeview High School Project Initial Study, Paradise CA
- » Glen Paul School Modernization Project Initial Study, Eureka CA
- » Butte County Climate Adaptation Plan Addendum, Butte County CA
- » Yucca Valley Native Plant Ordinance EIR Addendum, Yucca Valley CA
- » Wildomar Zoning Consistency Addendum, Wildomar CA
- » Westpark Area High School Project EIR Addendum for Six New Tennis Courts, Roseville CA
- » Westpark Area High School Project EIR Addendum for a New Aquatic Center, Roseville CA
- » Stadium Support Building Project Exemptions for the Roseville Joint Union High School District (Granite Bay High School, Antelope High School, Oakmont High School, Roseville High School, Woodcreek High School), Granite Bay, Antelope, and Roseville CA

CLIMATE ACTION AND ADAPTATION PLANNING

- » Resilient Inland Empire: Regional Climate Adaptation Toolkit and Risk Analysis Integration Plan, Western Riverside County and San Bernardino County
- » Imperial County Safety Element Update, Imperial County CA
- » Solano County Safety Element Update, Solano County CA
- » Riverside County Safety Element Update, Riverside County CA
- » Placer County Safety Element Update, Placer County CA
- » Contra Costa County Safety Element Update, Contra Costa County CA
- » Benicia Safety Element Update, Benicia CA
- » Rio Vista Safety Element Update, Rio Vista CA
- » Vallejo Safety Element Update, Vallejo CA
- » Orinda Safety Element Update, Orinda CA
- » Windsor Safety Element Update, Windsor CA
- » Yuba City Safety Element Update, Yuba City CA
- » Colfax Safety Element Update, Colfax CA
- » Marysville Safety Element Update, Marysville CA
- » Auburn Safety Element Update, Auburn CA
- » Rocklin Safety Element Update, Rocklin CA
- » Lincoln Safety Element Update, Lincoln CA
- » Tehama Safety Element Update, Tehama CA
- » Wildomar Safety Element Update, Wildomar CA
- » Fountain Valley Safety Element Update, Fountain Valley CA
- » Yucca Valley Safety Element Update, Yucca Valley CA

LEADERSHIP

- » Graduate Planning Students Association, President, California Polytechnic University, San Luis Obispo, 2018- 2019



Fehr & Peers

Firm Experience

At Fehr & Peers, we are passionate about transforming transportation consulting through innovation and creativity. We derive inspiration by partnering with communities to understand and shape local transportation futures objectively tailored to diverse needs. Clients trust us to help them overcome barriers and uncertainty by combining our advanced expertise with curiosity, humility, and initiative to deliver implementable, data-driven solutions that reinforce community values. From the most straightforward to the most complex, we actively listen to client and community needs and handle every project with diligence and focus.

We differentiate ourselves by investing in research and development to anticipate needs, explore the unknown, and collaboratively imagine a better future. Our culture of applied innovation generates an appetite for new and better ways of approaching problems, motivates us to explore emerging transportation concepts and mobility trends, and inspires us to develop new analytical tools and techniques.

As we grow, our commitment to inclusive, local, and long-term community relationships remains central to our philosophy. Many of our client relationships are decades long, built on years of listening, understanding, collaboration, and successful outcomes. Our clients have appreciated our long-term commitments to the communities we serve, trusting us as their objective partners in transportation since 1985. Together with our clients, we are motivated by shared success, inclusive partnerships, and the positive impact our work has on the communities we serve.

We purposefully maintain a focus on transportation consulting, serving client needs including the following:

- Active Transportation
- Climate & Resilience
- Communications & Engagement
- Data Science
- Emerging Technologies
- Equity in Transportation
- Freight
- Land Use & Transportation
- Parking
- Safety
- Transit Planning
- Transportation Engineering
- Transportation Forecasting & Operations

General Plan Experience

Fehr & Peers is very proud of the impact our commitment has had on the communities we have been fortunate to serve. Fehr & Peers has successfully completed dozens of General Plans throughout the state for many years, including recent General Plan updates in Alameda, Fairfield, Los Gatos, Campbell, South San Francisco, Sacramento, Fountain Valley, Yucca Valley, and Temple City.





Jason Pack, TE

Principal

EDUCATION

Bachelor of Science in Civil Engineering, University of California, Davis, 1999

REGISTRATIONS

Licensed Traffic Engineer, State of California (TR2402)

PRESENTATIONS

VMT Related Presentations:

- 2022 National APA
- 2022 Western ITE
- 2022 CEAC Public Works Officers Institute
- 2022 SBCOG City/County Conference
- 2019 California APA
- 2019 CSU Facilities Conference

Future of Transportation Presentations:

- 2018 SBCTA City/County Conference
- 2017 WRCOG Planning Conference

Parking Presentations:

- 2018 OC Planning Directors Conference
- 2015 OC Planning Directors Conference
- 2011 SCAG Toolbox Tuesday

Emergency Evacuation Assessment – 2022 National APA Conference

Multi-Modal Levels of Service – ULI SCIC

Innovative Interchange Designs – District 8 Professional Liaison Committee Meeting, 2011

Roundabout Operations and Feasibility – ASCE national webinar series, 2011 through 2018

Process of Signal Coordination – ASCE national webinar series, 2011 through 2016

ABOUT

Jason D. Pack, P.E., is a Principal with Fehr & Peers located in Southern California. He is actively involved in a wide variety of project work but also finds time to lead the firm's research and development efforts in Emergency Evacuation assessment. Jason has an extensive background in travel demand forecasting, traffic operations assessment (including micro-simulation assessment), VMT analysis, big data analysis, transit ridership forecasting, and transportation impact studies involving NEPA and CEQA. His focus is to utilize his experience and the technical resources of the company to help clients answer their toughest questions related to mobility.

His recent work has included forecasting and operations assessment for large infrastructure improvements, developing recommendations for SB 743 implementation (California's new requirements to consider VMT as an impact metric under CEQA), assisting agencies with establishing VMT banks/exchanges, emergency evacuation assessment to respond to new legislative requirements (SB 99 and AB 747) and development of innovative transportation policies to assist City's advancing transportation into the future.

PROJECT EXPERIENCE

CEQA/NEPA Assessment

Jason has completed transportation assessments for over 150 projects in support of CEQA or NEPA documentation. These include impact assessment to support negative declarations, transportation sections for EIRs, and transportation sections for EISs or joint EIR/EISs.

Jason has actively been involved in assisting jurisdictions with SB 743 implementation. Example projects are noted below:

- SBCTA SB 743 Countywide VMT SB 743 Implementation Phase I, CA
- SBCTA SB 743 Countywide VMT SB 743 Implementation Phase II (VMT mitigation bank/exchange program), CA
- WRCOG VMT SB 743 Implementation Study, CA



Matt Haynes, PE, AICP

Principal

EDUCATION

M.S. in Transportation Engineering,
University of California, Berkeley, 2001

M.C.P. in City and Regional Planning,
University of California, Berkeley, 2001

B.S. in Civil and Environmental Engineering
(with honors), University of California, Davis,
1999

REGISTRATIONS

American Planning Association / AICP
Licensed Civil Engineer in CA

AFFILIATIONS

Congress for the New Urbanism
SPUR San José Policy Board

ABOUT

Matt has over 20 years of experience and is an expert in sustainable transportation planning. He has an extensive background in integrated transportation and land use studies, bicycle and pedestrian planning, multimodal corridor studies, and transportation impact analysis. Over the course of his career, Matt has managed numerous multimodal transportation studies, bicycle and master plans, and citywide master planning efforts throughout the state. Matt also directs the firm's FP Think initiative which focuses on disruptive changes affecting the transportation and mobility sector.

PROJECT EXPERIENCE

Monterey Citywide Transportation and Parking Plan (Monterey, CA)

Matt managed the development of a comprehensive circulation analysis and multimodal transportation plan for the City of Monterey. The analysis evaluated opportunities to enhance bicycle, pedestrian, and transit access, as well as to provide an efficient, effective parking program.

Sustainable Santa Cruz County Plan (Santa Cruz County, CA)

Matt served as Principal-in-Charge of the Sustainable Santa Cruz County Plan, which envisions an integrated transportation and land use framework for portions of Santa Cruz County between the City of Santa Cruz and Aptos, with a focus on the SR 1 and Soquel Drive corridors.

RWCmoves Citywide Transportation Plan (Redwood City, CA)

Matt served as the project manager for Redwood City's Citywide Transportation Plan, known as RWCmoves. The new Citywide Transportation Plan establishes a strong vision for a safe, multimodal, and accessible transportation system and supports an innovative, solutions-oriented approach to meet the City future mobility needs.

General Plans

Matt has managed or been closely involved in over 10 General Plans throughout the state, including:

- Los Gatos General Plan
- Campbell General Plan
- San José General Plan
- St Helena General Plan
- Petaluma General Plan



Steve Davis, PE

Principal

EDUCATION

Master of Science, Civil Engineering,
Southern Illinois University Edwardsville, 2005
Bachelor of Science, Civil Engineering,
Southern Illinois University Edwardsville, 2004

REGISTRATIONS

Licensed Civil Engineer, California, #84524
Professional Engineer, Missouri, #2009001071
Professional Engineer, Maryland, #47003
Professional Engineer, Virginia, #0402055335
Professional Engineer (Civil), DC, #PE908201

PUBLICATIONS AND PRESENTATIONS

Mitman, M., Davis, S., et al (2018), "Curbside Management Practitioner's Guide," Institute of Transportation Engineers

"Introducing ITE's New Curbside Management Practitioner's Guide," Institute of Transportation Engineers Webinar, 2018

"The Rise of the Curb: Expanding Mobility while Protecting Space," American Public Transportation Association Annual Meeting, 2018, Nashville, TN

"The Curbside in the Modern Multimodal City: Where Literally Everything Comes Together," American Planning Association Webinar, 2019

"Curb Management Guidelines," Institute of Transportation Engineers Western District Annual Meeting, 2019, Monterey, CA

"Managing the Curbside of a Complete Street," Metropolitan Transportation Commission Tech Transfer Seminar, 2020, San Francisco, CA

ABOUT

Steve is the leader of the Fehr & Peers San José, California office and brings over 17 years of transportation engineering experience. He has developed expertise in many facets of the field, ranging from planning and design to funding to implementation and construction coordination for a vast array of traffic signal, ITS, bicycle, and pedestrian improvements. He has led the development of concept plans and PS&E construction documents for complete streets and active transportation projects for public and private clients throughout the Bay Area. Additionally, Steve has developed a broad expertise in active transportation, transit access and curbside management, including evaluations of supply and demand, design treatments, and coordination with agency staff on policies and implementation. He was a co-author of the ITE Curbside Management Practitioner's Guide released in late 2018 and is currently working with ITE on an FHWA-funded Curbside Inventory Report and GIS evaluation tool.

