



Proposal to Provide

Strategic Infill Redevelopment Plan & Long-Range Planning Services

for the

City of Arcata



PLANWEST
PARTNERS, INC.

1125 16th Street, Suite 200
Arcata, CA 95521
(707) 825-8260





Danielle Allred
City of Arcata, City Manager's Office
736 F Street
Arcata, CA 95521

February 19, 2021

RE: City of Arcata Long Range Planning Services

Dear Selection Panel,

I open this introductory letter with a story from 2010, when I was the Arcata Rail-with-Trail design and permitting deputy project manager. During an extended team meeting with multiple City departments and a large consulting team, Karen Diemer (then Deputy Director of Environmental Services) said to the group: "Arcata does not want a great NEPA document that analyzes the impacts of a trail network nor do we want a great set of design plans; Arcata wants a great trail network; the plans that we are here to produce are merely the stepping stones to what we actually want." She was helping us all to keep our eyes on the prize and reminding us not to get too invested in process. She wanted us all to remember that the "product" was a trail, not plans and documents. That lesson has stuck with me and has guided how I approach every project I complete. In the case of this Long Range Planning Services project, the "prize" or final product we are committed to is high-quality mixed-use mixed-income multi-generational equity-enhancing infill development that stimulates the use of alternative transportation and that increases Arcata's home-ownership/owner occupied-rate while satisfying Arcata community interests and needs. The successful outcome of this project will not just be a cutting-edge program of planning documents, but also actual physical development. To achieve that goal, this project must establish efficient principally-permitted pathways for development that ease the permitting process while meeting accepted community objectives. We have developed an approach that will help the City get exactly what it is seeking to accomplish.

The Planwest team has a strong personal connection to Arcata planning. Planwest Partners was founded in 1997 when George Williamson AICP served the City in drafting the 2020 Arcata General Plan, a Northern Section California American Planning Association award winner. George moved here for this, the firm's very first project. Nearly 25 years later, Planwest proposes to update that plan and to guide community efforts to envision growth and development for the next 25 years. It is worth noting that Planwest's office is located in City limits and is less than 500 feet from the Gateway Plan Area. This gives us a great advantage as we can meet City staff on-site for COVID-friendly site walks with a moment's notice. In fact, during the preparation of this proposal over the past several weeks we have walked and biked the project site repeatedly. It reminded me of the three years I lived just outside the Gateway Plan Area while attending graduate school at HSU. I did not have a car and biked through Arcata daily, rain or shine. Housing availability has plummeted in the 18 years since then, but Arcata has become even more bikeable and walkable. Our team strongly believes we owe it to the next generation to re-balance housing availability so that more people can enjoy the delights of living in Arcata car-free.

Our team includes locally-based professionals with similar personal Arcata connections, including Kash Boodjeh, Heather Equinoss, Misha Schwarz, landscape architect Erin Ponte, and others. It is rounded out with technical experts, such as code expert Ben Noble and urban designer Jerry Linkus. We are proud of the combination of Planwest/Noble/GHD/Boodjeh/Equinoss that forms the team core. Collectively, we put a lot of thought and creativity into this proposal. It helps that we all love Arcata and that we have all been closely tracking the City's progress on this topic for the past two years.

Our team has experience not only with code development and CEQA, but with dozens of actual on-the-ground housing development projects. We personally and professionally know what is required to get through long, complex permitting processes and how to facilitate public involvement. It is this robust range of experiences that makes us confident that we can help to implement lessons learned from the City's difficult past experiences, such as the Village Project. Hundreds of hours were committed by City staff, elected/appointed officials, and members of the public to envision and analyze that project through a long and difficult discretionary process. While the project was ultimately withdrawn, the City learned that good housing policy is not enough for project success. The



community wants to be involved early in the conceptualization of potential projects. While it is not reasonable for City residents to say, “we are not going to allow growth,” community members can expect an inclusive approach to collectively plan ahead and “grow on our own terms.” Thus, in order to create the envisioned principally-permitted development pathways, our scope of services includes techniques and practices so the City can identify and analyze community interests in a programmatic way rather than doing so for each individual future project one-at-a-time. This will require a pioneering public engagement approach that most communities never achieve. Fortunately, the City has already been quite successful in launching the most robust public involvement campaign of any City on the north coast.

Given how far the City has already come with this project, we see ourselves fulfilling a technical support role. City staff has already made a remarkable amount of progress in implementing a multi-year cutting-edge planning process based on substantial and genuinely meaningful community input. In our process observations to date, we believe City staff understands City’s objectives and would benefit from support to realize those objectives in the form of a long range plan. Our team can give you that concentrated staff support, and we will commit to prioritizing this project. In addition, as a team of specialized consultants, we can ease the burden of keeping up with the detailed nuances of ever-evolving State CEQA standards and General Plan Guidelines. Also, as experienced code development practitioners, we will bring fresh ideas and best practices from other communities to supplement the great work already initiated here in Arcata. We are confident the City can take public engagement to an even higher level, with team support “behind-the-scenes.” While some cities hire consultants to be the face of community planning projects, we recognize the fact that Arcata’s staff is already the star of the show. Given the incredible momentum underway, our team strongly believes that City staff should continue to be in the public spotlight throughout this project, with our consulting team providing as-needed-assistance, suggestions for enhanced approaches, access to a suite of software programs that make on-line and in-person meetings even more successful, and a collection of approaches for how to increase the involvement and feedback of the disenfranchised and unengaged members of our community.

In conclusion, I would like to quote a City staff member. On 12/17/20, the City held an on-line Community Visioning Listening Session. Near the end of that meeting, Senior Planner Delo Freitas spoke for several minutes about her hopes for this project. In that discussion, Ms. Freitas said, “at the end of the day, what we are trying to do is figure out how to do the right thing, but also make it cool... and fun.” This sentiment perfectly represents the outlook and strategy of the Planwest team in how we would like to approach this project, which is largely about fulfilling the values of the City (a.k.a. “doing the right thing”). Infill development will help the City retain its greenbelts, increase equity, improve access, generate much-needed housing, preserve open space and reduce VMT and GHG, all while increasing our community’s collective quality of life. Our approach to developing policy, practices regulations and impact analyses that will stimulate such development is cool and fun and we are proud to submit this proposal. If selected we will commit to this project, to make Arcata more livable for those of us already here and for the next generation.

As Principal Planner, I am authorized to bind Planwest, I will serve as the authorized person to negotiate for the team, and the enclosed proposal is a firm offer in effect for 180 days.

Sincerely on behalf of our team,

A handwritten signature in blue ink, appearing to read 'Rob Holmlund'.

Rob Holmlund, AICP
Planwest Partners, Inc.

robh@planwestpartners.com

(O) 707.825.8260 / (M) 707.599.2928 / (F) 707.825.9181
1125 16th Street, Suite 200 Arcata, CA 95521

TABLE OF CONTENTS

Executive Summary.....	1
Qualifications & Experience	3
A. Team Overview.....	3
B. References & Relevant Project Experience.....	5
Organization and Approach	20
A. Project Team/Key Staff.....	20
B. Project Understanding and Approach	26
Scope of Work.....	34
Task 1 Scoping & Formalizing Work Plan Approach.....	34
Task 2 Data Collection & Analysis For General Plan Update	35
Task 3 General Plan Amendments.....	46
Task 4 Gateway Area Plan & Form Based Code	55
Task 5 Environmental Review	63
Schedule of Work.....	71
Conflict of Interest Statement	74
Proof of Disadvantaged Business Enterprise.....	74
Cost Proposal	74

Appendix A - Resumes

Executive Summary

EXECUTIVE SUMMARY

As is thoroughly outlined below, we have assembled a powerful team of professionals that have worked together on several similar projects. Our team includes: Planwest, GHD, Ben Noble Consulting, Heather Equinoss Consulting, K Boodjeh Architects, Erin Ponte Landscape Architect, Steve Hackett Economics, and Gerry Takano Historic Resources Specialist. The connections between this team are numerous and we are thrilled by the opportunity to work together in collaboration with the City.

This Executive Summary summarizes the structure of this overall proposal. The Qualifications section provides background information about each of our firms and key projects that demonstrate our collective experience, as well as references for those projects. The section also includes an organization chart and descriptions of key staff members that will serve this project team.

The Organization and Approach section explains our project management structure, our strategy for document management, schedule and budget commitments, and our thoughts regarding how to best support the City with public engagement.



The Scope of Work Section provides thorough and systematic detail regarding the services that we intend to provide in response to our understanding of the City's needs. This includes preparing updates and amendments to the City's General Plan, developing a targeted infill zoning ordinance centered on a form-based code, and preparing an Environmental Impact Report (EIR) including all necessary studies to evaluate the environmental impact of these long-range planning documents. Only two Elements of the General Plan will be entirely new (Parks and Recreation Element and an Area Plan Element for the Arcata Gateway Area), three Elements will need to be comprehensively updated (Land Use Element, Transportation and Circulation Element, and Public Facilities & Infrastructure Element), and the other Elements of the General Plan will only require relatively basic updates. The EIR (Draft and Final) includes the preparation of a Statement of Overriding Considerations.

The Schedule Section provides a preliminary chronological gant chart as well as a break-down of estimated hours per person per task. Finally, a detailed cost estimate is provided in a separate sealed envelope. Appendix A includes resumes.

Qualifications & Experience

QUALIFICATIONS & EXPERIENCE

A. TEAM OVERVIEW

The Planwest team is uniquely qualified to provide the City of Arcata with Long Range Planning Services that meets overall project objectives. The team includes key Planwest staff that led the Eureka General Plan update, manages and analyzes GIS data, and facilitates engaging public outreach campaigns. The team also includes GHD, bringing a variety of experience to this project with planners skilled in land use, environmental review, transportation, and engineers, and spatial scientists. K. Boodjeh architects will provide design expertise and Ben Noble will provide technical assistance in all items code related. Firm overviews, qualifications, and project key personnel are provided below. Resumes are included in Appendix A.

Planwest Partners Inc.

Planwest Partners is a community planning consulting firm based in Arcata, CA, we have been serving California communities since 1997. Planwest provides community, land use, environmental, economic, and transportation planning services. We are committed to working collaboratively with our clients and the community to deliver outcomes that promote sound growth, economic sustainability, and environmental stewardship.

Planwest is a California “C” corporation, small business that expanded ownership to include two employees, Vanessa Blodgett and Colette Santsche, in addition to founder George Williamson. As of January 1, 2021, Vanessa and Colette have combined majority company ownership, making Planwest a women-owned business. Planwest has assisted city, county, regional, and tribal governments; transportation planning agencies; special districts; non-profits; and private industry in achieving their specific goals. Our multi-disciplinary staff comprised of planners, economists, spatial analysts, technicians, and administrators offers a wide range of professional skills necessary to meet, and often exceed our client’s diverse planning needs and expectations. Planwest provides a full range of planning services, including:

- Community, General and Specific Plans
- City and Tribal Economic Development Plans
- Strategic Plans and Visioning
- Community Outreach and Meeting Facilitation
- Transportation Planning
- Environmental Planning Services – CEQA and NEPA Compliance
- Geographic Information Systems (GIS) Mapping and Data Management
- Land Use and Community Plans
- Hazard Mitigation and Emergency Management Planning
- Grant Writing
- Project Management
- Site Selection, Design and Feasibility Studies
- Survey Research



We pride ourselves on serving client needs, engaging the public in visioning and place-based strategies, providing concise and engaging work products, and implementing comprehensive planning programs that serve to maximize the potential for implementation based on available and potential resources. Planwest has provided City planning and zoning services throughout northern California and beyond.

GHD

GHD is a global professional services company that leads through engineering, construction and architectural expertise. Our forward-looking, innovative approaches connect and sustain communities around the world. Delivering extraordinary social and economic outcomes, we are focused on building lasting relationships with our partners and clients. Established in 1928, we remain wholly owned by our people. We are 10,000+ diverse and skilled individuals connected by over 200 offices, across five continents – Asia, Australia, Europe, North and South America, and the Pacific region.

Ben Noble

Ben Noble is a planning consultant based in the Bay Area specializing in zoning code amendments and development regulations. Ben offers over 15 years of experience preparing development standards for multifamily housing, accessory dwelling unit (ADU) ordinances, agricultural workforce housing provisions, and residential design standards and guidelines. Ben recently prepared Eureka's updated Zoning Code and is currently assisting the City of Arcata to complete its updated Local Coastal Program. Ben recently prepared updated ADU ordinances to conform with new state law for the cities of Benicia and Capitola (within coastal zone). Ben has prepared objective multifamily development standards for many cities throughout California and is currently working on a SB2-funded project for the City of Benicia. Ben is also the author of *Zoning Codes in Plain English*, an American Planning Association's Zoning Practice publication.

Ben Noble served as the primary consultant responsible for drafting Eureka's new zoning code. Mr. Noble was the primary author of the City's new regulations and brought the City's envisioned code to life. Working under the direction of Mr. Holmlund and his staff, Ben's unmatched expertise in modern zoning codes was indispensable to Eureka's ultimate success in creating a document that is stimulating a wave of new housing development. With a resume that includes dozens of modern zoning codes throughout California, there are few individuals that can rival Mr. Noble's expertise in crafting customized development regulations that are loved by both the development community and city staff.

K. Boodjeh Architects

Founded in 1989 by Kash Boodjeh, K. Boodjeh Architects maintains a diverse studio practice. The office has received recognition and design awards for work in commercial, residential, community, and planning projects. We aim to create walkable, human-scaled, environments that evoke a strong sense of place and we are proud of our core values of community service and design excellence. While grounded in the realities of complex and technical project constraints, input from multiple stakeholders, budgets, and timelines, we seek the hidden creative potential in all of our work. Our professional expertise is in planning sustainable communities, high performance and passive environmental design, integrated details, and the end user friendly composition of the whole. We value communication and collaboration as we guide projects through an integrated design process.

Since its inception, K. Boodjeh Architects has been involved in community planning and development projects throughout Humboldt County and the North Coast. Our team has a strong understanding of the County, but also each individual city's particular character, and strive to incorporate that knowledge into our work on every project. Because we deal with planning and zoning codes everyday, our team was recently recruited to assist and provide feedback to the City of Eureka on their new Zoning Code that was designed to be tailored to Eureka's specific needs and character. Our firm has worked on many "pocket neighborhoods", multi-family housing developments, single family housing, and accessory dwelling units over the years and know how the zoning code affects the development of all of these types of housing. We also recently worked with the City of Fort Bragg to successfully provide pre-approved accessory dwelling unit plans for home owners. K. Boodjeh Architects has a strong understanding of the real world implications of a zoning code and will be an asset when it comes to developing and streamlining Fortuna's

Zoning Code in a way that is user friendly while also adding to Fortuna’s existing character, charm, and sense of place.

B. REFERENCES & RELEVANT PROJECT EXPERIENCE

Relevant project experience for the Planwest team is summarized below; including brief project descriptions with client reference names and phone numbers.

Planwest Related Projects

City of Eureka Housing Element Update 6th Cycle (2019-2027)

Technical Assistance and Environmental Compliance

Planwest compiled Bureau of the Census, American Community Survey (ACS), Comprehensive Housing Affordability Strategy (CHAS), demographic, housing characteristic, household, employment, and income statistics for the City of Eureka Housing Element Technical Appendix. Conducted site inventory analysis for developable parcels based on HCD criteria methodology.

Planwest assisted with compiling the Eureka Housing Element Technical Appendix. Refined site inventory analysis for developable parcels based on HCD criteria methodology. Provided residential housing density analysis for accessory dwelling units (ADU) and multi-family parcels. Other tasks performed: Weekly check-in phone calls with City staff; GIS mapping and analysis; prepared data charts and tables. Planwest also conducted environmental review in compliance with CEQA for the draft Housing Element.

Contact Person: Susan Seaman
Phone/email: 707-798-6132 / sseaman@ci.eureka.ca.gov
Date of Contract: July 2018
Date of Completion: November 2019
Project Manager: Vanessa Blodgett

Humboldt County Accessory Dwelling Unit Fair

Planwest worked with the City of Eureka, the City of Arcata, the Humboldt County Planning Department, and the Redwood Region Economic Development Commission to organize and execute the area’s first Accessory Dwelling Unit Fair (ADU), held on September 21-22, 2018. The event’s aim was to help homeowners learn everything they needed in order to finance, permit, construct and manage an ADU on their property. The Planwest team recruited sponsorships from local businesses (including banks, realtors, contractors and hospitals), selected and reserved the venue location, recruited and arranged for all speakers and vendors, created and implemented a public strategy for promotion of the event, and facilitated the event while coordinating all logistics including the creation of post-event materials.

Contact Person: Susan Seaman
Phone/email: 707-798-6132 / sseaman@ci.eureka.ca.gov
Date of Contract: May 2018
Date of Completion: September 2018
Project Manager: Vanessa Blodgett

City of Eureka Business Ready Implementation and Recommendation Plan

Planwest prepared the 2016 Business Ready Implementation and Recommendation Plan for the City of Eureka. The plan provided comprehensive recommendations to make Eureka's development processes as simple, concise, efficient, and streamlined as possible. Each recommendation included action items, City of Eureka Municipal Code changes, and internal departmental policies and procedures changes. Plan preparation activities included: an evaluation of Development Applications/Processes, staff interviews, observational auditing, and provision of on-site staff. Following the completion of the Plan, Planwest continued to provide a Planwest Partners team member as on-site staff to the City of Eureka Development Services Department for over one year. This team member served as a City staff planner and completed the regular day-to-day duties of a City staff planner. In this capacity, our team member interacted with customers at the counter, answered phone inquiries, conducted analyses, drafted staff reports, attended committee/commission meetings, conducted development reviews, and completed other administrative code tasks as assigned.

Contact Person: Susan Seaman
Phone/email: 707-798-6132 / sseaman@ci.eureka.ca.gov
Date of Contract: April 2016
Date of Completion: June 2017
Project Manager: Vanessa Blodgett

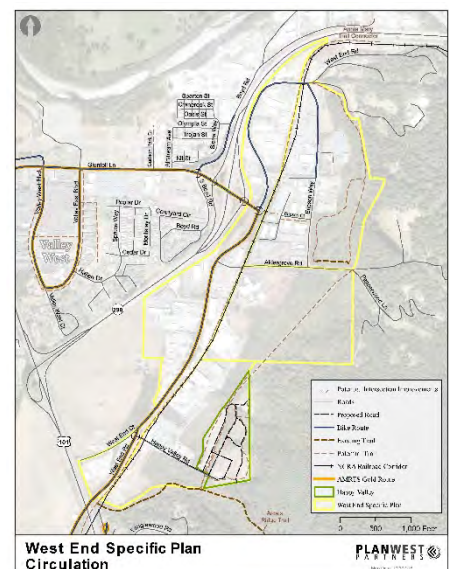
City of Fortuna SB2 Planning Grant Implementation Programs

Planwest is leading a team that is currently assisting the City of Fortuna with SB2 Planning Grant Programs implementation to accelerate housing production by streamlining planning and permitting processes, updating ordinances, and creating guidelines. The project includes updates to the City's improvement standards and specifications; multifamily and employee housing zoning; accessory dwelling unit ordinance development; infrastructure provision and financing assessment and recommendations; creation of design standards; and GIS database and layers updates. Planwest continues to coordinate this project and has conducted the first stakeholder meeting and scheduled the first City Council/ Planning Commission Study Session.

Contact Person: Liz Shorey, Deputy Director of Community Development
Phone/ Email: (707) 725-1408 / lshorey@ci.fortuna.ca.us
Date of Contract: 2020 – present
Project Manager: Vanessa Blodgett

City of Arcata West End Specific Plan

For the Arcata West End Specific Plan (WESP), Planwest Partners coordinated K. Boodjeh Architects in providing the planning and technical assistance for the City of Arcata in efforts to expand Arcata's manufacturing sector with an implementable plan for capturing emerging manufacturing industry opportunities in the West End area. Deliverables for this project included Conditions and Constraints Reports, Needs Assessment Reports, Environmental Compliance Reports and a Final Plan Publication. The Conditions and Constraints Analysis included the review and documentation of environmental, infrastructure, physical and regulatory constraints of the project area, including environmentally sensitive habitat areas, geologic hazard evaluation, environmental contamination conditions, rights of way and easements and existing land use code. The Amenities and Code Amendments identified how the design concepts



would be translated into zoning codes amendments to attract, secure and maintain targeted businesses. Planwest evaluated the potential environmental impacts associated with the strategic plan implementation by performing Environmental Compliance Analysis.

The strategic plan serves as a guide to facilitate the planned development for the West End neighborhood. The West End Specific Plan is a comprehensive planning tool that evaluates future manufacturing opportunities, the barriers for manufacturing growth, and creates the planning framework for the West End / Aldergrove neighborhood. This project was designed to help map the path towards future growth in small manufacturing businesses to create jobs and investment in our community. WESP Chapter 5: Circulation describes the area circulation system of roadways, bike and pedestrian facilities, trails, and transit routes; and planned improvements for those facilities. The improvements are designed to expand the multi-modal (walking, transit, shared ridership, bicycling, and motorized vehicle) system and increase City and regional connectivity, to enhance accessibility and safety for all users.

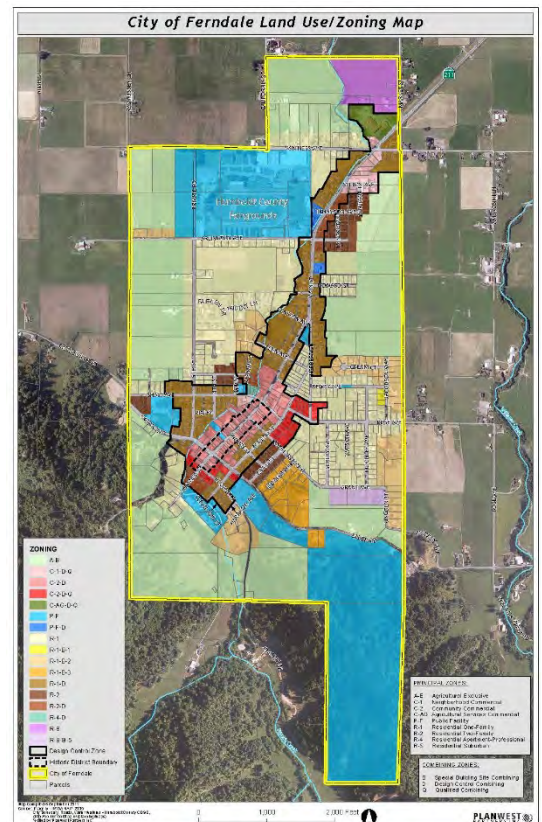
Contact Person: David Loya, City of Arcata Community Development Director
Phone/ email: (707) 825-2045 / dloya@cityofarcata.org
Date of Completion: 2018
Project Manager: Vanessa Blodgett

City of Ferndale Housing Element Updates and Environmental Compliance

Planwest has provided contract City Planner services to the City of Ferndale since 2008 and completed the 4th and 5th cycle Housing Element updates. Recent work under this contract includes the 6th Cycle Housing Element (2019-2027) based on City of Ferndale's Regional Housing Needs Allocation (RHNA) and State Housing and Community Development (HCD) requirements. This will include updating Housing Element maps, tables, and graphs with new data and noting progress on existing policies from the 2014 Housing Element. Planwest also prepared environmental documents for Housing Element updates CEQA compliance.

City of Ferndale Contract City Planner Services

Planwest has served as the contract City Planner for the City of Ferndale since 2008. Our planning services include review of subdivision and lot line adjustment applications, review and update of City ordinances, including the newly developed ADU ordinance in 2019, and grant funding application and tracking. In 2019, Planwest was able to secure funding through the SB2 grant program to implement several programs that will aid in housing development in the City. This includes updating the Ferndale Land Use Element, updating the Drainage Master Plan, overseeing the development of pre-approved ADU designs, and conducting CEQA on several General Plan elements.



Contact Person: Jay Parrish, Ferndale City Manager
Phone/ email: (707) 786-4224 / citymanager@ci.ferndale.ca.us
Date of Contract: 2008 – Present
Project Manager: Vanessa Blodgett

GHD Related Projects

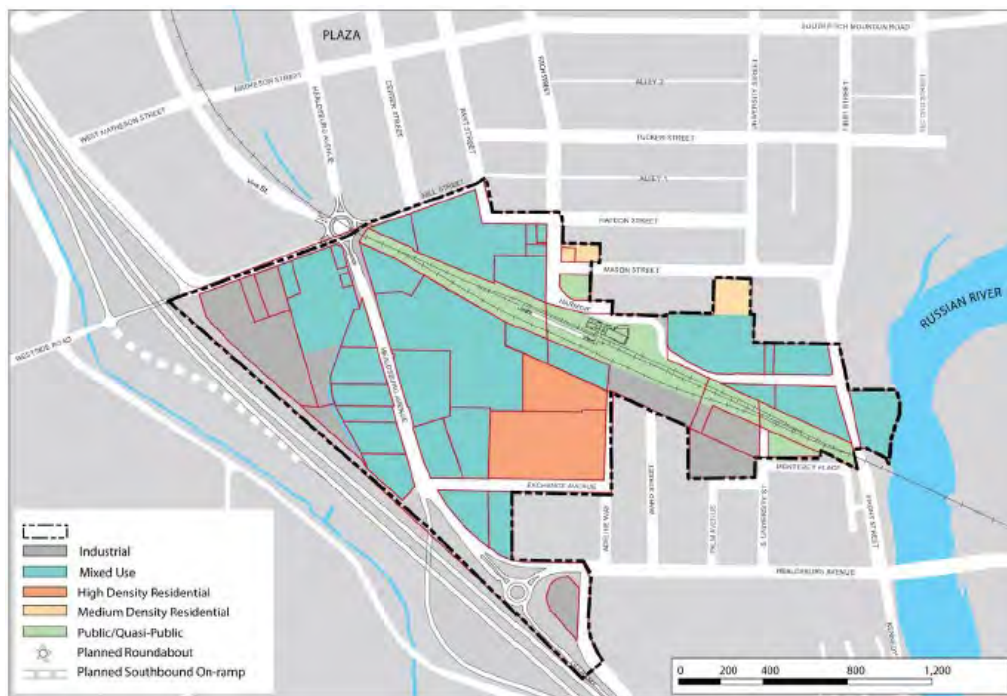
Central Healdsburg Avenue Plan EIR

City of Healdsburg

Year

2015

GHD prepared a Program EIR for the Central Healdsburg Avenue Plan (Plan). The Plan area includes 72 acres with a multi-modal transit center at the core and serves as the southern “gateway” into the City. The area consists primarily of commercial and historic industrial uses and would convert underutilized properties to mixed use and retail uses more in keeping with Healdsburg’s current needs. In addition, the Plan addressed inadequate infrastructure including stormwater collection system and multi-modal transportation network. Keys issues addressed in the EIR included changes in land use, impacts to historic structures, and infrastructure improvements including two new roundabouts and removal of a 500-foot box culvert to daylight a creek. The Program EIR was unanimously certified by the Healdsburg City Council. GHD also prepared a “within-the-scope” CEQA checklist template for City staff to utilize in approving subsequent projects within the Plan area that were found to be within the scope of the Certified Program EIR.

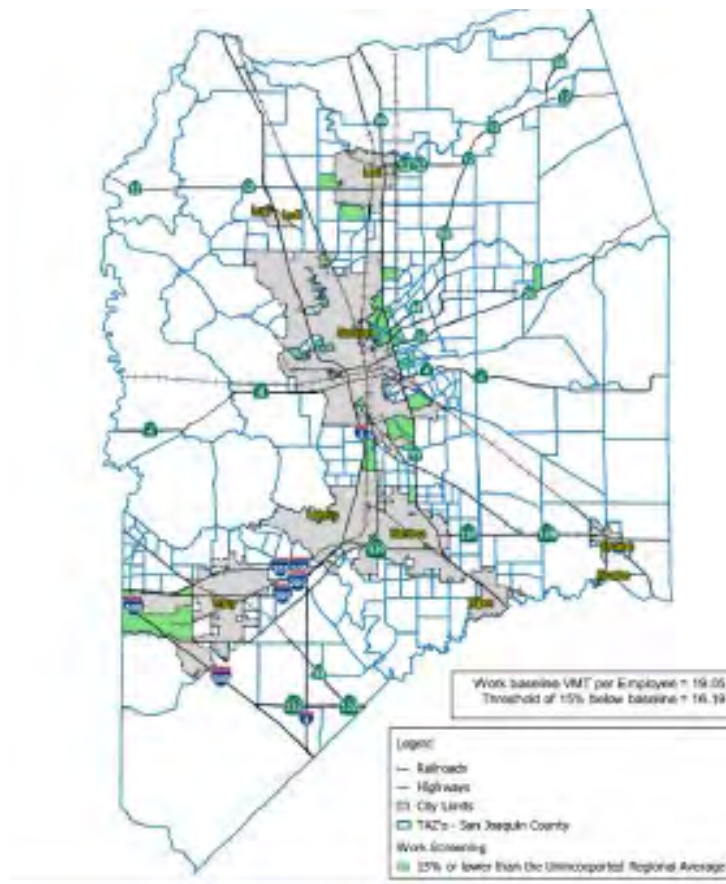


Countywide CEQA VMT Transportation Impact Threshold San Joaquin County, CA

Year

Ongoing

GHD (with Rincon and Elite Transportation Group) is utilizing the SJCOG model (in combination with LEHD data for external trips) to estimate existing baseline VMT values. GHD is assessing VMT baselines at various geographic levels, including the five TIMF fee areas, 12 planning areas, and combinations of the planning areas. GHD is exploring regional average baseline versus unincorporated average baseline. VMT thresholds are being developed for traditional residential and work uses, in addition to land uses not included in the OPR Technical Advisory, but prevalent to San Joaquin County. These land uses include warehousing and agricultural manufacturing. The GHD team is developing a tiered analysis procedure that includes screening, a sketch-planning tool, and full SJCOG model run. The County's analysis procedures will also retain Level of Service (LOS) study requirements to ensure post-project conditions meet County General Plan policies.



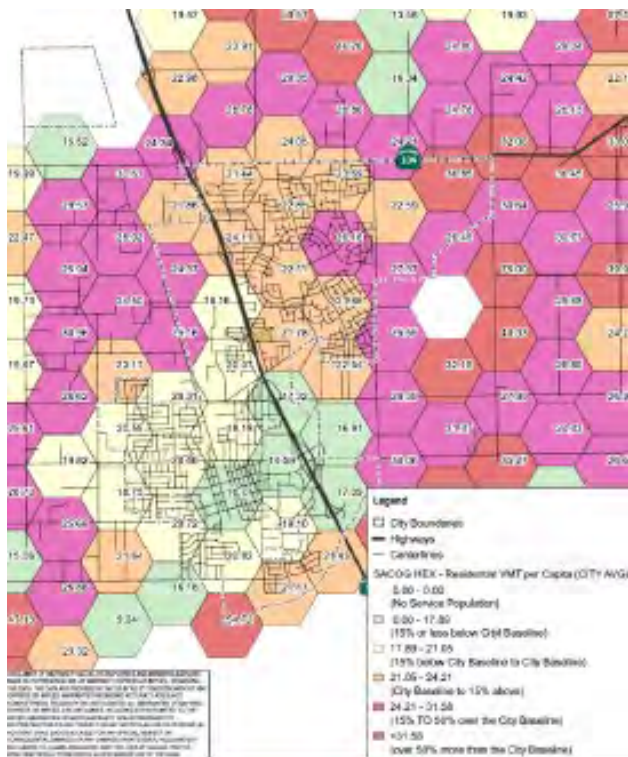
City of Galt Circulation Element Update Galt, CA

Year

Ongoing

GHD is updating the City's Circulation Element and Transportation Impact Fee program. As part of this process, GHD is exploring the possibility of developing an Interim VMT Policy to establish CEQA procedures in advance of the July 1, 2020 statewide. The City's adopted ordinance will reference external baseline values developed using the SACOG Activity-Based Model (SACSIM) while GHD works with the City to refine baseline estimates through updates to the local area model, additional SACSIM modeling, and subarea analysis.

When baseline values are eventually updated, the policies adopted will remain effective, folding into updated overall transportation impact analysis guidelines that are consistent with all new and revised policies in the updated Circulation Element.



Circulation Element, Interim VMT Policy, Transportation Impact Study Guidelines, and Transportation Impact Fee Updates Arroyo Grande, CA

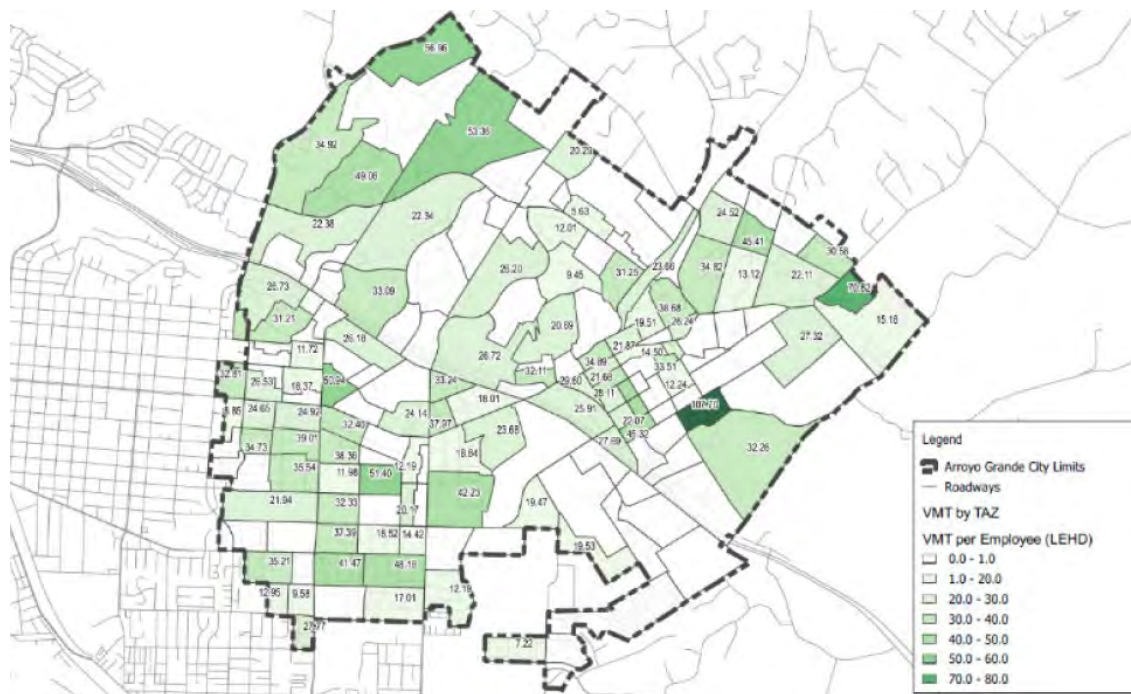
Year

Ongoing

GHD is updating the City's Circulation Element, Transportation Impact Study Guidelines, Capital Improvement Program, and Transportation Impact Fee program. As part of this process, GHD is working with the City to adopt an Interim VMT Policy to establish CEQA procedures in advance of the July 1, 2020 statewide. These interim procedures will reference external baseline values developed using the SLOCOG model while GHD works with the City to refine baseline estimates through additional modeling and subarea analysis.

When baseline values are updated, the policies adopted will remain effective, folding into updated overall transportation impact analysis guidelines that are consistent with all new and revised policies in the updated Circulation Element.

The City's Capital Improvement Program will include projects that may minimize VMT, projects from the City's ongoing Local Road Safety Plan (LRSP), and operational projects. Thus, the City's fee program may be able to be mitigate some project VMT impacts.

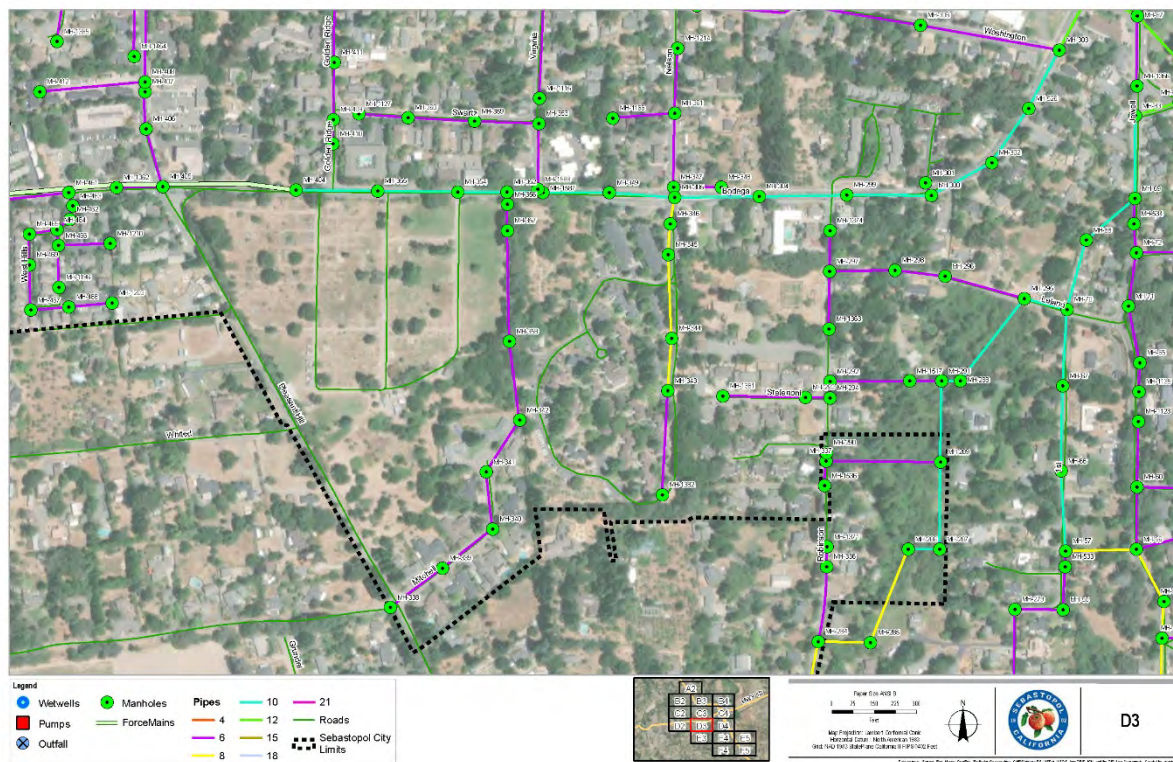


Water and Sewer GIS Development and Asset Management Preparation City of Sebastopol, CA

Year

2020-2021

GHD provided a cost-saving approach to the development of Sebastopol's water and sewer GIS data. Through its longstanding partnerships with the City and surrounding communities, GHD knew it could build upon existing sewer and modeling work by converting the digital formats into a GIS starting point. This information and GHD's technical skill put the City far ahead of its perceived starting point in the development of its GIS data. After achieving the project goals ahead of schedule, the City was able to build out the GIS with additional information and accuracy. Field work was conducted with survey grade GPS connected directly to the dataset through GHD's Enterprise GIS system for real time updates. Elevation data was applied to the system to prepare it for future modeling needs and attributes were verified. Finally, it was prepared according to the required software system specifications enabling this information to become the foundation of the City's asset management system, accessible by staff through their online GIS viewer, and as hard copy map books requested by field staff.