PROJECT EXPERIENCE

Watsonville Downtown Complete Streets Plan (Watsonville, CA)

Steve managed Fehr & Peers' role in this study, which involved the development of complete streets design concepts for the City of Watsonville's downtown area. In addition to participating in outreach activities, Fehr & Peers supported the development and refinement of complete streets design options and performance measures.

State Route 68 Bicycle & Pedestrian Corridor Study (City of Pacific Grove, CA)

Steve was the Fehr & Peers Project Manager for the Pacific Grove State Route 68 Corridor Study which identified improvements to bicycle and pedestrian safety and access along the Highway 68 Corridor in Pacific Grove. The corridor study included an assessment of existing opportunities and constraints as well as conceptual roadway designs which will be used to facilitate subsequent design, environmental review and ultimately construction.

San José Walking Audits (San José, CA)

Fehr & Peers assisted the City of San José on multiple walking audits as part of the OTS grant awarded to the City. Combined with interactive webmaps, Fehr & Peers hosted eight virtual walking audits in which a total of 200 stakeholders participated at the events. Steve oversaw the development of fact sheets summarizing stakeholder input and recommendations, including quick-build opportunities.





Economic & Planning Systems

The Firm

Economic & Planning Systems, Inc. (EPS) is a land economics consulting firm experienced in the full spectrum of services related to real estate development, the financing of public infrastructure and government services, land use planning, and government organization.

Guiding Principle

EPS was founded on the principle that real estate development and land use-related public policy should be built on realistic assessment of market forces and economic trends, feasible implementation measures, and recognition of public policy objectives, including provisions for required public facilities and services.

Areas of Expertise

- Real Estate Market and Feasibility Analysis
- Land Use Planning and Growth Management
- Public Finance
- Fiscal and Economic Impact Analysis
- Reuse, Revitalization, and Redevelopment
- Real Estate Transactions and Negotiations
- Regional Economics and Industry Analysis
- Open Space and Resource Conservation
- Government Organization
- Transportation Planning and Analysis
- Asset Valuation and Repositioning

Clients Served

Since 1983 EPS has provided consulting services to hundreds of public- and private-sector clients in California and throughout the United States. Clients include cities, counties, special districts, multi-jurisdictional authorities, property owners, developers, financial institutions, and land use attorneys.

Staff Capabilities

EPS professional staff includes approximately 40 specialists in public finance, real estate development, land use and transportation planning, government organization, and computer applications. The firm excels in preparing concise analyses that disclose risks and impacts, support decision making, and provide solutions to real estate development and land use-related problems.

EPS Locations

Oakland, Los Angeles, and Sacramento, California, Denver, Colorado

EPS Web Site : www.epsys.com



EPS ROLE IN GENERAL PLANS

EPS, in association with allied planning, civil engineering, transportation, and environmental firms, has been involved in the development of numerous General Plans in California. The firm's integrated approach to land use planning, market research, fiscal analysis, and financial issues results in plans that effectively and efficiently guide future development. EPS General Plan work commonly involves:

- 1. Market Analysis and Real Estate Development Feasibility Analysis.** EPS evaluates market support for various land uses to determine product characteristics, pricing, and market absorption potential. This information informs land use program alternatives and provides key inputs to financial feasibility analyses and infrastructure finance plans. We often prepare pro forma cash flow models to test financial feasibility in light of project costs and required rates of return.
- 2. Land Use and Socio-Economic Forecasting.** EPS combines a thorough working knowledge of land use planning and regulation with real estate and economic expertise to contribute to local and regional growth forecasting. In this context we evaluate both the demographic and economic contexts affecting growth, the opportunities and constraints presented by regional economic fundamentals, and local market considerations. EPS services inform strategies and policies needed to achieve the level and type of development sought as well as to understand the economic impacts of land use and growth control measures.
- 3. Public Services and Fiscal Impact Analysis.** EPS works with local government staff to identify plans for providing police, fire, public works, general government, and other services to proposed development areas. One concern of local governments in considering land use plans and entitlements is whether proposed development will generate a fiscal benefit or detriment. EPS's fiscal impact models estimate the cost of government services required by new development and the offsetting revenues that the development will generate. Fiscal analysis is useful in fine tuning land use programs and identifying appropriate mitigations.
- 4. Public Facilities and Infrastructure Financing Analysis.** EPS analyzes the feasibility of funding required infrastructure; evaluates the distribution of burden on property owners, developers and other parties; and formulates workable financing programs utilizing the full array of available funding mechanisms. This work seeks to ensure that value created by a development plan will be sufficient to support the cost of public facilities and infrastructure.
- 5. Economic Development.** EPS collaborates with City staff, leverages existing programs and research, engages stakeholders, and identifies potential economic development actions. The process relies heavily on outreach to stakeholders, and focuses on the power of land use planning to generate economic development benefits. Resulting economic development strategies reflect local conditions and priorities, and EPS offers well-reasoned recommendations that focus on achievable actions to meet local goals for economic development.

- **Benjamin C. Sigman**, Principal, will be EPS Principal in Charge for the engagement and will be responsible for EPS work products, including technical work, deliverables, and correspondence. Ben brings over 20 years of experience providing economic analysis, land use strategy, and real estate advisory services to public, private, not-for-profit, and institutional clients. His experience spans residential, retail, office, industrial, hospitality, entertainment, infrastructure, and open space conservation projects throughout the United States. He has advised on urban infill and brownfield redevelopment as well as large-scale master-planned developments and habitat conservation plans. Ben holds a Bachelor of Arts in Economics from Colby College and a Master of Science in Agricultural and Resource Economics from the University of California, Davis.
- **Luke Foelsch**, Senior Associate, will serve as the Project Manager for EPS. Luke joined EPS as an Associate in 2019. He brings professional and academic experience in real estate development, economic development finance, public sector planning, and urban spatial analysis. Luke holds a Master of Science in urban and regional planning with concentrations in land use planning and GIS, and a Bachelor of Business Administration in marketing, both from the University of Iowa. He is a member of the American Planning Association and the Congress for New Urbanism.
- **Ryan Martinez**, Associate, will provide technical analysis and consulting support to the EPS team. Ryan's portfolio at EPS includes fiscal impact analysis, data analytics, and land use policy. He is currently the project manager for the firm's engagement with the City of Oakland on its General Plan Update, which includes a study of the City's industrial lands. Other Recent project work includes a fiscal impact analysis for the City of San Mateo as part of its General Plan Update Process. Prior to EPS, Ryan worked at Beacon Economics LLC, an economic research firm, where he led their Economic and Revenue Forecasting practice area. Ryan holds a Bachelor of Arts in Economics and a Bachelor of Science in Statistics with a minor in Mathematics from California State University, East Bay, and an A.A. in Liberal Arts from San Jose City College.



Benjamin C. Sigman

Principal



Education

MS Agricultural and Resource Economics, University of California, Davis, 2003

BA Economics, Colby College, 1999

Previous Employment

Principal and Vice President, AECOM (2009-2011)

Senior Associate, Economics Research Associates (2005-2008)

Associate, Economic & Planning Systems (2004-2005)

Research Analyst, Industrial Economics, Inc. (1998-2002)

Affiliations

Urban Land Institute

ABOUT

Benjamin C. Sigman is a land use economist with over 20 years of experience providing consulting services for public, private, and institutional clients. Ben possesses significant expertise analyzing land use policy and regulation. He authors studies that evaluate real estate market and financial feasibility factors, and offer strategies for financing public improvements. He also conducts economic and fiscal impact analysis of wide-ranging activities, including infrastructure development, commercial operations, and open space management. In his economic development work, Ben brings his land use perspective to guide communities toward competing through quality of place, value creation, and public investment.

Before joining EPS in 2011, Ben worked for AECOM (New York and San Francisco) and Industrial Economics, Inc. (Cambridge, Massachusetts), providing economic analysis and advisory services to private and public clients, including federal, state, and local governments. His work included benefit-cost studies related to land use policy and regulation, and associated litigation support.

SELECTED PROJECT EXPERIENCE

Downtown Watsonville Specific Plan

EPS Principal leading economic and real estate research and analysis in support of the Downtown Watsonville Specific Plan. Early in the process, EPS produced socioeconomic analysis and real estate market research that contributed to the Existing Conditions assessment. During that process Ben has led discussions with the business community. In a later phase of work, Ben led EPS research concerning best practices to avoid displacement and advised the planning team on potential policy options, including participation in a public hearing with the Advisory Committee. Ben currently is working with the planning team to determine implementation steps and is assessing possible funding and financing options for public infrastructure.

City of Dublin Economic Development Element

Senior economist for the City of Dublin's first economic development strategy. Ben oversaw all aspects of the project including economic and real estate analyses, outreach efforts, and report development. He presented research and findings at numerous public forums, including City Council meetings, Planning Commission meetings, public work sessions, and executive round table events. Since its completion, including the Economic Development Element of the General Plan, the City has been implementing the strategy, including completion of a comprehensive marketing and branding effort for the City.

Palo Alto Comprehensive Plan Update

Senior economist for an extensive fiscal analysis that assessed several scenarios developed to capture the range of possible outcomes of the City's Comprehensive Plan Update process. The analysis focused on the effect that population and employment growth would have on Palo Alto's \$170+ million Adopted General Fund Operating Expenditure Budget. EPS prepared a unique study methodology to isolate the fiscal impact attributable to residents, workers, and visitors, in addition to impacts by land use category. The work informed selection of the City's preferred Plan alternative.