Development Plan Assessment (Undisclosed Client)

Year
2021

GHD Limited (GHD) was engaged by a confidential client to undertake a preliminary planning assessment for the proposed works on basis of City's District Planning Rules and other constraints. The development involves six areas within their plan area.

GHD Digital Location Intelligent team used ArcGIS Urban for this project exploring the potential multiple development sites. The developed model shows the client the new building envelopes, massing, gross floor areas, and setback due to height limitation etc. The ArcGIS Urban model then has been published into a scene model via ArcGIS online, and which brings together with existing building blocks, BIM models from Architecture Design, and floodplain and overland flowpaths for the sites etc. This interactive 3D model showed the client the overview of how the plan area looks like with the new development, allowed the client to explore the allowed development vs maximum development and helped their discussion in internal stakeholder meetings.



Ben Noble Related Projects

Form-Based Zoning Codes

Mixed-Use Zoning District for Eastern Gateway Area. Ben is leading a team to create a new form-based zoning district for the Benicia Eastern Gateway Study Area. The form-based code will introduce new residential uses into an existing commercial district with new building form, character, and streetscape standards, a new community benefit program, and a streamlined permitting process.

<https://www.ci.benicia.ca.us/easterngateway>

Merced Zoning Code. While at PlaceWorks, Ben prepared an update to the City of Merced Zoning Ordinance with a new form-based code for priority infill development areas. To implement the recently adopted General Plan, the Zoning Ordinance contains new Urban Village zoning districts to guide the creation of new mixed-use activity centers and high-quality neighborhoods in new growth areas of the city. The Zoning Ordinance also contains new downtown zoning districts with prescriptive design standards to ensure that new development enhances economic vitality in Downtown Merced. Permit and administrative procedures were also updated, including new minor use permit and minor modification procedures to streamline the permit approval process and delegate increased decision-making authority to City staff.

<https://www.cityofmerced.org/Home/ShowDocument?id=4254>

National City Land Use Code. While at PlaceWorks, Ben prepared a form-based code for new mixed-use zones in National City. This form-based code established standards relating to building form and placement, building frontages, land use, parking, civic spaces, and streets. The code promotes transit-oriented development with high quality architecture, pedestrian-oriented streets, a variety of housing options, accessible civic spaces, and a fine-grained mixture of land uses and activities.

https://library.municode.com/ca/national_city/codes/code_of_ordinances?nodeId=CD_ORD_TIT18ZO_DIV2ZODI_ALLAUS_CH18.24MIECODIZO

Capitola Zoning Code. Ben prepared a comprehensive update to Capitola's Zoning Code as a follow-up task to Capitola's updated General Plan. The updated Zoning Code contains two new mixed-use districts for the Central Village and neighborhood-serving commercial areas. The mixed-use districts include objective standards for building placement, building orientation, facade design, building rhythm, ground-floor transparency, and parking location and design. The Zoning Code contains a number of new provisions to encourage transportation alternatives and reduce reliance on the automobile, including increased parking flexibility in mixed-use areas and design standards for bicycle and pedestrian facilities. The updated Zoning Code enhances economic vitality through improved permitting procedures and development standards that support the long-term vision for commercial and mixed-use centers. New provisions in the Zoning Code reflect best practices from other communities and are carefully tailored to reflect the unique needs of the Capitola community.

<https://www.codepublishing.com/CA/Capitola/#!/Capitola17A/Capitola17A20.html#17A.20>

Eureka Zoning Code. Eureka's updated Zoning Code, adopted in May 2019, replaced an antiquated 1960s-era code to implement the City's new General Plan. Ben worked closely with City staff to prepare a highly customized Zoning Code to address Eureka's unique land use and development issues. The new Zoning Code contains new mixed-use districts to accommodate new multifamily and mixed-use development in existing commercial areas. Ben prepared a new design standards chapters with objective standards for multi-family and mixed-use development. The design standards allow for flexibility and creativity by allowing projects to choose from a menu of options to satisfy architectural design requirements. The Zoning Code also contains a range of new flexibility and relief provisions, including a new nonconformity section, to support historic preservation and encourage infill development. Ben

continues to work with the City to update other chapters of the municipal code, including the subdivision ordinance, historic preservation, wireless telecommunication facilities, and cannabis regulations.

https://codelibrary.amlegal.com/codes/eureka/latest/eureka_ca/0-0-0-51737

Berkeley Zoning Ordinance. Ben is leading a team to update the Berkeley Zoning Ordinance with a focus on enhancing customer service and streamlining the permitting process. Project Phase 1 will reorganize the existing Zoning Ordinance, establish a user-friendly document format, and clarify existing requirements. New graphics, tables, and charts will be added to clarify requirements and clearly communicate information to readers. Project Phase 2 will involve substantive amendments to facilitate approval of new infill development consistent with City goals and policies. These amendments will likely focus on permits required for proposed projects and the criteria used to approve applications. Phase 2 amendments may also address residential design review criteria and procedures, parking standards to advance sustainability goals, and improved nonconformity provisions, among other topics.

[https://www.cityofberkeley.info/Planning_and_Development/Land_Use_Division/Zoning_Ordinance_Revision_Project_\(ZORP\).aspx](https://www.cityofberkeley.info/Planning_and_Development/Land_Use_Division/Zoning_Ordinance_Revision_Project_(ZORP).aspx)

San Bernardino Transit-Oriented Development Overlay Zone. While at PlaceWorks, Ben prepared a Transit Overlay District (TD) Zone to implement the San Bernardino's General Plan policies promoting transit-oriented development. The intent of the TD Zone is to allow and encourage an appropriate mix and intensity of land uses in a compact pattern around transit stations that will foster transit usage, create new opportunities for economic growth, encourage infill and redevelopment, reduce dependency on the automobile, improve air quality, and promote high quality, interactive neighborhoods.

<http://www.sbcity.org/civicax/filebank/blobdload.aspx?blobid=27130>

Area Plans

Benicia Eastern Gateway Study. Ben Noble leads a consultant team selected to prepare the Mixed-Use District project for the City of Benicia. This project, funded with an SB2 grant, will create a new mixed-use zoning district to accommodate new residential development in the area near the intersection of Military East and East Fifth Street. This zoning district will allow by-right housing subject to objective zoning and design standards. The project aims to promote development on vacant and underutilized properties, increase the diversity of housing choices in Benicia, explore new opportunities to satisfy the City's future Regional Housing Needs Allocation (RHNA), and ensure that infill development is compatible with adjacent residential uses. The project will include extensive public outreach and engagement to explore zoning options to achieve these goals.

<https://www.ci.benicia.ca.us/easterngateway>

41st Avenue/Capitola Mall Re-Visioning Plan. As part of the Capitola General Plan Update, Ben was the project manager and primary author for the 41st Avenue/Capitola Mall Re-Visioning Plan. The Revisioning Plan a guiding vision for the transformation of the mall and the corridor into a new mixed-use district with amenities for visitors and residents. The Plan includes goals for the area, a concept plan for redevelopment, a phasing plan, and policies and actions to guide plan implementation.

https://www.cityofcapitola.org/sites/default/files/fileattachments/community_development/page/1464/41st_ave-capmall_re-visioning_plan-dec-2011-final_study.pdf

Santa Cruz Ocean Street Area Plan. Ben oversaw the completion of the Ocean Street Area Plan while an employee at PlaceWorks. The Ocean Street Area Plan establishes a vision for a revitalized Ocean Street Corridor to enhance economic vitality, improve public safety, increase affordable housing, and support transportation alternatives, particularly increased walking and biking. The Plan establishes design concepts for pedestrian-friendly mixed use

development as well as a conceptual plan for an improved Ocean Street roadway based on Complete Streets principles. The Ocean Street Area Plan won the Northern California Section APA Urban Design Award of Merit in 2014.

<https://www.cityofsantacruz.com/home/showpublisheddocument?id=38484>

Objective Design Standards

Capitola Objective Standards for Multifamily and Mixed-Use Development. Ben is preparing new objective design standards for multifamily and mixed-use residential development in Capitola. These new standards will ensure that new development requesting streamlined approval under SB 35 or the Housing Accountable Act will be designed consistent with City goals for new infill development.

Memo from first Planning Commission study session:

https://www.cityofcapitola.org/sites/default/files/fileattachments/planning_commission/meeting/17661/2021.02.04_pc_agenda_packet.pdf

Benicia Objective Planning Standards. Ben is preparing amendments to Benicia's Objective Planning Standards for Multifamily and Mixed-Use Development. These standards establish development and design standards for all new multifamily and mixed-use development, including housing approved by-right under SB 35 and the Housing Accountability Act (HAA).

<https://www.ci.benicia.ca.us/objectivestandards>

Fortuna Design Standards. Ben is working with Planwest Partners to prepare new multifamily and mixed-use development standards to allow more by-right residential development without a discretionary design review process.

San Luis Obispo County Infill Design Standards. As a PlaceWorks employee, Ben drafted zoning code amendments for San Luis Obispo County to implement the County's sustainable development principles. Ben also prepared the Great Communities Toolkit, with illustrated examples of infill development types appropriate for small towns in a rural setting. The Toolkit will be used by the County during updates to community plans and will help residents understand how infill development can respect and enhance the existing character of communities. The Infill Design Standards project was coordinated with Complete Communities Survey project, which identified the public services and infrastructure needed to serve smaller towns in San Luis Obispo County consistent with the County's sustainable development principles.

Local Coastal Programs

Eureka Local Coastal Program. Ben is preparing an update to the Eureka Local Coastal Program (LCP) Land Use Plan (LUP) and Implementation Program (IP).

Arcata Local Coastal Program. Ben is currently assisting the City of Arcata to complete a comprehensive update to the City's Local Coastal Program (LCP). The City's goal is to adopt a focused and streamlined LCP that contains the minimum necessary to comply with the Coastal Act. To achieve this goal, Ben revised a prior draft of the City's Coastal Land Use Element to only contain policies required by the Coastal Act consistent with the City's vision for the coastal zone. Ben is currently revising a prior draft of the Coastal Zoning Code that focuses exclusively on protection of coastal resources and Coastal Act compliance. All provisions not explicitly required by the Coastal Act have been removed. Ben will prepare a summary matrix demonstrating LCP compliance with the Coastal Act for City staff to use during the Coastal Commission review and certification process.

Capitola Implementation Plan. Ben is currently assisting the City of Capitola to achieve Coastal Commission certification of its updated LCP Implementation Plan.

General Plans

Capitola General Plan. While at PlaceWorks, Ben was the project manager and author of the Capitola General Plan.

https://codelibrary.amlegal.com/codes/eureka/latest/eureka_ca/0-0-0-51737

San Carlos General Plan. While at PlaceWorks, Ben was the project manager and author of the San Carlos General Plan. The Plan provided the foundation for the preparation of a new citywide form-based code.

<https://www.cityofsancarlos.org/Home/ShowDocument?id=1105>

Monte Sereno General Plan. While at PlaceWorks, Ben was the project manager for the Monte Sereno General Plan Update.

<https://cityofmontesereno.org/DocumentCenter/View/1397/General-Plan>

Benicia Mixed-Use District Project. Ben Noble leads a consultant team selected to prepare the Mixed-Use District project for the City of Benicia. This project, funded with an SB2 grant, will create a new mixed-use zoning district to accommodate new residential development in the area near the intersection of Military East and East Fifth Street. This zoning district will allow by-right housing subject to objective zoning and design standards. The project aims to promote development on vacant and underutilized properties, increase the diversity of housing choices in Benicia, explore new opportunities to satisfy the City's future Regional Housing Needs Allocation (RHNA), and ensure that infill development is compatible with adjacent residential uses. The project will include extensive public outreach and engagement to explore zoning options to achieve these goals.

Sonoma County Development Code Update. Ben assisted Sonoma County to complete Phase 1 of the County's Development Code modernization effort. The modernized code significantly consolidates and simplifies existing allowed land use and permit requirement information for the County's zoning districts. Allowed land uses and development standards are now presented in table to eliminate repetition and ensure consistency. The Sonoma County Development Code includes a variety of provisions that relate to agricultural employee housing types, including caretaker dwellings, full-time housing, seasonal housing, and temporary camps. Ben assisted the County to clarify the definitions of these housing types, identify where these housing types are allowed, specify permit requirements, and clarify applicable standards.

Capitola Zoning Code Update. Ben prepared a comprehensive update to Capitola's Zoning Code as a follow-up task to Capitola's updated General Plan. The updated Zoning Code contains two new mixed-use districts for the Central Village and neighborhood-serving commercial areas. The mixed-use districts include objective standards for building placement, building orientation, facade design, building rhythm, ground-floor transparency, and parking location and design. The Zoning Code contains a number of new provisions to encourage transportation alternatives and reduce reliance on the automobile, including increased parking flexibility in mixed-use areas and design standards for bicycle and pedestrian facilities. The updated Zoning Code enhances economic vitality through improved permitting procedures and development standards that support the long-term vision for commercial and mixed-use centers. New provisions in the Zoning Code reflect best practices from other communities and are carefully tailored to reflect the unique needs of the Capitola community. Ben is currently assisting the City to obtain Coastal Commission certification of the updated Zoning Code.

Heather Equinoss Related Projects

Tribal Marine Stewards Network. Designed and facilitated collaborative design sessions with four California Tribes and state agencies to develop a co-management initiative of Marine Protected Areas across the state.

City of Arcata Infill Market Study Community Engagement. Designed and facilitated a community input process, including community-wide surveying, multi-lingual focus group and community workshops, and outreach to specific stakeholder groups.

The Center at McKinleyville. Facilitation for the leadership team of a multi-stakeholder collaboration to develop a community-based, shared human services site in Humboldt County.

Humboldt County Department of Health and Human Service's Blue Ribbon Task Force. Process design and facilitation of community-based task force to guide the implementation of recommendations to improve services.

Del Norte Nonprofit Capacity Building Process. Process design and facilitation of a sector-wide change initiative to build the capacity of nonprofits in Del Norte.

Tolowa Dee-ni' Marine Working Group. Graphic recording and process design support for a vision, goals, and priorities session.

College of the Redwoods. Strategic planning graphic facilitation for community input sessions in Humboldt and Del Norte

Strategic Planning process design and graphic facilitation for numerous organizations and agencies, including: Humboldt Area Foundation, Native Cultures Fund; Redwood Region Economic Development Commission; Humboldt Health Foundation; Arcata House Partnership; Redwood Coast Village; Del Norte Health Careers Pathways Project.

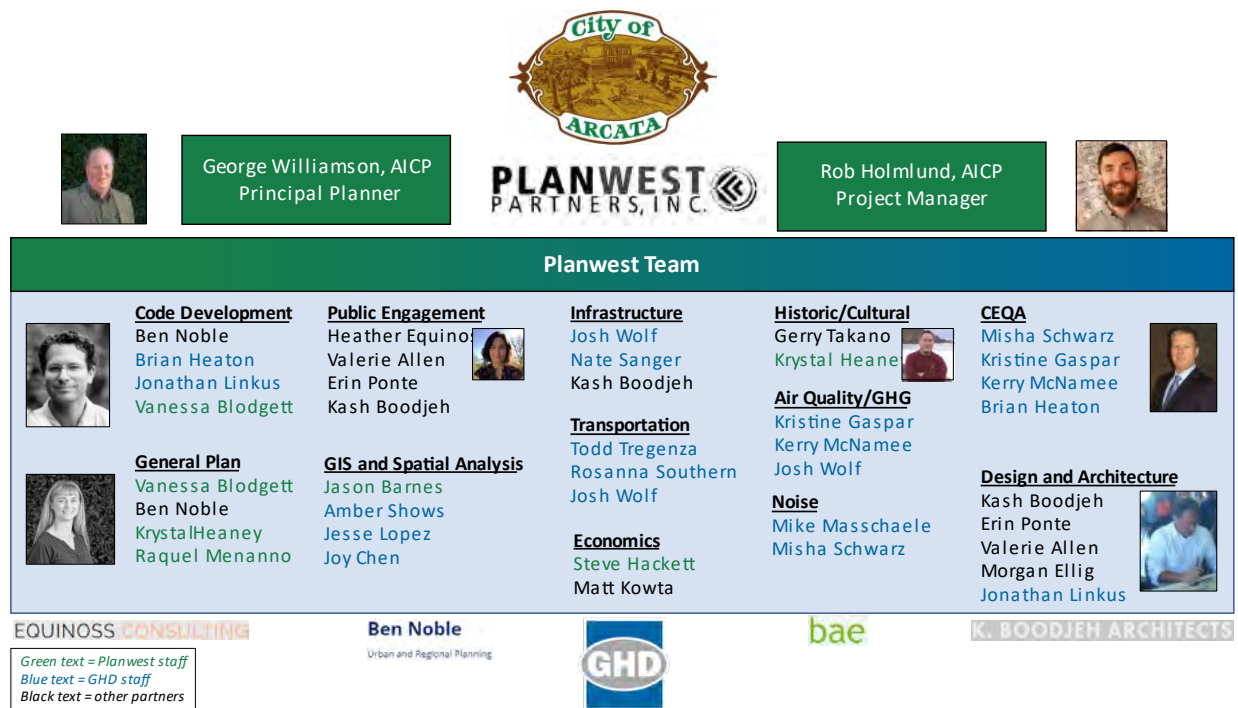
Organization & Approach

ORGANIZATION AND APPROACH

A. PROJECT TEAM/KEY STAFF

The Planwest team includes Principal Planner George Williamson AICP, Project Manager Rob Holmlund AICP, Senior Planner Vanessa Blodgett, Associate Planner Krystle Heaney AICP, GIS Analyst Jason Barnes, and Assistant Planner Raquel Menanno. The GHD team includes Brian Heaton, Land Use/Environmental Planner, Josh Wolf, Technical Director, Joy Chen, Spatial Scientist, Kristine Gaspar, Senior Environmental Planner, Jonathan Linkus, Urban Designer, Jesse Lopez, GIS Analyst, Mike Masschaele, Noise and Vibration Practice Leader, Kerry McNamee, Environmental Planner, Nathan Sanger, Project Manager and Project Engineer, Misha Schwarz, Senior Project Scientist, Rosanna Southern, Transportation Planner, Todd Tregenza, Senior Transportation Planner. Additional team members include Ben Noble, Code Specialist, Kash Boodjeh, Architect, Valerie Allen, Architect, Heather Equinoss, Outreach Specialist, and Gerald Takano, Planner, Preservationist, and Public Historian. Brief project key personnel qualifications are provided below; resumes are included in Appendix A.

Additional technical support staff are available and will be brought in as necessary. Together, our team has the expertise, experience, and dedication to develop Long Range Planning Services effectively and creatively. We have included qualifications, roles, and general duties of our core project team below. Key team members will not be removed or reassigned without prior City approval.



Planwest Partners Inc.



George Williamson, AICP, Principal Planner

George Williamson, Principal Planner and founder of Planwest Partners Inc., has over 35 years of experience working as a planner in California, Oregon, Washington, and Arizona. Mr. Williamson has been providing contract planning and environmental services on the California North Coast since 1997. Since moving to northern California, he has been involved in community planning, environmental compliance, and economic development activities. He has provided services to cities and organizations throughout the North Coast and beyond. His community, land use and transportation planning experience offer a broad perspective when engaging organizations, agencies, and stakeholders in developing investment, capacity, and implementation strategies. Mr. Williamson led the Samoa Town Master Plan EIR, serves as Humboldt Bay Harbor District Planner, and executive officer for Shasta and Del Norte Local Agency Formation Commissions. He has both principal and project management experience, with community land use planning and economic development expertise.



Robert Holmlund, AICP, Project Manager

Rob Holmlund has over 10 years of experience in the private sector as a development/planning project manager and five years of experience in the public sector as the City of Eureka Director of Community and Economic Development (Development Services). His experience ranges from management of regional multi-modal trail projects for local governments and affordable housing projects for Federally-recognized Tribal governments to revolutionizing zoning regulations and completely restructuring permitting systems for local governments. Based on his detailed understanding of local, state, and federal regulations, Mr. Holmlund knows how to streamline development processes and then steer complex projects towards completion. He holds a Master's in Education (University of Maryland E.S.), in which he specialized in how people learn and the brain science behind memory and learning. He also holds a Masters in Environment and Community (Humboldt State University), in which he evaluated the detrimental effects of mandated environmental regulatory compliance on Tribal cultures.

Mr. Holmlund spent nine years with GHD (Winzler & Kelly) managing a wide range of local and out-of-the-area planning projects, primarily active transportation projects. His time at GHD provided him with a strong background in collaboratively merging engineering, GIS, and planning principles into well balanced projects that are well-received by the general public, the development community, and government entities. In 2014, Mr. Holmlund was recruited to the City of Eureka to serve as the Community Development Director. Within months of his appointment, the City merged Community Development, Economic Development, GIS, and Housing into the "Development Services Department" under his leadership. His first and most persistent goal over the following five years was to revolutionize the City of Eureka's approach to development regulations and processes. Under Rob's leadership, the City of Eureka adopted a very pro-development General Plan, a pioneering Housing Element, and a cutting-edge Zoning Code.



Vanessa Blodgett, Senior Planner

Vanessa Blodgett is a Senior Planner and Partner at Planwest Partners and has over 12 years of experience working with national, state, private, and local agencies on resource management, community infrastructure and planning projects. Her knowledge and leadership in policy development and program implementation has shaped outcomes for projects such as City of Ferndale Housing Element updates; the Samoa Town Master Plan; and the Crescent City Harbor District LCP Amendment. Ms. Blodgett serves as the contract City Planner for the City of Ferndale and is working on updating the City's General Plan. Vanessa is currently serving as project manager

for City of Fortuna SB2 implementation projects. She also has expertise in land use planning and environmental compliance and mitigation monitoring programs subject to the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) which includes the preparation and processing of planning documents, environmental permits, environmental impact reports, mitigated negative declarations, policy analysis, and implementation programs.



Jason Barnes, GIS Analyst

Jason Barnes will serve as the team GIS analyst and will be an integral part of updating the City's GIS database and creating new GIS data layers. Jason has over 10 years of experience working as an analyst, technician, cartographer, programmer, and university lecturer in the GIS field. His art background and broad technical experience lends well to GIS and cartographic visualization and communication. He has both principal and project management experience on a wide range of projects from socio-spatial, transportation, interactive mapping, and large area climate projects. He has been involved in activities involving many local consulting, non-profit, and federal

agencies. He is currently on the board of directors for the Bigfoot Trail Alliance and is in the process of receiving his GIS Professional (GISP) certification through the GIS Certification Institute.



Krystle Heaney, AICP, Associate Planner

Krystle has 7 years of experience in local and regional planning activities ranging from CEQA documentation and natural resources planning to regional and local municipal services planning. As an Arcata resident, she has participated in City visioning sessions and understands the community's close ties with arts, active recreation, and preservation of open space. She is currently the contract City Planner for the City of Ferndale and regularly processes planning applications in addition to preparing annual reporting for the City's Housing Element and General Plan. She is currently working on updating the Ferndale General Plan Land Use Element and is familiar with

changes to the General Plan process including Environmental Justice. She is also well versed in CEQA requirements and has prepared Initial Studies, Mitigated Negative Declarations, Focused Environmental Impact Reports, and Addendums. Recent projects include support documentation for the City of Arcata Focused EIR for the Open Door Health Clinic on Foster Avenue, the City of Ferndale Housing Element Initial Study/ Negative Declaration, Samoa Town Master Plan Supplemental EIR, and various cannabis cultivation mitigated negative declarations.



Raquel Menanno, Assistant Planner

Raquel is an Assistant Planner for Planwest Partners. Raquel provides a variety of technical, administrative, and support services such as Municipal Service Review preparation for several Northern California LAFCos. She formerly worked as an Assistant Planner for the City of Eureka, where she processed permits, prepared staff reports, and assisted community members. Raquel is an active member of their local chapter of the American Planning Association.

GHD



Misha Schwarz, PWS, CPSS, Senior Project Scientist/CEQA/Permitting

Misha has 33 years of experience in environmental compliance. He has been project manager for many large CEQA documents, ranging from wastewater treatment facilities and flood control projects to rock quarry and airport projects. Misha is a certified professional soils scientist and a certified professional wetlands scientist. His professional experience includes wetland delineation and mitigation plans; soils and agriculture impact analysis; habitat restoration; biological assessments; and preparation of initial studies, negative declarations, environmental impact reports, with extensive experience in navigating the CEQA process.

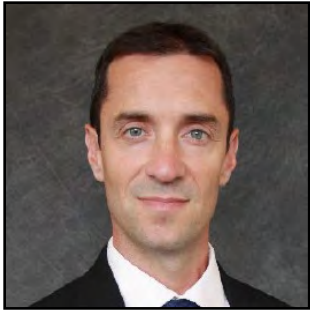


Jonathan Linkus, Urban Designer. Jonathan is an urban design + planning professional whose 8 years delivering public and private planning projects are based on thoughtful client and stakeholder relationships and integrated thinking across urban scales. Jonathan's role ranges from detail-oriented designer to managing large multi-disciplinary master planning efforts. His work pioneers innovative place-making and which have garnered 8 regional, state, and national planning awards as lead planner or PM. His project types include university campus LRDPs, mixed-use district and streetscape concepts, transit-oriented specific plans, living waterfronts with coastal resiliency, and airport-connected projects.



Brian Heaton AICP, Land Use/Environmental Planner

Brian Heaton is a land use and environmental planner with seven years of professional planning experience in both the public and private sectors. He specializes in planning policy and process design, working to ensure that a community's vision can be put into action. This work broadly involves California Environmental Quality Act (CEQA), National Environmental Policy Act (NEPA), coastal planning, zoning and land use code development, environmental analysis, and community engagement, often within the context of environmental documentation compliance and permitting for small or developing municipalities and special agencies/districts throughout Northern California.



Josh Wolf, Technical Director

Josh Wolf is a senior engineer with over 17 years of experience designing and managing a wide range of transportation infrastructure projects including both motorized and non-motorized improvements. Mr. Wolf is an expert in the planning, environmental, design and construction oversight of projects for local agencies and Tribal governments in northern California. His project experience includes the planning and design of public infrastructure projects that include roadway improvements, highway interchanges, intersection improvements, roundabouts, bicycle and pedestrian facilities, parking facilities, transit facilities, storm drainage improvements and stormwater treatment.



Todd Tregenza, Senior Transportation Planner AICP. Todd Tregenza has 13 years of professional experience in various areas of transportation consulting with an emphasis on transportation planning projects. He has assisted dozens of agencies on short- and long-range planning efforts, including the development of travel demand models, general plan circulation elements, specific plans and master plans, corridor studies, capital improvement programs, nexus and fee studies, transportation operational analyses, and impact analyses. Todd's experience spans public and private sector work for a broad range of projects that require circulation, safety, and operational analysis from a transportation perspective. He also has extensive experience as an on-call

transportation planner for local agencies, assisting in the preparation of transportation studies and grant applications, performing peer reviews of impact studies, and developing California Environmental Quality Act (CEQA) impact analyses for development projects of all sizes.

Ben Noble



Ben Noble, Code Specialist

Ben Noble has over a 15 years of experience preparing zoning codes, general plans, and other planning documents for communities throughout California. Over his career Ben has worked in a diversity of settings, including urban centers, small towns, and rural counties. To each project Ben brings creative problem-solving instincts, strong project management skills, and a collaborative work style. Ben is particularly passionate about preparing zoning codes and development regulations that are carefully tailored to each client's unique needs. Ben is a leader in the development of evidence-based "smart regulation" that aims to maximize public benefits while minimizing private costs.

K. Boodjeh Architects



Kash Boodjeh, AIA, Principal Architect

Since 1989, when he established K. Boodjeh Architects in Humboldt County, Kash has been practicing architecture with a commitment to community service and design excellence. His work includes a wide variety of project types and sizes including office, institutional, commercial, single and multi-family residential. Kash has charretted extensively with communities in the North Coast to vision community centers and parks that enhance public access and foster interaction, including City of Blue Lake, Willow Creek CSD, Redway Town Center, Garberville Town Square, Arcata Creamery District, City of Eureka C2F Waterfront, and Toobey Park in Garberville. Kash's over 30 years of professional experience in the field has resulted in exposure to differing project permitting processes across California. Kash has managed complex projects and understands the role of good communication for achieving a successful process from start to finish.

Valerie Allen, Project Architect

Valerie is passionate about sustainability and attention to context and landscape in the design of the built environment. She enjoys working with other team members and strives to find creative design solutions that respond to the specificities of their site and function while balancing beauty, sustainability, and budget. Valerie is a Licensed Architect and LEED Accredited Professional.

Gerald T. Takano, Public Historian, Planner, and Preservationist (Formerly with TBA West, Inc. & NTHP Western Regional Office) Mr. Takano is an independent preservation consultant, formerly president of TBA West, Inc., a firm providing architectural and planning service for 12 years. He has served as architect/planner for the Western Regional Office of the National Trust for Historic Preservation in San Francisco, overseeing programs, strategic direction, and advocacy for the preservation of historic resources in the Western U.S., and was appointed by the Governor of Hawaii to serve as a Commissioner for Hawaiian Historic Sites Review Board in the 1990s. The primary focus of his work is historic preservation, planning, urban design governmental compliance, guidelines, and historic resource assessments. Coupled with more than 15 years of experience as an architectural planner and designer in the private sector, Mr. Takano has worked with communities, governmental agencies, non-profit entities, and others to address issues pertinent to compliance, environmental reviews, architectural planning, programming, design, and history. Mr. Takano received his B.A. in Architecture from Syracuse University and graduated from the Harvard University Post Graduate Special Program in Preservation.

Heather Equinoss



Heather Equinoss, Outreach Specialist

Heather is a collaboration doula, consultant, and visual facilitator whose work is in service to a simple core belief: that the health and wellbeing of people are inextricably connected to one another and the planet that sustains us. She brings 20 years of meeting design, graphic facilitation, and community engagement experience in public, nonprofit, and community settings and specializes in supporting multi-stakeholder, multisector collaborations. She is a partner in CoCreative Consulting and Equinoss Consulting. She and her family live on Wiyot land on the redwood coast of California.

B. PROJECT UNDERSTANDING AND APPROACH

Overall Project Approach

Our approach to the project includes the following strategies that are built into our Scope of Work:

- Applying lessons learned from almost 2 ½ decades of work for and in the City of Arcata.
- A strategic approach to project management (see description below).
- Reoccurring project management meetings every other week and optional “walking meetings” with City staff once per month for the first several months of the project (see section below).
- Technology platforms that allow City staff and all members of the project team to access in-progress drafts of work products uninterrupted throughout the life of the project (see section below).
- Strict budget management and schedule management (see section below).
- Serving the City in a “behind-the-scenes” technical support role for all tasks associated with public outreach, public engagement, and Planning Commission/City Council meetings (see section below and see scope for Task 2).
- Designing and publicizing dynamic interactive community workshops (see scope for Task 2).
- Capturing public input and building community support for the final product (see scope for Task 2).
- A commitment to focus on the underlying objectives and interests of the City (see below).

Project Management Structure and Communications:

Rob Holmlund, AICP will serve as the Planwest team’s project manager. He will oversee the organization, administration, and technical production of all tasks and sub-tasks of the project. Mr. Holmlund will ensure that the day-to-day management of the contract is efficient and in alignment with the direction and objectives of City staff. To this end, he will be present at the majority (if not all) meetings with City staff. However, the City’s Planning Director and the City’s Project Manager (assuming these are different people) will have full direct access to the following technical leads and will not need to involve Project Manager Holmlund:

- George Williamson, Principal-in-Charge and overall QA/QC
- Vanessa Blodgett, Deputy Project Manager
- Ben Noble, Code and General Plan QA/QC
- Misha Schwarz, CEQA QA/QC
- Kash Boodjeh, Design QA/QC
- Jason Barnes, Spatial Analysis QA/QC

The City’s Planning Director/Project Manager may directly contact the above individuals as needed throughout the life of the project, especially during periods of concentrated production on specific tasks. Vanessa Blodgett will serve as the Planwest team’s Deputy Project Manager, supporting Mr. Holmlund and the City’s Planning Director/Project Manager as needed. While it is not expected to be necessary for her to do so, Mrs. Blodgett will fulfill Mr. Holmlund’s role in instances when he is unexpectedly not available (such as responding to family emergencies).

Mr. Holmlund will be directly involved in the day-to-day production of Tasks 1 through 4, but will have only high-level management oversight of Task 5 (CEQA-related tasks). GHD team members Misha Schwarz, Brian Heaton, and Kristine Gaspar will manage the day-to-day technical production of the CEQA related tasks.

Project Management Meetings

The Planwest team recommends that we conduct reoccurring project management meetings every other week throughout the life of the project. These meetings should typically consist of one half-hour video call or in-person meeting at the end of every other week to check in on progress of on-going tasks and to plan/coordinate the upcoming weeks. In times of concentrated production, the meetings may be scheduled to last for one hour. The meetings will likely always include the Planwest Project Manager and the City's Planning Director (and/or the City's Project Manager). In many cases, the Planwest Deputy Project Manager will be present. Key technical staff from the consulting team will attend in times of concentrated production of specific tasks. The City's Planning Director (and/or the City's Project Manager) may obviously invite key City staff as desired. The Planwest team will request the presence of City technical staff (such as Public Works specialists) for some meetings. At least two days prior to each meeting, the Planwest team will provide a brief agenda, status report, and updated schedule brief for the upcoming two to six weeks.

For the first several months of the project, the Planwest team also proposes a one-hour site tour per month. These will typically consist of "walking meetings," but may also consist of driving tours or bike ride meetings. These may take the place of the project management meetings above, but are likely to be in addition to those meetings. The Planwest team is based in Arcata and can walk to the Gateway Area in less than five minutes. We envision walking portions of the City at least once per month throughout the first six to nine months of the project and will invite City staff to join us. Some of these walking meeting will consist of lunch-time walks with food from a local restaurant.

Document/Product Organization, Management, and Collaboration

The Planwest team plans to produce, store, and manage all products/documents in a shareable cloud-based "one drive" file management system that will allow all members of the project team and select members of City staff to access in-progress products. This will prevent the inefficiencies of sharing documents/products across organizations through emails. Instead, all key members of the team will be able to work in the same files simultaneously, reducing inefficiencies and errors. The only exception to this may be GIS-based mapping products.

Consulting Team Multi-Firm Arrangement

While Project Manager Rob Holmlund literally just started at Planwest, he comes to the firm with a long-standing and strong working relationship with the firm. Mr. Holmlund first partnered with Planwest in 2006 when he was working at Winzler & Kelly. He continued to work with Planwest repeatedly since then, including in the years following Winzler & Kelly's merger with GHD. Then, Mr. Holmlund left GHD to served the City of Eureka as Community Development Director. In his time at the City, Mr. Holmlund hired Planwest several times to assist with Planning efforts. After leaving the City government in late 2019, Mr. Holmlund worked part-time as a consultant, mostly in direct collaboration with Planwest. On February 1st of 2021 he officially joined Planwest as Principal Planner. The fit with Planwest feels remarkable natural and Mr. Holmlund is thrilled to lead the team. In addition, Planwest's primary partners for this project are GHD and Ben Noble Consulting, both of whom also worked for the City of Eureka under Mr. Holmlund's direction. Also, Mr. Holmlund hired and mentored Brian Heaton when serving the City of Eureka. Mr. Holmlund assigned Mr. Heaton to manage the City's Zoning Code update with Ben Noble, Kash Boodjeh, and Heather Equinoss serving as consultants for that project. Mr. Holmlund also assigned Mr. Heaton to draft the City's 6th Cycle Housing Element, with technical consulting support from Planwest Partners. Mr. Heaton eventually left Eureka to join GHD and is now working among the team that were Mr. Holmlund's closest colleagues for ten years when he worked at GHD. In addition, Planwest, Ben Noble, and Kash Boodjeh are currently teamed together in service of Fortuna for that City's SB2 housing project. In other words, we have all worked closely together and while we have brought together several consulting firms for this project, we all feel like an integrated

family due to our extensive history of working together. We are confident in our ability to continue to be an efficient and effective team.

Commitment to Project Schedule

The Planwest team understand the importance of timeliness on this project. The City has an ambitious schedule, with many deliverables due relatively early in the project timeline. Fortunately, Project Manager Rob Holmlund just started at Planwest and is therefore not yet heavily committed to other projects. He can commit to prioritizing this as his primary project. An evaluation of the commitments of other key staff members schedules indicates that the overall team also has the capacity to also commit the concentrated timeline that will be required for this project. This is our commitment to the timeline presented in the schedule section below.

Strict Budget Management

It is tempting to say that the City is seeking a million-dollar project but appears to have a \$500K budget. For instance, Eureka's recent GPU, EIR, and Zoning Code project exceeded \$1.5M. Arcata's vision is excellent and the objective of developing a set of plans that "pre-permit" development is admirable. Unfortunately, the envisioned scale of CEQA analysis can be very expensive. Fortunately, the Planwest team brings many lessons-learned regarding how to tackle this project and we are confident that we can deliver the project as proposed in the scope section for the budget presented in the separate sealed envelope. We have experience in making tight budgets work. In fact, the Eureka General Plan, EIR, and Zoning Code (managed at the City level by Planwest/GHD team members Rob Holmlund and Brian Heaton, with consulting support from Ben Noble) was delivered well under the projected budget, primarily due to the tight budget management implemented by Mr. Holmlund. Our cost control and project management strategies make us feel confident that we can successfully manage the budget for this project.

Approach to Public Engagement

It is important to note that the proposed scope regarding public engagement is our current understanding of what the City is seeking. Given our broad depth of experience in this realm, we are aware of how many different paths the public outreach tasks can take. Accordingly, we are entirely open to re-imagining our approach to this task if the City would like to consider other approaches.

The Planwest team plans to serve the City in a "behind-the-scenes" technical support role for all tasks associated with public outreach, public engagement, and Planning Commission/City Council meetings. The City has already made remarkable progress in these areas and it is strategically important for City staff to continue to be out in front for these tasks. The Planwest team is confident that we can help the City shine even brighter by providing a range of support services (see Task 2 scope for details).

In the time of COVID, the public outreach components of this project will be tricky, especially since the timeline of the project will likely see the slow transition back to full in-person public meetings. Planwest is up to the challenge and we have developed a refined approach as described in detail in Task 2 of the scope section below. We are currently successfully conducting several similar outreach efforts for other communities. For instance, Planwest recently completed a highly successful virtual Public Workshop for Crescent City and we are tentatively planning mixed virtual/in-person meetings for the project later this summer. Heather Equinoss has recently completed several virtual meetings for Arcata and other communities and has additional strategies for how to merge efforts back to an in-person model when the time is right.

Flexibility in the execution of this task will be necessary as the impacts and restrictions of COVID evolve over time. In the proposed scope, we assume that, given the trajectory of COVID immunization and the timeline of this project, some degree of full public meetings will have a place in the project, especially in the second half of the timeline.

However, we also see value in virtual meetings and on-line public outreach, which have an important place in this scope with or without the burdens of quarantining and social distancing during a pandemic.