Economic & Planning Systems, Inc.
The Economics of Land Use

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510.841.9190 ■ bsigman@epsys.com ■ www.epsys.com

SELECTED PROJECT EXPERIENCE (CONTINUED)

City of Scotts Valley Economic Development Strategy Framework

Principal in Charge of the City's Economic Development Strategy Framework study. Ben identified strengths and opportunities within the city and acknowledged weaknesses and threats to be addressed. Leveraging local expertise, Ben presented relevant economic trends and offered high-level recommendations concerning potential economic development efforts intended to sustain or improve the City's competitive position in the region, to attract new jobs, grow its economic base, and improve its fiscal condition. The Economic Development Strategy Framework provides City staff a resource to guide economic development activities over the next several years.

Town of Danville Comprehensive Economic Development Plan

Project manager and senior economist for the Town of Danville's most recent Comprehensive Economic Development Plan. Ben examined the Town's competitiveness and prepared a plan to actively promote economic and fiscal sustainability. The effort was extensive, with significant data analysis and outreach to the Town's business community and the Town Council. EPS considered local conditions in the context of the regional economy, as well as broad trends in employment growth, trade, and retailing. Based on EPS recommendations, the Town proceeded with zoning modifications in the downtown area of Danville, leading to improved retail occupancy and economic activity.

Livermore Isabel Neighborhood Plan

Senior economist for research and analysis in support of Isabel Neighborhood Plan land use programming, including housing, office, and retail market and financial feasibility. Ben initially advised on overall real estate market conditions, then prepared focused analysis of retail demand and office development potential. Later stage planning work included a tradeoffs analysis of affordable housing options. Ben currently is working with the City on implementation of the Plan, conducting analysis of special taxes to supporting ongoing maintenance and operation of public infrastructure in the Plan area.

Infill Development Finance Study

Senior economist for a comprehensive study of existing and potential financing tools for infill real estate development, prepared for the State of California's Strategic Growth Council. Ben conducted an assessment of current infrastructure development financing instruments and performed case study analysis to test their efficacy. Ben and his team also made recommendations concerning potential new and refined infill financing mechanisms. The work informed new state legislation for tax increment financing and highlighted the range of existing municipal financing tools available to California cities.

Downtown West Real Estate and Community Benefits Advisory

Principal economist assisting Google with financial analysis to inform the company's development agreement with the City of San Jose for their Downtown West mixed-use masterplan. Ben advised Google on community benefits practices and precedent agreements, and conducted extensive financial analysis concerning horizontal and vertical development of the masterplan. As part of the engagement, Ben represented Google in discussions with the City's economist and coordinated with both Google and the City team on technical work to support the project's public benefits agreement.

Napa Valley Ruins and Garden Study, American Canyon

Senior economist for a market and financial feasibility review of a destination event facility at a unique industrial reuse site in Napa County. The study provided concept evaluation, assessed market demand, and estimated revenue potential to determine the financial viability of the project. EPS also assisted the development team with feasibility analysis and negotiation of public infrastructure contributions. This later phase of work included extensive fiscal impact analysis and cost burden assessments.



Luke Foelsch

Senior Associate



Education

Master of Science, Urban and Regional Planning, University of Iowa, 2019

Bachelor of Business Administration, University of Iowa, 2014

Previous Employment

Urban Planning Intern,
City of Iowa City
Neighborhood and
Development Services
Department
Iowa City, IA

Graduate Teaching and
Research Assistant,
University of Iowa, School of
Urban and Regional Planning
Iowa City, IA

Leasing Associate, SouthGate
Development Companies
Iowa City, IA

ABOUT

Luke Foelsch joined EPS as an Associate in Summer 2019, bringing experience in economic impact analysis, economic development finance, public policy, and spatial analysis. Since joining EPS, he has gained further experience acting as project manager for various economic and fiscal impact analyses, real estate financial feasibility studies, and in-depth market analyses.

SELECTED PROJECT EXPERIENCE

Lawndale General Plan Update

As a subconsultant for this general plan update, EPS assessed market and socioeconomic conditions and trends influencing economic development potential for Lawndale and performed a fiscal impact analysis for land use alternatives, with the effort culminating in an update the city's economic development element.

San Marcos General Plan Update

EPS was engaged by the City of San Marcos to perform a robust assessment of baseline demographic, socio-economic, and market conditions and trends influencing land use and economic development potential for the city. Building from this first task, EPS is further contracted to conduct an economic feasibility analysis, fiscal conditions analysis, and economic development element goals, policies, and actions.

American Canyon General Plan Update

As a subconsultant on this general plan update effort, EPS assisted with a number of tasks including analysis of baseline economic, socio-economic, real estate, and business conditions and trends as part of the larger existing conditions aspect of the update. EPS also assisted with a real estate development feasibility assessment and economic and fiscal impact analyses of a suite of land use alternatives.

Downtown West Real Estate Economics and Community Benefits Advisory

EPS served an advisory role in establishing and defending estimates of economically feasible community benefit contributions for Google's Downtown West San Jose development. This work covered collaboration with the Client and the City to reach consensus around community benefits concepts, quantification methods, and values.

San Bruno Bayhill Specific Plan and DA

EPS provided market and financial analysis to support the Bayhill Specific Plan (campus headquarters for YouTube) and subsequent Development Agreement Negotiations. As the primary land owner, YouTube was seeking to modernize its campus headquarters and add about 3 million square foot of space.



Ryan M. Martinez

Associate



Education

BA Economics and BS
Statistics, California State
University, East Bay, 2018

AA Liberal Arts, San Jose City
College, 2015

Previous Employment

Practice Area Lead, Economic
and Revenue Forecasting,
Beacon Economics LLC
(2018-2021)

- Affiliation: University of
California Riverside,
Center for Economic
Forecasting and
Development [in the UCR
School of Business]

ABOUT

Ryan's portfolio at EPS includes fiscal impact analysis, data analytics, and land use policy. He is currently the project manager for the firm's engagement with the City of Oakland on its General Plan Update, which includes a study of the City's industrial lands. Other Recent project work includes a fiscal impact analysis for the City of San Mateo as part of their General Plan Update Process. Prior to EPS, Ryan worked at Beacon Economics LLC, an economic research firm, where he led their Economic and Revenue Forecasting practice area.

SELECTED PROJECT EXPERIENCE

City of Napa General Plan Update

EPS served as the economist for a multi-disciplinary team to update the City of Napa General Plan, a mid-size city located in the heart of California's Wine Country seeking to balance its tourist orientation with community-serving businesses, services, and amenities.

City of Oakland General Plan Update

EPS prepared a baseline economic conditions and prospects analysis to inform land use policies, public service goals and investments, and the overall vision of the City's General Plan Update. Ongoing work includes a study of the City's industrially zoned land and considers the impacts of environmental racism and other historically exclusionary practices.

City of San Mateo General Plan Update

In support of the City's General Plan update, EPS prepared the existing conditions assessment of the City's key socio-economic, market, and fiscal trends to guide a discussion of critical long-term planning and policy issues. Ongoing work includes the evaluation of land use alternatives from a fiscal sustainability perspective and preparing a financing and implementation strategy.

City of Orinda REAP Grant Housing Strategy

The City of Orinda has retained EPS to identify and assess residential development opportunities that can advance local planning priorities and satisfy its 6th Cycle Regional Housing Needs Allocation (RHNA). The work includes approval of a Precise Plan for the City's small downtown and evaluating housing feasibility on land owned by local school districts and faith-based organizations.

San Joaquin Valley REAP Grant Housing Study

EPS served as the economist on a multi-disciplinary study effort funded by the California Regional Early Action Planning (REAP) grant program to develop place-based strategies for housing production within the eight-county San Joaquin Valley region to support its 6th cycle Regional Housing Needs Assessment (RHNA).

Attachment 2
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SELECTED EPS PROJECT PROFILES

Downtown Watsonville Specific Plan

EPS has been working with the City of Watsonville on the Downtown Watsonville Specific Plan (DWSP) since 2019. EPS led economic and real estate research and analysis in support of the Downtown Watsonville Specific Plan. Early in the process, EPS produced socioeconomic analysis and real estate market research that contributed to the Existing Conditions assessment. As part of that effort EPS conducted data analysis, interviewed local businesses and developers, and participated in meetings with the business community to ensure that that planning for the Downtown supports economic development goals there and in the broader community. In a later phase of work, EPS provided best practices policy research to consider options that might help avoid resident and business displacement as redevelopment occurs in the Plan area. EPS evaluated anti-displacement policy options, identified recommended approaches, and participated in a public hearing to discuss policy recommendations with the Advisory Committee. EPS currently is working with the planning team to determine implementation steps and is assessing possible funding and financing options for public infrastructure. EPS anticipates completion of the Plan during 2022.



Timeline: 2019 – Current

Project Reference:

Justin Meek
Principal Planner
Community Development Department
City of Watsonville
(831) 768-3077
justin.meek@cityofwatsonville.org

City of Dublin Economic Development Strategy and Element

The City of Dublin selected an EPS-led team to prepare its economic development strategy and element of the General Plan. This project encompassed extensive real estate market analysis, an economic competitiveness assessment, and public outreach. Adopted on November 6, 2012, EPS delivered a multipronged approach to sustaining and growing the local economy. EPS recommendations included the preservation of incentive programs, improved development services, partnerships, and the suggestion that the City explore the concept of a local economic development corporation.

A notable element of EPS's work on the Dublin economic development strategy was the study's comprehensive review of City strengths, weaknesses, opportunities, and threats (SWOT), based on EPS independent research and interviews with more than 30 members of the public, business groups, planning and development experts, and public officials. EPS considered the City's competitive position within the regional economy, using the SWOT framework as a tool to organize and present key findings. A second major contribution of EPS's work in Dublin is the wealth of data and analysis related to the regional economy and real estate market. EPS studied regional employment trends and projections, evaluating a variety of potential futures for Dublin and the Tri-Valley.



Throughout the study process, EPS led and participated in a number of public engagements. The project included a public workshop, City Council work session, a final presentation to the City Council, a Planning Commission work session, and a roundtable breakfast with local business leaders. These public engagements were critical to informing the strategy as well as to building community support for the fundamental direction of the economic development plan.

Most importantly, the City proceeded with the implementation of the EPS Economic Development Strategy. With the adoption of the Plan, the City Council also allocated \$125,000 in funding to commence with a marketing and branding strategy engagement, based on a recommendation of the adopted Plan. Since then, the City has rolled out a successful marketing campaign and has continued to grow and evolve its local economy through implementation of the strategy.

Project Reference:

Ms. Hazel Wetherford
Assistant to the City Manager, Economic Development Division
City of Dublin
(925) 452-2158
hazel.wetherford@dublin.ca.gov

Read the full report here: <http://ca-dublin2.civicplus.com/DocumentCenter/View/3930/Economic-Development-Strategy?bidId=>

Fiscal Impact of City of Palo Alto Comprehensive Plan for the City of Palo Alto

The City of Palo Alto was preparing its 2030 Comprehensive Plan Update to address changing demographic, economic, and environmental conditions in the City. City staff and consultants started work on the effort in 2008 but the scope of the Update grew considerably into a broad reorganization of the Comprehensive Plan. With significant local concerns about growth and the effect of growth on the financial well-being of the City, Palo Alto hired EPS in 2015 to provide a fiscal analysis of the Comprehensive Plan Update alternatives.



Photo Credit: City of Palo Alto

The EPS fiscal analysis assessed several scenarios developed to capture the range of possible outcomes of the Comprehensive Plan Update process. The analysis focused specifically on the effect that population and employment growth will have on the City's General Fund Operating Expenditure Budget. As part of this work, EPS prepared a unique study methodology to identify the fiscal impact attributable to residents, workers, and visitors, in addition to impacts by land use category, as is traditionally done. In doing so, EPS also isolated fiscal benefits generated by Stanford University in an effort to better understand the key drivers of General Fund revenue.

EPS findings indicated that Palo Alto is likely to benefit financially from growth, including from both residential and commercial development. However, the study also found that despite being positive, the net fiscal impacts of the Comprehensive Plan alternatives are modest relative to the total City General Fund budget. EPS worked closely with City staff on the analysis and in preparation for presentations to City Council. In April 2016, EPS provided a rigorous and successful defense of this high-profile work before the City's finance committee. In November 2017, EPS appeared at Council hearings to respond to questions. Subsequently, the City approved the Comprehensive Plan Update. Also, in 2018, EPS assisted the City with fiscal impact analysis related to the City's proposed development cap policy, which the Council approved.

Project Reference:

Ms. Hillary Gitelman

Director of Environmental Planning/Bay Area, ESA (formerly Director of Planning in Palo Alto)

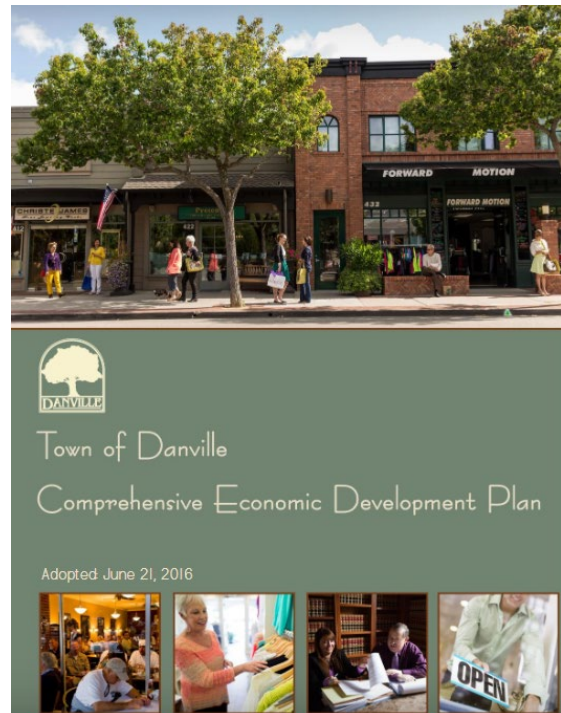
(415) 262-2309

hgitelman@esassoc.com

Town of Danville Comprehensive Economic Development Plan

In 2012, the Danville Town Council authorized the preparation of a Comprehensive Economic Development Plan (CEDP) to examine the Town's competitiveness and to develop a plan to actively promote economic and fiscal sustainability. The effort was extensive, with significant data analysis and outreach to the Town's business community and the Town Council. The CEDP considers local economic potential in the context of the regional economy, as well as broad trends in employment growth, trade, and retailing.

The CEDP prepared by EPS details the actions the Town will take over the next five years and beyond to ensure the Town's competitiveness and economic health. The CEDP is a policy document that establishes the foundation for the Town's ongoing role in local economic development. As a starting point, the Plan recognizes that Danville is constrained by its economic makeup of primarily small businesses, the dominance of residential uses, and limited remaining opportunities for land development. While surrounding cities may attract new employers to new office campuses or regional retail centers, economic development conditions in Danville necessitate a different approach. Rather than pursue economic growth through major development projects, the CEDP seeks to maintain Danville's fiscal health in a manner consistent with the Town's existing scale and character.



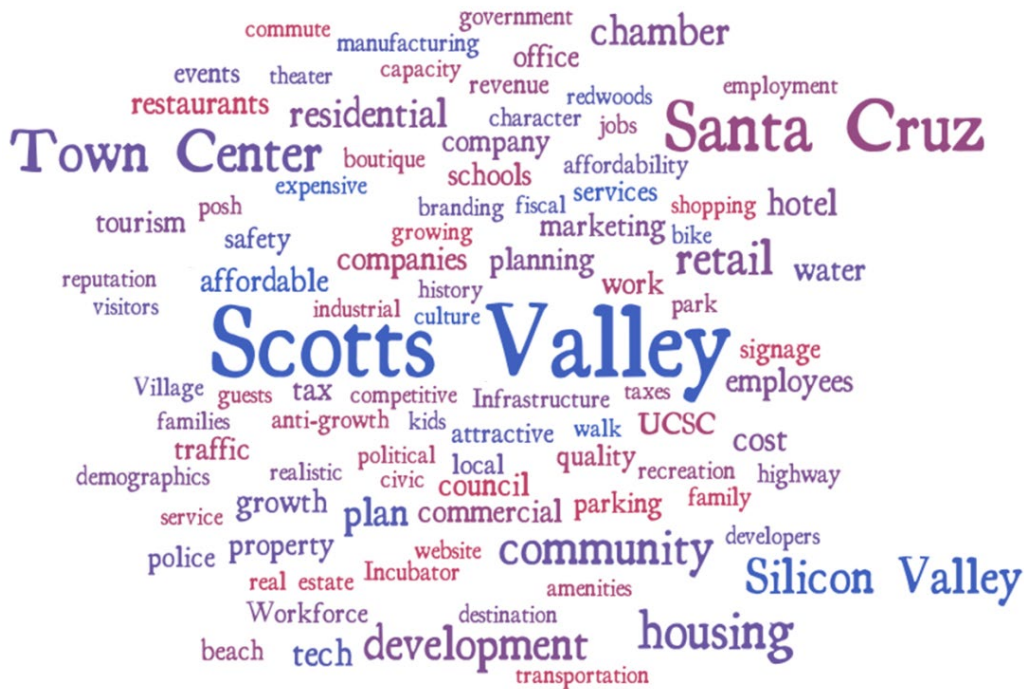
An important aspect of the CEDP is its focus on "Fiscal Drivers." With great attention to sustaining the Town's retail competitiveness, the CEDP seeks to support activities that have a positive impact on sales-tax generation across the community. The strategies and actions to implement this goal both directly and indirectly support sales tax generation. To this end, the CEDP offers strategies to help the Town to (1) achieve corridor center shopping experiences that compete effectively against regional peers; (2) achieve a well-managed and engaging social, dining, and discretionary shopping environment in the Downtown Business District; and (3) actively track retail and consumer trends and build market and business knowledge among merchants.

Project Reference:

Ms. Jill Bergman, Economic Development Manager
Town of Danville
(925) 314-3369
jbergman@danville.ca.gov

City of Scotts Valley Economic Development Strategy Framework

The City of Scott's Valley sought an Economic Development Strategy Framework that could be used on an ongoing basis by City staff to pursue economic growth and inform the Economic Development Element of the City's General Plan. EPS conducted market and demographic research and a SWOT analysis that informed a set of unique recommendations to the City.



As part of the effort, EPS conducted one-on-one interviews with over twenty community stakeholders. Discussion topics focusing on the perceived strengths and weaknesses of the city's business climate, housing market, and general attractiveness as a place to live and work. EPS coordinated closely with City staff to ensure EPS recommendations and strategies would be both politically feasible and economically beneficial. The EPS effort resulted in a set of implementable economic development recommendations and a report that highlighted the City's marketable qualities and detailed the research conducted.



WHO WE ARE

Mead & Hunt is an employee-owned firm with more than 1,100 engineers, architects, scientists, planners, and support staff in offices nationwide. We have been serving clients in both the public and private sectors since our founding in 1900.

GROWING

Mead & Hunt is one of the fastest growing architectural, engineering, and planning firms in the nation. For several consecutive years, *Engineering News Record* has ranked Mead & Hunt as a top 500 A/E design firm and a "Top 25 in Airports" firm. In addition, Mead & Hunt received the prestigious American Association of Airport Executives' Corporate Cup of Excellence award. We were also ranked in the top 10 "Best civil engineering firms to work for" in the nation by *CE News* magazine.

RESPONSIVE

Effective and responsive service is what we provide. Strong two-way communication is imperative to the success of our projects. We place the utmost importance on listening to and understanding your needs; together, we determine the best possible solution. The depth of our staff allows us to complete many projects simultaneously and keep projects on schedule and budget.

EXPERIENCED

Our record of successful project execution and ability to provide continuity and quality-of-service is important to you. Our multidiscipline personnel are experienced professionals able to provide top-of-the-line architecture, engineering and scientific solutions for your most challenging projects. Mead & Hunt's principals are highly-qualified, dedicated and fully involved in providing experienced leadership in undertaking your projects.

INNOVATIVE

To meet our country's aggressive and changing needs, Mead & Hunt is continually expanding to offer innovative engineering, planning and design services to meet a multitude of challenges. Annually, we are nominated for and win industry and trade awards for the creative solutions we provide clients.