Both City staff and the consulting team have an extensive resume of successful in-person public meetings and workshops (pre-pandemic). In addition, we have both developed successful models for fully virtual public engagements. For instance, Arcata's 2021 State of the City address was very well done, while Planwest's facilitation of the Crescent City Economic Development Strategic Plan Public Workshop (in late January 2021) was a dynamic interactive community workshop with substantial audience feedback and interaction even though it was entirely virtual (see video here: <https://www.facebook.com/CrescentCityCA/videos/157241052865305/?t=1> or <https://wildrivers.lostcoastoutpost.com/2021/jan/22/crescent-city-introduces-already-chipping-away-eco/>). We are all learning how to make these virtual workshops as meaningful and engaging as the live meetings of the past. The real trick that has not yet been accomplished by anyone is a blended model of in-person public workshops that are simultaneously entirely virtual. We have developed an approach to this project that does just that.

While the quality of public engagement decreased to some degree in the early pandemic with the transition from in-person public meetings to virtual public meetings, some elements of public engagement actually improved. For instance, community members that could not leave their homes are now able to easily attend public meetings, as are people with a vested interest that live outside the area. In addition, most public meetings of the past were "one time" events that were over when they were over. For instance, the City's Housing Workshops in late 2019 were extraordinarily well done, but there is no high-quality recording of the events. While the City has a website that preserves the public feedback from the posters (<https://www.cityofarcata.org/866/Community-Housing-Workshops>), the actual workshop itself was a "live-only" event that can never be re-watched by individuals that missed the meeting. During the pandemic, on the other hand, all public workshops have been virtual and easy to record with high quality audio. So, even those individuals that missed meetings can still "attend" after the fact (assuming they have internet access, which is a social justice issue addressed below).

The Planwest team believes that the future of public meetings will simultaneously include the excitement and socialization benefits of live public meetings with the benefits of virtual meetings, such as software platforms and video recordings. We have an approach for how the City can have the best of both worlds.

The Planwest team fully recognizes that the City has already come a long way with public engagement for this project. Accordingly, we see ourselves fulfilling a technical support role for this task and all public engagement activities associated with this project. We are confident that we can help the City evolve to an even higher level beyond the great work the City has already done, primarily by serving the City "behind-the-scenes," keeping City staff in the public spotlight, and providing City staff with the following:

- Organization and logistics assistance (both physical and virtual) of public outreach and engagement sub-tasks.
- Providing and setting up a range of software programs for enhancing the effectiveness of public outreach and public engagement (see below for a list and description).
- Providing staff with a library of images, maps, diagrams, charts, simulations, and data that can be used to enhance staff presentations. All such materials will be formatted in such a way that they are "PowerPoint ready" without needing to be scaled up or re-formatted.
- Technical guidance regarding the detailed nuances of ever-evolving State CEQA and General Plan standards.
- Fresh ideas and suggestions regarding successfully implemented best practices from other communities.
- A collection of approaches for how to increase the involvement and feedback of the disenfranchised and unengaged members of our community.
- Basic staff support to fill in where City staff does not have the time available.

Focus On Underlying Objectives And Project Understanding

“The principles that we have in our General Plan focus us towards infill development and direct us to stay out of the greenbelts and to stay within our boundaries have been ratified by our community. The predominant ideas of the community are ‘light infill’ in residential areas and heavier infill in the Creamery District” (David Loya, Planning Commission Meeting).

“It is our responsibility to do our best to make Arcata even better for the next generation” (Karen Diemer, Community Visioning Listening Session, 12/17/20).

The Planwest team knows how important it is to “understand” the depth and history of this project, which has already been underway for several years. We know this because we have strong personal connections to Arcata planning. As described in the cover letter, Planwest Partners was founded in 1997 when George Williamson AICP served the City in drafting the 2020 Arcata General Plan. Many of the consulting team members attended HSU and have lived in Arcata without owning cars. We have all been closely tracking the City’s progress on this topic for the past two years. And, we have conducted extensive research in preparation of this proposal, including reviewing/watching the following:

- North Coast AEP APA presentation regarding Strategic Infill Redevelopment Plan (YouTube)
- Community Visioning Listening Session (12/17/20)
- State of the City (2/9/21)
- Housing Element
 - 12/18/19: City Council Regular Meeting
 - 12/10/19: Planning Commission Regular Meeting
 - 12/4/19: City Council Regular Meeting
 - 11/12/19: Planning Commission Regular Meeting
 - 10/22/19: Planning Commission Regular Meeting
 - 10/21/19: Community Housing Workshop (Community Hall of the Courtyard Apartments)
 - 10/8/19: Planning Commission Regular Meeting
 - 9/23/19: Community Housing Workshop (Arcata Community Center)
- Infill Market Study Community Engagement
 - Online survey
 - Ten community events
 - Four focus groups
 - HSU-oriented outreach
 - Two community workshops (one in Spanish)
- Mobile home ordinance (multiple PC and CC meetings)
- The Village (Craftman’s Mall site) (multiple PC and CC meetings)

Through all of this research, we feel that we have a good understanding of this project and its overall importance to the future of Arcata. For example, we understand the following:

- Arcata has a home-ownership rate in low 30% to 40% range, lower than many other communities throughout the greater region.
- Much of the new housing built in Arcata in the past ten years has been grant-subsidized affordable housing, thereby providing very little opportunity for middle-income individuals to acquire housing.
- The community has strongly spoken that green spaces and green belts should be protected from new development.

- The City does not have much physical space in which to grow, but is experiencing a “social and economic mandate” to grow.
- The City cannot easily expand horizontally, so to a large degree the City will need to expand vertically.
- Housing demand in Arcata exceeds the number of units allowed in the City’s housing regulations.
- Most of the City’s residentially zoned land is already built out.
- The existing land inventory cannot address the City’s Regional Housing Needs Allocation (Housing Allocation). As a result, the certified 6th Cycle Housing Element identified infill planning to address the Housing Allocation. Fortunately, the City has rich grounds for redevelopment, including areas that are underdeveloped.
- One strategy to rectify the City’s housing shortage (at all income levels) is for the City create new principally-permitted pathways to in-fill development. To do this, we must update General Plan policies and Code requirements to reflect the current interests of the community while being careful that we do not impose new standards that create barriers for housing production.
- We must enhance the curb appeal of the Gateway District, without disenfranchising vulnerable members of the community.
- To reach disenfranchised members of our community, we must “meet people where they are at” in a variety of different ways.
- Through this project, we must prepare for climate change, increase equity, accommodate the needs of many different stakeholders, stimulate equitable economic development, and increase the overall quality of life for as many people as possible.
- Among the many pathways to accomplishing the City’s objectives is the exploration of a “community benefit program” built into the City’s development regulations, that allow for increased density/intensity for defined community benefits.
- The City cannot afford to adopt an LCP that is more restrictive than the current LCP. This project must assist the City towards the path of developing and adopting an LCP that is alignment with the values, interests, and needs of the City.
- Industrial/Commercial/Residential mixed use is likely to have a future in Arcata.

Regarding the specifics of this project, we understand that:

- The project includes preparing updates and amendments to the City’s General Plan, developing a targeted infill zoning ordinance centered on a form-based code, and preparing an Environmental Impact Report (EIR) including all necessary studies to evaluate the environmental impact of these long-range planning documents.
- Regarding the General Plan task:
 - Only two Elements will be entirely new (Parks and Recreation Element and an Area Plan Element for the Arcata Gateway Area).
 - Three Elements will need to be comprehensively updated (though not entirely re-written):
 - Land Use Element
 - Transportation and Circulation Element
 - Public Facilities & Infrastructure Element
 - The other Elements of the General Plan will only require relatively basic updates.
 - The General Plan amendments will incorporate Senate Bill 379 (climate adaptation and resilience strategies), Senate Bill 1000 (environmental justice and racial equity in land use planning), and other state law requirements.
- The EIR (Draft and Final) includes the preparation of a Statement of Overriding Considerations.

Housing Element Law As Amended in 2018

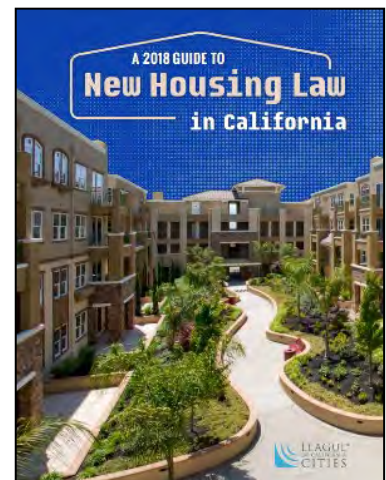
There were several bills passed in 2018 that affected streamlining of permit approvals, jurisdictions' responsibilities under housing elements, and the allocation of affordable housing. The following is a synopsis of the amendments to housing element law related to the 2018 bills.

It is worth noting that the Planwest team has extensive experience with these regulations and housing elements, including:

- Planwest Partners:
 - Ferndale
 - Drafted Ferndale's Housing Element 6th Cycle
 - Draft's Ferndale's annual Housing Element Progress Reports
 - Eureka – Housing Element 6th Cycle
 - Point Arena – Housing Element 6th Cycle
 - Crescent City – Housing Element 6th Cycle
 - Other 5th Cycle Housing Elements
 - Fortuna – SB2 Implementation Grant Project (underway)
- Ben Noble
 - San Carlos Housing Element
 - Windsor Housing Element
 - Monte Sereno Housing Element
 - Yolo County Housing Element
 - Sausalito Housing Element
- Brian Heaton (GHD) – Primary author of Eureka Housing Element 6th Cycle

Regarding the 2018 bills, a good reference guide that is both technically sound but also accessible for non-experts (such as Council members) is the League of California Cities Guide to New Housing Law in California. That guide summarizes the mandates of SB 2, SB 3, SB 35, SB 540, AB 73, SB 167, AB 678, AB 1515, AB 1505, AB 879, AB 1397, and AB 72.

Collectively, the bills listed above (including bills passed and modified in 2018) contain a lot of requirements that will guide the Arcata Strategic Infill Redevelopment Plan & Long-Range Planning Services project. However, the Planwest team believes that it will be very unlikely that this project will generate conditions that would require modifications, re-adoption, or re-certification of the Arcata 6th Cycle Housing Element. In order to create the certified element, the City has already designated suitable sites for all income levels, and we expect that the additional infill and additional supply of the current project will only build upon that inventory. Thus, we do not expect a change in the housing element to be necessary. However, as a part of Task 3.11 (Analysis of General Plan Consistency), we will confirm this initial assumption.



Scope of Work

SCOPE OF WORK

TASK 1 SCOPING AND FORMALIZING WORK PLAN APPROACH

Task 1.1 Preliminary Scoping Meeting with City Staff

Planwest team representatives will attend a preliminary scoping meeting hosted by City staff. The meeting will cover the general project approach, and a comprehensive review of the scope/schedule/budget/outreach plan. An early ideation session will be conducted to vet potential big ideas that could influence the general direction of the project.

Task 1.1 Deliverables:

- *Refined Work Plan, Outreach Plan, and Schedule based on discussion.*

Task 1.2. Existing Data and Document Review

The team will conduct a sweeping collection and analysis of existing data and documents, review relevant background information, establish a baseline for regulatory requirements, and summarize all information relevant to the project. This will then be synthesized into a single comprehensive well-organized guiding matrix, used throughout the project to ensure full coordination and integration of relevant regulations, guidelines, and existing plans. This thorough analysis of existing documents will provide a critical platform for the remainder of the project. A cost-saving measure of the Planwest team is the fact that several key team members have already conducted substantial review and analysis of many relevant documents, including:

- The Arcata General Plan 2020 and associated EIR (prepared by Planwest)
- The Arcata Land Use Code (partially prepared by Planwest)
- The City's Local Coastal Program (LCP)
- The 6th Cycle Housing Element and Technical Appendices
- The 2021 Draft Infill Market Study (not yet adopted) and associated Infill Market Study Public Engagement Report
- The December 2020 Community Visioning Session and associated Community Vision Statement
- The January 2021 State of City Address
- The 2010 Parks and Recreation Master Plan
- The 1989 Local Coastal Program
- The 2010 Pedestrian & Bicycle Master Plan
- Comprehensive city-wide GIS

Task 1.2 Deliverables:

- *Memo to City staff summarizing outstanding data gaps/needs and identification of associated staff partners.*
- *Quick-reference Matrix (produced in Excel and included in above memo)*

TASK 2 DATA COLLECTION & ANALYSIS FOR GENERAL PLAN UPDATE

Task 2.1 Existing Conditions Mapping

Note that an optional task for 3D GIS modeling and mapping is presented below the scope for this task. That optional task is not included in the scope presented here, nor is it included in the associated budget document. Instead, a separate stand-alone scope item and stand-alone budget are presented. The Planwest team highly recommends that the City consider funding this supplemental optional task as it would substantially enhance the City's ability to evaluate options and scenarios for the Gateway Plan/Code and would provide a powerful additional means of conveying information during public engagement tasks.

The City already has a robust GIS dataset and top-notch cartography standards. For this task, the Planwest team will review existing data to identify what new data needs to be collected. When it is necessary to collect new spatial data, the Planwest team will do so by generating new Excel-based GIS-enabled data layers that meet the City's metadata and spatial specifications. When it is necessary to update existing map figures or to create new map figures, the Planwest team will comply with the City's existing cartography standards so that everything Planwest produces can be seamlessly integrated into the City's existing map sets.

The comprehensive dataset generated for this project will include a range of constraints, existing infrastructure, zoning, land use, and amenities. This data will be available for basemaps and figures for all other tasks throughout this project, including the Gateway Area Plan, Code, GPU, EIR, and all associated public engagement activities (including the website and social media platforms). This task will also be conducted in such a way that ensures that the Planwest team can efficiently update or replace map figures that the City already utilizes, such as maps located throughout the current General Plan. Examples of new data that will be collected (and layers that will be created) city-wide for the General Plan and EIR include:

- Traffic and circulation modeling (see Special Studies section below), including:
 - Mapping existing roadways by classification
 - Mapping existing traffic volumes (where data is available)
 - Mapping/documentation of existing VMT / commute patterns
 - Mapping existing areas of traffic safety concern
- Biological data from the special study
- Cultural resource data from the special study (may be a confidential layer due to Tribal consultation requirements)
- Historic resources data from the special study
- Air Quality/GHD generation data from the special study
- Climate Change and Sea Level Rise data for the Climate Change Action Plan

Examples of new data that will be collected (and layers that will be created) exclusively in the Gateway Area include:

- Art and Culture Assets
- Inventory of affordable housing
- Inventory of low-income neighborhood amenities (such as laundry mats, food pantries, etc)
- Utility boxes and other frequently-vandalized infrastructure that serves as contributions to a feeling of blight while simultaneously providing an opportunity for art, cultural, and equity-enhancing features
- Instances of chronic disrepair and other contributions to a sense of blight
- Actual on-the-ground land uses
- Architectural Context and Historic Resources Inventory

- Activity-Generating Frontages (such as commercial storefront)
- Connectivity and “Complete Streets” Review
- “Opportunities sites” that have the highest likelihood of redevelopment and that can be used to evaluate potential development standards
- Natural features and resources to be incorporated as area plan amenities

Other map figures for the Gateway Area that may be useful:

- Context: shows the study area boundary and surrounding context
- Parcels: includes numbered parcels with description of existing land uses
- Existing Building Height and Floor-Area Ratio
- Ownership patterns
- “Potential for Change” (vacant/underutilized). Basis to identify opportunity sites.
- Street Conditions (e.g., signalized intersections, alleys, bus stops, etc.
- Pedestrian and Bicycle Conditions (pedestrian crossings, sidewalks, bikeways)

The Planwest team will work with City staff to explore the need/interest in compiling the data that would be needed for these additional figures.

In addition to standard document map templates, the team will also generate a custom PowerPoint template or for other presentation software. Typically, maps are designed to be viewed as an 8½ x 11 and then captured as an image and transferred to PowerPoint. When such converted maps are displayed via PowerPoint at a public meeting, the font is too small, the proportions are wrong, the line thicknesses are too thin, and the map is generally not well understood by the audience. Alternatively, by generating a custom PowerPoint template, higher quality “presentation figures” can be rapidly produced for public presentations. This format is typically also more appropriate for on-line public website formats, Facebook, and Instagram.

As a final note, the Planwest team is aware that this task will be iterative with the EIR and associated special studies outlined below. Accordingly, this task is likely to have two major surges of activities, one at the beginning of the project and a second surge as the EIR analysis gets underway.

OPTIONAL SUB-TASK (for additional fee; see Task 6): 3D Mapping

If desired by the City, the Planwest team will utilize ArcGIS Urban to build an existing conditions digital 3D spatial model for the Gateway Area. The model will include the envelopes of existing buildings, as well as the maximum build-out envelopes for each parcel according to the City’s current regulations. The model will also allow for the gathering of current utility demand inputs on a building-by-building floor-by-floor basis to enable the model to compare existing versus future infrastructure and utility demands. This is described in greater detail in “Optional Task 6.”

Task 2.1 Deliverables

- *GIS dataset*
 - *Consolidated geodatabase of existing data that meet the City’s metadata and spatial specifications*
 - *New data produced for this project*
 - *Comprehensive excel database*
- *Map figures displayed in multiple formats, including print maps, PowerPoint, and/or other agreed-upon format to share with the public as part of the engagement activities.*
- *3D spatial model and additional optional deliverables offered under Optional Task 6.*

Task 2.2 Public Outreach and Design Work for Gateway Area Plan

Note that this task is linked to the other public outreach and engagement tasks throughout the project as there are cost-saving opportunities in shared materials, website content, document libraries, map figures, concept drawings, surveys, software platforms, outreach efforts, and presentation recordings. Accordingly, other tasks throughout this scope refer back to this task.

Extensive public input has already been gathered under the Infill Market Study Community Engagement Report and other past efforts. Using these past efforts as a starting point, this Task has three sub-tasks:

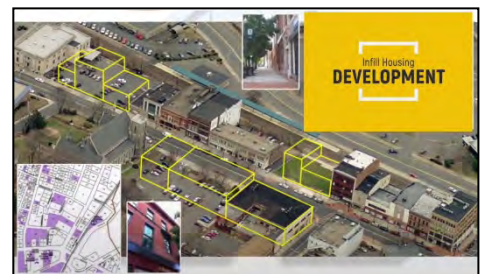
1. Public Outreach
2. Public Engagement Toolkit
3. Public Engagement Process (including public-influenced design work)

In combination, these three sub-tasks include the organization and facilitation of meetings that will guide the public through design options for the Gateway Area's code and planning document. Each of these three sub-tasks (and some optional add-ons) are outlined below as Tasks 2.2.1, 2.2.2, and 2.2.3. Overall, the objective of this task is for the Planwest team to assist City staff in organizing and facilitating public engagement processes that will both generate and evaluate potential design options. The process outlined below includes a range of technical experts from our diverse team to help explore/compare options and provide "real time" input and reaction by key stakeholders as the work unfolds.

TASK 2.2.1: PUBLIC OUTREACH

In order to engage a broad cross section of the public, we must first find them and then inspire them to participate. This sub-task outlines our strategy and scope for inspiring community participation. This starts with enhancing the existing City webpage for this project, which serves as the foundation of the public engagement for this project and serves as the clearinghouse of publicly accessible information (<https://www.cityofarcata.org/896/Strategic-Infill-Redevelopment-Program>). The webpage was just substantially updated on 2/16/21, with a new YouTube video added. While the webpage is already stellar, the consulting team will make suggestions and provide content for enhancing the website based on the materials generated through the strategies outlined below. Building on the work already outlined in the webpage, the consulting team will then assist the City with a publicity campaign, including:

- Content for social media teasers (see more below under Public Engagement)
- Flyers for posting at coffee shops, City Hall, HSU, etc
- Content for radio ads (likely voiced by City staff with logistics and content support provided by consulting team) (fee for radio ads to be covered by the City)
- Content for radio interviews (likely voiced by City staff with logistics and content support provided by consulting team)
- Content for press releases
- Content and behind-the-scenes footwork to set up newspaper/web-news/TV interviews (interviews likely to be conducted by City staff with logistics and content support provided by consulting team)



The publicity campaign strategy will be presented to the City as a single memorandum.

Next, the Planwest team will interview City staff regarding direct stakeholder outreach to key individuals/ organizations to determine if any additional direct outreach needs to be conducted. The types of stakeholders that may need to be directly contact include:

- Affected property owners (see optional sub-task below for additional outreach options)
- Social equity, community involvement, and cultural engagement organizations
 - Equity Arcata and related working groups (<https://www.equityarcata.com/teams>)
 - Black Humboldt (<https://www.blackhumboldt.com/>)
 - Programs at HSU, such as:
 - The Housing Office
 - The African American Center for Academic Excellence
 - The El Centro Académico Cultural de HSU
 - The Indian Tribal & Educational Personnel Program
 - Chamber of Commerce (<https://www.arcatachamber.com/>)
 - Creamery District (<https://www.creamerydistrict.org/>)
 - Bike/ped/transit advocate organizations
 - Environmental protection organizations (such as Bay Keeper)
- Local Tribes (communications to be led by City staff)
- Representatives of a variety of industry sectors involved in development, including:
 - Affordable housing entities, such as Housing Humboldt and Arcata House
 - Banking and finance specialists with history of working with development in Arcata, as well as out-of-the-area subject-matter specialists engaged by the consulting team’s economists.
 - Building and construction specialists with history of constructing new buildings in Arcata, as well as out-of-the-area subject-matter specialists engaged by the consulting team’s economists.
 - Policy and government programs, such as OPR, HUD, etc.
 - Business organizations such as Arcata Spark
- Utility providers
 - City (water, wastewater, stormwater, circulation, etc.)
 - PG&E
 - Other communications providers
- Specific for Gateway Area
 - Business owners
 - Residents
 - Local architects/designers/builders

Based on the feedback from City staff, the consulting team will generate and populate a communications log to track who has been directly contacted. For any remaining direct outreach efforts, Planwest assumes that the City will be conducting the majority (or all) direct communications with stakeholders but is willing and able to assist as needed. Either way, the Planwest team will assist with simplifying communication tracking. For instance, if City staff send an email to any key stakeholders, the staff member can carbon-copy a designated member of the Planwest team and we will fill in the communications log on behalf of the City. Alternatively, City staff can populate the communications log without copying (Ccing) Planwest staff. The same communication log can be populated for phone calls and in-person meetings as needed by members of the City staff and/or consulting team. The Planwest team is sensitive to the fact that City staff already has relationships with most of these stakeholders and we will follow the City’s direction accordingly regarding who the consulting team should or should not contact.

Additional strategies for reaching members of the community are inherent to the scope items outlined below under “Public Engagement Process.”

OPTIONAL SUB-TASK (for budget, see Task 6): Direct Mailing to Affected Property Owners

Tasks 3 and 4 are very likely to result in modified Land Use Designations and Zoning Designations for dozens of parcels. Planwest estimates that at least 400 parcels will be changed. It is good practice to directly notify the owners of those parcels of the proposed changes before City Council adopts the changes. This strategy was deployed by Project Manager Rob Holmlund when he oversaw the preparation of the Eureka General Plan as the Community Development Director. A customized letter and/or post card was sent to the owner of each parcel that was proposed to change Land Use Designation and/or Zoning Designation. In some cases, post cards were also sent to resident addresses (in addition to the address of the parcel owner). In the Eureka example, the city had a postcard machine and an automated postage machine that made this task relatively affordable. The budget for this task would need to be determined depending on the equipment currently owned by Arcata. For the purposes of this proposal, the optional budget shown under Task 6 assumes that Planwest staff will track the parcels that are proposed to change, will prepare a stock letter (to be approved by the Director), and will then customize each letter to indicate the nature of the change. The process of customizing each letter (with name, address, and designation changes) can be mostly automated through GIS/Excel/Word. The budget also assumes Planwest staff time to facilitate the logistics of mass mailing of up to 400 letters.

TASK 2.2.2: PUBLIC ENGAGEMENT TOOLKIT

The Planwest team is particularly excited about our approach to and toolbox for public engagement. We have combined the experience and ideas of Rob Holmlund and Heather Equinoss to develop a unique methodology that we believe will enhance and supplement the great work already implemented by City staff. A primary objective of this task is to engage Arcata residents and prospective future residents to gain key insights into their vision and needs for housing and development in Arcata. In particular, effort must be invested into reaching and hearing from marginalized community members that do not typically participate in public input processes.

As stated in the Approach Section above, our strategy for public outreach/engagement for this project is to serve the City “behind-the-scenes” by keeping City staff in the public spotlight and providing a range of technical support services to help you achieve your goal of ensuring comprehensive outreach to, engagement with, and input from the general public and a broad range of stakeholders.

The Planwest team brings access to and expertise in several innovative software-based engagement tools that can be utilized as a part of this project. For the budget and scope presented, we can utilize any combination of these tools to accomplish the City’s objectives.

Zoom

We have become adept at merging the now ubiquitous platform of Zoom with each of the programs outlined below for a seamless audience experience. We also intend to make Zoom a feature of all in-person public meetings, so that some audience members can attend public meetings entirely from home while others can attend entirely in person. All Zoom meetings will be recorded and converted to video formats for posting on YouTube, City websites, Facebook, and other platforms.

Mentimeter

The Planwest team recently used this software in combination with Zoom and Facebook live for the Crescent City Economic Development Strategic Action Plan, with over 60 community members participating. With one simple click, this easy-to-use program brings the audience into real-time interactive animated live-polling, community generated quizzes, crowd-sourced word clouds, Q&A forums, and on-going dynamic surveys. Our use of Mentimeter generates a fun and engaging community-building atmosphere before, during, and after virtual and face-to-face public meetings. For those participating virtually, this tool simulates “sticky-dot” exercises of in-person public meetings. For those participating in-person, the tool makes live presentations much more dynamic and

engaging. For those community members without internet or with limited computer skills, the live polls, surveys, quizzes, and other content can be printed onto posterboards and displayed in public places (such as the library) for additional community interaction and feedback that can then be integrated back into the software program. The program can also add substantially to the online web platforms and social media already developed for this project, with content and surveys embedded in websites, social media posts, and email communications to gather input from the community. Similarly, polls enable us to quickly gather people's level of support for ideas through a simple, immediate, and visual voting process.

In live sessions (virtual and in-person), we use this polling technology to surface key themes from small group conversations, curate questions/answers, and poll participants on top priorities. With features that allow participants to 'upvote' other people's ideas, it is a fast and effective way to understand where there is consensus and divergence in a group. The Planwest team also have software licensing for [Slido](#), which is an alternative software program to Mentimeter that accomplishes the same outcomes, but brings some enhanced features similar to Zoom. In our experience, the combination of Zoom with Mentimeter requires a bit more work to set up, but is typically easier for audiences to navigate. For this scope, we can use either set of platforms.

[Mural.co](#)

With this collaborative on-line whiteboard, we share content and information with participants and then crowd-source their ideas in an easy-to-use visual format. We have used Mural to co-design strategies with over 100 people in live virtual sessions.

[Google Slides](#)

Similar to Mural, we use Google Slides to design shared workspaces with clear templates that make for easy public engagement. We support small teams working concurrently in breakout rooms to have focused discussions and produce clear notes using this simple, yet effective tool.

[Instagram, Facebook, and other social media platforms](#)

The City has popular Instagram and Facebook accounts that can be utilized to greater effect, especially for this project. Alternatively (or in addition), new accounts can be created specifically for this project. Other social media apps may also be appropriate, especially for reaching younger community members. The Planwest team will work with the City to evaluate either the creation of new social media accounts for this project or the utilization and enhancement of existing accounts. In either case, the team will provide on-going content to increase public access to educational materials, events, and engagement. The quizzes, word clouds, Q&A forums, surveys, maps, and documents generated by the other programs outlined above make for excellent social media content.

[Public Surveys](#)

Using Mentimeter, Slido, and/or Survey Monkey, the Planwest team will generate unique surveys for each of the live events and up to three additional surveys that can be displayed for weeks at a time on the City webpage, in social media accounts, and at "meetings-in-a-box" (see below).

[Neighborhood Walking Meetings/Audits](#)

Neighborhood walk audits or "walking meetings" are an alternative option to some of the virtual meetings and in-person meetings discussed under Community Engagement below. Given that these would be entirely outdoors, these walking meetings can be arranged to be COVID safe. These walking meetings would include key specialists of the Planwest team, such as architects, landscape architects, urban planners, transportation engineers, civil engineers, environmental scientists, and public historians and preservation specialists. Relying the expertise of these specialists, these walking meetings would be part educational and part listening sessions. As discussed below, these neighborhood walk audits can take the place of the virtual meetings and in-person meetings discussed under

Community Engagement below. The Planwest team is prepared to conduct walking meetings with up to 25 individuals per meeting.

OPTIONAL SUB-TASK (for additional fee; see Task 6): 3D Modeling and Mapping

Building on the optional sub-task outlined in Task 2.1, the Planwest team can utilize ArcGIS Urban to build an existing conditions digital 3D spatial model for the Gateway Area. From there, several scenarios can be developed in the 3D model that visually illustrate a range of factors associated with various potential development intensities, including visual impacts and shadow/shade impacts. The model can also generate analysis of infrastructure demands calculated from the baseline established in Task 2.1 that can inform the Gateway Area Plan and the CEQA analysis. Scenarios can be presented as maximum build out alternatives and modeled as such within the ArcGIS Urban environment. Given that the model is fully 3D and includes existing buildings, visualization of scenarios can be captured from any location. For instance, could a three-story building at the intersection of 7th Street and K Street be seen from the intersection of 11th Street and K Street? Alternatively, how would the Creamery Building be impacted by the shadow of a four-story building across the street on south side of 8th street? Using parameters established by City staff, the consulting team, key stakeholders, and/or the general public, feasible scenarios can be presented during public engagement activities, Planning Commission meetings, and City Council meetings through an online interactive 3D viewer. Public comments can also be recorded and integrated into revised scenarios for further evaluation by the City.

OPTIONAL SUB-TASK (for additional fee; see Task 6): Interactive GIS Programs for Public Engagement

While ArcGIS will be a critical tool that will form the foundation of data collection and analysis for this project, ArcGIS is a highly technical and inaccessible program that is beyond the capabilities of most community members to utilize. Fortunately, the Planwest team has found success with deploying online interactive mapping platforms for crowd-sourcing public information in a map-based format. For members of the public that are familiar with the Creamery District and that are comfortable with maps, these platforms allow a greatly enhanced experience for commenting and ideation in a spatially oriented format. For this project, the team can deploy ZeeMaps, Ushahidi, CrowdMap, Map.Social, Mapme, SocialPinpoint, or Wikimapping. Each platform has advantages, depending on the interests of the City, which the Planwest Project Manager will review with the City Project Manager at the start of the project to determine which to use. Some of these platforms are free, while others include subscription fees.

TASK 2.2.3: PUBLIC ENGAGEMENT PROCESS

Following the public outreach efforts above and utilizing the public engagement toolkit outlined above, the Planwest team will then assist the City with the actual public engagement process, which includes:

- Three facilitated focus group meetings
- Three public meetings each of which can be either entirely virtual or in-person with virtual content
- Materials for Pop-Up Meetings-in-a-Box
- Other optional add-on services

The exact chronological sequence of these focus groups and public meetings will be discussed at the preliminary kickoff meeting and then determined by City staff with recommendations from the Planwest team. In general, it is important to note that for each public engagement event, the Planwest team will prepare a specific agenda aimed at specific deliverables so that City staff, Commissioners, Council Members, and the community at large can provide input in the evolving options and design concepts. For each of the following, the Planwest team will be responsible for providing technical content, while City staff will facilitate meetings.

Focus Groups:

The Planwest team will assist the City with the logistics and preparation for up to three facilitated focus group workshops. Depending on the trajectory of the pandemic and our ability to meet in-person, these focus groups will either be entirely virtual or in-person with virtual components (utilizing the toolkit and approach described above). Alternatively, if desired by the City, some or all of these focus group meetings can take the form of neighborhood walk audits (see description in section above). The individuals/organizations invited to the three focus groups will be selected by the City with recommendations from the Planwest team. Focus groups may be mixed audiences of various interests or may each be focused on a specific interest. Each focus group will consist of up to 30 individuals, though we recommend no more than 15 per focus group. Possible options for focus groups include:

- Key property owners (see optional sub-task below for additional outreach options)
- HSU students, including students that currently live inside and outside of city limits and have varying degrees of housing stability and affordability
- Spanish-speaking families, which may include the utilization with elementary schools (e.g. Pacific Union) to host a conversation with parents (see optional sub-task below for interpretation/translation services)
- Workers that are employed by Arcata businesses but do not live in Arcata (and would prefer to live in Arcata)
- Families with close ties to Arcata, through work or on-going education, that do not live in Arcata (but would prefer to live in Arcata)
- Seniors and low-income individuals within city limits
- Individuals recommended by social equity organizations, such as Equity Arcata (<https://www.equityarcata.com/teams>) or Black Humboldt (<https://www.blackhumboldt.com/>)
- Representatives of a key industry sectors involved in development, such as:
 - Affordable housing entities, such as Housing Humboldt and Arcata House
 - Banking and finance specialists with history of working with development in Arcata, as well as out-of-the-area subject-matter specialists engaged by the consulting team's economists.
 - Building and construction specialists with a history of constructing new buildings in Arcata, as well as out-of-the-area subject-matter specialists engaged by the consulting team's economists.
 - Policy and government programs, such as OPR, HUD, etc.
- Utility providers
 - City (water, wastewater, stormwater, circulation, etc)
 - PG&E
 - Communications providers

Prior to initiating the focus groups, the Planwest team will work with City staff to develop high-quality and accessible information by building upon the extensive work already gathered under the Infill Market Study Community Engagement Report and other past efforts. Examples of the types of materials that will be prepared include:

- Sets of questions and discussion topics
- Visual simulations, sketches, and other project-specific infographics
- Maps and printed diagrams of digital models of various project scenarios, with substantially more detail the Gateway Area concepts than outside that area. These include:
 - Circulation networks
 - Concepts for infill development including alternative approaches to density, use mix, form, and character
 - Alternative approaches to parking ratios considering both real estate marketability and proximity to transit
 - Concepts for the integration of existing natural resource elements such as creek daylighting

- Concepts for the character of streetscape and other public space elements such as pocket parks and plazas
- Large-format visuals (if meetings are in person)
- PowerPoint slides with the above content

Then, during each focus group meeting, the Planwest team will facilitate break-out groups to capture the design ideas of the participants. This will primarily be accomplished by the architects on our team, led by Kash Boodjeh. Other urban planning experts on the team (such as Ben Noble, Jonathan Linkus, Brian Heaton, and others) will provide backup to the architects. For additional fee (see Task 6 below), the consulting team can assist with an additional number of focus groups.

Public Meetings:

The Planwest team will assist the City the logistics and preparation for up to three public meeting workshops. Depending on the trajectory of the pandemic and our ability to meet in-person, each of these public meetings can either be entirely virtual or in-person with virtual components (utilizing the toolkit and approach described above). Alternatively, if desired by the City, some of these focus group meetings can take the form of neighborhood walk audits (see description in section above). As outlined in the Approach Section, the Planwest team believes that the future of public meetings will eventually simultaneously include the excitement and socialization benefits of live public meetings with the benefits of virtual meetings (such as enhanced software platforms and video recordings). We assume that public meetings will be entirely virtual early in the project timeline, but that live events will be possible at some future point in the project timeline. Using the toolkit described above, we are prepared for each public meeting to be either virtual or live (with virtual enhancements). The objective of the public meetings will be to present early concepts, gather public feedback regarding those concepts, and to poll interested members of the community to develop and refine additional options. For additional fee (see Task 6 below), the consulting team can assist with an additional number of public meetings groups.

Supplemental “Meeting-in-a-Box” Materials:

Per the project webpage, the City has already developed initial content for “meetings-in-a-box” (<https://www.cityofarcata.org/940/Ongoing-Community-Outreach>). It appears that the majority of what the City has developed is aimed at virtual distribution. For this sub-task, the Planwest team will develop additional ready-to-deploy materials to be used by City staff in on-site “pop up” meetings in various public settings (e.g. Arcata Crabs games, farmers market, HSU Quad, etc.) to both educate and get public input. Staff can take this box to such events, display the ready-made engagement tools/materials to stimulate productive and meaningful interactions with members of the public. Materials will include digital and paper copies of:

- Visual simulations, sketches, and other project-specific infographics
- Maps and printed diagrams of digital models of various project scenarios, with substantially more detail the Gateway Area concepts than outside that area. These include:
 - Circulation networks
 - Concepts for infill development including alternative approaches to density, use mix, form, and character
 - Alternative approaches to parking ratios considering both real estate marketability and proximity to transit
 - Concepts for the integration of existing natural resource elements such as creek daylighting
 - Concepts for the character of streetscape and other public space elements such as pocket parks and plazas
- A one-page educational document with links to online surveys and public engagement materials

- A short paper survey (for individuals that cannot easily access on-line surveys; content will mirror on-line surveys)

Some of these materials may also be used by City staff in order for City staff to conduct additional pop up neighborhood walk audits (see description in section above). These same materials can also be used by City staff when presenting at community-interest organizations, such as Rotary meetings, Chamber of Commerce mixers, Main Street Board meetings, etc. For additional fee (see Task 6 below), the consulting team can staff some or all these pop-up meetings.

At the conclusion of the public outreach and engagement process, the Planwest team will be able to provide the following public-generated/vetted content for the General Plan elements and the Gateway District Code:

- Concepts for circulation networks and their enhancement including the re-balancing of pedestrian, bike, transit, and vehicular modes
- Concepts for infill development including alternative approaches to density, use mix, form, and character
- Alternative approaches to parking ratios considering both real estate marketability and proximity to transit
- Concepts for the integration of existing natural resource elements such as creek daylighting
- Concepts for the character of streetscape and other public space elements such as pocket parks and plazas

OPTIONAL SUB-TASK (for additional fee; see Task 6): Citizen's Assembly Model

An additional innovative way to approach engagement is a “citizen's assembly model” in which public feedback is intentionally curated to get a representative sampling of community members in such a way that gives preference to groups that often have less say in decision-making (e.g. BIPOC communities, low-income residents, prospective residents, etc.). These Citizen Assemblies are designed as deliberative bodies that can take in data from more general surveying of the broader community and speak from their own perspective and experience. The output is a set of consensus-based recommendations. This approach can be accomplished virtually, in-person, or through a combination of both. As an incentive, some communities even offer a stipend to participants for their participation. At the very least, food can be provided for in-person meetings.

OPTIONAL SUB-TASK (for additional fee; see Task 6): Interpretation/Translation

For an additional fee, the Planwest team can provide real-time language interpretation services and/or document translation services to supplement any combination of the services above as needed.