Mead&Hunt

EMPLOYEE-OWNED
ENGINEERING &
ARCHITECTURE FIRM

1100+
EMPLOYEES
OVER **250**
AVIATION PROFESSIONALS



#8
TOP 25
AIRPORT
FIRM

ENGINEERING NEWS RECORD



#91
TOP 500
DESIGN
FIRM

ENGINEERING NEWS RECORD



OF
THE
BEST
ONE
PLACES
TO WORK

CE NEWS



MEAD & HUNT COMPATIBILITY EXPERIENCE

Mead & Hunt has been instrumental in advancing airport land use compatibility planning. We served as consultants to the California Division of Aeronautics in preparation of the 1993 and 2002 editions of the California Airport Land Use Planning Handbook and as major contributors to the current 2011 edition. The map on the following page shows our experience providing airport land use compatibility planning services for over half of the state's Airport Land Use Commissions. We have completed more than 130 compatibility plans for California airports, including 22 countywide plans and numerous Airport Land Use Compatibility Plans (ALUCPs) for individual airports throughout the state. The majority of these ALUCPs have been for general aviation facilities similar to those in Placer County.

Nationally, we offer the full range of aviation consulting services necessary for the smooth operation and future growth of airports while providing land use compatibility between airports and their surrounding communities.

Mead & Hunt has prepared statewide handbooks for four states in addition to California: Iowa, Oregon, Washington, and Wisconsin. One of the unique elements of these handbooks was the inclusion of a comprehensive checklist that leads planners through a review of their local general plan or transportation plan. The handbooks also provide numerous links to resources and offer suggested methods and strategies for implementing effective land use compatibility planning and zoning. For the state of South Carolina, Mead & Hunt had a key role in developing the first-of-its kind statewide GIS-based Compatibility Land Use Evaluation (CLUE) tool to help the South Carolina Aeronautics Commission monitor land use development activity around the state's airports.

Mead & Hunt also had key roles in the Transportation Research Board's Airport Cooperative Research Program (ACRP):

- ◆ ACRP Report 27: *Enhancing Airport Land Use Compatibility*
- ◆ ACRP Report 32: *A Guidebook for Addressing Aircraft/Wildlife Hazards at General Aviation Airports*
- ◆ ACRP Report 206: *Guidebook on Effective Land Use Compatibility Planning Strategies for General Aviation Airports (Completed in 2019 with Maranda Thompson as the Principal Investigator)*

Over the past 35 years, Mead & Hunt staff have provided airports across the country with assistance in developing airport zoning ordinances to achieve compatible land uses near their local airports. Our local land use work has ranged from plans for the tiniest general aviation airports in outlying rural areas to complex air carrier airports in major metropolitan areas to military facilities. Our approach to each of these projects has been equally varied. No single project approach is best in all cases; consequently, we have a unique approach to solving each airport's specific needs and do not employ a cookie-cutter approach to our land use planning projects.

ACRP REPORT 27

AIRPORT
COOPERATIVE
RESEARCH
PROGRAM

Sponsored by
the Federal
Aviation
Administration

Enhancing Airport Land Use Compatibility

Volume 1: Land Use Fundamentals and Implementation Resources

TRANSPORTATION RESEARCH BOARD
OF THE NATIONAL ACADEMIES

HANDBOOK AWARDS

- ◆ Oregon: *Oregon Airport Land Use Compatibility Guidebook*
 - ▶ OAPA Professional Achievement in Planning Award
 - ▶ OAMA Corporate Recognition Award
- ◆ Iowa: *Iowa Airport Land Use Guidebook*
 - ▶ APA Planning Excellence Award for Best Practice

MEAD & HUNT COMPATIBILITY EXPERIENCE (CONTINUED)

Not directly evident from our past projects map, but certainly a major part of our experience, are the relationships we have established with the individual local agencies. Most of our compatibility planning projects for ALUCs have involved working closely with advisory committees or working groups; these bodies have been instrumental in contributing local airport and land use plan information and in providing input to compatibility plan policies.

Mead & Hunt has the technical and analytic capability to perform a variety of GIS analyses and has extensive experience using the ArcGIS family of software products. We maintain an extensive database of and incorporate GIS mapping and analysis into all of the services we provide. Understanding that local jurisdictions use GIS platforms for their land use mapping efforts, our compatibility planning projects produce GIS-based compatibility zones for seamless integration into local land use plans and maps.

Our staff has become a trusted CEQA advisor over the last 20 years by managing, preparing, and supporting the preparation of hundreds of mitigated negative declarations and environmental impact reports (EIRs) in support of infrastructure, capital improvement projects, master plans, and airport land use compatibility plans throughout California.

CALIFORNIA EXPERIENCE

Mead & Hunt has provided ALUCPs throughout California. The map to the right demonstrates our experience with these plans and the airports they were provided for.

Airport Land Use Compatibility Plans (ALUCPs)



Land use compatibility around airports can be an elusive goal. The busier an airport, the more likely it is to be situated in or near an active, growing community. The challenge for state aviation officials, airport proprietors, and community planners lies in balancing competing goals and objectives such as enabling the airport to continue to serve needs of air travelers while preventing public exposure to airport noise and risks.

CHARLES MCCORMICK AVIATION STAKEHOLDER LIAISON

Charles “Chuck” McCormick has more than 32 years of diverse aviation experience, primarily for Southern California airports. He has significant experience designing airport electrical systems for both civilian and military airfields. He is responsible for preliminary and final designs as well as construction administration of airfield lighting systems, navigational aids (NAVAIDs), security systems, and other special systems associated with airfield improvement projects for both commercial service and general aviation airports. With his 23 years of flying experience and over 20 years with the FAA, he brings both the pilot and FAA perspective to a project.

Chuck worked for twenty years as national electrical engineer/lighting specialist/project engineer for the FAA Airports Division in Los Angeles, CA, and was responsible for developing the latest electrical designs for airports within the United States. He served as consultant to electrical design engineers so that they could properly apply FAA engineering standards to aviation projects. He served as project manager on many airport development construction projects, particularly on the Runway Safety Area Revalidation Program. He taught engineering classes on airport lighting, marking, and signage at the FAA Academy, and frequently addresses these areas at aviation conferences.

Chuck was program manager at the FAA for the Runway Safety Area (RSA) Validation Program. He provided project management to update the status of all the RSA's at airports that receive commercial service within Arizona, California, Hawaii, Nevada, and the Pacific Islands. A plan was developed including cost and completion date for each RSA that did not meet FAA standards. Possible improvement measures included construction or realignment of the runway, removal of objects encroaching within the RSA, declared distances, or installation of an engineered material arresting system.

Chuck was also FAA project engineer and provided guidance on the interpretation on airport design standards and Airport Improvement Program (AIP) funding requirements. The ALCMS simplifies the control and monitoring of lighted visual aids and enhances airport safety. The basic function of the system remains the same for a general aviation airport that supports only a few operations in a day or a large commercial airport which caters to hundreds of operations on any given day.

Chuck is a detail-oriented individual who possesses both a technical and practical understanding of airfield improvement projects and their effect on airport development projects and aircraft operations. He has the ability to effectively communicate complex technical issues with key airport and agency personnel while also being able to speak one-on-one with the public and other pilots to address their concerns.

RELATED PROJECTS

- Sonoma County Airport, Airspace Plume Analysis, Pilot Perspective, 2022 (on-going)
- Ontario International Airport, Land Use Compatibility Study, Federal Aviation Administration (FAA) Engagement, 2022
- Livermore Municipal Airport, Land Use Compatibility Study, Airport Stakeholder Outreach, 2019



Areas of Expertise

- Program management
- Project management
- Electrical engineering
- Airfield pavement design
- FAA funding and priority process
- Airfield marking and signage
- Airfield layout
- ACIP development
- Stakeholder coordination/outreach

Education

- BS, Electronics and Computer Engineering, California State Polytechnic University, Pomona

Certification

- Private Pilots Certificate, Single Engine Land

Memberships

- Association of California Airports (ACA), Corporate Director
- Airport Owners & Pilots Association (AOPA)

LISA HARMON

AVIATION AND ENVIRONMENTAL PLANNER

Lisa is an aviation and environmental planner with more than 20 years of experience in environmental resource management, analysis, and documentation for aviation projects in accordance with the National Environmental Policy Act (NEPA), California Environmental Quality Act (CEQA), and other state and local regulatory frameworks. She routinely manages large, interdisciplinary project teams to address complex airport challenges, synthesize data from diverse sources, and promote collaborative solutions to achieve client goals. She is skilled in developing and implementing communications for the public and conducting public outreach activities for aviation projects.

Lisa has collaborated with clients and communities nationwide to facilitate a greater understanding of the special challenges associated with aviation and community planning. She has managed or contributed to numerous Airport Land Use Compatibility Plans (ALUCPs) throughout California, including projects that involve the concurrent development or amendment of general plans. She has worked with local jurisdictions to facilitate conversations among airport operators, regulatory agencies, and communities in some of our nation's most challenging environments including Jackson Hole/Grand Teton National Park, the Chesapeake Bay Area, and the San Francisco Bay Area. Lisa has made numerous presentations and published papers both domestically and internationally regarding the special challenges associated with environment resource management, wildlife conservation, and aviation safety. She has made recent presentations to industry meetings/conferences about wildlife management and policy planning associated with emerging advanced air mobility (AAM) operations.

RELATED PROJECTS

- Airport Cooperative Research Program (ACRP) Project 11-02, Successful Community Inclusion in Advanced Air Mobility. Transportation Research Board. (ongoing).
- Airport Cooperative Research Program (ACRP) Project 10-30, Evaluating an Airport's Wildlife Hazard Management Program. Transportation Research Board . Project Manager (ongoing).
- On-Call Services for Crows Landing Industrial Business Park Development, Stanislaus County, California. Project Manager (ongoing).
- El Dorado County Airport Land Use Compatibility On-Call Contract. Project Manager (ongoing).
- Byron Airport Land Use Compatibility Plan, Contra Costa County, California. Project Manager (2022).
- California Aviation System Plan, California Department of Transportation, Division of Aeronautics. Project Manager (2022).
- Environmental Assessment, Redwood Coast Airport Microgrid, California Redwood Coast – Humboldt County Airport (ACV), McKinleyville, California. Project Manager (2021).
- Airport Cooperative Research Program (ACRP) Report 206, Guidebook on Effective Land Use Compatibility Strategies for General Aviation Airports. Transportation Research Board. (2019).
- Environmental Impact Report and General Plan Amendment, and Airport Land Use Compatibility Plan for Crows Landing Industrial Business Park Development, Stanislaus County California. Project Manager (2019).



Areas of Expertise

- Environmental Compliance/National Environmental Policy Act (NEPA)
- Airport Land Use Compatibility Planning (integrating local planning and aviation policies)
- Public outreach, facilitation, and communication
- Aviation wildlife hazard management.

Education

- MS, Transportation Management, Mineta Transportation Institute, San Jose State University
- Certification, Transportation Management, University of California at Davis Extension Program
- Certification, Publishing, University of Denver Publishing Institute,
- BA, English Literature, Wells College

Memberships

- American Association of Airport Executives, AAM Leadership Committee
- Airport Minority Advisory Council
- Vertical Flight Society
- Women in Aviation International
- Bird Strike Committee USA, Newsletter Editor
- World Bird Strike Association

Recent Presentations

- Airport Land Use Compatibility Planning. Instructor presentation at the U.C. Berkeley Aviation Short Course, Berkeley, CA. July 2022.
- Flying in the Strike Zone: Urban Air Mobility, Wildlife Hazards, and New Approaches to Strike Prevention. Co-presenter, Delft International University Conference on Urban Air Mobility (DICUAM), March 2022.
- Advanced Air Mobility and Wildlife Hazards – New Technology Meets a Persistent Challenge. Co presenter, American Association of Airport Executives (AAAE), joint committee meeting, January 2022.

MARANDA THOMPSON AIRPORT COMPATIBILITY LEAD

Maranda has over 20 years of experience in the practice of aviation planning. She excels in managing large teams and complex projects with aggressive and firm timeframes. Maranda supervises our California planning practice and organizes our team, making sure that everyone is matched according to their skillset.

Maranda has developed specialized expertise in airport land use compatibility planning in California and has an excellent understanding of the federal, state, regional and local planning framework. Maranda was your Project Manager for the 2016 Draft Airport Land Use Compatibility Plan (ALUCP) for the Watsonville Municipal Airport (WVI). She worked closely with airport management, city planning staff, Caltrans Division of Aeronautics, and the Watsonville Pilot Association to prepare an ALUCP that would both respond to the Superior Court's decision on the *Watsonville Pilots Association v. City of Watsonville* case and address the needs of community stakeholders.

Maranda has assisted many local government agencies in the successful adoption of compatibility regulations aimed at limiting the public's exposure to excessive noise and safety hazards and protecting airports from encroachment of incompatible land uses. Her land use compatibility experience includes policy development, technical reviews of land use plans and complex development proposals, as well as developing airport overlay zoning districts.

Maranda served as the Principal Investigator for a major research study administered by the Airport Cooperative Research Program (ACRP) of the Transportation Research Board. The subject of the ACRP study was to evaluate the effectiveness of compatibility zoning at general aviation airports. ACRP Report 206, *Guidebook on Effective Land Use Compatibility Planning Strategies for General Aviation Airports*, which was published in November 2019, documents industry best practices and strategies for enhancing airport land use compatibility regulations.

In 2016, Maranda assisted the Truckee Tahoe Airport District in hosting six community meetings designed to allow Airport staff to listen to the specific concerns of six nearby neighborhoods. The meetings provided a venue to discuss and receive input on two Airport programs aimed at finding ways to reduce noise impacts from aircraft operations and enhance safety. Maranda's knowledge of public involvement techniques has led many otherwise contentious projects to successful conclusions. She is skilled at identifying common goals and building consensus among a variety of interests. She understands that successful planning efforts require early agency and stakeholder involvement, and she brings effective and creative stakeholder input opportunities into project plans.

RELATED PROJECTS

- Placer County Airport Land Use Compatibility Plan Update, 2014 and 2021
- ACRP Report 206, *Guidebook on Effective Land Use Compatibility Planning Strategies for General Aviation Airports*, 2019
- Butte Countywide Airport Land Use Compatibility Plan, 2017
- Truckee Tahoe Airport Community Outreach Plan, 2016
- Watsonville Municipal Airport Land Use Compatibility Study, 2016



Areas of Expertise

- Project management
- Airport land use compatibility plans
- Land use development assessments
- Airport master planning
- Advanced air mobility planning
- Policy development and stakeholder engagement

Education

- BA, Double Major, Environmental Planning and Economics, Sonoma State University – California

Memberships

- American Planning Association (APA), California Chapter
- Southwest Chapter of the American Association of Airport Executives (SWAAAE)
- Vertical Flight Society (VFS), Advance Air Mobility Group

Presentations

- "Advanced Air Mobility (AAM) & Airport Electrification" – Southwest Chapter of the Association of Airport Executives (SWAAAE), July 2022
- "Electric Aircraft & Airports" – Southeast Chapter of the Association of Airport Executives (SEC-AAAE), April 2022
- "Electric Aircraft & Airports" – North Central Texas Council of Governments, April 2022
- "Airport Land Use Commission (ALUC) Training Workshops" – Placer County Transportation Planning Agency, April 2022
- "Advanced Air Mobility Infrastructure at Airports" – Southwest Chapter of the American Association of Airport Executives (SWAAAE), August 2021
- "Virtual Public Engagement" – Southwest Chapter of the American Association of Airport Executives (SWAAAE) webinar, January 2021
- "All Clear – Hazard Zoning at General Aviation Airports" – Transportation Research Board Webinar, December 2019

PLACER COUNTY AIRPORT LAND USE COMPATIBILITY PLANS



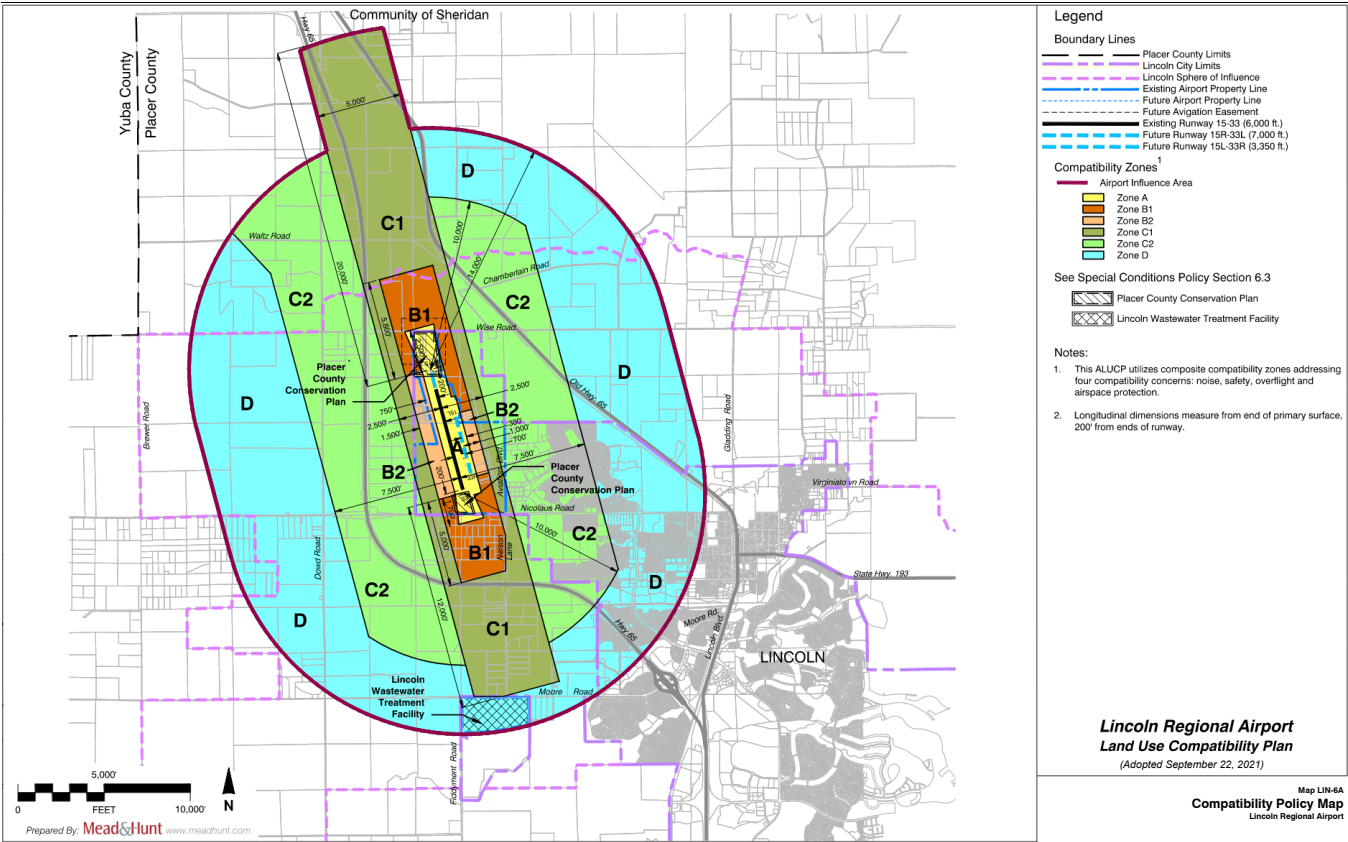
The Mead & Hunt team has a strong and well-established working relationship with the Placer County Transportation Planning Agency (PCTPA) which serves as the Placer County Airport Land Use Commission (ALUC) for three airports in Placer County: Auburn Municipal Airport, Blue Canyon Airport and Lincoln Regional Airport.

Mead & Hunt has assisted the PCTPA/ALUC in the preparation of the Placer County Airport Land Use Compatibility Plan (PCALUCP) in 2000, 2014, and again in 2021. The countywide plan includes the individual plans for Auburn Municipal Airport, Blue Canyon Airport, and Lincoln Regional Airport. The basic function of these plans was to promote compatibility between the airports and future land use development in their surrounding areas. Jurisdictions subject to the provisions of the ALUCP were the County of Placer and the Cities of Auburn and Lincoln, together with special districts, school districts, and community college districts having territory within the influence area of any of the three airports. Portions of the Blue Canyon Airport Influence Area also affect lands within the jurisdiction of two other government entities: the County of Nevada and the US Forest Service.

A key focus of the 2021 Placer County ALUCP update was to update the individual plans for Auburn Municipal and Lincoln Regional Airports as both airport sponsors had recently completed airport layout plan (ALP) updates. Both ALPs reflected major changes to the airfield, including runway extensions, increased runway protection zones, and enhanced instrument approach procedures; all of which necessitated an update to the airport compatibility zones.