Task 2.2 Deliverables

- *Content sufficient to generate the briefing package for the task below.*
- *A memo of suggestions and content for enhancing the project webpage*
- *A memo outlining a suggested publicity campaign strategy*
- *A memo outlining the results of interviews with City staff regarding direct stakeholder outreach that has been conducted to date and that also includes recommendations for additional direct stakeholder outreach*
- *Generation and population of a direct outreach communications log*
- *Access to the Planwest and Equinoss public engagement toolkit of software programs, including Zoom, Mentimeter, Mural, GoogleSlides, and others (for enhancement to workshops, meetings, and focus groups)*
- *Unique public engagement surveys for each of the live events*
- *Up to three non-live surveys that can be displayed for weeks at a time on the City webpage, in social media accounts, and at “meetings-in-a-box”*
- *Three facilitated focus group meetings*
- *Three public meetings each of which can be either entirely virtual or in-person with virtual content (one of these public meetings is the Community Open House described under Task 4.3)*

- *Supplemental materials for Pop-Up Meetings-in-a-Box*
- *Public-generated/vetted content for the General Plan elements and the Gateway District Code:*
 - *Concepts for circulation networks and their enhancement including the re-balancing of pedestrian, bike, transit, and vehicular modes*
 - *Concepts for infill development including alternative approaches to density, use mix, form, and character*
 - *Alternative approaches to parking ratios considering both real estate marketability and proximity to transit*
 - *Concepts for the integration of existing natural resource elements such as creek daylighting*
 - *Concepts for the character of streetscape and other public space elements such as pocket parks and plazas*
- *Additional optional deliverables offered under Optional Task 6*
 - *Direct Mailing to Affected Individuals*
 - *3D Modeling and Mapping*
 - *Interactive GIS Programs for Public Engagement*
 - *Additional focus group meetings (beyond the three identified above)*
 - *Additional public meetings (beyond the three identified above)*
 - *Staffing of Pop-up Meetings*
 - *Citizen's Assembly Model*
 - *Interpretation/Translation*

Task 2.3 Briefing Package

Upon the conclusion of the outreach and engagement process, the Planwest team will prepare a “briefing package” that synthesizes all the information gathered during the public engagement process. This package will also include key findings from the Existing Conditions Report. The briefing package will provide the design and policy framework for the Gateway Area Plan, potential land use changes in the remaining area of the City, and direction for refined General Plan policies and programs.

Task 2.3 Deliverables

- *Administrative draft “briefing package” to City staff for review. City staff shall finalize the package and share with the Planning Commission and City Council.*

Task 2.4 Planning Commission and City Council Joint Study Session

The Planwest team will assist the City with compiling everything above for a joint meeting with the Planning Commission and City Council to review the community engagement results and solicit further input on their preferences for the City’s future growth and development. The Planwest project manager will join City staff at the meeting to provide assistance and technical support. Depending on the outcome of the above processes, other key specialists from the consulting team may also attend the meeting, such as the transportation engineer, the historic preservation specialist, or the team’s architect. Note that the Planwest team envisions this study session as being the same as the study session in Task 4.3, but can separate these two tasks if the City prefers to hold two different sessions at two different times.

Task 2.4 Deliverables

- *Assistance with Staff Report preparation*
- *Provision of Staff Report Attachments summarizing data collection efforts to-date.*
- *Content for a PowerPoint presentation that summarizes the outreach and design work results*

TASK 3 GENERAL PLAN AMENDMENTS

The Planwest team will revise and develop the elements listed below as part of the General Plan update. Per City direction, Planwest notes that most of the General Plan Elements will only need minor amendments, with the Land Use, Circulation, and Utilities Elements requiring more extensive amendments, modeling, and environmental analysis. The work for this Task will comply with the California Government Code guidelines and requirements. As is explained in detail in the introduction of Task 4 below, the Gateway Plan can either be an Element contained within the General Plan or a stand-alone Area Plan. See Task 4 for a discussion of the relationship of that plan to this Task.

Task 3.1 Land Use Element

The Planwest team will update the Land Use Element pursuant to CGC Section 65302(a). The Element will be crafted so that it designates the proposed general distribution, location, and extent of the uses of land within the City and its defined Sphere of Influence.

How land is used greatly influences the overall day-to-day experience of Arcata's residents, workers, and visitors. The designated uses of land make Arcata the "place" that it is and shape how it feels to the community. Accordingly, the Land Use Element is a pivotal keystone of the General Plan and all future planning efforts in the City. The Land Use Element will direct the location, form, and character of future physical development and economic growth, shaping where people will live, work, and play. Currently, Arcata's overall land use pattern is characterized by a healthy mix of residential densities, commercial uses, industrial uses, agriculture, public open space, and public infrastructure. The updated element will present the proposed pattern for the ultimate

growth and development of the City for the General Plan horizon and will seek to ensure that land use planning reflects the community's priorities for the growth of the City, conserves open spaces, and promotes sustainable lifestyles.

In accordance with State law and the OPR General Plan Guidelines, the Planwest team will ensure that this Element designates the general distribution, location, and extent of land for housing, business, industry, open space, education, public facilities, and other categories of public and private uses of land. It will also include standards of residential and nonresidential density for the various areas covered by the General Plan. The Planwest team will modify contents of the existing Land Use Element and/or generate new content for the Element, including:

- Narratives
- Descriptions and maps of "community places" or neighborhoods
- Guiding Principles and Goals
- Policies
- Land use designation descriptions
- Land use diagram(s)
- Supplemental map figures and infographics
- An analysis of development potential, including infographics and tables
- Identification and analysis of unincorporated communities (DUCs) or "fringe communities" pursuant to Government Code Section 65302.10 (SB 244)

Particular effort will be applied to key neighborhoods and opportunity sites, focusing on infill development to:

- Preserve open space and natural resource areas
- Increase local commercial uses and entertainment amenities and community gathering places

- Enhance livability through development of neighborhood-serving commercial uses and parks
- Generate new residential uses that include an array of housing options
- Produce a range of economic development and job-creation opportunities

The Land Use Element has the broadest scope of all the chapters and provides the framework for a coherent set of development policies. For instance, other chapters of the General Plan contain goals and policies related to land use and therefore must be referenced for a complete understanding of the purposes, intentions, and development requirements embodied in this chapter. For instance, the street system, street design, and transportation improvements outlined in the Transportation and Circulation Element are intended to address the transportation needs that support the land use pattern established in the Land Use Diagram.

To kick-off this task, Planwest team will facilitate a preliminary meeting between key members of the City staff, associated agencies (i.e., Arcata Fire Protection District), and key technical experts on the consulting team. The objective of this kickoff meeting will be to thoroughly review the Land Use Map to gather early feedback from staff regarding what is currently working and what could use modifications. The Planwest team will utilize screen-sharing and GIS mapping to pan through the City to take thorough geo-tagged notes. While community input will be critical to the process of modifying the land use map, City staff have the experience and technical expertise to suggest initial modifications for evaluation. The uses designated will build on the existing designations in the 2020 General Plan, including various housing densities and types, commercial, manufacturing/industry, open space, agriculture, natural resources, recreation, public uses (such as schools), infrastructure (such as wastewater treatment), and other categories of public and private uses of land. The Planwest team assumes that there may be a need to establish a few new land use designations, but it is unlikely that a substantial new set of designations will need to be created. This scope and the associated budget assume no more than five new designations will be established outside of the Gateway Area (see Task 4 for specifics within the Gateway Area).

At key stages in the development of a modified land use map, the Planwest team will generate draft infographics (such as pie chart) of land use designations by relative area, as well as corresponding summary tables of land uses. Consistent with public outreach efforts to date and with City visioning to date, the Land Use Element will accommodate projections of population and economic growth using infill principals. Growth will be concentrated around the downtown area, existing neighborhood commercial centers, and Humboldt State University, while greenbelts and open space will be preserved around the perimeter of the City. Targeted General Plan designations for upzoning (increases in residential density as well as increases in building intensity) will be evaluated and implemented to meet the City's 6th Cycle housing allocation and various City objectives. Upzoning may be particularly pronounced in the Gateway Area Plan area. The Land Use Element will also identify and designate adequate sites to manage projected future growth. Following the drafting of this element, the Planwest team will identify consistent zoning code updates designed to streamline housing production. This is very likely to include targeted rezoning and modification of development standards. Recommendations will be provided in memo format and will be due upon completion of the draft Form-Based code, or upon completion of the Land Use Element, whichever is later. A Draft Land Use Element will be submitted based on recommendations accepted by the City.

Task 3.1 Deliverables

- *Task kick-off meeting with key staff and members of consulting team*
- *As-needed meetings with City staff to explore options for land use designation modifications*
- *One Public Review Draft of the updated Land Use Element, including maps, diagrams, and infographics*
- *Memo of suggested zoning code updates including targeted rezone areas/ strategies*

Task 3.2 Transportation and Circulation Element

The work in this task will be closely tied to the Level of Service and Vehicle Miles Traveled Special Study outlined in Task 5. Per the OPR guidelines, this Element is a comprehensive city-wide strategy for “addressing infrastructure needs for the circulation of people, goods, energy, water, sewage, storm drainage, and communications.” By statute, the circulation element must correlate directly with the land use element, but also has direct relationships with other elements. The planning of the City’s transportation and circulation systems has substantial environmental, equity, justice, and ecological impacts that must be considered. The government code mandates that the City must plan for a “balanced, multimodal transportation network that meets the needs...” of all members of the community.

The Planwest team will modify contents of the existing Transportation and Circulation Element and/or generate new content for the Element pursuant to CGC Section 65302(b). This will include:

- An organized hierarchy of streets and roadways according to their functional classification
- Identification of signalized intersections and accompanying map
- Discussion and analysis of Vehicle Miles Traveled, including goals/policies for reduction
- Discussion and analysis of parking demand/capacity, including goals/policies for reduction
- Existing and projected traffic volumes and intersection levels of service
- An overall circulation diagram
- Identification of bike and pedestrian facilities and accompanying map
- Identification of fixed bus route systems and accompanying map
- Analysis of goods movement
- Narratives
- Descriptions and maps of "community places" or neighborhoods
- Guiding Principles and Goals
- Policies

The drafting of goals and policies will be the primary responsibility of Planwest, with technical assistance and the preparation of transportation studies to be conducted by GHD. The update will incorporate and build upon existing transportation plans and planning efforts of the City of Arcata. The Arcata 2010 Pedestrian and Bicycle Master Plan will be a key source of policy inspiration alongside any additional plans and resources identified during the scoping process. Under the direction of Planwest and the City, GHD will prepare a vehicle miles traveled (VMT) analysis consistent with SB 743. The team will consider appropriate thresholds of significance, as well as operational performance evaluation for roadway facilities. This analysis will address both the city-wide general plan element updates as well as the Gateway Area Plan Element. If available, a local model for the City of Arcata will be reviewed. However, it is anticipated that VMT metrics will need to be developed using the Humboldt County regional travel model in order to capture the full length of regional trips to and from the City. GHD will also prepare a Level of Service (LOS) analysis to analyze anticipated future traffic congestion. This analysis will inform the planning process, but will not serve a role in establishing potentially significant impacts under CEQA. This analysis will address both the city-wide general plan element updates as well as the Gateway Area Plan Element. This scope and the associated budget includes the collection of data for up to 60 “zones” using the StreetLight Data platform. These 60 zones will generate the requisite data necessary for analysis of up to 15 intersections, or a mix of intersections and up to 60 roadway segments.

Task 3.2 Deliverables

- *Facilitated meetings with key City staff*
- *Vehicle Miles Traveled (VMT) analysis consistent with SB 743*
- *Level of Service (LOS) analysis to analyze anticipated future traffic congestion*
- *Collection of data for up to 60 “zones” using the StreetLight Data platform, including the generation of the requisite data necessary for analysis of up to 15 intersections or a mix of intersections and up to 60 roadway segments*
- *Public Review Draft of the updated Transportation Circulation Element, including maps, diagrams, and infographics*

Task 3.3 Public Facilities and Infrastructure Element

The team will prepare an update of the Public Facilities & Infrastructure Element to ensure targeted planning for priority development areas, as well as plan for upgrades to facilities such as the City’s Wastewater Treatment Facility to meet future growth demands. This update will analyze necessary updates to development strategy based on more recent planning documents, including the City’s Wastewater Treatment Improvements Project Facility Plan (2017), the Infill Market Study, and the City’s Capital Improvement Program. The team recognizes that the City recently developed a plan to rehabilitate its wastewater treatment plant and that the planning work completed for that project will be an invaluable asset in developing updates to accommodate the planning period. The Public Facilities & Infrastructure Element update will leverage this analysis and identify facilities required to address population buildout over the planning period. This includes recognition and documentation of sea level rise and the city’s adaptation strategy as it relates to Arcata’s critical infrastructure. Specifically, the Public Facilities & Infrastructure Element will document the city’s infrastructure systems and planned improvements related to water, wastewater, stormwater, and other public facilities based on recent planning documents. Infrastructure related to streets/active transportation/public transit and parks/recreation/community facilities would primarily be captured in the Transportation and Circulation Element and the Parks and Recreation Element, respectively. Public services and facilities administered by other public service providers will also be documented, such as fire protection, waste management or telecommunications.

Task 3.3 Deliverables

- *Public Review Draft of the Element updated Public Facilities and Infrastructure Element*

Task 3.4 Parks and Recreation Element

The team will prepare a new Parks and Recreation Element, which will draw heavily upon the Parks and Recreation Master Plan (adopted 2010) and upon goals and policies previously described in the Open Space Element. The Parks and Recreation Element will include an assessment of the current condition of parks and related facilities, analyze the existing and projected public demand for parks and recreation facilities, establish policies and guidelines for park planning and development, propose future park locations, and identify funding sources for these initiatives. It will also include detailed demographic and needs data.

Task 3.4 Deliverables

- *Public Review Draft of the new Parks and Recreation Element*

Task 3.5 Design Element

The Planwest team understands that the Design Element and Historic Preservation Element identify detailed design policy in various districts throughout the City, with particular emphasis on standards and review of the Arcata Plaza area. We bring the expertise of several qualified professionals to explore options for this Element with City staff, including licensed architects Kash Boodjeh and Valerie Allen, landscape Architect Erin Ponte, urban designer Jonathan Linkus, historic preservation specialist Gerry Takano, code specialist Ben Noble, traffic engineer Rosanna Southern, and several licensed engineers from GHD.

The Planwest team will prepare updates to the Design Element, which are anticipated to be primarily limited to policy around priority infill development areas and the development of objective design standards that can be applied for with new residential development designed at a higher density and intensity of use than what has historically been encouraged throughout the downtown area. The 2019-2027 Housing Element and Infill Market Study will inform the updating of this Element, including providing opportunities for infill development of vacant and underutilized/re-developable properties in a way that allows for gradual, rather than drastic, changes from surrounding development density or type. Some of the strongest policy changes in the City's infill plan relate to former industrial land uses that have an opportunity to incorporate both industrial and commercial activities as well as standards for "Live/Work" and "Mixed Use" to maintain a predominantly commercial use while also providing housing units.

Task 3.5 Deliverables

- *Public Review Draft of the updated Design Element*

Task 3.6 Public Safety Element

The Planwest team will prepare an update of the Public Safety Element pursuant to CGC Section 65302(g) and SB 375. Per the OPR guidelines, the safety element directly relates to topics also mandated in the (1) land use, (2) conservation, (3) environmental justice and (4) open-space elements, as development plans must adequately account for public safety considerations. The safety element must identify hazards and hazard abatement provisions to guide City decisions related to zoning, subdivisions, and entitlement permits. The safety element must also contain general hazard and risk reduction strategies complementary with those of the Local Hazard Mitigation Plan (LHMP). Planwest understands that the City is currently included in the Humboldt County Local Hazard Mitigation Plan (adopted 2020) and is in the process of updating its Emergency Response Plan Hazard Annexes, which can be used to inform this update. Risks evaluated in the plan include climate change, dam failure, drought, earthquake, flooding, landslides, severe weather, tsunami, and wildfire. Among the risks assessed, landslides, severe weather, earthquakes, and sea level rise rated among the highest risk for the City of Arcata.

The Public Safety Element is intended to identify all potential short- and long-term risks of death, injuries, property damage, as well as economic and social dislocation resulting from fires, floods, droughts, earthquakes, tsunami, landslides, climate change, and other hazards such as liquefaction, which have been identified in portions of the City. Other locally relevant safety issues, such as emergency response, hazardous materials spills, and crime reduction may also be included. Climate change adaptation will be a principal focus of the Public Safety Element update. Sea level rise planning and other coastal hazards will be an important component of the City's Local Coastal Program update, which regulates all development within the Coastal Zone (which makes up about one-third of the City). The City has conducted more than 10 community meetings since 2017 to incorporate input on the policy and programs to respond to the future threats associated with sea level rise. The City's adaptation planning will be adopted through this element and implemented through related zoning ordinances.

The Public Safety Element will also incorporate policy related to engineering, site design, and construction techniques consistent with the Building Code to minimize health and safety impacts to an acceptable level that may be associated with developing housing in fault zone/surface rupture; Alquist Priolo Special Studies Zone; tsunami run up; tidal flooding inundation; Matthews Dam inundation; slope stability hazard; liquefaction; FEMA floodplain; wildland fire hazard; contaminated soil and water and other natural and/or human hazard areas. The element will work to prioritize development that avoids the most serious natural and human hazard areas.

The Planwest team will prepare policy guidance to address climate adaptation using the methods identified in the California Adaptation Planning Guide. In collaboration with City staff, the team will identify climate change vulnerabilities, model potential future conditions, and design policy to guide pre-emptive adaptation as well as triggers for future adaptation measures. The body of added policy will address SB 375. In addition, the City's Local Coastal Program comprehensive update is currently in draft format. The Local Coastal Program addresses sea level rise, the most pressing climate change issue in the City.

Task 3.6 Deliverables

- *Public Review Draft of the updated Public Safety Element*

Subtask 3.7: Open Space Element

The Planwest team will prepare an update of the Open Space Element pursuant to CGC Sections 65302(e) and 65560 for the comprehensive and long-range preservation and conservation of open space land within and adjacent to the City, including the designated western greenbelt, the forests on the eastern hillsides, the Arcata Marsh and watercourses surrounding Arcata Bay. The Open Space Element will include details regarding the preservation of natural resources, the managed production of resources, outdoor recreation, public health and safety, as well as tribal resources, within the context of related state and regional plans. This element will document recent City land acquisitions of forest and bayfront properties for natural resource conservation, trails, public access, recreation, commercial timber harvesting, public water storage facilities, and wildlife conservation.

Task 3.7 Deliverables

- *Public Review Draft of the updated Open Space Element*

Subtask 3.8: Resource Conservation and Management Element

The Planwest team will prepare an update of the Resource Conservation and Management Element pursuant to CGC Section 65302(d) for the conservation, development, and utilization of natural resources including water, forests, soils, rivers and other waters, harbors, fisheries, wildlife, minerals, and other natural resources. The Resource Conservation and Management Element update will consider the effect of development within the City, as described in the Land Use Element, on other natural resources located on public lands. This update will analyze necessary updates to the city's conservation and management strategy based on the city's recent sustainability efforts related to zero waste, forest/ecosystem management, and energy efficiency.

Task 3.8 Deliverables

- *Public Review Draft of the updated Resource Conservation and Management Element*

Subtask 3.9: Growth Management Element.

The Planwest team understands that the Growth Management Element of the General Plan sets an Urban Growth boundary for the City and has strong correlations to the Open Space and Resource Conservation and Management Elements. As part of the City's policy of encouraging infill (as opposed to extensive outward expansion), the City maintains an "Urban Services Boundary". This line encompasses all of the developed and developing areas within the corporate limits of the City and delineates those areas within which the City intends to provide a full range of municipal services. Typically, the availability of water and sewer services are the major considerations in locational decisions regarding future urban development. Thus, the City's decision to limit the availability of these services to specific areas greatly influences the location and density of future development. Among other reasons, such a practice is meant to raise the density of developed areas and avoid the excessive costs and undesirable effects of premature development in rural areas. As a part of the USB, the City has characterized a sub-boundary designated as the "Water Only" Urban Services Boundary. As its name implies, the only municipal service provided by Arcata within this boundary is water. Such a boundary allows for the limited provision of services to areas (most notably to Jacoby Creek customers) that may not be appropriate for urban development, while still meeting the needs of rural community development within the region.

The Planwest team will prepare an update of the Growth Management Element to align the existing Element with the updated Local Coastal Program and updated Municipal Services Review per the Humboldt County Local Agency Formation Commission (LAFCo). The Municipal Service Review was recently adopted by LAFCo in November 2020 and included minor changes to the city's Sphere of Influence to follow parcel lines and include all parcels currently served with water. Minor adjustments to the City's Water Only USB will also be needed for consistency. In addition to the Urban Services Boundary, the current coastal zone boundary, resource constraints, and greenbelts will continue to limit outward expansion. In addition, the Growth Management Element amendments will emphasize infill development to minimize development pressures on Arcata's agricultural and resource lands. This will include policy to focus future growth internal to existing served areas within the City's boundary. In addition, this Element will contain cross referenced policies with the Open Space Element bolstering programs for conservation easements in the Arcata Bottoms and forested hillslope areas.

Task 3.9 Deliverables

- *Public Review Draft of the updated Growth Management Element*

Subtask 3.10: Integration of General Plan Focus Area identified as priorities to the City

The Planwest team understands that the topics of equity, health, and environmental justice should be included as focus areas within the General Plan in addition to the mandatory elements outlined above. We understand that these additional topics broaden the scope of the General Plan to address specific issues of community importance. The Planwest team recommends that these focus areas are integrated throughout other elements (and not presented as individual elements of the General Plan), though the team is prepared to follow the direction of City staff in deciding the manner in which this information will be best incorporated into the General Plan. The Planwest team will research and provide examples from other communities for best practices for addressing equity, health, and environmental justice.

This body of policy will be informed by the efforts outlined under Task 2, as well as by past public engagement efforts enacted by the City among vulnerable populations, communities of color, and non-English speakers. In addition to informing new policy, this outreach may inform amendments to existing policy. We understand that the Planwest team will be responsible for drafting the policy while the City will be responsible for cultivating the engagement.

Task 3.10 Deliverables

- *Integration of identified priority topics into all updated/new General Plan Elements, as appropriate.*

Subtask 3.11: Analysis of General Plan Consistency

State statute requires that the General Plan maintains internal consistency with “no policy conflicts, either textual or diagrammatic” including internally referenced external documents and special sections, such as the Gateway Area Plan. The Planwest team will be responsible for ensuring that the project maintains internal consistency within the shared context of the Plan and the various topics presented.

Task 3.11 Deliverables

- *Brief memo to City staff analyzing Element updates and their consistency. The content of this memo may also be integrated into the Project’s EIR if requested by City staff.*

Subtask 3.12: Community Outreach: Draft Design, Parks and Recreation, Public Safety, Open Space, Resource Conservation and Management, and Growth Management Elements

This task is closely related to the work conducted under Task 2.2. The public outreach strategies and public engagement toolkit described in that section apply here. The Planwest team will assist City staff in preparing for and facilitating a Community Open House regarding these draft Element Updates. While the City’s RFP asked for this task to be “virtual,” it is possible that in-person meetings may be possible by that time. The Planwest team is prepared to assist with the Open House under either scenario. The Planwest team understands that the Community Open House will consist of informational stations that educate participants on key aspects of the Plan. The open house will be a “drop-in” format, allowing participants to spend however much time they would like to visit the stations.

Task 3.12 Deliverables

- *Support at identified engagement events; Revised Engagement Report*

Subtask 3.13: Community Outreach: Draft Land Use, Public Facilities & Infrastructure, and Transportation Circulation Elements

This task is closely related to the work conducted under Task 2.2. The public outreach strategies and public engagement toolkit described in that section apply here. Following the same format as the effort above, the Planwest team will assist City staff in preparing for and facilitating a virtual Community Open House to presentations of the draft element updates.

Task 3.13 Deliverables

- *Support at identified engagement events; Revised Engagement Report.*

Subtask 3.14: City Council Study Session and support at final adoption

The Planwest team understands that City staff will facilitate a study session with the City Council to review the draft General Plan updates with the Consultant's support. The City Council will provide direction on revisions to the Draft Elements in the project description for the General Plan Update EIR and evaluate its potential environmental effects as part of the document. The Planwest team assumes that this task includes the adoption of all products associated with the General Plan, the Gateway Plan, the Gateway Code, and the EIR. The Planwest team assumes that this task includes up to two study sessions, one Planning Commission meeting for a recommendation to City Council, and two City Council meetings for adoption (one Public Hearing and one final adopting of a resolution and ordinance). For each of these meetings, key members of the Planwest team will support City staff. City staff will also have access to the Public Engagement software tools of the Planwest team, such as Mentimeter (see Task 2 above for more details regarding the toolkit that will be available to City staff).

Task 3.14 Deliverables

- *Participation in up to two Study Sessions with the City Council*
- *Participation in up to one Planning Commission meeting for recommendation regarding final adoption*
- *Participation in up to two City Council meetings for final adoption*

TASK 4 GATEWAY AREA PLAN AND FORM BASED CODE

An early objective that must be determined early in the project timeline is the structure of the document(s) that form the basis of this task. The Gateway Area Plan and associated Gateway Code could be prepared as a single stand-alone document, mirroring the standard of Specific Plans. The single document approach has the obvious advantages of having a single document, with a single location containing the content of both the Gateway Area Plan and the Form-based Code. This would avoid unintentional inconsistencies that could occur over time as amendments occur. The single document approach also has the advantage of allowing the City to utilize a single easy-to-understand document when communicating with developers and property owners. This single document could also be useful for marketing purposes in the recruitment of interest developers. On the other hand, a single document is likely to cause problems with ultimate adoption and implementation since half of the Plan area is in the Coastal Zone. This could mean that the entire single document would require Coastal Commission certification. Because of these LCP-related complications, the Planwest team recommends against the single document approach (though we are prepared to explore this concept with City staff).

As an alternative to the single document approach, the Gateway Plan could be divided into two separate components, each of which is entirely folded into existing documents, with the Gateway Area Plan incorporated into the General Plan as an Element and the Form Based Code incorporated into the City's land use code. This approach has several advantages and may be what the Planwest team recommends. However, a third approach would be for the Gateway Plan to be incorporated in the General Plan as an Element, while the Gateway Form Based Code stands alone outside of the City's Land Use Code. From reading the RFP, it appears that the City is seeking this third approach: Gateway Plan as an Element of the General Plan with the Gateway Code as a stand-alone document that is separate from City's Land Use Code.

In preparing this proposal, we had a productive conversation about these potential approaches that was informed by our collective experiences and expertise. Rob Holmlund brought the perspective of a former Community Development Director (City of Eureka) and considered the complications associated with this work into the City's LCP. Brian Heaton brought the perspective of a former City Planner (City of Eureka) that was responsible for the day-to-day management of such regulations. Ben Noble brought the perspective of current best practices being implemented throughout the State. Misha Schwarz and George Williamson brought the perspectives of decades of experience assisting developers to navigate their envisioned projects through such regulations. While we came to the realization that each of the three approaches have strategic advantages and disadvantages, the ultimate LCP integration has to be a top consideration. The Planwest team recommends that a primary decision-making factor in selecting the preferred approach is easing the ultimate integration of the document(s) with the LCP and the ultimate adoption by the Coastal Commission. This priority must be folded into considerations regarding the structure, appearance, marketability, and ease-of-use of the document. The Planwest team is willing to proceed with a different approach, but the arrangement and organization of the documents must be determined early in the project timeline, preferably at the Preliminary Scoping Meeting with City Staff under Task 1. For the purposes of this proposal and budget, the Planwest team is presenting the third approach: Gateway Plan as an Element of the General Plan with the Gateway Code as a stand alone document that is separate from City's Land Use Code.

Subtask 4.1: Public Review Draft of the Arcata Gateway Area Plan

The Planwest team understands that a primary objective of this overall project is the establishment of efficient principally-permitted pathways for development that ease the permitting process while meeting pre-vetted community objectives. This task is critical to achieving that objective and forms the framework for making that goal a reality. Everything presented below is framed in that context.

The community's vision should be well established in Task 2 and in the public engagement components of Task 3. Building on the findings of Tasks 2 and 3 and the direction of City staff, the Planwest team will prepare a Community Plan (a.k.a. Area Plan) as an Element of the General Plan. This Element will refine the policies of the general plan as they apply to the Gateway Area and will be internally consistent with the remainder of the general plan. In general, this Plan (or Element) identifies the high-level goals, objectives, and policies for the Area and provide the broad parameters for what will become the Form Based Code presented in the next task. Accordingly, this Element should not be overly complicated and must focus on the community's vision for what the community wants this area to become over time. In other words (said in a more technical way), this Plan will provide the policy foundation for the form-based code and other implementation measures.

The Element will include the following sections (chapters):

- Introduction, Purpose, and Relationship to General Plan to other General Plan Elements
- Summary of Existing Conditions
- Community Vision
- Land Use and Community Design Priorities, Goals, and Policies
- Proposed Plan Alterations to the Land Use Designations and Mapping, including sub-areas
- Infrastructure Priorities, Goals, and Policies
- Circulation Priorities, Goals, and Policies
- Equity, Health, and Environmental Justice Priorities, Goals, and Policies
- Gateway Area Plan Implementation Priorities, including strategies for financing and antidisplacement
- Appendices as needed (public outreach summary, subarea visioning concepts, etc.)

The Planwest team also assumes that the City will want a concept plan diagram that graphically illustrates the basic circulation and land use framework, including block pattern/configuration of new streets if needed. This will be helpful to communicate the plan vision to the public and decision makers. This work will then translate into the Regulating Plan in the form-based code.

The intended outcome of the plan will be both qualitative and quantitative. From a qualitative perspective, the plan must express community interests and priorities, such as the generation of more housing at all income levels while simultaneously enhancing the walkability of neighborhoods. From a quantitative perspective, the plan must quantify goals for the number and types of housing units that can be allowed. These qualitative and quantitative considerations will require an evaluation and adjustment of the following within the Gateway Area:

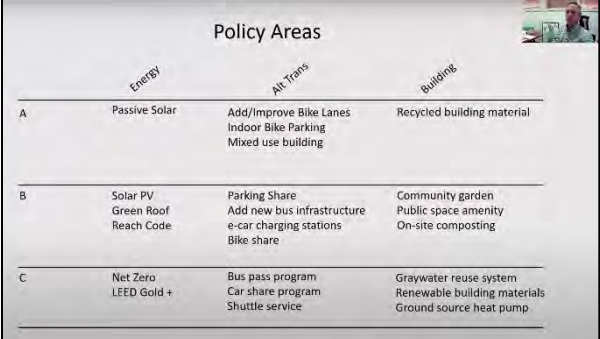
- Allowed uses (e.g. residential, industrial, commercial, mixed used, etc.)
- Development intensity standards (e.g. building height and setbacks)
- Building form and character
- Housing density standards (i.e. the maximum number of housing units allowed per unit of land area)
- A synopsis of the amendments to housing element law
- Required amenities for new development (e.g. installation of non-motorized transportation infrastructure, park fees, incorporation of green building standards, privately owned public spaces, etc.)
- Streets and public spaces

- Considerations for block patterns/new street networks
- Projections of population and economic growth using infill principals

While this Element does not need to be overly long or complication, adjusting the uses, intensity standards, density standards, and requirements will have cascading impacts on the remainder of the General Plan Elements, the EIR, and the accompanying special studies. For instance, increasing the density standards would substantially influence the outcome of the traffic model and GHG model, as well as strongly influence the outcome of the infrastructure assessment. In fact, nearly all of the General Plan Elements will likely be altered by these adjustments. Accordingly, from a chronological perspective, this Element must be among the first tasks initiated and completed.

During this task, the Planwest team will help the City explore some bold concepts, such as:

- Inclusionary zoning requirements
- Enhanced affordable housing bonuses
- Affordability-by-design provisions
- Requirements for Privately-owned Public Spaces (POPS) (i.e. public parks that are owned and maintained by private property owners)
- Elimination of residential density standards and a focus exclusively on use and intensity (this is approaching the foundations of a “form based” code)
- Elimination of use standards and a focus exclusively on intensity and design (this is even more “form based”)
- Minimum residential density standards (as opposed to maximum density standards; this would ensure that new development meets the community’s expectations/ambitions for the quantity of new housing envisioned)
- Elimination of parking standards (the City can have no parking requirements at all for new development)
- Parking maximums (the City can establish a maximum amount of parking as opposed to the traditional minimal amount of parking; this may be necessary in order to reach an ambitiously high number of new housing units)
- Establishing a minimum number of floors (for example, it could be prohibited to build a one-story building in some areas; a two-story building could be the least number of floors permitted)
- A tiered threshold that triggers certain amenities for development (such as the concept presented in the image by Director Loya in several past meetings)
- Other approaches that can ensure the creation of efficient principally-permitted pathways for development that ease the permitting process while meeting pre-vetted community objectives



	Energy	Air/Trans	Building
A	Passive Solar	Add/Improve Bike Lanes Indoor Bike Parking Mixed use building	Recycled building material
B	Solar PV Green Roof Reach Code	Parking Share Add new bus infrastructure e-car charging stations Bike share	Community garden Public space amenity On-site composting
C	Net Zero LEED Gold +	Bus pass program Car share program Shuttle service	Graywater reuse system Renewable building materials Ground source heat pump

The Planwest team assumes the following:

- Between one and three new land use designations (or districts) will be created as part of this plan, though Planwest has budgeted to create up to five new land use designations.
- The Area Plan will have a limited “Community Background” section and will not include extensive narratives of neighborhood history.
- General Plan elements will be modified by Planwest under Task 3 to ensure consistency with this new Element/Plan.

- The Area Plan will not include implementation procedures, zoning regulations, or development standards (as these will appear in the Code developed under the next section).

Based on everything above, the Planwest team will prepare an Administrative Draft of the Gateway Area Plan for review first by City staff. The team will then revise the Administrative Draft based on the Director's instructions and prepare a draft plan for circulation to the community, the Planning Commission, and the City Council. The Director's review will ensure the draft plan meets the expectations of the Planning Commission and City Council prior to CEQA analysis.

The Planwest team also understands that the City is seeking some level of Implementation/Financing Plan as a supplement to this Element. The latter is to include strategies to improve investment climate, and affordable housing and anti-displacement programs and strategies to ensure Gateway Area remains viable for existing residents and businesses. The City foresees the possibility that the extent of development activity could exceed current infrastructure capacity, so some fiscal analysis will be needed. ADE has already performed an infill study for the City, which will help inform the Implementation/Financing Plan. Considerations for this component of the plan include:

1. Strategies to improve investment climate: This will include developing strategies to align the City's General Plan/code updates and Gateway Area Plan Implementation Measures with what could feasibly attract private-sector developer investment. This will involve research on "lessons learned" by similar communities pursuing similar plans, and interviews with the regional economic development community, likely inclusive of active developers in the area.
2. Affordable housing and anti-displacement programs and strategies: This will include developing strategies to ensure that the Area remains affordable for existing residents and businesses. This will include approaches to ensure an orderly pace of development that does not bid up real estate prices "too fast." For example, while the rapid legalizations of cannabis business generated substantial economic development in the region, this "Green Rush" also bid up lease/buy prices for warehouse space and put pressure on non-cannabis light industrial/commercial tenants. With strategic forethought, such impacts can be predicted, prevented, and/or mitigated.
3. Infrastructure related fiscal analysis: This will include an understanding of how growth in businesses, resident population, and visitation will affect a range of infrastructure demands. In addition, this includes analyzing when and how demand will exceed current capacity, as well as strategies for funding appropriately timed expansion of water/sewer/roadways/parks and other similar infrastructure.

For the budget presented, the Planwest team has recruited the assistance of Economist Steve Hackett, who will work with the engineering and urban planning specialist on our team to complete basic analysis and summaries of each of the three items above. If the City is seeking more through economic analysis, we have recruited the assistance of BAE Economics to complete a more through study.

OPTIONAL SUB-TASK (for additional fee; see Task 6): Financing Plan

For an additional fee, the Planwest team has an agreement with partner BAE Economics to provide an enhanced financing and economic analysis and recommendations.

Task 4.1 Deliverables

- *Public Review Draft of the Gateway Area Plan*
- *Memo providing analysis and recommendations regarding an implementation and financing plan*

Subtask 4.2: Public Review Draft of the Form-Based Code

This code will implement the goals, policies, and objectives developed under the former task, and thus should be developed in conjunction with the above task. While it is possible to tackle this task entirely after the completion of task 4.1, the Planwest team recommends substantial chronological overlap between the two tasks.



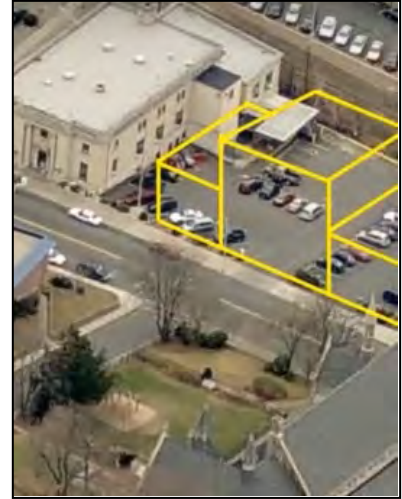
Form-based codes can assume many different configurations and may include widely different range of sections and components in different communities. In general, a form-based code is a set of land development regulations that prioritize the form (or appearance) of new development rather than focus on uses. The Planwest team highly supports this approach. In fact, many of the project team members were directly involved in the development of Eureka’s recently-adopted zoning code, which has many form-based components. For instance, Eureka’s code greatly de-emphasizes the primacy of uses, focuses on the importance of building facades, and does not include any parking standards in the downtown, among many other examples. The Eureka code also includes several provisions that provide pathways to ministerial approval, with triggers that generate the need for discretionary approval. In addition, that code has provisions that covert discretionary processes into ministerial processes for development projects that can provide community benefits. That Eureka code was developed primarily by Ben Noble, Brian Heaton, and Kash Boodjeh, with oversight by Rob Holmlund, just as is proposed for the Arcata code.

Team member Ben Noble has prepared a range of types of form-based codes tailored to specific communities. We will not use a “cookie cutter approach” to this task (or any tasks in the project) and will work with the City to produce a truly customized code that specifically addresses the objectives of the community. In that context, we recommend that Arcata’s Gateway Code is kept as simple as possible; complexity is not necessary. Some form-based codes are extraordinarily overly complex, to the great detriment of developers, City staff, and the general public. Accordingly, the Planwest team’s approach is to focus on the core objectives of the City and to produce a code that is easy-to-read, easy-to-use, visually-based, socially-equitable, environmentally-responsible, and founded in the priorities of the community. Other priorities built into our approach include developing a code that balances predictability with flexibility, allows for creative design solutions, addresses the unique needs of targeted infill, considers incremental improvements to existing development, balances public desire for participation in entitlement process with desire for streamlined approvals, and sets a clear path towards integration with the LUC.

Utilizing our team of urban planners, architects, engineers, and environmental scientists, we will work with City staff to draft a new Form-Based Code for the Gateway Area. We recommend that the Code focuses on the building blocks of successful infill design: circulation and streetscape; parking placement and design; building placement, orientation, entries; building massing; facade and roof design; other site features. We recommendation avoiding the identification of allowed “building types” and “frontage types” as is common in many form-based codes. This creates problems for creative design approaches that do not neatly fit into these defined types. Also, it will be important for the Code to identify permits required for different types of development, for which the Planwest team will develop “streamlining provisions” and pathways for by-right approvals for priority categories of projects and/or projects that satisfy community objectives.