Mead & Hunt understand the challenges and opportunities of balancing divergent interests to preserve the safety and efficiency of the aviation system while enabling the safe and vibrant growth of communities. Mead & Hunt worked collaboratively with PCTPA/ALUC and local agency staff to refine the ALUCP policies to meet local needs.

Since 2014, Mead & Hunt has been providing compatibility planning support services to PCTPA/ALUC through an on-call agreement. Our work to date has included providing clarity to the ALUC statutes (Public Utilities Code Section 21670), clarification and interpretation of existing ALUCP policies, and input on compatibility reviews of land use development proposals. Also, in early 2022, Mead & Hunt provided two ALUCP training sessions with County and City planning staff to assist local agencies in implementing the ALUCP land use criteria.



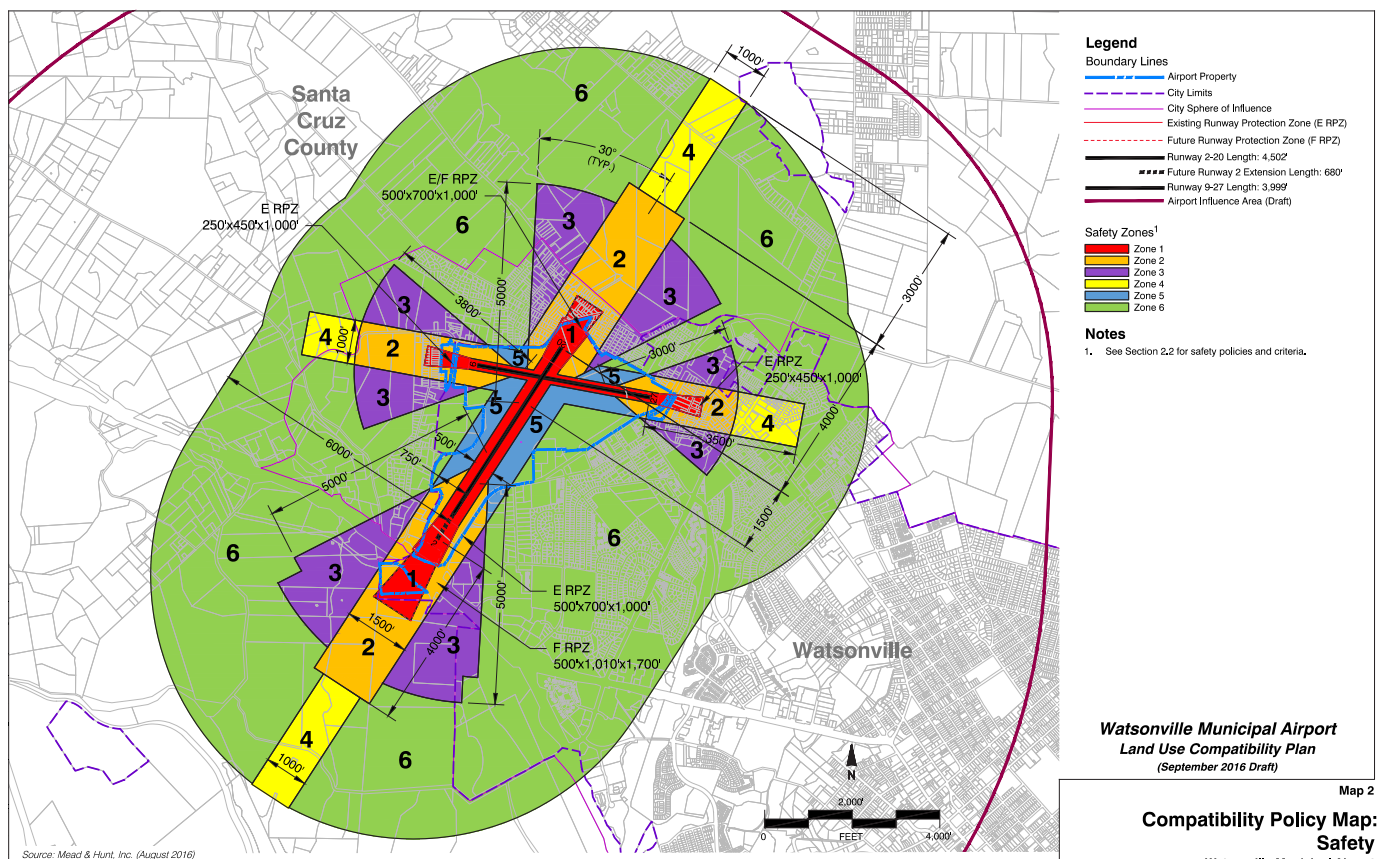
WATSONVILLE MUNICIPAL AIRPORT LAND USE COMPATIBILITY PLAN (ALUCP)



Since 2008, Mead & Hunt staff members have worked closely with the City of Watsonville (City), Caltrans Division of Aeronautics (Caltrans), and the Watsonville Pilots Association (WPA), to support the development of an Airport Land Use Compatibility Plan (ALUCP) for the Watsonville Municipal Airport (WVI or the Airport). Both the 2008 and 2016 Draft ALUCP updates were a focused effort to respond to the Superior Court's decision on the Watsonville Pilots Association v. City of Watsonville case. Our contributions have included:



- ◆ Reviewing the court case and interpreting the court's decision surrounding the stringency of compatibility criteria to be incorporated into the ALUCP update.
- ◆ Reviewing the California Airport Land Use Planning Handbook and integrating Handbook criteria into the ALUCP where court decisions did not provide direction.
- ◆ Consulting with the City, WPA, and Caltrans to discuss interpretations and ramifications.
- ◆ Compiling background data which included the Airport Layout Plan (ALP), activity data, forecasts, noise contours, flight track data, airspace drawings, and safety zone maps for WVI.
- ◆ Developing the Draft ALUCP based on case interpretations, feedback from the City, Caltrans, and WPA, and aeronautical data provided by the City.
- ◆ Preparing compatibility and procedural policies, including maps, tables, and diagrams, that established the basis to determine whether land use plans and projects were compatible with the Airport. Obtaining consensus from the stakeholder groups on the policies to be included in the updated ALUCP.
- ◆ Performing a consistency review of the city's land use diagram to determine the implications of the draft compatibility criteria on the general plan land use map.





CSW | ST2 CSW / ST2 Engineering

FIRM PROFILE

CSW/Stuber-Stroeh Engineering Group is a planning and engineering firm that has served public and private clients throughout California and beyond since 1954. Our team offers creative, cost-effective, and practical design solutions in the transportation, urban infill, recreation, education and public infrastructure sectors. We specifically focus on transforming main streets into vibrant places through streetscapes that feature Complete and green street concepts while combining cutting edge retail strategies into the planning process. Our office located in Pleasanton will support the City of San Carlos in advancing the Specific Area Plan.





ROBERT STEVENS

PE, TE, LEED AP
PRINCIPAL CIVIL ENGINEER



C S W | S T 2 Robert specializes in developing private and public infrastructure projects delivering more than \$200 million in construction valuation over the last 10 years.

Engaged throughout the life of the project, his experience ranges from conceptual design to detailed engineering culminating in final construction. Robert coordinates the design effort of the team, public agencies, community organizations, and private parties resulting in consensus based solutions delivered on schedule and budget.

MASTER/TOD/SPECIFIC AREA PLANNING

BART del Norte TOD and Complete Street, El Cerrito

Castro Valley Marketplace, Alameda County

South Richmond Transportation Connectivity Plan, Richmond

San Pablo Avenue Streets/Pedestrian Connectivity, San Pablo

Point Potrero Marine Terminal Reconstruction, Port of Richmond

Silicon Valley Rapid Transit BART Extension, Fremont, Milpitas, San Jose, Santa Clara

Dupond Preliminary Specific Plan, Antioch

Millbrae BART TOD Specific Plan, Millbrae

Hercules Waterfront Development, Hercules

BART Redevelopment Walnut Creek Transit Village, Walnut Creek

MULTI-MODAL IMPROVEMENTS

Third Street Rehabilitation, San Rafael

Miller Avenue Streetscape, Mill Valley

Contra Costa Boulevard, Pleasant Hill

Centra Avenue, El Cerrito

Poplar Street Green Street Improvements, Half Moon Bay

San Pablo Avenue Rehabilitation, Pinole

Sir Francis Drake Boulevard Improvements, San Anselmo

Cutting Boulevard Rehabilitation, Richmond

Bay Trail, Hercules

Main Street Complete Street, Hayward

Nevin Avenue Complete Street, Richmond

MacDonald Avenue, Richmond

EDUCATION

B.S. Civil Engineering, San Jose State University

REGISTRATION

Professional Civil Engineer

-California - No 58660

Professional Traffic Engineer

-California - No 2953

PRESENTATIONS

"Deploying Broadband Networks for Public Agencies" American Public Works Association, 2021

"Designing Smart Cities" American Planning Association, 2019

"Designing Complete and Green Streets" Stanford University 2016



JULIA HARBERSON

PE, QSD/QSP, LEED AP
CIVIL ENGINEER

CSW | ST 2

Julia is a registered civil engineer who specializes in hydrology and hydraulics related to green infrastructure, including pervious pavements, pavers, and rain gardens. She has extensive experience finding creative solutions to integrate green infrastructure into existing urban developments. Julia recently completed the design of a comprehensive pervious paver system for Complete Streets projects in Daly City and San Pablo.

MASTER PLANNING

St. Helena General Plan Update CSW|ST2 assisted in the preparation of the City of St. Helena's 2030 General Plan Update. To assess the projected growth and development in St. Helena, CSW|ST2 met with City staff and reviewed the previous General Plan, current studies, and Master Plans. Taking the accumulated data, we drafted the utilities component of the Public Facilities and Services element for the General Plan Update which address water supply, sanitary sewer, and storm drainage and flooding. Each utility section included a description of existing conditions, projected conditions, goals, and implementing actions.

Central Petaluma Specific Plan Utility Study

CSW|ST2 provided a utility study for the downtown area of Petaluma in support of the Specific Plan process lead by the City of Petaluma. Our work involved reviewing the most recent storm drain, water and sewer master plans, and natural gas and telecommunications utilities to provide an assessment of existing conditions, then providing a plan and cost estimate to update these utilities to allow for future development of the plan area. The project concluded with a new utility master plan for the plan area and an updated set of base maps for the City's utilities.