At the onset of this task, the Planwest team will provide an outline memorandum that articulates the team’s understanding of the code objectives (based on the findings of the above tasks), shows a recommended approach to organization and general contents, and provides best practice examples from other communities. The memo will also consider the relationship to the Land Use Code and the Coastal Zoning Ordinance (CZO) to identify provisions that we recommend do not apply in the Gateway Area. We will then work with City staff (and decision-makers if needed) to refine the approach.

An early requirement of this task is to establish sub-areas (or zoning districts or overlay zones) in which different standards may exist. We will then draft form-based development standards in those sub-areas. The Planwest team assumes that between three and five new zoning designations will be created as part of this Code, though Planwest has budgeted to create up to seven new land use designations (including overlay zones). Depending on the findings of Task 2 and the direction from City staff, the development standards for these sub-areas may include building heights, setbacks, parking requirements, residential density, build-to lines, number of floors, percentage of built site frontage, frequency of openings, surface articulation, signage standards, architectural standards, landscaping standards, street standards, storm water drainage requirements, and others. We will also establish considerations for block patterns/new street networks if necessary. This big picture mobility mapping will primarily be addressed in Area Plan but will need to be further refined in form-based code. This establishes the broad-stroke development pattern that then gets filled with site and building standards.



The Planwest team will then test the standards developed above with mock concepts along specific frontages and on individual opportunity sites to evaluate their effectiveness at accomplishing the objectives of the City and general community. Through this testing process, it may be possible to simplify or reduce the number of sub-areas as patterns may begin to reveal that some sub-areas have very few differences. There will also likely be provisions that apply in all sub-areas. We will also need to evaluate the Land Use Code and the Coastal Zoning Ordinance (CZO) to identify provisions that will not apply in the Gateway Area or that need modification. The Planwest team will provide a detailed memorandum presenting these considerations and recommendations.

The team will also generate a range of recommendations for clear rules for deviating from standards. This may include standards that incentivize desired development (such as allowing additional intensity in exchange for the creation of desired features). The team has experience developing a tiered approach for such incentivization provisions, in which greater intensity is allowed with through the provisions of amenities/community benefit (see the City of Santa Monica).

Below is an example of the types of sections of the Code that Planwest envisions will be developed for this Code, though the exact table of contents will need to be determined following the findings of Tasks 2 and 4.1:

- Purpose
- Relationship to the General Plan
- Relationship to the Land Use Code
- Applicability and Jurisdiction
- Relationship to the Local Coastal Program
- Zoning Map and Regulating Plan illustrating the location of streets, blocks, public spaces and public space/street standards
- Development Standards and Exceptions
- Design Requirements and Alternatives (such as materials, building entries, architectural features, etc.)
- Parking, Landscaping, and Open Space
- Mobility, roadways, and non-motorized Transportation

Other sections may include the following, though each of these may also be woven into other sections):

- Required Community Amenities
- Development Incentives
- Performance Standards
- Supplemental Use Regulations
- Custom Accessory Dwelling Unit Standards
- Fences and Walls
- Residential Subdivision Alternatives
- Temporary Uses and Structures
- Signage
- Custom Density Bonuses

Task 4.2 Deliverables

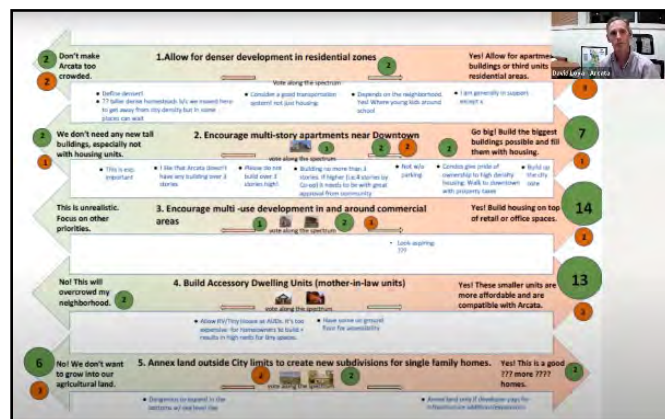
- *Memorandum with understanding of code objectives, recommendations for organization and general contents, and best practice examples from other communities.*
- *Memo that explores relationship to the Land Use Code and the Coastal Zoning Ordinance (CZO) to identify provisions do not apply in the Gateway Area*
- *Public Review Draft of the Form-Based Code*

Subtask 4.3: Community Open House: Draft Gateway Area Plan

This task is closely related to the work conducted under Task 2.2. The public outreach strategies and public engagement toolkit described in that section apply here. The Planwest team will assist City staff in preparing for and facilitating a Community Open House regarding key aspects of the Plan. The Planwest team is prepared to assist with the Open House under either a fully virtual scenario or a full in-person scenario. The Planwest team understands that the Community Open House will consist of informational stations that educate participants on key aspects of the Plan. The open house will be a “drop-in” format, allowing participants to spend however much time they would like to visit the stations.

Task 4.3 Deliverables

- *Development of station exercises and coordination of open house; Revised Engagement Report.*



Subtask 4.4: Planning Commission and City Council Joint Study Session

The Planwest team will assist City staff with the facilitation of a work session with the Planning Commission and Council to review and confirm the Public Review Draft Arcata Gateway Area Plan. Note that the Planwest team envisions this study session as being the same as the study session in Task 2.4, but can separate these two tasks if the City prefers to hold two different sessions at two different times.

Task 4.4 Deliverables

- *Revised Engagement Report*

Subtask 4.5: City Council Study Session

The Planwest team will assist City staff in the preparation and facilitation of a study session with the City Council to review and confirm the final Plan. The City Council will provide direction on revisions or adjustments to the Draft Gateway Area Plan in the project description for the General Plan Update EIR and evaluate its potential environmental effects as part of the document. The City Council will adopt the final Gateway Area Plan concurrently with the General Plan.

Task 4.5 Deliverables

- *Participation in Study Session with the City Council; Gateway Area Plan incorporating Council directed revisions; preparation and integration of the Gateway Area Plan project description into the General Plan Draft EIR*

TASK 5 ENVIRONMENTAL REVIEW

The Planwest team concurs with City staff's anticipation that the environmental review will result in an EIR. To the extent feasible, the process of preparing the Gateway Area Plan and the environmental analysis would proceed concurrently, as both documents require many of the same studies and resulting information. Proposed tasks are outlined below. The EIR will evaluate both the amendments to the General Plan and the Gateway Area Plan zoning ordinance. The EIR will be written with a level of detail sufficient to create the principally permitted high-density development outlined in the Gateway Area Plan objectives, while acknowledging that some site specific studies will be left to private landowners.

Task 5.1 Project Description, NOP, and Internal Scoping

Scoping and Project Description. GHD will attend a project meeting with City staff to review and finalize the schedule and refine the work program, if necessary. GHD will work with City staff to prepare a project description that will be used in the EIR. It is assumed the City will provide the project details needed to prepare a clear and accurate draft project description in compliance with Section 15124 Project Description and Appendix F of the CEQA Guidelines. In addition, GHD will develop a brief description of the alternatives that will be evaluated in the EIR, including the No Project alternative. The alternatives will provide a reasonable range of scenarios that meet most of the basic objectives of the project and strive to reduce or avoid potentially significant effects of the project. The draft project and alternatives descriptions will be submitted to the City for one round of review. Upon receipt of the City's comments, GHD will finalize the project and alternatives descriptions for use in the EIR.

Notice of Preparation. GHD will prepare the Notice of Preparation (NOP), which will include a brief description of the project and information on the time and location of the scoping meeting and the process for submitting scoping comments (See Task 5.2). The NOP will also identify potential areas of environmental impact to facilitate agency and public review, including CEQA Guidelines Appendix G Checklist environmental resource areas that would be unaffected by implementation of the project and which are proposed not to be evaluated further in the EIR. GHD will submit a draft of the NOP for one round of review by the City and will revise the NOP as directed by the City. GHD will then mail 15 copies of the NOP to the State Clearinghouse for distribution to Responsible and Trustee Agencies, initiating the 30-day scoping period.

Task 5.1 Deliverables

- Draft Project Description
- Final Project Description, incorporating comments received (one (1) electronic PDF).

Task 5.1 Assumptions

The City will supply GHD with all requested data, including GIS data.

Task 5.2 Public Scoping

GHD will attend and participate in one public scoping meeting to receive oral and written comments on the NOP. A brief informational hand-out will be prepared summarizing the project and potential environmental impacts, as along with sign-in sheets and comment cards for use at the scoping meeting. After completion of the 30-day review of the NOP, a summary will be prepared of verbal and written comments made at the scoping meeting and in response to the NOP, and GHD will determine whether any modifications to the scope of work are necessary to address concerns raised by the public or agencies. It is assumed that no more than 200 comments will be received.

Task 5.2 Deliverables

Scoping comments summary (PDF)

Task 5.3 Special Studies

GHD will prepare or commission the creation of the below-listed special studies. Qualified GHD staff (including planners, biologists, geologists, hydrologists, and traffic engineers) familiar with City requirements and applicable regulatory requirements, will review the technical studies and reports for adequacy and clarity, and submit to the City for one round of review. GHD will prepare all studies with the exception of cultural resources, for which a qualified subcontractor will be retained. It is assumed that the City's comments will be adequately addressed after the first review, and subsequent reviews will not be necessary.

Air Quality/GHG Study (CalEEMod or other) GHD's air quality specialist will prepare a stand-alone Air Quality/Greenhouse Gas Study to support the EIR. The study will identify the impact criteria, thresholds of significance used, analysis and emissions modeling methodology and tools, and detail data used in the analysis. The study will qualitatively address potential construction-generated emissions associated with full development of the General Plan land uses and will quantify operational air quality and greenhouse gas (GHG) emissions. GHD will work with the City and North Coast Air Quality Management District staff to identify or develop a GHG threshold appropriate for the project. Air quality and GHG emissions will be quantified using CalEEMod and EMFAC, supported by the proposed land use types and amounts, and traffic data prepared as part of the Transportation Study.

Biological Assessment. GHD botanists, wildlife biologists, and wetland scientists will develop a Programmatic Biological Resources Report for the City of Arcata. The report will identify special status species, aquatic resources, sensitive natural communities, and ESHA potentially present within the General Plan coverage area (including the Gateway Area), assess broad-scale potential impacts to these resources as a result of General Plan updates, and provide general guidance on seasonal restrictions and BMPs to avoid or minimize impacts. Existing biological documents, database queries, and reconnaissance-level surveys (as appropriate) will inform document preparation. The Programmatic Biological Resources Report will be sufficiently detailed to support the development goals of the General Plan as well as the Gateway Area Plan. No protocol-level special status species surveys, wetlands delineations, or city-wide habitat mapping is proposed at this time, as these analyses would be completed at a project-specific level, if required.

Cultural Resources Assessment and Historic Resources Inventory. Planwest in collaboration with Gerry Takano will prepare a stand-alone historic resources inventory and cultural resources assessment report to support the EIR. The investigation will consider historical resources (e.g. historic structures) and potential tribal cultural resources, and will outline potentially sensitive resources and identify potential impacts. This will include document research and may include a database query and subsequent analysis. Reconnaissance level field work will be conducted. Cultural resource data from the special study may be a confidential layer due to Tribal consultation requirements. The Planwest team assumes that the City will lead all communications and meetings with Tribes and that the City will conduct AB 52 consultation. This report will consider opportunities to encourage the preservation, protection, and restoration of historic sites, properties and public works through the coordination of activities of the various City departments, non-profit organizations, and other associations concerning historic preservation. This will consider properties have been placed on or that are eligible for Historic Registers. A final report will be prepared that will include an executive summary, an updated Historic Context Statement regarding properties within the City's historic and architectural context, a summary of the City's existing historic resource preservation framework (survey and evaluation history, General Plan and zoning ordinance), survey results and findings, definitions, and conclusions and recommendations.

Hazardous Materials Assessment GHD hazardous materials specialists will perform a database query of the Gateway Area to identify known hazardous waste sites. This information will be used in the planning process and will provide a better understanding of which opportunity sites may contain hazardous materials. From this overview, additional steps on specific sites can be determined.

Noise Study. The Noise Study will evaluate the existing and proposed land uses city-wide and within the Gateway Plan Area. Depending on the proposed land uses, setback and mitigatory recommendations will be provided to support compatibility based on noise (example - setbacks distances for future residential next to existing employment/industry/highway). The results and recommendations of the noise study will inform the General Plan update as well as support development in the Gateway area by providing a clear understanding of the ways in which new development may impact existing land uses.

Transportation (Level of Service and Vehicle Miles Traveled Study). GHD will produce a VMT and LOS study to support the General Plan update and the Gateway Area Plan. For a detailed description of the Transportation Study, see Task 3.2.

Task 5.3 Deliverables

- Draft Special Studies
- Final Special Studies

Task 5.4 Prepare Preliminary Administrative Draft EIR

GHD will prepare an Administrative Draft EIR, consistent with the requirements of CEQA, including the following sections:

Introduction and Summary. The Introduction and Summary section will include information on the CEQA process, project background, a summary of the public scoping process, areas of known controversy, and an overview of the findings presented in the EIR. This chapter will include a summary table that identifies potential impacts (including cumulative impacts), the significance of the potential impacts before mitigation, recommended mitigation measures, and the resulting significance after the mitigation measures are implemented. GHD's approach for the CEQA checklist resource categories to be included in the Administrative Draft EIR will rely on the findings of the special studies.

Project Description. GHD will use the project description developed in Task 1.

Environmental Settings, Impacts, and Mitigation Measures. As part of the development of the Preliminary Administrative Draft EIR, GHD will describe the environmental setting, regulatory setting, and prepare an analysis of the direct and indirect environmental impacts of the proposed project that will be clearly and specifically based on evaluation criteria and significance thresholds. The EIR will also identify feasible mitigation measures that could lessen or avoid significant impacts, and will clarify whether a mitigation measure has been proposed as part of the project or identified through the EIR process. The following discipline summaries indicate the primary issues we have identified regarding the project, and our methodology for analysis. It is anticipated that all resource categories that are determined to have no impact, or less-than-significant impacts to all CEQA Checklist questions within that resource category, will be placed together in a Chapter entitled Impacts Not Found to Be Significant, in accordance with CEQA Guidelines section 15128, to simplify the EIR.

Aesthetics. The existing visual setting of the community will be described. Visual aspects of the proposed multi-story infill development in the Gateway Area components, including available 3D modelling, will be analyzed.

Agriculture and Forest Resources. The project area will be assessed for potential impacts to agricultural and forest resources. This will include considerations of coastal agricultural lands and of redwood forests.

Air Quality. Potential impacts to air quality will be assessed against applicable standards and informed by the contents of the air quality study. Air quality analysis will relate most closely to the Land Use Element update and the Circulation element. Infill residential development in the Gateway Area is expected to have a positive impact on air quality.

Biological Resources. Potential project impacts to sensitive biological resources including special status plant and wildlife species, aquatic resources, sensitive natural communities, ESHA, wildlife migration corridors, and areas of high biological value will be described, evaluated, and, if appropriate, avoidance and minimization measures or mitigation measures will be identified. The Programmatic Biological Resources Report will inform the content of this section. This scope does not include preparation of any special reports beyond CEQA documentation.

Cultural Resources. Potential cultural resource impacts will be described based on the cultural resource investigation prepared by the subconsultant. The report will consider historical resources (e.g. historic structures) and potential tribal cultural resources.

Energy. The plans anticipated future energy utilization will be reviewed in the context of local and statewide energy and energy conservation plans. Energy analysis will be performed in tandem with air quality and greenhouse gas analysis. It is anticipated that infill housing development in Arcata will be found to consume less energy than the alternative.

Geology and Soils. Potential seismic impacts will be identified, and if appropriate, mitigation measures will be identified. It is not anticipated that the General Plan Update will involve changes in land use or policy that would encourage development in geologically unstable areas.

Greenhouse Gas Emissions. The existing environmental setting and regulations will be described and analyzed against the proposed plan, which will include greenhouse gas emission calculations using CalEEMod, discussed above in Air Quality. Energy analysis will be performed in tandem with air quality and greenhouse gas analysis.

Hazards and Hazardous Materials. A qualitative description of potential hazards and hazardous materials impacts will be provided. GHD will access the CalEPA Cortese Data List to resources assess the proximity of known contaminated sites to potential infill sites. Additionally, GHD will obtain an Environmental Data Resources (EDR) report to support evaluation of hazardous sites that may exist within or near the project area.

Hydrology and Water Quality. Potential impacts of the proposed project on water quality and hydrology will be identified and mitigation will be included if needed. A hydrology report is not part of this Scope of Work.

Land Use and Planning. The Project itself relates to land use and planning. The analysis will examine the impacts of development and will include consistency findings with other planning documents.

Mineral Resources. Existing mineral resources in the project area will be identified and analyzed against proposed project activities.

Noise. The existing noise environment at the project site will be described and nearby sensitive receptors identified. GHD will describe the appropriate noise ordinance requirements and its applicability to the project. The noise study will inform the content of this section.

Population and Housing. The existing population and housing stock in the project area will be described and analyzed for potential effects from the proposed plan. Because the creation of housing is a key objective of the Project, the analysis will involve a detailed exploration of the potential impacts to the community that would result from a large amount of housing being constructed in the Gateway Area.

Public Services. Existing public services and utilities in the vicinity of the project site will be described based on information to be obtained from local service providers. A substantial increase in population in the core area of the City has the potential to impact public services such as police, fire, and other emergency responders.

Recreation. The existing recreational amenities in the City of Arcata and within the gateway Plan Area will be described and analyzed for the proposed project. This analysis will include an exploration of the ways in which infill development may impact recreation amenities such as the marsh or multi-user trails.

Transportation/Traffic. The traffic study, which looks at both LOS and VMT, will inform the content of this section. VMT analysis will look at the ways in which infill residential development may create more or less vehicle miles travelled. LOS analysis will consider the potential to increase traffic congestion in the City. It is anticipated that infill development such as multi-story residential buildings will not create a substantial increase in VMT given the nearby location of commercial land uses and the HSU campus.

Tribal Cultural Resources. GHD will coordinate with the City regarding the disposition of any tribal cultural resources in the Project Area. GHD assumes that the City will conduct Assembly Bill (AB) 52 consultation.

Utilities and Service Systems. Existing utilities in the vicinity of the project site will be described and potential impacts analyzed, based on information to be obtained from the City and local utility and service providers. A key component of this analysis will involve verifying that proposed infill development can be supported by the existing and proposed infrastructure.

Wildfire. The risk of the project to increase wildfire potential in or near State Responsibility Zones will be evaluated along with other factors that may increase exposure to wildfires.

Cumulative Impacts. GHD will work with the City to prepare a list of cumulative projects and assess the impacts of the project in combination with other reasonably foreseeable and approved development and infrastructure activity. The cumulative impact assessment will address each topic covered in the environmental analysis and identify appropriate mitigation measures that may be employed to lessen adverse potential environmental effects due to the project's contribution to cumulative impacts.

Growth Inducement and Other CEQA-required Topics. GHD will evaluate the potential of the project to induce growth relative to existing conditions. This section will also summarize any significant unavoidable effects identified for the project, any significant irreversible environmental changes that may result from project implementation, potential energy impacts of the project, and identification of an environmentally superior alternative.

Analysis of Alternatives. The EIR will analyse up to three project alternatives, including the No Project Alternative. Alternatives will be evaluated at a lower level of detail than the project (consistent with CEQA) and contrasted with the proposed project in terms of the extent to which they can achieve project objectives or reduce adverse impacts. Based upon these precepts, an alternatives analysis will be prepared in tabular format allowing for a comparison of the impacts of the project versus those of the alternatives. The EIR will summarize alternatives that may have been posed during the scoping process, but that were found to not meet the qualification for feasibility as required under CEQA.

Task 5.4 Deliverables

- Preliminary Administrative Draft EIR submitted to the City for comment and review (Microsoft Word document).

Task 5.4 Assumptions

- One round of consolidated comments from the City.

Task 5.5 Prepare Administrative Draft EIR

Following receipt of comments on the Preliminary Administrative Draft EIR, GHD will make revisions to the draft. To expedite turnaround, GHD requests one annotated document from the City that consolidates all City comments on the Preliminary Administrative Draft EIR in a single file. We assume any conflicting comments will be resolved prior to forwarding to GHD. We will revise the document to reflect the City's recommended changes, as appropriate.

Task 5.5 Deliverables

Administrative Draft EIR (PDF and Microsoft Word document)

Task 5.5 Assumptions

- One round of consolidated comments from the City.

Task 5.6 Prepare “Camera Ready” EIR

GHD will prepare the “Camera Ready” Draft EIR based on the City’s comments on the Administrative Draft EIR. Upon incorporation of comments, the Draft EIR will be circulated for a 45-day public review period. GHD will prepare a draft Notice of Completion, Notice of Availability, and Notice of Public Hearing for one round of City review. GHD will be responsible for printing and distributing the NOC and Draft EIR to the State Clearinghouse, for distribution to Responsible and Trustee agencies (any Responsible Agency not on OPR’s distribution list will have the Draft EIR mailed to them directly). GHD will rely on the City for posting the legal notice in the newspaper and sending the notice to interested parties. GHD will provide a CD of the Draft EIR references to the City, to be made available to the public during circulation of the Draft EIR.

Task 5.6 Deliverables

- Camera Ready CEQA IS/Proposed MND (PDF and Microsoft Word document)
- NOC, NOA, Notice of Public Hearing

Task 5.6 Assumptions

- GHD to print and distribute the NOC and Draft EIR to the State Clearinghouse, and to Responsible and Trustee agencies. The City will post the legal notice in the newspaper and send the notice to interested parties.

Task 5.7 Prepare Draft Final EIR and Response to Comments

Upon completion of the 45-day public review period for the Draft EIR, GHD will compile the comments received and prepare responses to comments. All comments, both written and verbal, will be numerically identified. Responses to the comments will be keyed to the comment number. GHD will prepare an administrative draft of the Responses to Comments document that presents:

- Introduction and list of commenters
- Responses to comments;
- Master Responses, if appropriate;
- Comment letters received during the public review period; and
- Changes, corrections, or modifications to the Draft EIR resulting from the comments received.

This scope of work assumes no more than 100 unique comments are received on the Draft EIR. Each comment is counted towards the 100 unique comments, even if it is on a similar topic as other comments, because of the time required to identify, manage, and respond to each comment submitted. If more than 200 unique comments are received or the comments require substantial new research or analysis, a scope and budget amendment may be necessary.

GHD will submit the Draft Final EIR to the City for one round of review. GHD will solicit one annotated set of all City comments on the administrative draft of the Responses to Comments document and will revise the responses and Draft Final EIR to reflect the recommended changes. GHD will then prepare a final screen check of the Responses

to Comments document for final review by the City. After any minor changes, this version of the document will constitute the final Responses to Comments document. In accordance with CEQA Guidelines Section 15088(b), the City must provide a written proposed response to each public agency (on comments made by that agency) at least 10 days prior to certification.

Task 5.7 Deliverables

- Draft responses provided to the City for review (Microsoft Word document).
- Final responses provided to the City (Microsoft Word document and PDF).

Task 5.7 Assumptions

- Assume GHD will respond to 100 unique comments on the EIR. If more than 100 unique comments are received, additional fee may be required.

Task 5.8 MMRP, NOD, Administrative Record, and Noticing

GHD will prepare a Mitigation Monitoring and Reporting Program (MMRP) that includes description of mitigation measures to be adopted as part of project implementation, responsible parties for mitigation implementation, monitoring requirements, and timing and frequency of monitoring and reporting responsibilities. In addition to the MMRP, GHD will prepare and submit draft Findings and, if necessary, a Statement of Overriding Considerations, for one round of City review.

GHD will prepare a draft Notice of Determination for the City to finalize and post with the County Clerk. GHD will mail the Notice of Determination to the State Clearinghouse. The City will be responsible for the County Clerk fee (\$50) and the California Department of Fish and Wildlife (CDFW) fee.

GHD will compile, organize, and digitize the Administrative Record. When the Infill Plan elements covered by the contract are complete, GHD will deliver a complete electronic and physical copy of the Administrative Record to the City. At a minimum, the Administrative Record will include the Draft and Final EIR; all references and special studies referenced in the EIR; all staff reports, agendas, public notices, and minutes for public hearings; and other documents known, or reasonably expected to be known, by GHD as part of the Administrative Record.

GHD will perform all required noticing associated with the environmental analysis. GHD will prepare and publish or file notices required to meet the noticing requirements identified in state law and the CEQA Guidelines. Where noticing requirements between CEQA and public hearings, City staff and GHD will confer to determine the most efficient and effective noticing pathway. GHD will provide the City Community Development Director or their designee drafts of all notices for review and comment, as well as originals or electronic copies of all filed/published notices and proofs of publication.

Task 5.8 Deliverables

- Mitigation Monitoring and Reporting Plan (MMRP)
- NOP, NOD, OPR filing, preparation of findings, and related CEQA processing procedures.

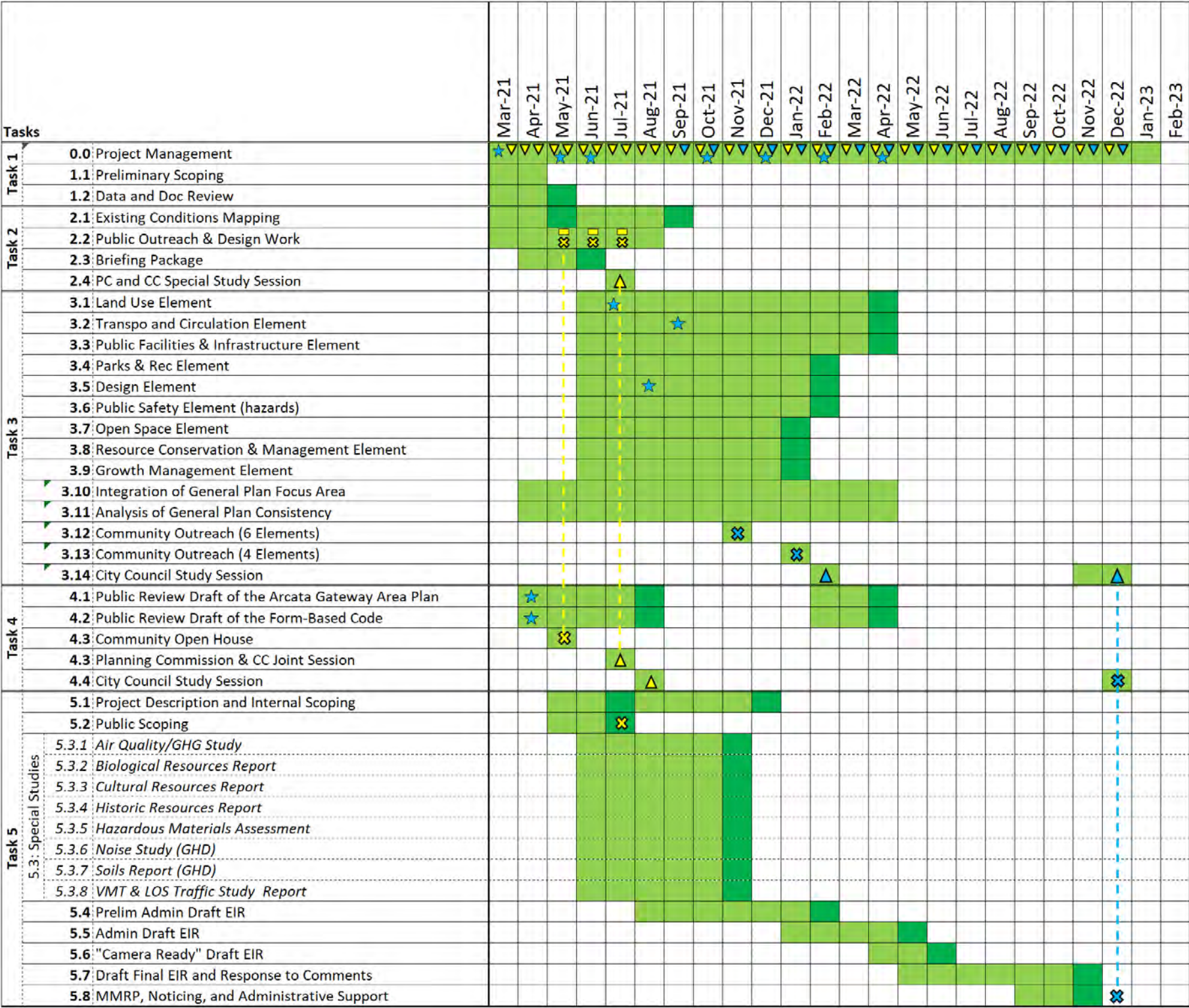
Task 5.8 Assumptions

- The City will pay NOD filing, County Clerk, and CDFW fees.

Schedule of Work

SCHEDULE OF WORK

As shown graphically below, we have carefully crafted the following project scheduled based on our collective experience in delivering similar complex projects. The project schedule identifies major project milestones and key dates.



SYMBOL KEY	
<div></div>	= Task work in progress
<div></div>	= Task conclusion and/or major deliverable
<div></div>	= Project management meeting (yellow = virtual; blue = either in-person or virtual depending on City preference and/or pandemic appropriateness at the time)
<div></div>	= Public meeting (yellow = entirely virtual; blue = in-person if pandemic appropriate as determined by the City)
<div></div>	= Focus group meeting (yellow = entirely virtual; blue = in-person if pandemic appropriate as determined by the City)
<div></div>	= Council or PC meeting (yellow = entirely virtual; blue = in-person if pandemic appropriate as determined by the City)
<div></div>	= Walk/drive/bike meeting with City staff and key consulting team members (in person if pandemic appropriate at the time; walking/biking should be viable throughout project)

HOURS BY TASK

		Planwest Partners						GHD											K. Boodjeh Architects			Noble Consulting	G. Takano Historic	E. Ponte Landsc Arch	H. Equinoss Facil	CONSULTING PROPOSAL		
		G.	R.	V.	K.		R.	M.	J. Linkus	B.	A. Shows	J. Chen	J. Lopez	K.	M.	J. Wolf	T.	R.	N. Sanger	K.	V. Allen	M. Ellig				B. Noble		
		Williamson Principal in Charge	Holmlund Project Manager	Blodgett Senior Planner	Heaney Asso- ciate	J. Barnes GIS/ Planning	Menanno Assistant Planner	Schwarz CEQA QA/QC	Urban Designer	Heaton Code Specialis	GIS	GIS	GIS	Gaspar Senior CEQA	McName Enviro. Planner	Masscha Noise Engineer	Transpo. Planner	Transpo. Engineer	Civil Engineer	Principal Architect	Senior Architect	Architect				Specialist		
Task 1	0.0: Project Management	8	40	24				16												1							89	
	1.1: Preliminary Scoping		8	4				2											2	1	1	2			1	21		
	1.2: Data and Doc Review		8	12		4													2							26		
Task 2	2.1: Existing Conditions Mapping	2	8			40	2	2							6	12	40		2	4	4	2				122		
	2.2: Public Outreach & Design Work		24	4		24	4		4	12					4	4	24		8	8	8	8			8	32	176	
	2.3: Briefing Package		4	8		4	8		4	2									4			4				38		
Task 3	2.4: PC and CC Special Study Session		8			2	2			1									2						2	17		
	3.1: Land Use Element	12	16	40		40	16		4	4									8	8	8	16			8	180		
	3.2: Transpo and Circulation Element	2	16	4		8				2		10			12	16	80		8	8	8	4			8	4	190	
	3.3: Public Facilities & Infrastructure Element	12	8	24	24	8			2						8	8	12				4	2			8	114		
	3.4: Parks & Rec Element	8	4	2		4	4								4				4	4	4	2			12	52		
	3.5: Design Element	4	16	2		4			4	4									12	16	16	24			8	110		
	3.6: Public Safety Element (hazards)	12	8	12	24	4	8																			68		
	3.7: Open Space Element	2	4	8		2												2	2					12	32			
	3.8: Resource Conservation & Management Element	2	2	2	8	2													4					4		24		
	3.9: Growth Management Element	2	2	18		8													4			8				42		
	3.10: Integration of General Plan Focus Area	2	8	16																						26		
	3.11: Analysis of General Plan Consistency		2	4			16																			22		
	3.12: Community Outreach (6 Elements)		12	4		4													2	2	2				4	12	42	
	3.13: Community Outreach (4 Elements)		12	4		4													2	2	2				4	12	42	
	3.14: City Council Study Session		12			1	1	2								1		1		2			2	1	1		24	
Task 4	4.1: Public Review Draft of the Arcata Gateway Area Plan	16	16	64	24	24	4		8	8					8	12	32	24	12	24	24	16			4	320		
	4.2: Public Review Draft of the Form-Based Code		40	12		32	4		32	64					2	2	2	2	12	24	24	80			4	336		
	4.3: Community Open House		8	8		16	4	2		4					2		2		4	4	4	4			4	12	78	
	4.3: Planning Commission & CC Joint Session		8			2	2			2									2			1			1	2	20	
	4.4: City Council Study Session		2			1	1	1											1			1	1		1		9	
Task 5	5.1: Project Description and Internal Scoping	2	16	4				12		20			6	20								1	1		1		80	
	5.2: Public Scoping			2				4		10			4	10													30	
	5.3.1: Air Quality/GHG Study							4			5	56	6													71		
	5.3.2: Biological Resources Report							8			5		64													77		
	5.3.3: Cultural Resources Report										5												32			37		
	5.3.4: Historic Resources Report										5												72			77		
	5.3.5: Hazardous Materials Assessment									4	5							12								21		
	5.3.6: Noise Study (GHD)									4	5			72												81		
	5.3.7: Soils Report (GHD)									4	5							12								21		
	5.3.8: VMT & LOS Traffic Study Report							8			5					8	24									45		
	5.4: Prelim Admin Draft EIR		1	4				80		150		40	80	100			8										463	
	5.5: Admin Draft EIR		1	4				30		40		8	30	40													153	
	5.6: "Camera Ready" Draft EIR							8		12			8	12													40	
5.7: Draft Final EIR and Response to Comments		1	4				20		80			40	20		8	16										189		
5.8: MMRP, Noticing, and Administrative Support		1	2						24			8	8													43		
TOTAL HOURS		86	316	296	80	238	76	179	56	473	0	0	98	232	280	72	47	70	241	52	97	106	105	174	106	94	74	
INDIVIDUAL % OF TOTAL HOURS		2%	9%	8%	2%	7%	2%	5%	2%	13%	0%	0%	3%	6%	8%	2%	1%	2%	7%	1%	3%	3%	3%	5%	3%	3%	2%	3,648

Conflict of Interest Statement
Proof of Business Enterprise
Cost Proposal

CONFLICT OF INTEREST STATEMENT

Planwest Partners Inc., nor any of project contractors, have any financial, business or other relationship with the City that may have an impact upon the outcome of the contract. Currently the City of Arcata has an annexation application on file with LAFCO – for which Planwest provides professional staffing services by contract. However, the Commission has taken action on this application and it is anticipated to be completed within the next several months. Planwest has backup counsel support to assist with application processing in times of potential conflict, which we can utilize if any subsequent annexation applications are filed during the timeline of this project as necessary. Otherwise, we are currently not contracted or working with the city in any other capacity at this time.

PROOF OF DISADVANTAGED BUSINESS ENTERPRISE

Planwest Partners is a small, women owned business. We are eligible and actively in pursuit of becoming a certified Women Owned Small Business (WOSB).

COST PROPOSAL

The Cost proposal is being submitted in a separate sealed and labeled envelope. The Cost Proposal includes a cost proposal for each service and task of the project and includes a fee schedule that identifies the hourly rates for each team member who will work on the project.

Appendix - Resumes

GEORGE WILLIAMSON

Principal, AICP



Mr. Williamson, Principal Planner and part owner of Planwest Partners Inc., has over 35 years of experience working as a planner in California, Oregon, Washington and Arizona. Mr. Williamson moved to Humboldt County in 1997, to start Planwest Partners after more than twenty years as an agency and consulting planner. Since moving to the northcoast, he has been involved in community planning environmental compliance and economic development activities. His community, land use and transportation planning experience offer a broad perspective when engaging organizations, agencies and stakeholders in developing investment, capacity and implementation strategies. He has both principal and project management experience, with community and economic development expertise. In 2015 George initiated a succession plan to bring new partners to the firm and transfer ownership.



Relevant Project Experience

- **City Planner, Multiple Cities**

Has served as City Planner for the Cities of Point Arena, Crescent City, Ferndale and Rio Dell. Responsibilities included both long range planning: general and regional plans; and current planning: permit processing and staffing Planning Commission & City Council hearings.

- **District Planner, Humboldt Bay Harbor, Recreation and Conservation District,**

Currently serves as District Planner. Participate in a variety of planning, environmental review, and permitting activities for District projects. Coordinates with District staff and consultants.

- **Executive Officer, Del Norte, and Shasta Local Agency Formation Commissions (LAFCo),**

Currently serves as Executive Director for two LAFCOs and has performed municipal services reviews for six other LAFCOs.

- **Crescent City Harbor District Local Coastal Program Amendment** Prepared environmental analysis for Del Norte County and Crescent City District's Local Coastal Program.
- **City of Arcata Land Use Code** Served as the City lead consultant for the completion of the General Plan Update and Environmental compliance tiering of the Program EIR prepared by Planwest Partners.
- **City of Fortuna General Plan Update** Served as the City lead consultant for the completion of the General Plan Update and Program EIR certification.
- **Samoa Town Master Plan Master EIR** Prepared Master EIR for the Samoa Town Master Plan and Humboldt County Local Coastal Program Amendment.
- **City of Pt Arena, Local Coastal Program Certification and Planning Services** Served as contract City Planner for 10 years and prepared both General Plan and Municipal Code documents.

EDUCATION

San Diego State University, CA

Master of City Planning, 1988

Portland State University

B.S., Social Science w/ Urban

Studies Certificate, 1976

TRAINING/PROFESSIONAL AFFILIATIONS

American Institute of Certified

Planners 1983 - Life Member 2019

American Planning Association

Life Member 1981

Arcata Energy Committee

Chairperson , 2014-current

Efficiency Sales Professional

Institute Certification 2012

Life Care Humboldt Board Member

2020

Rob Holmlund

Principal, AICP



Rob Holmlund's professional qualifications include regulatory analysis/reform, site development, economic development, urban planning, change management, leadership coaching, government relations, and public engagement. Mr. Holmlund has over ten years of experience in the private sector as a development/planning project manager and five years of experience in the public sector as the City of Eureka Director of Community and Economic Development (Development Services). Rob's experience ranges from management of regional multi-modal trail projects for local governments and affordable housing projects for Federally recognized Tribal governments to revolutionizing zoning regulations and completely restructuring permitting systems for local governments.



Key Strengths

- Government/community coalition building
- Organizational/operational management
- Urban and regional planning
- Multimodal transportation planning
- Budgeting and forecasting
- Environmental impact assessment

Relevant Experience

Malex Consulting

Principal/Owner (September 2019 to January 2021)

- Primary responsibilities: business development, marketing, sales, and project management.
- Work primarily consists of the following on behalf of clients: urban planning, grant acquisition, transportation planning, site development, permitting, government relations, public engagement, regulatory research/analysis, long-range planning, compliance/permitting assistance, organizational management, leadership training, and business development.
- Current active projects include: Crescent City Economic Development Strategic Action Plan, Fortuna SB2 Housing Plan, Del Norte County COVID economic recovery projects, development of the "2020 Leadership Program" for the Eureka Chamber of Commerce, "Business & Management Training Program" for SBDC and Humboldt Made (coalition of local manufacturing firms), and others.

EDUCATION

M.A. Environment & Community

Humboldt State University
2003-2006

M.A.T. Education

University of Maryland E.S.
2000-2001

B.A. Anthropology

Salisbury University
1996-1999

TRAINING/PROFESSIONAL AFFILIATIONS

AICP

Stanford Local Government
Institute

National Charette Institute
LEED AP (lapsed)

Papa & Barkley (wellness products manufacturing company based in Eureka)

Vice President of Compliance and Development (January 2020 to January 2021; concurrent with above)

- Directs planning, permitting, regulatory compliance, health & safety, security, and growth development of national company with \$24M annual revenue, 200+ employees, manufacturing facilities in multiple states, and complex distribution network.
- Management of consultants/engineers/architects, including the design and permitting of a new 50,000 square foot GMP manufacturing facility in Eureka, a 6,000 square foot distribution facility in Berkeley, and a 2,000 square foot Research & Development facility in Eureka.
- Participates in on-going strategic planning for national growth with the Executive Team.

Director of Development Services:

City of Eureka (September 2014 to September 2019)

- Oversaw the following City functions: Planning, Zoning, GIS/Mapping, Housing, Property Management, and Economic Development.
- Concentrated on re-imagining and revolutionizing the City's development regulations, processes, and culture.
- Went to lunch with at least three different business owners or community influencers each week. Through these informal interviews, identified the most important changes that needed to be made, communicated these recommendations to City Council, and then set out to make the necessary transformations.
- Oversaw the development and adoption of a new 20-year General Plan and Housing Element.
- Managed the adoption of an entirely new and modern set of development regulations (Zoning Code).
- Worked to ignite an economic and cultural "Renaissance" in Eureka by modernizing regulations, encouraging the business community to invest in high-quality development, inspiring the general public to love Eureka, encouraging the City Council to expect more, and pushing everyone to work together to collectively create a better City.

GHD/Winzler & Kelly (September 2005 to September 2014)

- Provided a range of professional consulting services to HCAOG, MCOG, 78 Tribal governments, twelve incorporated cities, fifteen counties, dozens of special districts, and multiple private developers as Planning and GIS Department Manager.
- Project management of transportation and regional planning projects as well as coordination of all GIS and Mapping Services for nine west coast offices.
- Cultivated numerous new client and teaming partner relationships, including regional transportation planning agencies, several tribal governments, and local jurisdictions.
- Participated in wide range of project types across several service lines.
- Key projects and project tasks managed:

Caltrans District 1 Sea Level Rise Project	HCAOG On-call GIS Services	Guam Five-year Traffic Accident Analysis
Arcata Rail-with-Trail	MCOG - Mendocino County Trails Plan	Hayfork Utility System Mapping
29 Palms Command Center Traffic Routing	Manchester Point Arena Senior Housing Project	South Tahoe PUD System-wide Mapping
City of Eureka Waterfront Trail	Jane's Creek Affordable Subdivision Design	Fortuna Stormwater Mapping
Yurok Tribe Transportation Plan	Pinoleville Tribe Housing Development Plan	Fisherman's Building LEED Analysis
Town of Scotia Transportation System Analysis	Karuk Tribe HUD Housing EA	Chicago High Speed Rail Ecology Mapping
Elk Valley Rancheria Humboldt Road	Redwood Valley Tribe Housing Master Plan	Homestead Pond Ecosystem Mapping
Manchester Point Arena Senior Housing Project	Fieldbrook/Glendale Community Plan	SFPUC Ecological Restoration Mapping
Caltrans Reservation Roads Inventory	Karuk Tribe Gerald Peter's Housing EA	Salt River Restoration Project Mapping
Orick Levee Trail	Elk Grove Transfer Station Siting Study	Trinidad Rancheria Transportation Plan
Crescent City Harbor District Trail	Fort Bragg Transfer Station Siting Study	Ukiah Rail-with-Trail

CONNECTIONS AND VOLUNTEER POSTIONS

- Board of Directors, Eureka Chamber of Commerce (January 2020 to present)
- Board of Directors, St. Joseph Hospital Board (January 2020 to present)
- Board of Directors, St. Joseph Hospital Foundation Board (2018 to present)
- Founder and former Vice President of the Board, Plan It Green (2006 to 2010)

EDUCATION, TRAINING, AND CERTIFICATIONS

- Certification:
 - Stanford University Executive Leadership Program (2018)
 - American Institute of Certified Planners (AICP) (since 2011)
 - National Charrette Institute (NCI): Certified Charette Facilitator (2009; lapsed)
 - U.S. Green Building Council (USGBC). Leadership in Environmental and Energy Design (2008; lapsed)
 - Sustainable Landscape Professional Certificate (2008)
 - Hazardous Waste Operations and Emergency Response (2007; lapsed)
- Membership:
 - American Planning Association (APA) (since 2005)
 - Harvard Business Review and Management Coalition (since 2019)
 - Eureka Chamber of Commerce (since 2019)
 - Planning Magazine (APA) (since 2005)
 - Transportation Planning On-line Newsletter (APA) (since 2005)
 - Regional Planning On-line Newsletter (APA) (since 2005)
- Trainings:
 - Moderated Presenter: ESRI GIS International Conference (2008 and 2009)
 - Organizer of Annual PlanItGreen Conferences: "Building Green Communities" (2007, 2008, and 2009)
 - Greenhouse Gas Accounting "Clean Air & Climate Protection"© Software (2008)
 - Renewable Energy for Tribal Communities, DOE (2008)
 - Landscape Design with Stormwater in Mind (2007)
 - Host of "Sustainable Community Design" Workshop Series (2007)
 - SB 18 Consultation with American Indian Tribal Governments (2006)
 - Region 9 Annual Tribal EPA Conference (2005)

VANESSA BLODGETT

Senior Planner



Vanessa Blodgett is a Senior Planner and Partner with Planwest Partners Inc. She has over ten years of experience working with national, state, private, and local agencies on resource management, community infrastructure and planning projects. Vanessa has expertise in land use planning and environmental compliance and mitigation monitoring programs subject to the California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA). Her knowledge and leadership in policy development and program implementation has shaped outcomes for projects such as the City of Ferndale Wastewater Treatment Project; the Samoa Town Master Plan; the City of Arcata Land Use Code; and numerous Humboldt Bay Harbor, Recreation and Conservation District Projects. Her planning experience includes the preparation and processing of planning documents, environmental permits, environmental impact reports, mitigated negative declarations, policy analysis, and implementation plans.



Relevant Project Experience

- **City of Arcata West End Specific Plan**
Prepared the West End Specific Plan (WESP) for the City of Arcata which included a housing considerations for the area. The plan provided recommendations for improvements that encourage development.
- **City of Eureka Business Ready Implementation and Recommendation Plan.** Provided recommendations to make Eureka's development processes simple, concise, efficient, and streamlined, including policies and procedures changes.
- **Humboldt Bay Harbor Recreation and Conservation District Projects. Humboldt County, CA.**
Participates in a variety of planning, environmental review, and permitting activities for Harbor District projects. Coordinate with District staff and consultants; manage, prepare, and review CEQA documents; attend board meetings, prepare and present staff reports; coordinate and prepare coastal development permit applications for District projects and facilities.
- **Arcata Rail with Trail Connectivity Project Constraints Analysis, Initial Study and MND.**
Coordinated the preparation of the Environmental Constraints Analysis, Initial Study and MND for a proposed 4.5-mile long Class I, ADA accessible, non-motorized multiuse paved trail in Arcata. Coordinated with team members and stakeholders, identified/compared environmental constraints along the trail corridor for each of the trail alignments considered, and prepared several sections of the Initial Study.
- **City of Arcata Land Use Code, General Plan Amendments and Local Coastal Program Amendment.**
Completed Land Use Code and conducted associated CEQA review and resulting negative declaration. Coordinating California Coastal Commission review of Local Coastal Program Amendment for General Plan: 2020 and Land Use Code. Prepared various permit application handouts.
- **City of Ferndale, Staffing Services and Housing Element Updates**
Served as contract city planner and coordinated agency and environmental review for wastewater treatment facility upgrades. This included providing staffing services at Planning Commission and City Council meetings, processing and coordinating review of planning applications, and preparing staff reports. Worked closely with CA Housing and Community Development to prepare recent Housing Element updates.

EDUCATION

University of California Santa Cruz
Environmental Studies/ Earth Sciences,
2005

TRAINING/PROFESSIONAL AFFILIATIONS

HSU Leading Organizational and
Community Change
Courses 2016-2017
Humboldt Area Foundation, Cascadia
Leadership Program
2011
Association of Environmental
Professionals
Advanced CEQA Workshops 2009-2018
Member, Association of Environmental
Professionals
2008-Present

Krystle Heaney is an Associate Planner for Planwest and provides a wide range of CEQA documentation and permitting support services for clients. She regularly attends CEQA workshops and is also familiar with federal cross-cutting requirements. Her previous work in the Sierra Nevada foothills assisting with biological surveys and reviewing cultural resource information provides her a more in depth understanding of CEQA supporting documentation. She has also prepared and submitted related permitting documents such as Coastal Development Permit Amendments, Department of Fish and Wildlife No Effect Determinations, Lahontan Regional Water Quality Board Exemption Requests, and Tahoe Regional Planning Agency Environmental Improvement Program applications.



Krystle is well versed in CEQA regulations and stays up to date on current practices. She recently prepared Initial Study/ Mitigated Negative Declarations for two cannabis cultivation sites in Humboldt County and provided support documentation for the City of Arcata Focused EIR for a regional health clinic. She has worked collaboratively with local governments and districts, State and federal regulatory agencies, and community groups on a variety of projects. She is also able to effectively communicate often complex project effects during stakeholder group meetings and public workshops.

Relevant Project Experience

- Humboldt County Cannabis Operations
Krystle assisted with preparation of IS/MNDs for two cannabis cultivation sites in Humboldt County. She was responsible for reviewing biological reports, road assessments, operation plans, and current county cannabis regulations in order to provide detailed analysis of potential project environmental impacts.
- Health Clinic Focused EIR Support Documentation
The City of Arcata recently prepared a Focused EIR for development of a community health clinic within the City that reviewed biological and transportation impacts and Planwest was retained to assist with supporting documentation. Krystle was responsible for reviewing biological and transportation impact reports and summarizing potentially substantial impacts for City review and use in their Focused EIR.
- Samoa Town Master Plan Supplemental MEIR
The Samoa Town Master Plan Master EIR was originally certified in 2009. Since that time there have been updates to the plan which required subsequent environmental review. Krystle was responsible for reviewing updated biological reports on expanding sensitive habitat areas and species of special concern in addition to updating biological impacts for the Supplemental MEIR. She also assisted with updating the traffic analysis and mitigation, monitoring, and reporting program.
- Tolowa Dee-Ni' Nation HVR Wastewater improvement Project SWRCB Environmental Package
The Tolowa Dee-Ni' Nation received funding to upgraded wastewater conveyance and treatment infrastructure near the Smith River. In addition to preparation of a CEQA IS/MND, a federal cross-cutting environmental package needed to be prepared for submittal to the State Water Resources Control Board. Krystle assisted with pulling together support documentation for the SWRCB package and completing required forms.

EDUCATION

CSU Sacramento
B.A. – Physical Geography, 2013

TRAINING/PROFESSIONAL AFFILIATIONS

American Institute of Certified Planners
Certified November 2020

American Planning Association
Member Since 2019

AEP Intermediate CEQA Workshop – 2021

AEP Advanced CEQA Workshop – 2020

CALAFCOU: Deep Dive into MSRs – 2019

Certified California Naturalist

Jason Barnes

GIS Analyst



Mr. Barnes, Geographical Information Systems (GIS) Analyst, has over 10 years of experience working as an analyst, technician, cartographer, programmer, and university lecturer in the GIS field. His art background and broad technical experience lends well to GIS and cartographic visualization and communication. He has both principal and project management experience on a wide range of projects from socio-spatial, transportation, interactive mapping, and large area climate projects. Mr. Barnes moved to Humboldt County in 2006 to start his higher education at Humboldt State University. For the last ten years, he has been involved in activities involving many local consulting, non-profit, and federal agencies. He is currently on the board of directors for the Bigfoot Trail Alliance, and is in the process of receiving his GIS Professional (GISP) certification through the GIS Certification Institute.



Relevant Project Experience

- **City of Eureka Housing Element Update, Technical Appendices**
Compiled Bureau of the Census, American Community Survey (ACS), Comprehensive Housing Affordability Strategy (CHAS), demographic, housing characteristic, household, employment, and income statistics for the City of Eureka Housing Element Technical Appendix. Conducted site inventory analysis for developable parcels based on HCD criteria methodology.
- **Humboldt Waste Management Authority (HWMA).**
Analyzed complex routing scenarios for food waste diversion for a potential bio-digester project in Eureka, California. This project looked at multiple routing scenarios utilizing route optimization, and waste collection vehicle options as viable solutions for a city-wide food diversion project.
- **Humboldt Transit Authority (HTA).**
Helped create the Humboldt County Transportation Services Guide for public transit and human services transportation for the Redwood Transit System (RTS), Eureka Transit Service (ETS), Arcata and Mad River Transit System (AMRTS), Blue Lake Rancheria Transit System (BLRTS), Klamath-Trinity Non-Emergency Transportation (KT-NET), and Trinity Transit.
- **Hiking Humboldt Volumes 1 & 2.**
Cartography for over 150 hiking maps for Hiking Humboldt Volumes 1 & 2. These books highlight familiar favorites, hidden gems, and unexpected adventures across Humboldt County. Each map is custom to provide aesthetics and clarity to complement each hike description, trail data, and tips for the hiking in the region.
- **Shasta County Local Agency Formation Commission (LAFCo) Fire Service Analysis.**
Planwest Partners provides contract staffing services to Shasta LAFCo. A fire district analysis was conducted looking at fire station response times, service areas, and route optimization.
- **Yosemite National Park Search and Rescue Cost Surface Analysis**
Created a model for a complex cost surface analysis for foot traffic travel times across the wilderness areas of Yosemite National Park. The model would utilize a last known location of a lost hiker, and create temporal travel time areas based on attributes such as terrain type, difficulty, hiker age, condition, etc.

EDUCATION

Humboldt State University
M.S., GIS, 2012
Northern Michigan University
B.F.A., Photography, 2002

TRAINING/PROFESSIONAL AFFILIATIONS

Database Design
Course 2018
Bigfoot Trail Alliance
Secretary 2016-Present
ESRI Training Courses
Member, ASPRS
2008-Present

Raquel is an Assistant Planner with Planwest Partners. Working in both Los Angeles County and Humboldt County, she has three years of experience working with state and local agencies as well as nonprofit interests. Raquel graduated from CSUN in 2018 and has built experience in public outreach, meeting facilitation, and community engagement. In her role at Planwest, Raquel works collaboratively with local government agencies by building relationships and guiding organizational change processes. She assists Humboldt, San Diego, and Shasta LAFCOs with local agency project guidance and service analysis. Recent projects also include Crescent City's Economic Development Strategic Action Plan and City of Fortuna SB2 Planning Grant Programs Implementation.



Raquel recently worked on the regional Municipal Service Review for Pauma Valley for the San Diego Local Agency Formation Commission. This work included substantial data collection, analysis, and coordination with special districts in the region. She has also completed Municipal Service Reviews for County Service Areas in Shasta County.

Relevant Project Experience

- **Crescent City Economic Development Strategic Action Plan**

As a team member, Raquel is responsible for collecting demographic, geographic, infrastructure, fiscal, and economic data for Crescent City, the greater Crescent City-area, Del Norte County, and the region to be compiled and analyzed. Once the total suite of data has been collected, Raquel will evaluate, analyze, and synthesize the data in order to ascertain the state of Crescent City's economy in the context of regional, national, and international economic trends and relationships. This project also includes coordination with representatives of Del Norte County regarding the pending 2019 Del Norte County Comprehensive Economic Development Strategy to ensure that the two documents are well-aligned and complementary while ensuring that the City's document prioritizes the needs, interests, and goals of the City.

- **City of Fortuna SB2 Planning Grant Programs Implementation**

Planwest is contracted with the City of Fortuna to assist the City of Fortuna with SB2 Planning Grant Programs implementation to accelerate housing production by streamlining planning and permitting processes, updating ordinances, and creating standards. Raquel is responsible for coordinating Stakeholder Committee workshops and public meetings, creating and conducting surveys, and coordinating with City Staff to inform development of the project goals. This involves collecting and analyzing data from the City's code and public engagement process to understand existing conditions and apply this information to identify opportunities and constraints. Final deliverables will be wrapped into a comprehensive packet for adoption by City Council.

- **LAFCo Municipal Service Reviews**

Planwest provides staffing and Executive Officer services to various LAFCOs. She is responsible for gathering and analyzing municipal service information from local governments. Her role requires continual communication and coordination with local agencies to establish information and process understanding.

EDUCATION

CSU, Northridge

B.A. – Urban Studies and Planning

Minor - GIS

TRAINING/PROFESSIONAL AFFILIATIONS

American Planning Association –

Member since 2016



Misha Schwarz, PWS, CPSS

Senior Project Scientist



Qualified: BS, Natural Resource Planning, Humboldt State University, Arcata, CA, 1985; Certified Professional Soil Scientist, American Registry of Certified Professionals in Agronomy, Crops, and Soils #3208; Professional Wetland Scientist, Society of Wetland Scientists #2120; Certified Asbestos Consultant #97-2151

Professional Summary: Misha Schwarz has 33 years of experience in environmental document preparation and environmental compliance. He has been project manager for many large Environmental Quality Act (CEQA) documents, ranging from wastewater treatment facilities and flood control projects to rock quarry and airport projects. He has assisted on dozens of additional CEQA documents as the lead scientist. Misha is a certified professional soils scientist and a certified professional wetlands scientist with a wide knowledge base in resource and environmental regulatory issues. His professional experience includes wetland delineation and mitigation plans; soils and agriculture impact analysis; habitat restoration; biological assessments; and preparation and project management of initial studies, negative

declarations, environmental impact reports and statements, with extensive experience in navigating through the CEQA process. He has also prepared NEPA environmental assessments. His permitting experience includes US Army Corps of Engineers (USACE) 404 and Regional Water Quality Control Board (RWQCB) 401 permits, lake and streambed alteration agreements, ESA Section 7 consultation, CESA consultation state lands agreements, conditional use permits and coastal development permits.

CEQA/NEPA/Permitting

Project Manager

Eureka Bay to Zoo | City of Eureka | Eureka, CA

Served as Project Manager for this multi-use trail connecting the Humboldt Bay Trail to the Eureka Zoo. The project included the construction of a new Class I multiuse trail, boardwalk, bridges, viewing areas and interpretive signs, drainage improvements, and fencing. GHD completed a wetland delineation, rare plant survey, Environmental, Safety and Health Affairs (ESHA) mapping, and prepared a CEQA Initial Study/Mitigated Negative Declaration (IS/MND).

Project Manager

Ocean Ranch Restoration EIR | Ducks Unlimited | Loleta, CA

Served as Project Manager for an EIR for a tidal and dune restoration project on 800 acres in the Eel River Estuary in California. The project included restoration of 250 acres of dunes by removal of non-native plants and restoration of over 300 acres of tidal wetlands by removal of non-native plants, excavation of channels, increased tidal action and removal of non-native plants. The lead agency was the CDFW. Challenges included increased scour in tidal sloughs, offsite flooding, habitat conversion, use of herbicides, and recreational concerns.

Project Manager

Samoa Peninsula Land-based Aquaculture | Nordic Aquafarms California | Eureka, CA

Served as Project Manager for proposed land-based aquaculture project. The project is to construct a 30-acre

facility at the location of a former pulp mill. Demolition of the existing pulp mill structure is included in the project. This \$400 million project will utilize the existing Humboldt Bay saltwater intakes and the existing ocean outfall pipeline for effluent discharged, estimated at 12 million gallons per day. GHD prepared a Biological Resources Report, Cultural Resources Report, Botanical and Wetlands Report, Asbestos and Lead Paint Report, and Conceptual Stormwater Report, a Noise and Vibration Report and Marine Resources Report, a Traffic Impact Study, Dune Habitat Mitigation and Monitoring Plan, and an Effluent Dilution Study. Also prepared was an Initial Study/Mitigated Negative Declaration. GHD prepared a Coastal Development Permit for Humboldt County, a Waste Discharge permit for the RWQCD, a Coastal Development Permit for the Coastal Commission for the effluent discharge and a permit for the North Coast Unified Air Quality Management District for proposed emergency power generation.

Oceanic and Atmospheric Administration (NOAA) Biological Assessments. Also prepared was an IS/MND with State Coastal Conservancy as the lead agency. GHD prepare a Conditional Use Permit for Humboldt County, Clean Water Act 404 and 401 permit applications, and Lake and Streambed Alteration Agreement, ESA Section 7 Consultation with the USFWS and NOAA and California Endangered Species Act (CESA) consultation with the CDFW.



Project Scientist

3rd and 4th Avenue Reconstruction | City of Rio Dell | Rio Dell, CA

Assisted with design, bid period services, and construction management for the reconstruction water, sewer, drainage and paving and roadway improvements on 3rd and 4th Avenue in the City of Rio Dell. Project was funded by Community Development Block Grant (CDBG), and assistance included incorporating CDBG requirements into the project bid documents.

Project Manager

Arcata Marsh Gateway Development | Slack & Winzler Properties, LLC | Arcata, CA

Served as Project Manager for a 195,000-square-foot development in the Coastal Zone within the City of Arcata. Proposed uses included light manufacturing, warehouse space, office and retail uses. Challenges of the proposed project include wetlands surrounding the site on three sides, low-lying area with minimal grade making stormwater treatment/retention difficult, circulation, off-site traffic, and aesthetics as the project is in the gateway to Arcata.

Project Senior Scientist

Rohner Creek Flood Control, Habitat, and Seismic Improvements | City of Fortuna | Fortuna, CA

Served as the MND Project Senior Scientist for this project, which consisted of in-stream channel improvements to Rohner Creek and Hillside Creek, the replacement of five bridges, a floodplain swale and channel improvements through existing undeveloped agricultural pastures and retrofitting of the 12th Street culvert. In-stream improvements were planned to achieve a 10-year flood capacity for Rohner Creek and 100-year flood capacity for Hillside Creek and the Rohner Creek floodplain swale. Duties included CEQA strategies, direction of and final review of the biological reports, wetlands and riparian mitigation strategies and design and final review of the MND.

Lead Project Scientist

Rail-with-Trail Connectivity | City of Arcata | Arcata, CA

Served as Lead Project Scientist for this project included nine environmental documents and permits, as needed, to render the project ready for construction. Led the environmental teams in the completion of a siting study, alignment analysis, wetland delineation, habitat mapping, cultural resource investigation, CEQA document, federal biological assessment, phase I corridor study, USACE 404 permit, RWQCB permit, two different coastal development permits, grading permit, CDFG lake and streambed alteration agreement, and a wetlands mitigation plan.

Project Scientist

Humboldt State University Master Plan | California State University | Arcata, CA

Humboldt State University prepared a major revision to its Master Plan for campus facilities. The 2004 Master Plan shows approximately 756,000 square feet of new construction for academic and support facilities, excluding housing, and the removal of approximately 460,000 square feet of buildings. The adoption and anticipated implementation of the 2004 Master Plan was evaluated by GHD in an EIR prepared for the Trustees of the California State University. Assisted in preparation of the EIR.

Project Manager

Eureka High School Gymnasium | Eureka City Schools | Eureka, CA

Served as the Project Manager for the Eureka City Schools gymnasium EIR. The proposed project was to demolish the gymnasium, which is an historic building. Impacts in the following resource areas were analyzed: air quality, biological resources, geology and soils, hazardous materials, historic structures, noise and transportation and parking.

Work History

1987 - Present	GHD (formerly Winzler & Kelly), Eureka, CA
1987	National Forest Service
1986 - 1987	City of Arcata, Arcata, CA
1986	National Forest Service



Jonathan Linkus AICP, LEED-AP

Urban Planning + Land Development

North America Service Line Leader



Qualified: Bachelor of Architecture (BArch 2008), University of Southern California; Master of Architecture in Urban Design (MAUD 2011), Harvard University

Connected: American Institute of Certified Planners (AICP); LEED-Accredited Professional

Professional Summary: Jonathan is an urban design + planning professional whose 8 years delivering public and private planning projects are based on thoughtful client and stakeholder relationships and integrated thinking across urban scales. Jonathan's role ranges from detail-oriented designer to managing large multi-disciplinary master planning efforts. His work pioneers innovative place-making and which have garnered 8 regional, state, and national planning awards as lead planner or PM. His project types include university campus LRDPs, mixed-use district and streetscape concepts, transit-oriented specific plans, living waterfronts with coastal resiliency, and airport-connected projects.

Mixed-Use Transit-Oriented

Lead Planner / Urban Designer
Canberra City Centre Transit Oriented Study |
City Renewal Authority | Canberra, ACT |
Current

Urban concept that integrates transit infrastructure and walkable mixed-use development to activate the heart of Canberra as a national crossroads. | 12 Ac. Study Area

Lead Planner / Urban Designer
Caesars East-Side Live/Work/Play Master Plan |
Caesar's Entertainment | Las Vegas, CA | 2018
Prepared district mixed-use and open space options that introduce a walkable living and workplace setting adjacent to the famed Strip.* | 3.46M GSF, 106 Ac. Study Area

Team Planner / Urban Designer
Vision 2045: Downtown Las Vegas Master Plan
| City of Las Vegas | Las Vegas, NV | 2015 -
2017

Prepared site plans for Symphony Park mixed-use residential and arts district, one of the eight transit-oriented hubs.* | 3.46M GSF, 106 Ac. Study Area

Team Planner / Urban Designer
Eau Claire West: Mixed-Use Urban Village |
GWL Realty Advisors | Calgary, AB | 2012
Multi-function open space proposals within a mixed-use hotel and residential project. Prepared yield summaries and solar impact studies.* | 2.0M GSF, 6.5 Ac. Study Area

Team Planner / Urban Designer
Dominion Bridge at Ramsay Exchange | New
Urban | Calgary, AB | 2011 - 2013
Site plan options and mixed-use development yield summaries. Architectural façade concepts, and outreach presentation graphics.* | 1.5M GSF, 18 Ac. Study Area

Institutional + Campus

Lead Planner / Urban Designer
Bridgeville Community Center Vision |
Bridgeville CCC | Humboldt Co, CA | Current
Space needs analysis, public outreach events, building design, pricing, and conceptual site layout. | 3 Acres

Team Planner / Urban Designer
Australian War Memorial 50-Year Master Plan |
Australian War Memorial | Canberra, ACT |
2018
Proposed long-range adaptation scenarios in a memorial development framework with campus visioning. | 35 Acres

Lead Planner / Urban Designer
UHWO Long Range Development Plan |
University of Hawaii | Kapolei, HI | 2017 - 2018
Developed conceptual site plan options and preferred space need analysis, multi-day workshop, public outreach for Hawaii's fastest growing 4-year university.* | 500 Acres, 20k FTE Students

Co-Project Manager / Lead Planner
CSUSB Palm Desert Campus Major Master Plan
| CSUSB | Palm Desert, CA | 2015 - 2017
Directed a multi-disciplinary long range integrated master plan effort, developed plan concepts and outreach material for 4 workshops.* | 169 Acres, 8k FTE Students

Co-Project Manager / Lead Planner
CSUSB Major Master Plan | CSUSB | San
Bernardino, CA | 2015 - 2017
Directed a multi-disciplinary long range integrated master plan effort, developed plan concepts and outreach material for 6 workshops.* | 422 Acres, 25k FTE Students

Co-Project Manager / Lead Planner
CSUSB Major Master Plan | CSUSB | San
Bernardino, CA | 2015 - 2017
Directed a multi-disciplinary long range integrated master plan effort, developed plan concepts and outreach material for 6 workshops.* | 422 Acres, 25k FTE Students

Mixed-Use Creative Workplace Districts



Project Manager / Lead Planner
Amazon HQ2 Nevada | Las Vegas Economic
and Urban Development Department | Las
Vegas, NV | 2017 - 2018
City-sponsored conceptual design entry for new 50,000-
employee Amazon headquarters across three downtown
sites.* | 8.07M GSF, 70 Acres

Lead Planner / Urban Designer
Embarcadero Center Redevelopment | Boston
Properties | San Francisco, CA | 2013
Prepared interactive "urban patio" designs, public art,
lighting, collaborative digital workstations.* | 56K GSF

Project Manager / Lead Planner
Peachtree Corners Innovation Hub Master Plan
| City of Peachtree Corners | Peachtree
Corners, GA | 2017
Developed two mixed-use gateway districts, prepared
adaptive reuse/infill and transit framework as land use
subconsultant.* | 8.27M GSF, 950 Ac. Study Area

OPEN SPACE + PUBLIC REALM

Team Planner / Urban Designer
Imola Corridor Complete Street Masterplan |
City of Napa | Napa, CA | Current
Public outreach visioning guidance and event
participation, conceptual streetscape design and
visualization, mobility hub opportunities/constraints. | 2.5
Mile Segment

Lead Planner / Urban Designer
University Ave Community Park | OC Public
Works | Costa Mesa, CA | Current
Integrated solution for a public realm that combines
stormwater bioretention, streetscape accessibility, and a
community park with tot-lot. | 5K GSF

Team Planner / Urban Designer
San Jose Trail Network | City of San Jose | San
Jose, CA | Awarded
Expansion of the nation's largest urban trail network
across Silicon Valley - already covering 60 miles. | 40
linear miles

Lead Planner
San Francisco Mission Waterfront Adaptation |
SPUR | San Francisco, CA | 2015 - 2016
Award-winning concepts for waterfront urban interface
that integrates open space and future climate change
adaptation.* | 135 Ac. Study Area

WORK HISTORY

2018 – present	GHD Inc. Project Planner, Planning + Urban Design, Irvine, CA
2011 – 2018	CallisonRTKL Inc. Associate, Planning + Urban Design, Los Angeles, CA

2008	LPA Inc., K-12 Education, Irvine, CA
2006 - 2010	Luxury Residential Design Mercedes de La Garza, Architect Studio, Reno, NV

QUALIFICATION + RECOGNITION

Certifications

- American Institute of Certified Planners (AICP) |
American Planning Association | #30431
- Leadership in Energy and Environmental Design
Accredited Professional (LEED-AP) | Green Business
Certification Inc. (GBCI)

Awards

- Outstanding Initiative | Peachtree Corners Innovation
Hub Master Plan | American Planning Association -
GA Chapter | Sep 2018*
- Best Practices Award of Excellence | Mission Creek
Sea Level Rise Adaptation Study | American
Planning Association - CA Chapter | Sep 2017*
- Innovation in Green Community Planning Award of
Excellence | Mission Creek Sea Level Rise
Adaptation Study | American Planning Association –
Northern CA Chapter | Jun 2017*
- Best Practices Merit Award | 2016 CSUSB Palm
Desert Campus Master Plan | American Planning
Association – Inland Empire Section | Apr 2017*
- (Awards Continued on Next Page)
- Urban Design Award | 2016 CSUSB Palm Desert
Campus Master Plan | American Planning
Association – Inland Empire Section | Apr 2017*
- National Planning Award 2016: Municipality
Ekurhuleni Aerotropolis Master Plan | South Africa
Planning Institute (SAPI) | Jul 2016*
- National Planning Award 2016: Professional
Ekurhuleni Aerotropolis Master Plan | South Africa
Planning Institute (SAPI) | Jul 2016*
- Outstanding Planning Award For a Plan | Memphis
Aerotropolis Airport City Master Plan | American
Planning Association – TN Chapter | Aug 2014*



Brian Heaton, AICP Land Use/Environmental Planner



Qualified: MS, Urban and Regional Planning, University of Wisconsin, Madison, WI, 2013; BA, Environmental Studies, University of Minnesota, Duluth, MN, 2010; Project Management Certificate, University of California, Irvine, CA, 2019; Certification, American Institute of Certified Planners (AICP)

Professional Summary: Brian Heaton is a land use and environmental planner with seven years of professional planning experience in both the public and private sectors. He specializes in planning policy and process design, working to ensure that a community's vision can be put into action. This work broadly involves California Environmental Quality Act (CEQA), National Environmental Policy Act (NEPA), coastal planning, zoning and land use code development, environmental analysis, and community engagement, often within the context of environmental documentation compliance and permitting for small or developing municipalities and special agencies/districts throughout Northern California.

Urban Planner
Downtown Specific Plan
Twentynine Palms, California

Primary author of land use framework, development code, and urban design standards for the downtown area for the 2020 Specific Plan. The purpose of this plan is the economic development of the downtown area with a focus on walkable streets and housing creation.

Urban Planner
Tribal Hazard Mitigation Plan
Smith River, California

Project manager and lead author of the 2021-2026 Hazard Mitigation Plan. Responsible for hazard research, community outreach, implementation strategy/program development, and statutory compliance. The purpose of this plan is to increase natural disaster resilience and to reduce the risk to life and property of the TDN.

Urban Planner
Extreme Climate Event Mobility and
Adaptation Plan
Nevada County, California

Responsible for hazard research, stakeholder interviews, and implementation strategy/program development.

Environmental Planner
Mitigation Negative Declaration
Nordic Aquafarms | Samoa, CA

Conducted research and prepared portions of an environmental document to support the development of a land-based aquaculture facility..

Environmental Planner
Mitigation Negative Declaration
Bay to Zoo Trail | Eureka, CA

Conducted research and prepared portions of an environmental document to support the development of a multi-use trail along McFarlan Creek in Eureka.

Environmental Planner
Environmental Impact Report
Spring Lake Village | Santa Rosa, CA

Conducted research and prepared portions of an environmental document to support the development of a senior residential community.

Environmental Planner
Mitigation Negative Declaration
Napa Valley College | Napa, CA

Conducted research and prepared portions of an environmental document to support the development of a multi-story on-campus student housing project.

Environmental Planner
Del Norte County Regional Airport Runway
Safety Area | Border Coast Regional Airport
Authority | Crescent City, CA

Served as Lead Author of the long-term land management plan for the wetland mitigation site at Bay Meadows. The plan provides measured directives to ensure the future success of the restored ecosystem.

Environmental Planner
Obstruction Removal | Border Coast Regional
Airport Authority | Crescent City, CA

Led the National Park Service NEPA Environmental Screening for a 6(f) conversion proposal under the Land and Water Conservation Fund (LWCF).



Environmental Planner

Phase 1 Environmental Assessments | County of Humboldt | Humboldt County, CA

Performed research, drafted report contents, and conducted site visits to support Phase 1 environmental assessments for clients throughout Humboldt County.

Environmental Planner

Coastal Permitting | County of Humboldt; County of Del Norte | Humboldt County, CA; Del Norte County, CA

Obtained and amended various Coastal Development Permit applications in Humboldt and Del Norte Counties, interpreting regulatory content in multiple Local Coastal Programs and working with the California Coastal Commission and local agency staff.

Environmental Planner

Municipal Land Use Planning | City of Eureka | Eureka, CA

Managed or assisted on the following projects for the City:

- Local Coastal Program Update
- Comprehensive Zoning Code Update
- 2019-2027 Housing Element
- Food Truck Regulatory Update

Project Manager

Eureka Local Coastal Program Update | City of Eureka | Eureka, CA

Served as staff-side Project Manager and collaborator for the comprehensive Local Coastal Program update. Planning efforts concentrated on Coastal Act compliance, current California Coastal Commission focus, sea level rise, and local needs and desires for coastal land uses.

Project Lead

Eureka Housing Element | City of Eureka | Eureka, CA

Served as sole author of the City of Eureka's 2019-2027 Housing Element (approximately 200 pages), a required part of the Eureka General Plan, responsible for all project components, including scoping, public outreach, data collection and synthesis, legal compliance, drafting, and the adoption process.

Project Manager, Co-Writer

Eureka Zoning Code Update | City of Eureka | Eureka, CA

Brian served as staff-side Project Manager and co-writer for this comprehensive zoning code update, the first since 1966. Key topics included objective architectural and urban design standards, flexibility provisions, illustrative graphics, procedural updates/streamlining, and best practice document structure. Designed and managed all public outreach and engagement efforts, culminating in a

participatory meeting attended by 200+ community members.

Project Lead

Food Truck Regulatory Update | City of Eureka | Eureka, CA

Served as sole author of the local food truck and mobile vending regulations. Designed and managed all public outreach and engagement efforts. Resulting language is legally consistent and representative of community desires.

Other Related Areas of Interest

Recognized (Certifications/Trainings)

- Member AICP (American Institute of Certified Planners)

Work History

2019 – Present	GHD, Eureka, CA
2015 – 2019	City of Eureka, Eureka, CA
2013 - 2015	City of Rock Springs, Rock Springs, WY



Curriculum Vitae

Amber Shows GIS Analyst



Qualified. Masters of Natural Resource Science, Humboldt State University; Graduate Certificate of Geospatial Sciences, Humboldt State University; Bachelors of Biology, Environmental Studies and French, Northern Arizona University.

Connected. Member North Coast GIS User Group

Relevance to project. Ms. Shows is a spatial sciences professional with a variety of experience in geographic information systems (GIS), mobile mapping (GPS), asset inventory, database management, and watershed and environmental science. She has experience with managing spatial and non-spatial data, building and maintaining geodatabases, remote sensing, preparation of grant proposals, regulatory agency coordination, and field work ranging from aquatic to public utility. Ms. Shows possesses a diverse educational and professional background, making her a valuable asset to any project where spatial sciences and data management tools are required.

Project Manager

Transportation GIS Development | Del Norte Local Transportation Commission | Crescent City, Del Norte County, California

This project standardized county, city, and tribal roadways and several other transportation layers in GIS within Del Norte County. As project manager, Ms. Shows coordinated the gathering of data and schema structure and guided the spatial and attribute editing to achieve an accurate and dependable GIS system for the stakeholders in Del Norte County.

GIS Analyst

Sebastopol Water and Wastewater Mapping | Sebastopol, CA

Coordinated the initial development of a water and sewer GIS for the City of Sebastopol. This project entailed the conversion of CAD modelling results and as-built drawings into data-rich GIS layers for utility maintenance staff and Master Planning and CIP development. Ms. Shows coordinated the process and the implementation of data development, field data collection with realtime survey grade GPS, and integration into the City's asset management software via regional partners and ESRI's Enterprise ArcGIS environment.

Elk Grove SSAR

City of Elk Grove, CA

The city of Elk Grove, California worked with GHD to develop a Systematic Safety Analysis Report (SSAR) to provide analytics based traffic improvements that address the underlying risk factors that are able to be addressed through engineering and design. Ms. Shows contributed to this process by building a spatial analysis tool within the ESRI environment that ranks intersections and roadways based on several risk factors. As risk factors are addressed, the tool reflects the decreased risk at those locations and allows City staff to turn their focus on the remaining high priority locations.