Grady Ranch Precise Development Plan Prepared Precise Development Plan, which included drawings, reports, and required documentation for submittal to the County of Marin. The PDP included construction of the Main Building (housing offices designed for advanced digital technology based film production), Gate House Building, road and infrastructure improvements, and 8 bridges. Additionally, the PDP detailed the restoration and enhancement of Miller Creek, Grady Creek, Landmark Creek, and other tributaries located on the property. Julia provided modeling and analysis of existing and proposed restorative conditions for these creeks.

EDUCATION

B.S. Civil Engineering, Portland State University

REGISTRATION

Professional Civil Engineer

- California - No 76626

QSD/QSP Certificate #00352

PRESENTATIONS

"Deploying Broadband Networks for Public Agencies"
American Public Works Association, 2021

Attachment 2
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Appendix A: Biological Resources Scope



**City of Watsonville General Plan Update
Biological Resources Report
Proposed Scope of Services**

**July 21, 2022
Proposal #11148**

H. T. Harvey & Associates proposes to assist Circlepoint with environmental review of the City of Watsonville General Plan Update. H. T. Harvey prepared the biological resources section of the Draft Environmental Impact Report for the City's last General Plan update in 2005, but due to changes in species listings and distributions, habitat conditions in the General Plan area, regulations governing biological resources, and industry standards with respect to mitigation measures, it will be necessary to take a thorough approach to reviewing biological resources issues for the General Plan update.

Our proposed services are described in detail in the following scope, and the cost of providing these services is listed in the attached budget spreadsheet.

Task 1. Background Review and Coordination

H. T. Harvey & Associates ecologists will review any available background information on the General Plan update and biological resources in the vicinity of the General Plan area. These sources may include the General Plan and its prior versions, and the California Environmental Quality Act (CEQA) documents previously prepared for the City's General Plan update activities, including H. T. Harvey's 2005 biological resources section; U.S. Geological Survey quadrangle maps; U.S. Fish and Wildlife Service (USFWS) National Wetland Inventory Maps; the California Natural Diversity Database (CNDDDB); other technical literature related to the biotic resources of the Watsonville vicinity; species data compiled by the California Native Plant Society (CNPS) or other public interest groups; and resource agency data.

This task includes limited time for project coordination by H. T. Harvey & Associates staff and to correspond by telephone, email, and online meetings with the project team during the preparation of the biological resources report.

Task 2. Reconnaissance-Level Field Surveys

A plant/wetlands ecologist and a wildlife ecologist will conduct a single reconnaissance-level field survey of the General Plan area to put into context the information generated in Task 1. These surveys will document the biological conditions in the General Plan area. The major habitat/land use types within the study area will be mapped, and the dominant plant and animal species of each habitat type will be described. The reconnaissance survey will also be conducted to determine habitat suitability for special-status species of plants and animals and to determine the approximate locations of potentially sensitive or regulated habitats, such as wetlands and other waters of the U.S./State, in the study area. Due to the large size of the study area and the high-level, programmatic nature of the General Plan and its CEQA review, we are not proposing to perform detailed

H. T. HARVEY & ASSOCIATES

mapping of any habitats, to prepare a detailed wetland delineation report adequate for resource agency permitting, or to conduct focused surveys for any particular plant or animal species.

Task 3. Preparation of Biological Resources Report

Upon the completion of our field work, we will prepare a report that describes existing biological conditions (including existing habitats/land uses, potential for occurrence of special-status plants and animals, any potentially jurisdictional or sensitive habitats, and any other biological resources that might be of concern); the regulatory setting (laws or ordinances that might apply to the General Plan's effects on biological resources); a description of potential impacts on biological resources, including our opinions regarding whether those impacts should be considered significant under CEQA; and a description of any mitigation measures that would be necessary to reduce impacts to less-than-significant levels. Graphics to be prepared include site/vicinity, biotic habitat/land use, and CNDDDB maps.

Our budget for this task includes time to revise the draft report two times based on comments by Circlepoint and by the City of Watsonville, if necessary.

Limitations/Assumptions:

- We will be provided with a figure or mapping (e.g., in GIS or CADD) showing the limits of the General Plan area.
- No focused surveys for any species are included in the proposed scope of work.
- No formal delineation of wetlands or other sensitive/regulated habitats, if present, is proposed.
- A tree survey is not included in the proposed scope of work.
- Mitigation measures to be described in our report will be at a level of detail adequate for CEQA review purposes. Preparation of detailed habitat mitigation plans is not included within our currently proposed scope.
- With the exception of minimal coordination included in the budget for Task 1, attendance of meetings is not included in our scope.
- No permitting or coordination with state or federal government or resource agency staff is included in this scope.
- Responding to public and agency comments on the Draft Environmental Impact Report is not included in our scope.

We would be happy to provide a scope and cost estimate to add any of these excluded tasks to our scope of work, if requested.





Appendix B: Acoustical & Air Quality Detailed Scope



Scope of Work – Noise

The General Plan Update changes could result in land use changes that will expose new sensitive receptors to excessive noise or vibration levels or result in substantial changes in the existing noise environment in the city. A comprehensive noise analysis would be completed and would include the following tasks:

1. **Review Existing Noise and Vibration Data.** I&R will review available, recent environmental noise and vibration studies provided by the City for applicable data that could be used to describe current noise and vibration exposure in the City.
2. **Document Existing Noise and Vibration Conditions.** A noise monitoring program will be developed to establish existing conditions. Noise measurement locations will be selected to quantify noise levels along major thoroughfares, near significant stationary noise sources, in developing areas, or in other areas that have been problematic in the past. These data will supplement the noise data collected by our firm and others identified above. We anticipate that 6 long-term (24-hour) and 12 to 14 short-term (10-minute) noise measurements will be made.
3. **Prepare Existing and Future Noise Contours.** Existing and future noise contour data will be prepared based upon the data collected during the noise monitoring survey and traffic data provided by the City. Traffic noise modeling of highways, primary arterials, and major collector streets will be conducted using SoundPLAN, a 3-dimensional noise modeling software. SoundPLAN files can be directly imported into a GIS database. We will prepare the noise contour maps in terms of L_{dn} in increments of 5 decibels down to 60 dBA L_{dn} . The future noise contour map will be prepared for the preferred alternative.
4. **Review and Comment on the Noise Element Policies.** I&R will review the Draft Noise Element for content and accuracy.
5. **Prepare Background Report.** I&R will prepare a Background Report that will include discussions of the major transportation and stationary noise sources in Watsonville, describe the noise monitoring survey results, and present tabularized noise exposure contours and the noise contour maps for existing and future conditions. The Report will also summarize current information on ground vibration thresholds and the existing vibration environment. The report would serve as a background technical document that would also be used in the Noise Assessment of the EIR, described below.
6. **Prepare Noise Assessment for the EIR.** I&R will analyze proposed land use changes that will expose new sensitive receptors to noise or vibration levels exceeding those considered normally acceptable based on the City's policies, and the changes in the noise

environment in the City resulting from the General Plan Update. We will calculate potential changes in noise and vibration levels along roadways and determine where significant impacts will occur. Goals, policies, and programs of the Noise Element will be evaluated for reducing noise impacts to less than significant level. If, as a result of the analysis, it is determined that additional mitigation measures will be appropriate to reduce future noise impacts, these will be presented in the form of suggested policy changes.

Scope of Work – Air Quality

Implementation of the General Plan would lead to temporary construction emissions and long-term operational emissions. California Environmental Quality Act (CEQA) Air Quality Guidelines would be used to assess the air quality impacts from the proposed General Plan Update. The following tasks would be conducted to address air quality issues:

1. **Evaluate Construction Activities.** Construction air quality impacts would be addressed qualitatively since future construction activity cannot be reasonably predicted (i.e., schedule and intensity) until individual projects are proposed. Conditions of approval that represent “Best Management Practices” to control dust or particulate matter emissions would be identified. In addition, other measures that may be necessary to reduce construction exhaust emissions would be identified. Mitigation measures that address potentially significant construction impacts would be developed.
2. **Assess Operational Air Quality Impacts.** Operational emissions of air pollutants (or their precursors) would be computed for each proposed phase and existing uses using the CalEEMod model supplemented with the most recently available on-road mobile emission factors (i.e., currently EMFAC2021). Default inputs for Monterey County would be used unless specific data are available. Daily trip generation rates and vehicle miles traveled data would be needed from the traffic consultant. A description of stationary air pollutant equipment, such as generators, large gas-fired boilers, or cooling towers would be needed.
3. **Community Risk Impacts.** Health risk impacts from build-out of the plan would be qualitatively addressed. Much of the health risks would likely be caused by construction that would include use of diesel-powered equipment over long periods of time. It is not possible to predict the activity or phasing at this time, so these impacts would be addressed qualitatively. Operational traffic and use of stationary equipment that emits toxic air contaminants (TACs) and fine particulate matter (PM_{2.5}) would also be addressed qualitatively. Mitigation measures designed to prevent future projects causing significant health risks would be identified.
4. **Identify Measures.** Reasonable and feasible conditions of approval to reduce any significant air quality impacts would be identified and evaluated. A list of reasonable and feasible dust control measures would be developed to reduce construction air quality impacts and, if necessary, measures to reduce construction community risk or air emissions to acceptable levels.

5. **Significant and Unavoidable Emissions.** If computed emissions are found to be significant and cannot be mitigated below significance levels, additional analysis would be conducted. This would be a mostly qualitative analysis that would compare General Plan emissions to existing emissions, county-wide, and regional emissions. A discussion of changes in emissions and how those might affect regional air pollutants would be included. This task does not include any additional modeling that might be attempted to quantify these complex effects on air pollutant concentrations. This analysis would include the following: (1) description of each pollutant and their acceptably known health effects, (2) rationale that relies on quantified emissions thresholds, and (3) a discussion regarding the limitations in performing modeling to quantify potential health effects associated with Plan air pollutant emissions.
6. **On-Site Community Risk Impacts.** Overlays of health risks across the Plan area would be developed based on traffic information, train activity, and stationary source information provided by Monterey Bay Air Resources District (MBARD). This would include modeling of traffic and train activity using California Air Resources Board (CARB) emissions factors (e.g., EMFAC2021) and AERMOD dispersion modeling along with cancer risk computations. Mitigation measures or plan policies would be developed to reduce exposures.