Sonoma Retroreflectivity Assessment

City of Sonoma, CA

As part of their Systemic Safety Analysis Report (SSAR), the City of Sonoma in California hired GHD to complete an identified mitigation measure to ensure road signage met retroreflectivity standards. Ms. Shows received the City's signage GIS data, made it available to field staff via the ArcGIS Online Collector app, then analysed, merged and delivered the data back to the City in its original format. Ms. Show coordinated and supported this month long field project and provided the client an end product that helped them visualize and plan for maintenance work, keeping drivers safe in their community.



JOY CHEN

Digital Solutions Lead – Spatial Science



Qualifications | MSc in GIS (University of Auckland) 2004, PGDip Sociology (Nanjing University) 1999, BSc Hydrology (Nanjing University) 1985

Connected | Committee member of ESRI User Group NZ; Vice Chair of SIGIE (Special Interest Group for Immigrant Engineers) under Engineering NZ

Summary Statement | Joy has a GIS and hydrology both background, with over 30 years of experience in various hydrological and GIS projects including modelling, spatial data management, manipulation, analysis, visualisation in local government, forestry, asset management and infrastructure.

Joy's primary role is the development of innovative and high quality GIS-related products in various projects. Her practical experience has focused on GIS based multi-criteria analysis for asset risk assessment, site section and infrastructure corridor assessment, image classification, map design and various cartographic maps, 3D visualisation, ArcGIS Urban, Digital Twin, spatial data management, catchment studies, asset data management and project quality assurance control (QA/QC). She adds value to all deliverables through her strong emphasis on the provision of high quality GIS products.

Urban Planning Digital Twin
Wellington City Council
Technical Lead - GIS | Wellington, New Zealand 2020 – Current

Wellington is the capital city of New Zealand. It is facing a rapid growth recently years. The city's Urban Growth Plan ensures, that as the city's population increases, new houses, transport networks, infrastructure and services are developed sustainably and in areas that benefit the city the most so that residents continue to enjoy a world-class quality of life.

GHD Digital has been engaged by the Planning team and GIS team of Wellington City Council to develop an Urban Planning Digital Twin model, and demonstrate the urban development with various scenarios under their planning rules, so that the planners and decision makers can visualise the plans in an interactive way, especially the changes of the population, jobs, trips, and other services among various scenarios. The Digital Twin also has a capability to have public engagement to have their say via online feedback inputs.

On the other hand, this Digital Twin has a library to help landscape architects working with planning for urban landscape development. Moreover, the Indicators display various constraint layers to help reducing the risk during urban development planning, such as flooding zone, wind zone, etc.

Three Water Asset Risk Assessment
Taupo District Council
Technical Lead - GIS | Taupo, New Zealand 2019 – Current

Taupo District Council is located in the centre of the north island, and is home to New Zealand's largest lake-Taupo. Recently, this area encountered a catastrophic failure of one of their three water networks, which highlighted that they had limited understanding of the network risk profile.

This project has assessed risk levels in GIS by using Multi-Criteria Analysis (MCA) to all three water pipes for the region on basis of associated factors, including in ground conditions (hot ground), slopes, geological features, flood hazard, distances to other ground assets, distance to water body, pipe age, pipe diameters, etc. GHD has also developed an interactive web portal for displaying the results, the portal also has a dynamic weighting tool, which allows councils engineers to analyse the network based on a variety of scenarios by adjusting the weighting values accordingly. It helps council staff to quickly and reliably identify utilities that should be regularly checked, repaired, or replaced.

Greater Russell Catchment SW Model- A Story Map
Technical Lead - GIS | Russell, Far North District Council, 2019 – Current

Kerikeri is a small township with a population of approximately 5,900 located to the north north-east of Kaikohe. Water is sourced from the Kerikeri Irrigation Dam (Lake Waingaro) and the Puketotara Stream and is delivered to the Water Treatment Plant. The water is treated by sedimentation, filtration and disinfection. Once treated the water is stored in two clear water tanks which gravity feed the reticulation.

The water supply system was modelled to assess the performance, but it has been in paper format, the client approved GHD to do a Story Map in ArcGIS so that the model results can be viewed through online



JOY CHEN

Digital Solutions Lead – Spatial Science

website interactively. This Story Map has 6 sections with contents and online maps, including in: Study Area; Pipe Head Loss; maximum Flows – QMAX; Maximum Velocity – VMAX; Demand; Maximum Pressure; Minimum Pressure.

-

Kerikeri Water Supply Model Results – A Story Map
Technical Lead – GIS | Kerikeri, Far North District Council, 2019 – Current

Kerikeri is a small township with a population of approximately 5,900 located to the north north-east of Kaikohe. Water is sourced from the Kerikeri Irrigation Dam (Lake Waingaro) and the Puketotara Stream and is delivered to the Water Treatment Plant. The water is treated by sedimentation, filtration and disinfection. Once treated the water is stored in two clear water tanks which gravity feed the reticulation.

The water supply system was modelled to assess the performance, but it has been in paper format, the client approved GHD to do a Story Map in ArcGIS so that the model results can be viewed through online website interactively. This Story Map has 6 sections with contents and online maps, including in: Study Area; Pipe Head Loss; maximum Flows – QMAX; Maximum Velocity – VMAX; Demand; Maximum Pressure; Minimum Pressure.

Christchurch Integrated City Wide Flood Modelling
Senior GIS Specialist
Christchurch, New Zealand 2015 – current

This project is a keystone for Christchurch's land drainage recovery programme, and that its completion will unlock potential to complete other projects more quickly and efficiently.

Council requires an understanding of the changes to flood risk across Christchurch City caused by the 2011 Canterbury earthquake sequence, thus identifying the flood risks for rebuild developments. Models currently held by Council were built to a range of scales and levels of detail. This project will develop consistent and comprehensive flood risk information for the entire city and Estuary catchments. Using calibrated or verified models, floor levels can be set with confidence, the performance of the stormwater system can be assessed, rainfall response and mitigation plans can be developed, tangible support for LDRP projects can be provided and development impacts can be quantified.

The GIS scopes in this project are:

- Utilised ArcMap model builder to a toolbox for most GIS process to increase efficiency and accuracy.
- Developing citywide meshes (GHD Method) for model inputs by creating complex model builders;
- Creating DTM of basins, CSM1, above ground pipes, coastal extension and MU Links with various criteria;
- Integrating citywide digital terrain model (DTM) with elevation layers from various data sources and formats, and build in roads DTM for model;
- Identifying bank markers for citywide water courses which are required in models;
- Other tasks with requirements.

Key achievements

Citywide meshes have been achieved the minimum size of 12m2, and DTM has been integrated smoothly.

Environmental and Engineering Consulting Services
Hydro Fiji Ltd
Fiji, 2017 – Current

GHD is engaged to undertaken and complete the Environmental Impact Assessment (EIA) studies for Hydropower projects located in Namosi Province, Central Division, Viti Levu, Fiji Island.

The GIS scopes in this project are:

- Worked on original LiDAR data, and done the adjustments to increase the accuracy level on basis of surveyed control points and rivers on aerials, fit for purpose.
- Produced maps with layouts from the design team and other features for Dams;
- Generated long-sections for Geological profiles by using LiDAR data and CAD design files from the design team
- Catchment delineation by using LiDAR data and extracted flooded area on basis of dam locations
- Updated the boundaries for mapping purposes
- Data conversion between CAD and GIS



Jesse Lopez

GIS Analyst



Qualified: Bachelor of Sciences, Environmental Management and Protection, Humboldt State University (2016), Advanced Geospatial Certificate (2020)

Connected: North Coast GIS Users Group – Member

Professional Summary: With a background in natural resource management, Jesse developed a passion for geospatial sciences and returned to HSU for an advanced GIS certificate. His responsibilities include spatial data analysis, layout and design interpretation, data acquisition, and database management. He has a thorough knowledge of spatial modeling, mobile mapping and is experienced with multiple GIS platforms including ArcGIS, QGIS, and BlueSpray. He worked for Bear River Rancheria as GIS specialist, and as a private consultant before joining GHD.

Lead GIS Analyst

Williams Creek Restoration | HCRCD |
Ferndale, CA | January 2021

GHD is working with Humboldt County Resource Conservation District to develop sediment management areas on Williams Creek. Jesse created cartographic maps for permit applications, performed analysis of affected riparian areas from sediment management activities, and mosaiced LiDAR tiles to create high resolution digital elevation model of the watershed.

GIS Analyst

Humboldt Bay Natural Sea Level Rise |
Humboldt County | CA | February 2021

GHD is working with Humboldt County to plan and demonstrate the use of natural ecological systems for Sea level rise adaptation. Jesse created cartographic maps showing historic shorelines, historical landscape alterations, and marsh edge morphology. He also supports field staff in data collection.

GIS Analyst

Hanson River Restoration | Endangered
Habitats Conservancy | Sonoma, CA | January
2020

GHD is working with the Endangered Habitats Conservancy to re-establish floodplain connectivity in a section of the Russian River. Jesse provided cartographic maps for permit applications and conducted analysis for affected parcels registered in the Williams act.

GIS Specialist

Mitigated negative Declaration | Bear River
Rancheria | Loleta, CA | November 2019

Reviewed cultivation applications as a consulting agency to Humboldt County. Provided cartographic maps for permit application review, and prepared mobile maps for site visits. Recommended actions to avoid impacts to cultural resources. Leveraged spatial data to identify culturally sensitive areas. Maintained a GIS database of cultural resources and survey coverage.

Site Operations Manager

Private Consultant | Catalyst Farms | Trinity
Center, CA | April 2018

Working closely with a new business to assist in obtaining cultivation permits and developing a water resource protection plan. He collected environmental data using mobile mapping techniques and produced maps for State and County applications.

Other related areas of interest

Recognized

- Vice Chair of Arcata Safety committee

Published Refereed Papers

- "Salmon Spawning Suitability Model" CSU Geospatial Review, (2020) Volume 17, 6-7, Lopez, J., Starkey-Owens, T.

Work history (GIS)

2020 – present	GHD, Eureka, CA
2019 – 2020	Bear River Rancheria, Loleta, CA



Kristine Gaspar Senior Environmental Planner



Qualified: MPA, Public Administration, California State University, Sonoma, 1995;
BA, Environmental Studies and Planning, California State University, Sonoma, 1992

Connected: American Planning Association, California North Bay Regional Activities
Coordinator, 2011 - 2019

Professional Summary: Kristine Gaspar's experience includes 22 years of environmental planning, California Environmental Quality Act (CEQA) compliance, resource agency permitting, data research and analysis, grant writing, and community surveys. Kristine has been involved in environmental analysis on a wide variety of projects from private development to infrastructure projects, including residential, schools, recycled water, and park facilities. She is currently the project manager for the Laguna Treatment Plant Compliance project and Ellis Creek Water Recycling CEQA Compliance project. Kristine's projects are often complex with multiple deadlines.

Quality Control Reviewer
Central Coast Transfer Station
Environmental Impact Report (EIR) |
Mendocino Solid Waste Management Authority
| Mendocino County, CA

Served as Quality Control Reviewer for this EIR for a new transfer station just east of Fort Bragg proposed to be constructed on forest lands adjacent to Highway 20. The facility would include an approximate five-acre footprint with a 30,000-square-foot enclosed facility, recycling, two scales and a scale house, a leachfield, a groundwater well, and stormwater detention basins. Significant issues associated with the project include forest resources, sensitive pygmy forest, special-status species, surface hydrology, noise, and transportation.

Project Manager
Central Healdsburg Avenue Plan Program EIR |
City of Healdsburg | Healdsburg, CA

The City prepared a plan with the intent of transforming Central Healdsburg Avenue and Mill Streets into beautiful and functional gateways to the City that are attractive, safe, and inviting pedestrian environments. The plan also proposes high density around a rail station. The Programmatic EIR provides a mechanism for the environmental review of future individual projects within the plan area to be streamlined. Key issues analysed in the EIR include replacement of an aging infrastructure system, demolition of historic structures, and controversial changes in the circulation system, including the addition of two roundabouts and new Highway 101 on- and off-ramps.

Project Manager
Spring Lake Village Expansion and Annexation
EIR and Addendum | Spring Lake Village |
Santa Rosa, CA

Spring Lake Village is an existing 26-acre senior community care facility in Santa Rosa. The project was to provide an additional 62 units and supporting amenities to serve the growing senior population. This EIR handled,

among other things, impacts related to a significant recorded cultural resource on the project site, a potential habitat corridor through the project site, construction noise in exceedance of applicable noise standards, pre- and post-construction stormwater runoff, and the projects contribution to greenhouse gas emissions including reduced sequestration from the loss of over 100 trees.

Project Planner
Saltworks Specific Plan EIR | City of Redwood
City | Redwood City, CA

Served as Project Planner conducting research, assisting in the public outreach workshops, and overseeing circulation of the Notice of Preparation (NOP) to a distribution list of hundreds of interested parties and responsible agencies. The Saltworks Specific Plan is a major proposal that would convert 1,436 acres of industrial salt ponds into a mixed use development of 12,000 dwelling units, 1.5 million square feet of office and retail, and 500 acres of restored wetlands in the heart of Silicon Valley. The project is currently on hold pending the results of the jurisdictional delineation of wetlands which has been elevated from the USACE to the Environmental Protection Agency (EPA).

Project Manager
Petaluma Water Recycling Expansion Program
EIR and Permitting | City of Petaluma |
Petaluma, CA

The City of Petaluma planned to implement a 1,000-MG per year water recycling program. The City irrigates agricultural lands with secondary water, but desires to use tertiary water in the urban setting to offset potable water use. GHD prepared a Project/Program EIR to allow immediate construction of tanks and trunk lines and provide a flexible vehicle for implementation of the water recycling system over the next 20 years. Project facilities include a storage tank, storage pond, pump station, pipelines, and recycled water irrigation. Permitting with the USACE and RWQCB for the tanks and trunk lines was performed in parallel with the CEQA document to facilitate the City's schedule.



Kerry McNamee Environmental Planner



Qualified: BS, Natural Resource Planning (Emphasis: GIS/Soil Science), Humboldt State University, Arcata, CA, 2013

Connected: Salmonid Restoration Federation, Board of Directors Alternate; Northcoast Regional Land Trust, Friends and Fundraising Committee Member; South Yuba River Citizens League, Volunteer

Professional Summary: Kerry McNamee has seven years of experience in environmental compliance and permitting, project management, environmental restoration design, and conservation planning. She has co-managed and has been lead author for several large California Environmental Quality Act (CEQA) documents that include both development, habitat enhancement and infrastructure improvement. Kerry has completed soils and agricultural impact

analysis, land use analysis, preparation and project management of Initial Studies, Negative Declarations, Environmental Impact Reports (EIR's), thoroughly responded to comments for permit applications and CEQA documents and is experienced working in the Coastal Zone. Kerry has contributed to and is completing biological assessments for Section 7 Endangered Species Act consultation for salmonid species, and specific insects and amphibians. Kerry has experience in fisheries biology and gaging appropriate salmon habitat values. She has completed numerous permit application packages, proposals, and contributed to wetland mitigation and monitoring plans for habitat enhancement projects, as well as infrastructure rehabilitation and development projects. Kerry's permitting experience comprises US Army Corps of Engineers (USACE) Section 404 permit, Regional Water Quality Control Board (RWQCB) Section 401 certification, California Department of Fish and Wildlife (CDFW) Lake and Streambed Alteration Agreement, Coastal Development Permits, and use of the Habitat Restoration and Enhancement Act of 2014 permitting pathway. Before GHD, Kerry became well-versed in landscape-level conservation planning and biological significance. Combined with her understanding of regulatory protections Kerry is well-suited to complete environmental analysis and compliance for a variety of projects throughout California.

CEQA

Deputy Project Manager, Environmental Planner

Rowdy & Dominie Creek Fish Passage Improvement | Tolowa Dee-ni' Nation | Smith River, CA

Overseeing the completion of all the environmental compliance required to significantly improve an outdated fish hatchery in Northern California. Managing a \$212,000 budget and is responsible for ensuring numerous deliverables are completed and submitted on time and within budget, including: biological resources report (wildlife, plants, vegetation communities), wetland delineation, asbestos survey, cultural resources survey, CEQA IS/MND, National Environmental Policy Act (NEPA) Environmental Assessment, Biological Assessment under Section 7 of the Endangered Species Act, Clean Water Act Section 401 and 404 permit applications, CDFW 1600 permit application, and State Historic Preservation Office and Section 106 of the National Historic Preservation Office compliance. Wrote the successful proposal to CDFW Proposition 1 to fund this work.

Environmental Planner

Ocean Ranch Restoration- CEQA Compliance | Ducks Unlimited | Table Bluff, CA

Served as the lead author of the nearly completed Draft EIR, completed for the 805-acre Ocean Ranch Restoration project. This project includes tidal and dune restoration involving the strategic breaching of levees and re-contouring of wetlands and fill areas to enhance wildlife habitat, creation of living shorelines, wetlands restoration, and significant removal of invasive marsh and dune species. Due to the coastal location of this project and the associated wetland fill, consultation with the California Coastal Commission and the ultimate attainment of a Coastal Development Permit will be necessary, in addition to Section 404, and 401 permits.

Deputy Project Manager, Environmental Planner

Redwood National and State Park Visitors Center and Restoration | Save the Redwoods League | Near Orick, CA

Completed a robust CEQA IS/MND for this project that will rehabilitate a fallow, previously industrial, project site into a world class tourist destination and enhanced riparian and wetland system for endangered salmonids. She has been working with USFWS to conduct additional noise data collection to guide construction equipment setbacks from habitat sites for endangered Marbled Murrelet, and with National Marine Fisheries Service on the Biological



Assessment. Working with the project team to scope project components to be used as the basis for permits including the Clean Water Act sections 404 and 401 permits, Lake and Streambed Alteration agreement.

Project Manager

McBean Park Wetland Delineation | American Rivers Conservancy, USFWS | Lincoln, CA

Managed the completion of a wetland delineation for a floodplain reconnection project. Coordinated with the client, and oversaw two GHD staff, and one subconsultant to complete the project work.

Environmental Planner

Jameson Creek Fish Passage Improvement | City of Fortuna | Fortuna, CA

Prepared and submitted environmental compliance permit application packages utilizing a pathway under AB 2193 (Habitat Restoration and Enhancement Act of 2014). The project involves the removal of an undersized culvert and replacement with an appropriately sized culvert to allow for fish passage at all life stages. Permit packages included Section 404 and 401 of the Clean Water Act, Section 1652 of Fish and Game Code, and the Arcata Programmatic Biological Opinion for compliance with Section 7 of the Endangered Species Act.

Project Manager

Wood Creek Aquatic Enhancement - Phase II | Northcoast Regional Land Trust | Humboldt County, CA

Managed the acquisition of all necessary permits for this wetlands enhancement and salmon habitat restoration project, including the CA Coastal Commission Coastal Development Permit, USACE Nationwide Permit, 401 Water Quality Certification, CDFW Lake and Streambed Alteration Agreement, and Change of Use Permit. Also worked with Humboldt County to ensure CEQA compliance. Worked collaboratively with the project team, including National Oceanic and Atmospheric Administration Restoration Center, USFWS and with project funders, the State Coastal Conservancy, to ensure that the project was designed, planned for and implemented successfully. Participated in on-site construction management and documentation. Was the Project lead for on-site wetlands and riparian re-vegetation as well as native pastoral grassland re-vegetation, which included quantitative botanical surveys over 10 acres of pastureland adjacent to the core stream-side project area. Organized and led periodic community stewardship events, as well as interpretive tours of the project area which successfully blended agriculture and restoration.

Project Manager

Trail Implementation Coordination | Northcoast Regional Land Trust | Freshwater, CA

Oversaw construction of a 0.75-mile community nature trail, including an elevated boardwalk. Coordinated with the CA Conservation Corps, private carpenters, and Redwood Community Action Agency to attain all necessary materials, and provided sound leadership and successful implementation.

Environmental Planner

Distribution System Improvement | Myers Flat Mutual Water System | Myers Flat, CA

GHD has been working with the Myers Flat Mutual Water System to assist in improving an outdated drinking water system in the rural community of Myers Flat, located in Northern California. Joined the project team to specifically help coordinate remaining necessary permits relating to cultural and biological resources as well as updated the IS/MND. Has been using excellent communication and organizational skills to keep the multifaceted project team on course towards project implementation.

Work History

2018 - Present	GHD, Eureka, CA
2015 - 2018	Northcoast Regional Land Trust, Projects & Stewardship Director
2014	Groundwater and Environmental Services, Junior Environmental Scientist
2013 - 2014	Americorps' Watershed Stewards Program, California Dept of Fish and Wildlife, Yreka, CA
2013	Northcoast Regional Land Trust, Projects Assistant



Mike Masschaele, LEL Noise & Vibration Practice Leader



Qualified: Bachelor of Environmental Studies (BES), 2006

Connected: Limited Engineering License – Acoustical Engineering, Professional Engineers of Ontario (PEO); Member, Canadian Acoustical Association

Professional Summary: Mike is an Associate with GHD, a senior acoustic specialist and the manager of GHD's Noise & Vibration Services Group with 14 years of experience in noise and vibration engineering. His expertise includes the measurement, analysis, and acoustical modelling of environmental and transportation noise sources; developing cost-effective noise control programs for clients in various sectors, and conducting peer reviews. He also possesses skills that enable effective procedure development and reporting, targeted communication, and good organization towards positive project outcomes. He has successfully permitted numerous industrial facilities, ranging from automotive to power generation, as well as residential land development and highway transportation projects. Mike also specializes in building and land development Noise Impact Studies, providing STC and Taron Bulletin 19R design and testing

services for residential/commercial architectural projects.

Environmental Noise Assessments

Noise Technical Lead

Long Beach Cruise Terminal Improvement Project- Dredging | Carnival Corporation | Long Beach, California | 2019

GHD was contracted by the Atkins Global to conduct a Noise Study of the construction and operation of a port terminal for Carnival Cruise Lines. The Noise Study was required as part of an Environmental Assessment (CEQA) to define background noise conditions and predicted off-site environmental noise impacts. This analysis included the impacts of airborne noise to humans as well as airborne and underwater construction-related noise impacts to marine mammals, fish, and seabirds foraging and residing within the Port Complex.

Site Plan Approval Noise Study - Sun Valley Recycling Center Transfer Station | Waste Management and Disposal Services of California Inc. | Sun Valley, California | 2018

GHD was contracted by the Waste Management and Disposal Services of California Inc. to conduct a Noise Study of the construction and operation of a new Recycling Center Transfer Station and Material Recovery Facility. The Noise Study was required as part of a site plan approval application to the City of Los Angeles to define background noise conditions and predicted off-site environmental noise impacts of the Facility. This analysis included the impacts of airborne noise and GHD based the evaluation of this Facility on design data and equipment ratings of design concept available and worked with the client to come up with a reasonable estimate to proceed with the evaluation based on GHD's noise source library for like equipment. Indoor noise propagation was evaluated through wall, roof and window construction elements based on the transmission loss and sound absorption coefficient qualities of the construction materials. Mike was responsible for acoustic assessment

of the proposed facility. He developed the acoustic model, completed an Acoustic Assessment Report, and assisted with City and Ministry coordination.

Noise Technical Lead

Port of Corpus Christi Authority (PCCA) Channel Deepening Project | Freese and Nichols | Nueces and San Patricio Counties, Texas | 2020

GHD was contracted by Freese and Nichols' to conduct a Noise and Vibration Study for the dredge and fill construction activities related to improvements to portions of the Corpus Christi Ship Channel to the Gulf of Mexico. The Study was required as part of the National Environmental Policy Act (NEPA) to define background noise conditions and predicted off-site environmental noise impacts. This analysis included the impacts of airborne noise to humans as well as airborne and underwater construction-related noise impacts to marine mammals, fish, and seabirds foraging and residing within the Study Area.

Noise Technical Lead - Old Hammond Highway Phase 2 Expansion | Forte & Tablada Inc. | Baton Rouge, LA | 2016

Mike was responsible for the development and execution of the Protocol for Noise Technical Analysis, which was used to prepare a Noise Technical Report for the highway expansion. The protocol encompassed simultaneous collection of sound level and traffic count data, modelling of future noise impacts for multiple road configurations, and analysis of noise abatement options factoring in both effectiveness and cost. Mike provided oversight to the project team and peer reviewed all of the technical work and reports.

Noise Technical Lead - Cook Road Improvements: Pete's Hwy (LA 16) to Juban



Road (LA 1026)| Forte & Tablada Inc. | Denham Springs, LA | 2017

GHD was retained to determine the potential future noise impacts resulting from improvements to Cook Road providing a continuous route from LA 16 (Pete's Highway) to LA 1026 (Juban Road) in Denham Springs, Louisiana. The project proposes to widen the existing Cook Road from a two-lane roadway to a four-lane divided roadway. A Protocol for Noise Technical Analysis was developed by GHD with input from the Louisiana Department of Transportation and Development (LADOTD) planning staff to define the potential noise impacts based on measured existing traffic conditions and modelled future conditions. The protocol encompassed simultaneous collection of sound level and traffic count data, modelling of future noise impacts for multiple road configurations, and analysis of noise abatement options factoring in both effectiveness and cost. Mike was the senior Acoustical Specialist who completed the modelling work to assess the noise levels at all sensitive land uses and designed noise abatement options if adverse noise impacts were identified.

Noise Technical Lead - Trent River Bridge Crossing and Arterial Roadworks| County of Northumberland| Campbellford, ON | 2020 - present

GHD was been retained by The County of Northumberland to complete an Environmental Noise Assessment of the current and future noise impacts associated with the construction of a new bridge across the Trent River in Campbellford, Ontario and the associated roadworks.

Based on these works the Project was classified as a 'Group A' Environmental Assessment (EA) project in accordance with Ministry of Transportation (MTO) "Class Environmental Assessment for Provincial Transportation Facilities". The Assessment was at the detailed design stage and separately considered the potential road noise impacts based on the predicted changes to traffic patterns as a result of the Project, as well as the potential noise impacts during the Project's construction.

The Assessment predicted that the future road noise impacts will be below the applicable limits but represent a significant increase at some locations. Noise mitigation options were considered but determined to be not feasible.

Noise Technical Lead
York Durham Sewage System (YDSS)
Forcemain Twinning | Regional Municipality of York | Newmarket, ON | 2014 - present

Mike directed all noise and vibration technical work to support a Noise & Vibration Environmental Monitoring Plan to evaluate the potential noise and vibration impact from construction and post-construction activities at

residential and historic properties of interest due to open cut and trenchless construction. The noise and vibration impacts were modelled in detail at 13 micro tunneling stations located within 30m of residential and historic building and a comprehensive abatement program consisting of construction hoarding, administrative controls and a detailed compliant response plan were developed.

Other related areas of interest

Recognized (Certifications/Trainings)

- Industrial Hygiene Sampling and Analysis, Conestoga College, 2008
- Hoover & Keith Inc. – Noise Control for Buildings, Manufacturing Plants, Equipment and Products, 2010
- Datakustik – Cadna A Acoustic Modelling Advanced Seminar, 2011
- Datakustik – Cadna A Acoustic Modelling Expert Industry Seminar, 2011

Papers Presented and Published in Conference Proceedings

- "An Investigation of HVAC Directivity: Theory versus Reality," U.S. National Conference on Noise Control Engineering (NoiseCon), 2014
- Shunt Truck Noise Impact Evaluation and Control Methods, Inter-Noise 2018, International Congress and Exposition on Noise Control Engineering, August 2018
- "Underwater Hydrophone Overpressure Measurement/Prediction in Shallow Lakes during Detonation of Unexploded Ordnance" U.S. National Conference on Noise Control Engineering (NoiseCon), 2019

Work history

2006 – present	GHD (formerly Conestoga Rovers & Associates), Waterloo, ON
----------------	------------------------------------------------------------

Josh Wolf, PE, QSD/QSP

Technical Director



Qualified: BS, Environmental Resources Engineering, Humboldt State University, Arcata, CA, 2003; Civil Engineer, CA #70358, OR #80613; Local Assistance Resident Engineers Academy, March 2009 & January 2016; Qualified SWPPP Developer/Qualified SWPPP Practitioner #00299

Connected: Humboldt County Association of Governments (HCAOG), Technical Advisory Committee; City of Arcata, Transportation Safety Committee; City of Arcata, Transaction and Use Tax Committee Member; American Society of Civil Engineers (ASCE); California Stormwater Quality Association (CASQA); Caltrans' California Walk & Bike Technical Advisory Committee (CWBTAAC)

Professional Summary: Josh Wolf is a senior engineer with over 17 years of experience designing and managing a wide range of transportation infrastructure projects including both motorized and non-motorized improvements. Mr. Wolf is an expert in the planning, environmental, design and construction oversight of projects for local agencies and Tribal governments in northern California. His project experience includes the planning and design of

public infrastructure projects that include roadway improvements, highway interchanges, intersection improvements, roundabouts, bicycle and pedestrian facilities, parking facilities, transit facilities, storm drainage improvements and stormwater treatment.

Project Manager

Old Arcata Road Statewide Transportation Improvement Program (STIP) | City of Arcata | Arcata, CA

Responsible for managing this one-mile-long federally-funded complete streets project through the community of Bayside. Improvements include pavement rehabilitation, new walkways and sidewalks, Low Impact Development (LID) stormwater facilities, intersection improvements, and a new single-lane roundabout at the intersection with Jacoby Creek Road. As Project Manager, responsible for overseeing the environmental and design phases of work: environmental studies, CEQA documentation, topographic and right of way surveys, geotechnical evaluations, and engineering design.

Project Manager

Foster Avenue Extension and Trail | City of Arcata | Arcata, CA

Provided project management for the design of this high-priority project, which significantly improved traffic circulation and non-motorized connectivity in the City. Project components included a road extension, a roundabout, LID landscaping features, and pedestrian/bicyclist safety improvements, including the extension of the Arcata Rail with Trail project from Eastern Avenue to Sunset Avenue. The project was selected as "2016 Bikeways and Trails Project of the Year" awarded by the San Francisco Section of ASCE.

Project Manager

Humboldt Bay Trail North | City of Arcata | Arcata, CA

Responsible for final engineering design of a three-mile Class I trail through City, Caltrans, and railroad right of way. Improvements include six non-motorized bridges and

an at-grade trail-rail crossing. Responsibilities included the preparation of the engineering PS&E package, and coordinating design improvements to minimize environmental impacts and mitigation costs. The trail segment is part of the California Coastal Trail with much of the alignment located entirely within the California Coastal Zone. Design was completed in 2016, and construction was completed in 2017. In 2018, the ASCE San Francisco Section selected the Humboldt Bay Trail North/Eureka Waterfront Trail as "Outstanding Bikeways and Trails Project".

Deputy Project Manager, Lead Construction Inspector

Samoa Boulevard/SR255 Gateway | City of Arcata | Arcata, CA

Responsible for this federally funded \$1.7 million gateway project on State Highway 255 for the City of Arcata. This project includes the construction of nearly 5,000 feet of new sidewalk, curb and gutter, curb ramps, decorative concrete, planting areas, raised medians, decorative lighting, signal and sign modifications, and a lighted pedestrian crosswalk. The project was partially located within the California Coastal Zone.

Project Engineer

College Creek Student Housing | Humboldt State University | Arcata, CA

Responsible for civil site design of this eight-acre redevelopment project which included student apartments, a student community center, an all-weather soccer field, and a support and maintenance building. His responsibilities included preparation of construction specifications and improvement plans including demolition, site layout, grading, and utilities, as well as coordinating approval with the City of Arcata and



University personnel. Improvements included the realignment of two university roads; a new fire access lane; concrete retaining walls; and new water, fire, sewer, and drainage utilities. Subsurface stormwater detention and treatment facilities were also included.

Project Engineer

Parking Lot G14 and G15 Reconstruction | Humboldt State University | Arcata, CA

Providing design for the reconstruction of a 2.2-acre campus parking facility. Responsibilities include the preparation of initial parking layouts, design plans, specifications, construction cost estimates, and coordinating approvals from the University, and the California Division of State Architect (DSA). The primary goal of the project is to increase the parking density while providing for improved access and safety for all users. Improvements are anticipated to include lighting, a parking dispenser, an emergency telephone, electric vehicle charging stations, "smart" parking systems, LID, and landscaping.

Project Manager

Transportation Facility Improvements | Humboldt State University | Arcata, CA

Responsible for overseeing the development of conceptual designs, cost estimates, and related documents to support the University's grant application to the California Strategic Growth Council Affordable Housing Sustainable Communities (AHSC) Grant. The project included improvements to the Library Circle, the Jolly Giant Commons, and the Trinity Annex with the goal of increasing the means and use of public transportation by students, faculty, and staff as their primary mode of travel.

Project Engineer

Parking Lot G11 | Humboldt State University | Arcata, CA

Responsible for civil site design of this 5.25-acre redevelopment project which included a new gateway access road, over 400 parking stalls, drainage and stormwater treatment facilities, decorative street lights, security cameras, emergency telephone systems, retaining walls, and pedestrian facilities including sidewalks, walkways, and ramps. Responsibilities included preparation of construction specifications and improvement plans including demolition, site layout, grading, and utilities; and coordinating approval with University personnel and the California Division of State Architect (DSA). Phase A of the project (~92 parking stalls) was constructed in 2011.

Project Engineer

Low Impact Development (LID) Retrofit Projects | City of Arcata | Arcata, CA

Josh served as the civil engineer responsible for design of low impact development retrofits for the City of Arcata's

7th and G Street Parking Lot, Humboldt State University's G13, G14, FS6 parking lots, and Northern Humboldt Union High School District's Arcata High School campus. All three projects were funded by a Proposition 84 grant. Improvements included: bio swales, rain gardens, infiltration trenches, and five different types of permeable pavement (grass pavers, concrete pavers, permeable interlocking concrete pavement, pervious concrete, and porous asphalt).

Project Engineer

Sandpiper Mobile Home Park | City of Arcata; California Department of Housing and Community Development | Arcata, CA

Responsible for the site design of this redevelopment project, which included facilities for 18 mobile home units. Improvements included a new road; parking stalls; sidewalks; and water, sewer, drainage, and detention facilities. Telephone, electric, gas, and television improvements were coordinated closely with the respective utility providers. Responsibilities included preparation of construction improvement plans, specifications, and estimates, as well as coordinating approval with the City of Arcata and the California Department of Housing and Community Development.

Project Manager

US 101 Riverwalk Connectivity Study | City of Fortuna | Fortuna, CA

Project Manager for the development of a planning study for bicycle, pedestrian, and traffic operational improvements to the Kenmar Road and 12th Street interchanges with US 101 in the City of Fortuna. The project identified ways to improve access to the Riverwalk area and improve safety for all users (motorized and non-motorized), improve operations, apply complete streets concepts and create an entry statement/gateway, and ready the project for next steps in project development. The study was primarily funded by a 2015 - 2016 Sustainable Communities Planning Grant awarded to the Humboldt County Association of Governments (HCAOG) and the City of Fortuna as a sub-recipient. Work also included the preparation of a Project Study Report (PSR) for the Kenmar Interchange improvements.

Work History

2007 – Present	GHD Inc. (formerly Winzer & Kelly), Eureka, CA
2003 – 2007	Wood Rodgers Inc., Sacramento, CA



Todd Tregenza, AICP Senior Transportation Planner



Qualified: BS, Community and Regional Development, University of California, Davis, CA, 2007; AICP Certified Planner #29678

Connected: American Planning Association; Young Professionals in Transportation

Professional Summary: Todd Tregenza has 13 years of professional experience in various areas of transportation consulting with an emphasis on transportation planning projects. He has assisted dozens of agencies on short- and long-range planning efforts, including the development of travel demand models, general plan circulation elements, specific plans and master plans, corridor studies, capital improvement programs, nexus and fee studies, transportation operational analyses, and impact analyses. Todd's experience spans public and private sector work for a broad range of projects that require circulation, safety, and operational analysis from a transportation perspective. He also has extensive experience as an on-call transportation planner for local agencies, assisting in the preparation of transportation studies and grant applications, performing peer reviews of impact studies, and developing California Environmental Quality Act (CEQA) impact analyses for development projects of all sizes.

Transportation Planner

Avila Circulation Study and Traffic Impact Fee Update | County of San Luis Obispo | San Luis Obispo, CA

Prepared the Circulation Study, including a CIP, Nexus, and Fee Study. Created a new area-wide travel demand model for the Avila Beach community. Baseline socio-economic data was aggregated at the parcel level using GIS data obtained from the County in addition to field surveys and observations. Due to seasonal variability in travel demand, the model was calibrated using a permanent count station to the 30th Highest Hour for the year, or "K30" conditions. Utilized the model to forecast General Plan buildout conditions, establish nexus and regional share, develop a CIP, and propose a fee schedule.

Transportation Planner

Turlock General Plan Update | Dyett & Bhatia | Turlock, CA

As part of the Dyett & Bhatia team, assisted in the update to the City's General Plan. Responsible for preparation of the Circulation Element update, including the policy document and planned improvements. Assisted in the preparation of the CEQA document for the update, including all technical analyses for the transportation and alternatives sections of the EIR. As part of the General Plan update, responsible for development of new Travel Demand Model, updated to current conditions, used to evaluate proposed land use and circulation alternatives. Technical analyses included various traditional and new performance metrics such as VMT, VHT, V/C, and delay.

Project Manager

Circulation Element Amendment, Capital Improvement Program and Traffic Impact Fee Update | City of Galt | Galt, CA

Managing update to City's Circulation Element to include VMT policies consistent with SB 743, and policies to increase multimodal and traffic safety emphasis in long-term planning and as part of development review process.

Managed preparation of consecutive updates to the City's AB 1600 Traffic Impact Fee (TIF) and nexus studies. Led update to capacity needs assessment based on a market-based 20-year land use absorption scenario of the City's General Plan. Resulted in a prioritized transportation Capital Improvement Program (CIP), an updated travel demand model, and new TIF schedule. Assessment included consideration of trip length (VMT) by use to weight trip end cost allocation proportional to impact extent.

Project Manager

US 101 Broadway Multimodal Corridor Plan | Humboldt County Association of Governments | Eureka, CA

Managing the preparation of a multimodal corridor plan for US 101 in the City of Eureka, following the Caltrans Corridor Planning Guidelines, including implementation of the Smart Mobility Framework. The corridor suffers from congestion, a lack of multimodal accessibility, poor travel reliability caused by frequent lane blockages, and high rates of severe and fatal pedestrian and bicycle collisions. The corridor plan proposes major reconfiguration of the roadway including provision of robust Class IV bikeways, transit prioritization through dedicated lanes and queue jump pockets, shortened pedestrian crossings, and new couplets to redistribute traffic. The study includes close coordination with City and Caltrans partners, and seeks to inform competitive grant applications including Solutions for Congested Corridors Program.

Project Manager

Arroyo Grande Circulation Element Update | City of Arroyo Grande | Arroyo Grande, CA

Managing update to City's Circulation Element, including addition of policies to highlight multimodal priorities in line with AB 1358 (Complete Streets Act) and SB 743 VMT, while preserving local development review process based on LOS (capacity) and safety. Updating Traffic Impact Study Guidelines, Capital Improvement Program and Development Impact Fees. Updating base and future year modeling and analysis for CEQA document.



Project Manager

American Canyon General Plan Update |
Mintier-Harnish | American Canyon, CA

Currently managing update of General Plan as part of the Mintier-Harnish team. Previously managed update to the City's Circulation Element and Circulation Study, Capital Improvement Program, and Transportation Impact Fee. Responsible for base and future year modeling, VMT and LOS capacity analysis, circulation improvement identification, exhibit and narrative preparation for and Circulation Element, and preparation of Environmental Impact Report (EIR) transportation section.

Project Manager

CEQA VMT Transportation Impact Thresholds |
County of San Luis Obispo | San Luis Obispo
County, CA

Managed the preparation of SB 743 Vehicle Miles Traveled (VMT) procedures, including establishing VMT baseline and threshold values, screening procedures, impact study guidelines, and the development of a map-based sketch planning tool. Developed approach to establish unincorporated average baseline VMT values, using the SLOCOG Regional Travel Demand Model (RTDM) for home-based VMT and Longitudinal Employer-Household Dynamics (LEHD) data for workbased VMT. Developed procedures to maintain County analysis requirements for LOS and safety.

Project Manager

Circulation Element Update | City of Sutter
Creek | Sutter Creek, CA

Currently managing update of Circulation Element including addition of policies to highlight multimodal priorities in line with AB 1358 (Complete Streets Act) and SB 743 VMT, while preserving local development review process based on LOS (capacity) and safety. Updating Traffic Impact Study Guidelines, Capital Improvement Program and Development Impact Fees. Updating base and future year modeling and analysis for CEQA document.

Project Manager

Countywide CEQA Transportation Impact
Thresholds | County of San Joaquin | San
Joaquin County, CA

Managed the preparation of SB 743 VMT procedures for the County, including establishing VMT baseline and threshold values, screening procedures, mitigation measures, impact study guidelines, and development of a sketch planning tool. Developed approach to establish unincorporated baseline VMT values, using the RTDM for "internal" trips and LEHD data for "external" trips.

Senior Transportation Planner

Eastview Specific Plan EIR | Raney Planning &
Management | Galt, CA

Led preparation of Transportation Impact Analysis (TIA) and associated Environmental Impact Report (EIR) sections. The 20-year buildout scenario, based on 2014 transportation CIP, was utilized to assess long-term

project impacts assuming several phases of land development. Existing, short-term, and long-term mitigations were identified to reduce project impact significance. Alternative improvement scenarios were assessed for optimal configuration of major transportation infrastructure elements in the City, including Walnut Avenue and Twin Cities Road interchanges with State Route (SR) 99.

Travel Demand Model, Capital Improvement
Program and Impact Fee Study | Amador
County Transportation Commission | Jackson,
CA

This project was funded through a Caltrans Community Based Transportation Planning grant. Amador County Transportation Commission (ACTC) sought to develop a local City of Jackson subarea model within the regional model. Led an intensive review of underlying data in the regional model and identified issues with the distribution of socioeconomic data within the City's boundaries. The local area land uses data was recompiled at the parcel level and distributed within a refined TAZ structure that increased the modeling detail of the City. Future socioeconomic data was obtained from the ACTC Plan model and processed into inputs compatible with the model structure to determine whether alternative improvements such as road diets and complete streets would be sufficient to support 20-year traffic forecasts. Developed a CIP and proposed a TIF schedule for ACTC Board adoption.

Software Proficiency

- ArcMap
- Cube
- Highway Capacity Software
- QGIS
- Sidra
- Synchro
- SimTraffic
- Traffix
- TransCAD
- Vissim
- Vistro

Work history

2018 - present	GHD (formerly Omni-Means), Roseville, CA
2017 - 2018	TJKM Consultants, Sacramento, CA
2007 - 2016	GHD (formerly Omni-Means)
2006 - 2007	Governor's Office of Planning & Research

Rosanna Southern, EIT Transportation Planner



Education

BS, Civil, Environmental and Infrastructure Engineering, George Mason University, Fairfax, VA, 2012

Licenses/Registration

Engineer-in-Training, VA #420063509

Memberships/Affiliations

- Young Professionals in Transportation, Sacramento Chapter
- Women in Transportation Seminar, Sacramento Chapter

Languages

Proficient in Spanish

Rosanna Southern is a transportation engineer who specializes in traffic engineering and transportation planning, assisting dozens of agencies on short and long-range planning efforts, including the development and use of travel demand models, General Plan Circulation Elements, traffic impact fee studies, corridor studies, and complete street plans. Rosanna provides multi-modal operational analysis and traffic impact studies for a variety of projects aimed at analyzing traffic operations. The support she provides includes utilizing various software, such as Synchro, SimTraffic, Sidra, HCS, ArcMap, TransCAD, and Cube.

Project Experience

- Transportation Planner | CEQA VMT Transportation Impact Thresholds | County of San Luis Obispo | Utilized the SLOCOG model outputs and OPR guidelines to establish VMT baseline metrics, thresholds and screening criteria for the unincorporated County. Evaluated different district-based geographies for establishing baseline VMT. Utilized GIS to create graphics showing the VMT by TAZ, including creation of VMT screening maps by TAZ.
- Transportation Planner | Countywide CEQA Transportation Impact Thresholds | County of San Joaquin | Utilized LEHD data for unincorporated County Planning Areas, applied to a shortest-path GIS analysis, to evaluate average trip lengths, and incorporate into the model for calculating the total VMT for external trips. Utilized the SJCOG model outputs to establish VMT baselines, thresholds and VMT screening maps by TAZ for the unincorporated County.
- Transportation Planner | General Plan Circulation Element & Traffic Impact Fee Update | City of Arroyo Grande | Arroyo Grande, CA | 2019-Current | Utilized and modified the SLOCOG regional model to evaluate growth projections within the City, and establish an interim VMT policy which evaluated baseline thresholds for the City. Performed intersection and roadway capacity analysis at key locations Citywide to assist in determining the Capital Improvement Projects associated with the City's Traffic Impact Fee. Updated the City's Circulation Map which identifies multimodal improvements for long-range planning.
- Transportation Planner | Circulation Element Update | City of Pismo Beach | Pismo Beach, CA | Prepared an update to the City's General Plan Circulation Element consistent with regional, statewide, and federal legislation - specifically related to multimodal transportation. Mapped existing multimodal conditions and proposed circulation improvements in GIS format. Prepared the Multimodal Circulation Plan. Assisted the City to develop active transportation goals and policies, including citywide and downtown LOS policies.
- Transportation Planner | Pajaro to Prunedale Corridor Study (G12 Corridor) | Transportation Agency for Monterey County | Conducted existing and forecasted capacity analysis, socio-economic analysis, in-depth collision analysis and mapping. Conducted travel time runs along G12, incorporating into a GIS format for visualization within the report. Coordinated and created the content for the flyers, posters, emails, website, and presentation for the community outreach, including printed and in-person Spanish translation services during public meetings and on the website.



Nathan Sanger, PE, QSD/QSP, QSIP

Project Manager, Project Engineer



Qualified: BS, Civil Engineering, Humboldt State University, Arcata, CA, 2010, Civil Engineer, CA #84816, Qualified SWPPP Developer/Practitioner #84816, Industrial Stormwater Practitioner (QISP) #84816, Water Treatment Operator T1 #34044

Connected: American Society of Civil Engineers (ASCE), North Coast Branch, Humboldt County Association of Governments (HCAOG), Technical Advisory Committee

Professional Summary: Nathan Sanger has more than 10 years of experience in Humboldt County managing civil engineering design, working with architects, environmental compliance, and investigation and remediation projects (as well as groundwater and air sampling data collection/analysis, and fate and transport analysis/modeling). Nathan has experience and expertise encompassing stormwater modeling and analysis, detention basin design, Municipal Separate Storm Sewer System (MS4) and National Pollutant Discharge Elimination System (NPDES) permitting, Americans with Disabilities Act (ADA) path of travel planning and analysis, grading and solar plans, trail design, utility mapping, and pipe bursting. As a civil engineer, Nathan's projects typically concern stormwater system design and site development, with a great working relationships built by serving local municipalities (Eureka, Arcata, Fortuna, and Rio Dell) and districts (Briceland CSD), tribes (Yurok, Hoopa), schools (Freshwater, Blue Lake, Jacoby Creek, Kneeland, Redwood Coast Montessori, Big Lagoon, and South Bay) and community entities or small businesses (Mad River Lumber, Humboldt Creamery, Mad River Youth Soccer League).

Project Manager, Civil Engineer
Nordic Aquafarms Fish Farm | Nordic
Aquafarms, Incorporated | Samoa, CA

Served as Project Manager and Civil Engineer for the Nordic Aquafarms fish farm project, which will be an 18-acre land based fish farm. Responsibilities include managing the civil engineering, foundation structural, exterior lighting, and landscape architecture design teams for the project. The project is currently going through California Environmental Quality Act (CEQA) and Coastal Develop Permitting. In addition to managing the other design teams, design responsibilities include site wide drainage analysis, stormwater system design and permitting, site roads and parking lot grading and design, ADA path of travel planning and analysis, existing infrastructure assessment and improvement planning, preparation of the engineering Plans, Specifications, and Estimate (PS&E) documents, and construction and industrial Storm Water Pollution Prevention Plan (SWPPP) design and implementation.

Project Manager, Civil Engineer of Record
Yurok Homes #3 Subdivision | Yurok Indian
Housing Authority | Arcata, CA

Served as Project Manager and Civil Engineer of Record for the Yurok Homes #3 project, which is a 36-unit subdivision with an innovative stormwater system capable of handling a 100-year storm event. Working directly with the project architect responsibilities include site roads and parking lot design, ADA path of travel planning and analysis, existing infrastructure assessment and improvement, preparation of the

engineering PS&E documents, fire flow analysis, drainage analysis, stormwater system design and MS4 permitting, and trail and pedestrian bridge design.

Project Manager, Civil Engineer of Record
Arcata Boat Launch Facility | City of Arcata |
Arcata, CA

Served as Project Manager and Civil Engineer of Record responsible for the site civil improvement plans for the Arcata Boat Launch Facility. Responsibilities included boat launch analysis and design, parking lot design, ADA path of travel planning and analysis, preparation of the engineering PS&E documents, and permitting through the Department of Boating and Waterways.

Project Manager, Civil Engineer of Record
Humboldt Courthouse Re-Entry | County of
Humboldt | Eureka, CA

Responsible for the site civil improvements for the Humboldt Courthouse Reentry project. Responsibilities included parking lot design, ADA path of travel planning and analysis, existing infrastructure assessment and improvement, preparation of the engineering plans, fire flow analysis, drainage analysis, and MS4 permitting.

Project Manager, Civil Engineer of Record
KFC – Yuba City | Kentucky Fried Chicken |
Yuba City, CA

Responsible for the site civil improvements for the KFC Yuba City project. Responsibilities include parking lot design, existing infrastructure assessment and improvement, preparation of the engineering plans, drainage analysis, and MS4 permitting.



Project Manager, City Engineer
Rio Dell Safe Routes to School | City of Rio
Dell | Rio Dell, CA

Responsible as the on-call engineer for the City of Rio Dell. As such, developed and managed the Caltrans-funded 2019 Rio Dell Safe Routes to School project. Responsibilities included development of the engineering PS&E package for the project, obtaining California Division of the State Architect (DSA) approval, contract administration, construction management, presentations to City Council, and Caltrans permitting.

Project Manager, Civil Engineer of Record
KFC - Eureka | Kentucky Fried Chicken |
Eureka, CA

Responsible for the site civil improvements for the KFC Eureka project. Responsibilities include parking lot design, existing infrastructure assessment and improvement, preparation of the engineering plans, fire flow analysis, drainage analysis, and MS4 permitting.

Project Manager, Civil Engineer of Record
Humboldt County ADA Compliance Projects |
Multiple Clients | Eureka, CA

Responsible for multiple clients that have been included in the consent decree entered into by Humboldt County and the US Department of Justice for alleged violations of the ADA. Responsibilities have included parking lot design, existing infrastructure assessment and improvement, the preparation of the engineering PS&E package for each of these sites.

Project Manager
Stormwater Management | Mad River Lumber
| Arcata, CA

Responsible for several stormwater related items for the Mad River Lumber (MRL) facility including final engineering design of a stormwater retention basin, expert analysis in a litigation case brought against MRL, and industrial stormwater compliance related items. Responsibilities included modeling the site for optimal sizing of the retention basin, the preparation of the engineering PS&E package, providing environmental expert analysis and discussion with lawyers involved in a litigation case brought against MRL, and complete industrial stormwater compliance services including development of an industrial SWPPP, stormwater sampling, and annual reporting.

Project Manager, Civil Engineer of Record
Community Futsal | Mad River Youth Soccer
League | Arcata, CA

Responsible for the design of Humboldt County's first ever outdoor all weather futsal court. Responsibilities included coordination and negotiating the project to be gifted by Mad River Youth Soccer League to the City of Arcata, the preparation of the engineering PS&E

package, and MS4 stormwater permitting compliance calculations.

Project Engineer, Civil Engineer of Record
Hoopa Grocery Store | Hoopa Tribe | Hoopa,
CA

Responsible for the site civil improvements associated with the Hoopa Grocery Store project. Responsibilities included parking lot design, existing infrastructure assessment and improvement, the preparation of the engineering plans, specifications, and estimates (PS&E package), and the design of a biofiltration Low Impact Development (LID) stormwater treatment system for the site.

Project Engineer
Gene Lucas Community Center | McLean
Foundation | Fortuna, CA

Served as Project Engineer for the development of the new Gene Lucas Community Center. Responsibilities included parking lot and new infrastructure design, stormwater modeling using SWMM software, LID basin and detention pond design, and MS4 permitting.

Project Manager
Old Town Eureka Sewer | City of Eureka |
Eureka, CA

Responsible for the management of the City of Eureka's first design build project for the installation of new sewer mains and laterals within Old Town Eureka. Responsibilities included performing construction management and oversight for the project.

Work History

2018 – Present	GHD, Eureka, CA
2016 – 2018	Greenway Partners, Arcata, CA
2011 – 2016	SHN Consulting, Eureka, CA

Kash Boodjeh
Principal Architect, A.I.A.

Bachelor of Architecture,
Kent State University, 1983

**Bachelor of Science in
Architecture,** Kent State
University, 1982

Licensed Architect
State of California C-20776, 1989

**Green Building Professional
Certification,** Sonoma State
University, 2006

SPECIAL TRAINING:
**Assisted Living/Dementia: Design
for the Frail, Elderly and for
People with AIDS or Alzheimer's,**
Graduate School of Design, Office
of Extended Education, Harvard
University, 2000

K. BOODJEH ARCHITECTS

Since 1989, when he established K. Boodjeh Architect in Humboldt County, Kash has been practicing architecture with a commitment to community service and design excellence. His work includes a wide variety of project types and sizes including office, institutional, commercial, single and multi-family residential. Kash has charretted extensively with communities in the North Coast to vision community centers and parks that enhance public access and foster interaction, including City of Blue Lake, the Willow Creek CSD, Redway Town Center, Garberville Town Square, Arcata Creamery District, City of Eureka C2F Waterfront and Toobey Park in Garberville. Kash's 32 years of professional experience in the field has resulted in exposure to differing project permitting processes across California. Kash has managed complex projects and understands the role of good communication for achieving a successful process from start to finish.

SELECTED ARCHITECTURAL EXPERIENCE

- **City of Eureka Waterfront Charrette** | Eureka, CA: One week public charrette with 3 days of design and drawing with the public and stakeholder to provide options to redevelop the site with community input and support.
- **HealthSPORT By The Bay** | Eureka, CA: A new fitness club established in an existing commercial building.
- **Plaza Point** | Arcata, CA: 29 unit Affordable Senior Housing, downtown living three-story mixed-use. LEED for Homes Platinum Certified.
- **The Cottages at Cypress** | Fort Bragg, CA: 24 New affordable Senior Cottages in the Coastal Zone. LEED for Homes Platinum Certified.
- **Garberville Town Square** | Garberville, CA: Convert a gravel parking lot into a public space.
- **Mill Creek Cinema** | McKinleyville, CA: New 8-plex.
- **Head Start Childcare Centers** | Arcata, Crescent City, Eureka, Fortuna, Manila, McKinleyville, Miranda, Redway, Smith River, and Willow Creek
- **2001 Eureka Waterfront, Humboldt Bay Trails Feasibility** | Eureka, CA: Assist in the Study of Trail Feasibility by providing details to RCAA.
- **1996, 2001 & 2014 Blue Lake Community Action Plan** | Blue Lake, CA: Charrette, Multiple Urban planning layouts for open space and pedestrian.
- **Alibi** | Arcata, CA: Urban infill project on Arcata's "Historic" Plaza.
- **The Mill Yard** | Arcata, CA: New Building Materials Supply Center.
- **Moser Properties** | McKinleyville, CA: A new 2-story 8,000 S.F. building meant to set the tone for future Airport Business Park structures.
- **Scoop** | Arcata, CA: The renovation of a historic structure into a locally made ice cream shop
- **Friends of the Dunes – Humboldt Coastal Nature Center** | Manila, CA: The conversion of an existing residence into a new educational facility.
- **Humboldt Area Foundation** | Bayside, CA: Design Architect for the new structure housing meeting spaces, resource library, and offices.
- **Recycling Center** | Samoa, CA: ACRC's original dual stream processing

AWARDS

- City of Arcata Design Award:
Café Brio, 2008;
- City of Arcata Design Assistance Committee Design Awards:
Hank's Coffeehouse & General Market, 2006; *Cypress Grove Creamery*, 2006;
Plaza Shoe Shop, 2001; *"F" Street 4-plex apartment*, 1994.
- Internews Offices "adaptive reuse in downtown" Arcata Main Street - Design Award. 2004
- Northcoast Children's Services "Friend of the Family Award." 1993
- Redwood Region Youth Service Certificate of Appreciation for Architectural Services. 1992
- Bronze Medal "Outstanding Achievement in Architecture," Tau Sigma Delta. 1983
- Pi Mu Epsilon. Mathematics' Honor Society. 1981

Valerie Allen
Project Architect

Valerie is passionate about sustainability and attention to context and landscape in the design of the built environment. She enjoys working with other team members and strives to find creative design solutions that respond to the specificities of their site and function while balancing beauty, sustainability, and budget.

Bachelor of Architecture,

Art History and Honors
College Minors,
University of Oklahoma,
2006

Licensed Architect

State of California, C-35885

LEED Accredited
Professional BD+C, USGBC

PROJECT EXPERIENCE

- **Colonia Unidad*** | Woodburn, OR: Conceptual Development for a 44 unit Multi-Family Housing Development designed to serve farmworkers and low-income tenants.
- **Plaza Townhomes*** | Portland, OR: Construction Administration of renovation of existing low-income housing.
- **Eureka Social Security Offices** | Eureka, CA: Renovation of existing office space.
- **Allen Temple*** | Portland, OR: Renovation of a fire and smoke damaged historic church in north Portland.
- **Tri-Met Facilities Maintenance Building*** | Eureka, CA: Renovation of warehouse space into Tri-Met facility.
- **Yurok Wellness Services- Worthington School** | Eureka, CA: Renovation of existing public school to accommodate Yurok Social Services and Wellness office space, including a reception area, conference room, offices, and open work area.
- **St. Bernards Catholic School Master Plan** | Eureka, CA: Master plan to unify and enhance the existing sprawling campus.
- **Silvercrest Residence** | Eureka, CA: Design build and construction documents for renovation at existing affordable senior housing development.
- **Humboldt Patient Resource Center** | Arcata, CA: Façade upgrades and accessibility improvements for existing tenant.
- **Redwood Capital Bank** | Arcata, CA: Renovation of existing history museum into a bank.
- **Humboldt State University Natural History Museum** | Arcata, CA: Renovation of video store into Natural History Museum with a new interior layout and new windows, lighting, finishes, and ADA upgrades.
- **Pasta Luego** | Arcata, CA: Renovation of existing retail space into an Italian Deli with pasta making facility with a focus on lighting upgrades.
- **Crush Wine Bar** | Arcata, CA: Tenant improvement to add new custom bar, lighting, ADA upgrades, and additional food preparation capability to an existing historic building.
- **Power Residence** | Arcata, CA: Dining room addition at an existing home.
- **Holly Yashi** | Arcata, CA: Master plan and schematic design for development of the former Arcata Community Recycling Center into a new community destination.

*Work completed at another firm.

BEN NOBLE

City and Regional Planning



Ben Noble has over a 15 years of experience preparing zoning codes, general plans, and other planning documents for communities throughout California. Over his career Ben has worked in a diversity of settings, including urban centers, small towns, and rural counties. To each project Ben brings creative problem-solving instincts, strong project management skills, and a collaborative work style. Ben is particularly passionate about preparing zoning codes and development regulations that are carefully tailored to each client's unique needs. Ben is a leader in the development of evidence-based "smart regulation" that aims to maximize public benefits while minimizing private costs.

PROJECT EXPERIENCE

All projects are within California unless otherwise noted.

Development Codes

- Benicia Mixed-Use District, Zoning Code Amendments, and Design Review Procedures
- Eureka Zoning Code
- Berkeley Zoning Ordinance
- Sonoma County Development Code
- Capitola Zoning Code
- Arcata Coastal Zoning Code
- Morgan Hill Residence Development Control System and Zoning Ordinance
- Concord Subdivision Ordinance
- Moraga Hillsides and Ridgelines Regulations
- Corcoran Zoning Code
- Milpitas Housing Element Code Amendments
- Upland Zoning Code
- Butte County Zoning Ordinance
- Butte County Alternative Energy Overlay
- Oroville Development Code Update and Sustainable Code Amendments
- Merced Zoning Code
- Chino Zoning Code and Subdivision Ordinance
- Tulare Subdivision Ordinance
- Westminster Sign Code
- National City Land Use Code
- San Bruno Zoning Code
- San Luis Obispo County Infill Design Standards
- San Bernardino Transit-Oriented Development Overlay Zone
- Madera Zoning Code
- Tracy Zoning Code
- Hughson Subdivision and Zoning Ordinances
- Yuba City Zoning Code
- Morro Bay Zoning Code
- Manteca Zoning Code

Transfer of Development Rights

- Transfer of Development Rights Implementation Plan, Beaufort, South Carolina
- Transfer of Developments Rights Program, Daufuskie Island, South Carolina

General Plans

- Eureka Coastal Land Use Plan
- Capitola General Plan
- Arcata Coastal Land Use Plan
- Larkspur General Plan Update Facilitation Services
- San Carlos General Plan
- Monte Sereno General Plan
- Novato General Plan
- Concord General Plan

Housing Elements

- San Carlos Housing Element
- Windsor Housing Element
- Monte Sereno Housing Element
- Yolo County Housing Element
- Sausalito Housing Element

Area Plans

- Albany Economic Development Strategy
- Santa Cruz Ocean Street Area Plan
- Upper Wisconsin Avenue Transit-Oriented Development Specific Plan, Washington, D.C.
- Dell Avenue Precise Plan Implementation Program, City of Campbell

Regional and Countywide Planning

- Sustainable Santa Cruz County Plan
- Sustainable Communities Strategy - Phase 1, Association of Monterey Bay Area Governments
- Sustainable Communities Strategy Implementation Project, Association of Monterey Bay Area Governments
- Smart Valley Places Cities COMPACT Cities Executive Committee Coordination
- San Luis Obispo County Complete Communities Survey
- Contra Costa Transportation Authority Countywide Transportation Plan

EMPLOYMENT HISTORY

PlaceWorks (formerly The Planning Center | DC&E)

- Associate Principal, 2012-2014
- Senior Associate, 2008-2012
- Associate, 2006-2008

City of Sausalito

- Associate Planner, 2004-2006

Dyett & Bhatia

- Planner, 2002-2004

District of Columbia Office of Planning

- Intern, 2001

EDUCATION

- Masters in City and Regional Planning, University of North Carolina, Chapel Hill
- BA, History and Southeast Asian Studies, University of Wisconsin, Madison

SPEAKING ENGAGEMENTS

- *Going Downtown: New Centers for Suburban Communities*, 2015 American Planning Association California Chapter State Conference
- *Public Engagement Strategies in an Adversarial Environment*, 2014 California League of Cities Planning Commissioners Academy
- *Implementing Sustainability: General Plans in the Central Valley*, 2013 American Planning Association California Chapter State Conference
- *Planning in an Adversarial Environment*, 2013 American Planning Association California Chapter State Conference
- *Smart Valley Places: A Model of Regional Collaboration in the Central Valley*, 2012 San Joaquin Valley Fall Policy Conference
- *Preparing Successful Grant Applications*, 2012 American Planning Association California Chapter State Conference
- *Plan Implementation Tools*, 2010 and 2011 University of California Extension Land Use and Environmental Planning Certificate Program
- *Youth Make the Call: Including Younger People in the Community Planning Process*, 2010 American Planning Association California Chapter State Conference
- *Form-Based Codes in the Real World*, 2009 American Planning Association California Chapter State Conference

ARTICLES & PUBLICATIONS

- *Zoning Codes in Plain English*, American Planning Association Zoning Practice, January 2015
- *Governor Expected to Sign SB 375*, American Planning Association Northern California Section Northern News, October 2008

AWARDS

- 2013 American Planning Association Northern California Section Award of Merit for Outstanding Urban Design Category, *Ocean Street Area Plan*, Santa Cruz CA
- 2010 American Planning Association Northern California Section Award of Merit for Outstanding Planning, Comprehensive Planning Small Jurisdiction Category, *San Carlos General Plan*, San Carlos CA

Erin Ponte

PO Box 423
Blue Lake, CA 95525
(541) 870-9886
erin@ponte-la.com

Summary:

Accomplished leader and licensed Landscape Architect with strong technical knowledge of core design concepts and solutions in multiple areas, including master planning, urban planning, storm-water management, irrigation design, and sustainable planting design. Experienced in construction documentation and construction administration. Creative professional with extensive knowledge of place-making, community building and engagement.

Experience:

Landscape Architect – Greenway Partners, Arcata California
August 2016 to Present

As a Landscape Architect I work with clients, communities and stakeholders to create custom, creative and thoughtful landscape designs.

Experience working with interdisciplinary project teams to ensure thoughtful and innovative planning, design, and implementation of projects. I am a flexible individual that can manage several projects at a time, in addition to collaborating closely with design consultants, contractors, and public agency staff. Experience with workflows associated with planning, design and construction projects, as well as experience with construction documents and construction installation.

My core duties include client consultations, site analysis, conceptual and schematic drawings, construction documents, cost estimates and construction contracts, coordination and collaboration with contractors through all phases of design and installation.

Core Qualifications:

- Project Estimating
- Project Scoping
- Team Building
- Problem Solving
- Leadership & Communication

Landscape Designer – Howard Associates, San Diego CA
January 2015 to 2016

Working with the lead landscape architect, I was involved with all phases of the design process, drafting full plan sets including concept, schematic, construction details and documents. I worked with architects and engineers to coordinate drawings

Design Associate – **AJ's Landscaping & Design, Houston TX**
January 2010 to November 2014

As a design associate I worked primarily in the studio producing site plans, conceptual designs and hand drafted renderings. My core duties included: client consultations, site analysis, development of conceptual designs, drafted and rendered plans/perspectives, presentation board development, cost estimates and installation contracts.

Education:

University of Oregon, Eugene OR – BLA 2009

Courses completed for my degree included: Planning & Design, Landscape ecology, History, Literature & Theory, Landscape Planning, Technology and Design, Design Studio.

Professional License & Certification:

Professional Landscape Architect in California: #6395

QSD/QSP #27142

References:

Jared Meinkowsky

AJ's Landscape & Design

(713)819-3857

John Howard

Howard Associates

john@howardassoc.com

(619)871-0679

CONTACTS

707-499-9021
heather@equinossconsulting.com
equinossconsulting.com

LOCATION

PO Box 1151
Blue Lake, CA
95525

INTRODUCTION

I seek opportunities to contribute my skills to strong teams of community-oriented, values-driven changemakers to improve the health and well being of communities and the environments that sustain us.

Heather Equinoss



EXPERTISE

- ✓ PROJECT MANAGEMENT
- ✓ FACILITATION & GRAPHIC RECORDING
- ✓ PROGRAM DEVELOPMENT
- ✓ COMMUNITY ORGANIZING & ENGAGEMENT
- ✓ PROCESS DESIGN
- ✓ CURRICULUM DEVELOPMENT
- ✓ GRANT WRITING & MANAGEMENT



EDUCATION

EDUCATION SPECIALIST TEACHING CREDENTIAL Humboldt State University, 2004

Mild/Moderate Special Education (K-Adult)
GPA: 4.00

B.A. ENGLISH EDUCATION Humboldt State University, 1999

Teaching English as a Second Language
Emphasis. Minors in Communication &
Leadership Studies. Youth Educational
Services' Student Leader for 5 years.
GPA: 3.85

ADVANCED GRAPHIC FACILITATION Grove Consultants International, 2009

Advanced facilitation and process design.
Graphic frameworks and practices for
supporting strategy, organization change
and large-scale meetings

CASCADIA CENTER FOR LEADERSHIP Humboldt Area Foundation, 2001 & 2009



WORK EXPERIENCE

PARTNER

Equinoss Consulting / 2016-Current
CoCreative / 2017-Current



Humboldt, CA
Washington D.C

PROCESS DESIGN, FACILITATION & GRAPHIC RECORDING

Providing facilitation, graphic recording, and process design services for many clients and projects:

- Wild Rivers Community Foundation & The California Endowment's Del Norte County Nonprofit Capacity Building Process
- Healthcare Anchor Network
- All:Ready Tri-county school readiness network
- Humboldt Bay Municipal Water District's Water Resource Planning Process
- Equity Arcata
- Na Kama a Haloa Network to increase relational permanency for Native Hawaiian youth involved in the Hawaiian foster care system
- Humboldt County Redevelopment Agency public input processes
- Humboldt County General Plan Update public input meetings

Faculty member: Cascadia Center for Leadership, teaching meeting design, facilitation, recording

PROGRAMS COORDINATOR

COLLEGE OF eLEARNING & EXTENDED EDUCATION

Humboldt State University / 2015-2016



Arcata, CA

PLAN, DEVELOP & COORDINATE ACADEMIC PROGRAMS

- Identify, develop and obtain college department approval for courses, certificate and degree programs (classroom-based, off campus and online) in response to community interests and faculty requests.

MARKETING, COMMUNICATIONS & OUTREACH

- Led audience and program strengths analysis process with faculty, staff and students for five degree programs. Defined unique value propositions, developed and implemented corresponding marketing strategies.
- In collaboration with graphic designer, lead major redesign of triennial print publication.
- Transitioned college into email and social media marketing; manage campaigns.

CONTRACTS, BUSINESS PROCESS MANAGEMENT, INSTRUCTOR SUPPORT

- Manage and explain proposal, approval, salary and enrollment policies to faculty.
- Establish, monitor and review budgets for programs.
- Streamlined business processes for enrollment, communications, and evaluations.

PROGRAM MANAGER, COMMUNITY STRATEGIES

Humboldt Area Foundation / 2008-2015



Bayside, CA

PROGRAM DEVELOPMENT & MANAGEMENT

- Collaboratively redesigned community grantmaking program to align with foundation's strategic direction in support of inclusive, community-led change.
- Developed three-county Grassroots Grants program to provide financial and technical support to residents engaged in community-led work in collaboration with First 5.

GRANT WRITING & PROJECT MANAGEMENT

- Collaborative resource development: led and/or participated in community partnerships to pursue funding opportunities, wrote collaborative grant applications, managed project objectives, monitored and reported on grant compliance with a variety of funders.



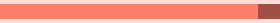
ABOUT ME

PERSONAL

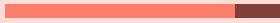
CREATIVE
ORGANIZED
COLLABORATIVE
CURIOUS
ADAPTABLE
VALUES-DRIVEN
THOROUGH

TECHNICAL SKILLS

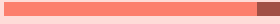
MAC & WINDOWS



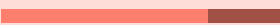
GOOGLE DRIVE



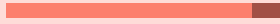
MICROSOFT SUITE



PREZI / PP



SKYPE, HANGOUTS, JOIN.ME, CONNECT



ADOBE INDESIGN



WORK EXPERIENCE (continued)

COMMUNITY ORGANIZING

- True North Organizing Network: Lead Community Organizer in Humboldt County responsible for developing a community organizing initiative and leadership development organization to support resident leaders in a multi-racial, faith-based network to address pressing community problems.
- Designed and conducted listening campaigns in Humboldt, speaking 1-1 with over 400 diverse community members; analysis determined strategic priorities

PROCESS DESIGN, FACILITATION & GRAPHIC RECORDING

- Worked with internal staff and external stakeholders to design a wide variety of processes including: strategic planning, complex meetings, public input process design, stakeholder group analyses and evaluation.
- Facilitated and recorded for public and private meetings—small and large (up to 400).

UNITED STATES PEACE CORPS VOLUNTEER

Kingdom of Tonga / 2005-2007



Pangai, Tonga

CURRICULUM DEVELOPMENT & TEACHING

- High School English teacher
- Designed and presented technical and cultural training workshops for new Peace Corps Volunteers.

PROJECT MANAGEMENT

- Performed emergency response coordination during natural disasters, volunteer crises and political unrest.
- Managed public library and women's handicraft small business assistance.

RESOURCE TEACHER, STUDENT TEACHER, INSTRUCTIONAL AIDE

Arcata High School / 2003-2005



Arcata, CA

CURRICULUM DEVELOPMENT & TEACHING

- Instructed mild/moderate special needs students individually, in large and small groups.
- Differentiated instruction based on students' learning needs and strengths.

SERVICE LEARNING COMMUNITY PARTNER LIAISON

Humboldt State University / 2000-2002



Arcata, CA

PROGRAM DEVELOPMENT

- Developed a Community Partnership Program to link faculty and community agencies to establish curriculum-based volunteer projects for students.
- Established volunteer intake, placement support, and evaluation systems.
- Established and chaired a Community Advisory Board for the center.
- Trained and supervised a team of student interns.

PROJECT MANAGEMENT

- Coordinated volunteer fairs, days of service, events and conferences for up to 600 people.

PREGNANCY PREVENTION EDUCATOR & ACADEMIC MENTOR, AMERICORPS

Eureka High School / 1999-2000



Eureka, CA

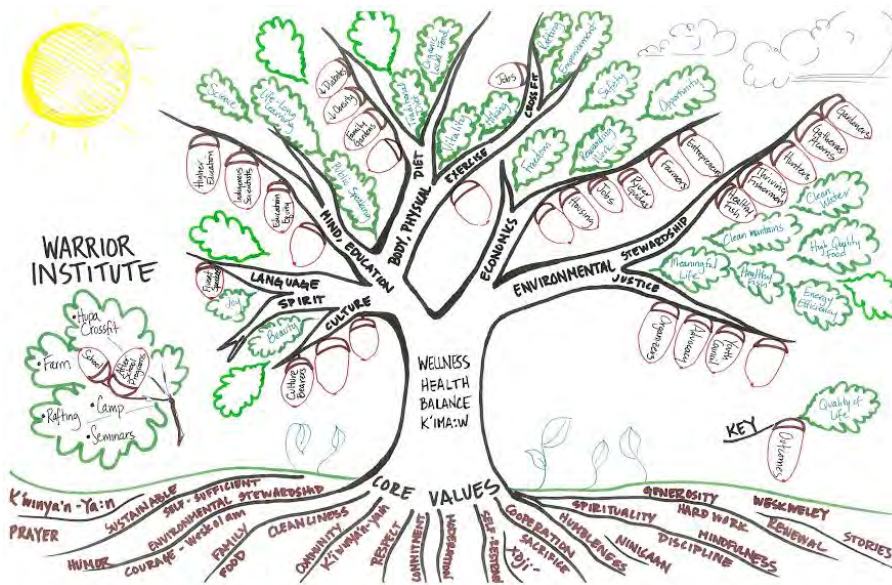
PROGRAM DEVELOPMENT

- Provided curricular and co-curricular support and mentoring for special needs, pregnant and parenting teens, Hmong students, low-income, and first generation students.
- Led reproductive health education and healthy relationship trainings and support groups.

PROJECT MANAGEMENT

- Organized a job shadow day with over 400 students and 85 businesses.
- Organized field trips to local job sites and colleges as well as research facilities and colleges in San Francisco.

GRAPHIC RECORDING SAMPLES

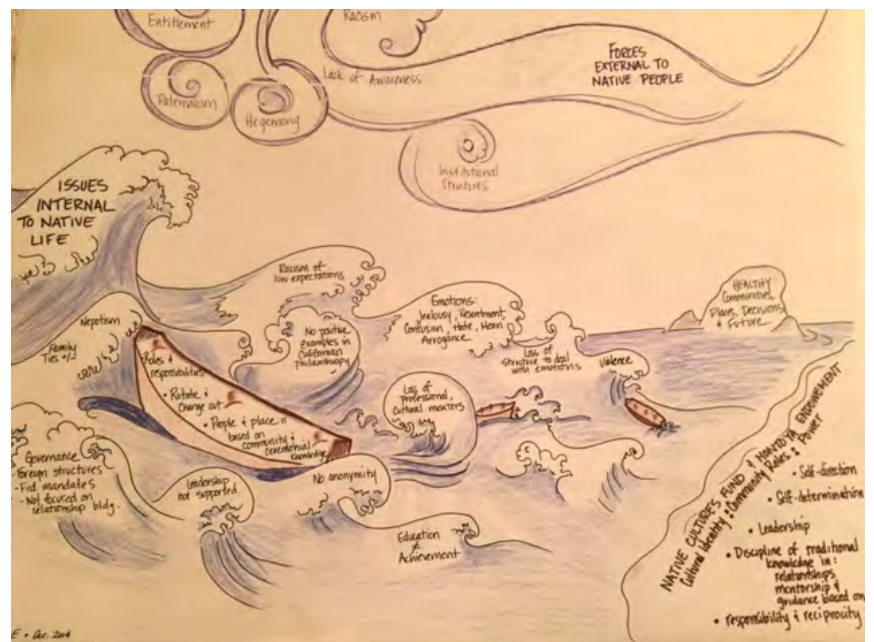


I work with clients to meet their graphic communication needs using a variety of tools, including:

- Creating graphic maps to help them communicate their vision
- Developing templates for their independent use
- Recording live during meetings
- Synthesizing meeting content post-event into graphic records

CLIENTS & PROJECTS INCLUDE:

- Warrior Institute
- Humboldt State University Strategic Plan
- *How We Talk Matters*, book illustrations
- Karuk Tribe
- Humboldt Area Foundation
- Wild Rivers Community Foundation
- True North Organizing Network
- Boys & Men of Color
- Building Healthy Communities Initiative
- Humboldt Bay Municipal Water District
- Redwood Community Action Agency-
HumpAL
- Food For People
- Tribal Economic Development Network
- Humboldt Dental Advisory Group



Four Forces Creating a Perfectly Human Storm

